Research Terms of Reference

Endline Evaluation of the USAID Community Engagement Project (CEP) Jordan

March 2018 Version 1 REACH Informing more effective humanitarian action

1. Executive Summary

Country of intervention	Joi	dan						
Type of Emergency		Natural disaster	X	Conflict				
Type of Crisis		Sudden onset		Slow onset X Protract	ed			
Mandating Body/ Agency	US	USAID CEP/ Global Communities						
Project Code	13	CRQ						
Research Timeframe	1.	Start collect data: 29/01/20	18	4. Data sent for validation: 22/03	/2018			
				(Quantitative), 08/04/2018 (Qual	itative)			
	2.	Data collected: 05/04/2018		5. Outputs sent for validation: 15	/04/2018			
	3.	Data analysed: 15/04/2018		6. Outputs published: 15/05/201	8			
Number of assessments	X	Single assessment (one of	ycle)				
Humanitarian milestones	Mi	estone		Deadline				
	X	Donor plan/strategy		15/05/2018				
		Inter-cluster plan/strategy		N/A				
		Cluster plan/strategy		N/A				
		NGO platform plan/strateg	N1/	N/A				
<u></u> .			JY					
Audience Type &		dience type Strategic (USAID)		Dissemination				
Dissemination Specify who		o ()			X General Product Mailing (as per donor request)			
will the assessment inform and how you will disseminate to		Programmatic (CEP managen d project teams, CEP impleme		X Presentation of findings (meeting key project stakeholders)	organised for			
inform the audience		tners)	nunų					
		Dperational (CEP managemen	tani	X Website Dissemination (subject to approval)	o donor			
		ject teams, CEP implementing		approvary				
		tners)						
		Vaa		X No				
•		Yes						
Detailed dissemination plan required General Objective	Ev		t an	assess contributions made by USA	ID CEP			
required		aluate overall project impac						

¹ For the purpose of this evaluation, 'social cohesion' is defined in terms of relations and trust (1) between people of the community, (2) between citizens and local government representatives.

² For the purpose of this evaluation, 'community resilience' is defined in terms of (1) community's collective ability to identify, prioritse and resolve stressors being faced and (2) municipal/ local government capacity to respond to challenges facing the community. Please refer to the Analytical Framework in Annex 2 for a detailed overview of how these concepts were defined at the planning and design phase for USAID CEP.

³ For the purpose of USAID CEP, 'community' was the geographical unit identified for the level of intervention. These were defined either along the administrative boundaries of a municipality, or, in larger cities such as Tafilah or Mafraq, along the boundaries of an administratively and/ or demographically distinct neighbourhood.

Specific Objective(s)	 Assess community perceptions across the five core project indicators i.e. social cohesion, collective competence, safety/ security, service provision, government responsiveness Compare current perceptions with baseline to identify and measure changes that have come about in the five areas of intervention since project onset Compare perceptions between treatment and control communities⁴ to isolate project impact from external factors that brought about similar changes 							
	(4) (5)	Triangulate and understar overall in more depth thro Identify specific good prac	ugh d	detai	led	case studies		
Research Questions	 planning and implementation practices (1) To what extent and in what way have community perceptions regarding cohesion, collective competence, public safety, government services, a government responsiveness changed over the past four years? (2) To what extent and in what way have USAID CEP interventions contribut towards strengthening community cohesion and resilience in targetted communities? Are these changes sustainable? (3) What external factors (i.e. those outside the project) have impacted, ne or positively, the overall ability of the project to achieve intended impact (4) What are some key good practices and lessons learned within project and implementation processes, which should be kept in mind for the 						ent services, and years? entions contributed ce in targetted e impacted, negatively ntended impacts? within project planning	
Geographic Coverage		implementation of similar communities (19 treatment rernorates					Jera	ash, Mafraq, Tafilah
Secondary data sources	Loc pro exis	cal context information for e files prepared by USAID CI sting literature on local gove academic institutions, NGO d other similar projects in Jo	EP te ernar 9s, UN	eam) <u>;</u> nce ii N age	, U: 1 Jo	SAID CEP proje ordan (grey lite	ect ratu	documentation, re, research produced
Population(s)	•	IDPs in camp				IDPs in inform	nals	sites
		IDPs in host communities				IDPs		
		Refugees in camp				Refugees in in	nfor	mal sites
	Х	Refugees in host commur	nities			Refugees		
	X	Host communities				0		
Stratification	X	Geographical #:22 Population size per strata is known? X Yes		Grou	ıp #	E N∕A		[Other Specify] #: N/A
Data collection tool(s)	X	Structured (Quantitative)			Х	Semi-structur	ed ((Qualitative)
		npling method				a collection m		,
Structured data collection		Probability / Stratified simple				ousehold intervie		
tool # 1 (Community members' perception survey)		dom			-		(, , ,

⁴ During the initial design of the baseline for USAID CEP, three control communities were chosen that were not targetted by the project (AI-Me'rad Municipality in Jerash, Ajloun Greater Municipality in Ajloun and Gharandal city in Tafileh). Control communities were identified based on similar demographic, economic, social and political factors to ensure comparability with treatment communities. The inclusion of control communities will enable a comparison for the overall impact evaluation and can contribute towards testing the hypothesis that improvements in community cohesion and resilience would not have resulted without the project interventions.

Structured data collection tool # 2 (Good Practices Case Study)	X Purposive				X K	ey informant inte	rviev	w (Target #):24
Semi-structured data collection tool (s) # 1 (Community Engagement Case Study)	X Purposive				X Key informant interview (Target #): 6X Focus group discussion (Target #):12			
Semi-structured data collection tool (s) # 2 (Externalities Case Study)	X Purposive				X Key informant interview (Target #): 6			
Semi-structured data collection tool (s) # 3 (Sustainability Case Study)	X Purposive				X Key informant interview (Target #): 7-8X Focus group discussion (Target #): 3			
Target level of precision if probability sampling	95%	% level of confidence			10+/- % margin of error			
Data management platform(s)	X	IMPACT						
Expected ouput type(s)		Situation overview #: _	X	Re	port	#: 1		Profile #:
		Presentation (Preliminary findings) #:	Х		Presentation (Final) #: 1			Factsheet #:
		Interactive dashboard #:_				ap #:		
Access	Х	Public (available on REA	СН	reso	urce	center and oth	er h	umanitarian platforms)⁵
			Restricted (bilateral dissemination only upon agreed dissemination list, no publication on REACH or other platforms)					
Visibility	US	AID, Global Communities,	RE/	ACH				

2. Rationale

2.1. Rationale

Over the years, Jordan has effectively absorbed regional shocks and offered refuge to successive waves of refugees from neighbouring states. Since 2014, Jordan has become host to over 660,000 Syrian refugees, 79% of whom are living in urban, peri-urban and rural host communities. Such a rapid increase in population aggravated existing challenges and brought about additional challenges that test the absorptive capacity of local communities and government institutions. It is against this background that in 2014 the United States Agency for International Development (USAID) initiated the Community Engagement Project (CEP) in Jordan. The project, implemented by Global Communities, aimed to help communities cope with these growing pressures by building community cohesion and enhancing the resilience of communities to more effectively address evolving challenges. Specifically, USAID CEP works through and builds the capacity of Community Enhancement Teams (CETs), municipalities/ local government and Community Based Organisations (CBOs) to support communities in identifying and prioritising stressors; developing short and long-term solutions to challenges through collaboration with relevant stakeholders; and using effective, transparent communication to strengthen community cohesion.

⁵ Subject to approval/ confirmation from Global Communities and USAID Jordan

Since 2015, REACH has been supporting Global Communities with the monitoring and evaluation (M&E) of USAID CEP. A baseline was conducted in December 2015, followed by a progress monitoring between December 2016 and March 2017. The endline evaluation was initiated in February 2018, and is anticipated to be concluded by April 2018.

3. Methodology

2.2. Methodology overview

The endline evaluation will employ a mixed methods approach to ensure comprehensive and robust quantitative and qualitative data is gathered to assess the overall changes brought about by the project. Data collection will take place over two phases: quantitative community members' perception survey (Phase 1) and four in-depth, qualitative case studies using KI interviews and FGDs (Phase 2).

2.3. Population of interest

The population of interest for this baseline study are the people living within the 19 communities that were targetted by USAID CEP, and within the 3 control communities, with a specific focus on women and youth.

2.4. Secondary data review

To enhance analysis and further contextualise findings from the quantitative perception survey, the purpose of the secondary data review (SDR) is three-fold (see Table 1).

Table 1).

Table 1: Overview of SDR objectives and resources

	SDR Objective	Resource(s)
1	Understand local governance context in Jordan and changes that have come about in the country over the past four years	Grey literature, research produced by academic institutions, NGOs, UN agencies, past REACH work for USAID CEP and
	which could have impacted project efficacy	other similar projects in Jordan
2	Understand local contexts of targetted communities and any	Community profiles prepared for each of the 19 targetted
	changes that have come about over the past four years which	communities by the USAID CEP team
	could have impacted project efficacy	
3	Understand which specific USAID CEP interventions could have	USAID CEP project documentation, 'Most Significant Change'
	brought about changes in community perceptions, as found	case studies conducted by REACH for the USAID CEP
	through primary data collected	Progress Monitoring

Primary Data Collection: Quantitative

The core of the endline evaluation will consist of a randomized quantitative perception survey. The survey will collect data on the five core indicators within the USAID CEP Project Performance Plan⁶:

- Percent change in citizens' perception of safety and security;
- Percent change in citizens' perception of social wellbeing;
- Percent change in citizens' perception of community's ability to identify and deal with stressors;
- Percent change in citizens' who perceive their local government/ municipality to respond to inputs and needs of the communities;
- Percent change in citizens' satisfaction with the provision of municipal and government services.

<u>Sampling Framework</u>: A sample of 96 respondents will be randomly selected in each community for the perception survey. This sample size will generate results that are generalizable to the population within each community with a 95% level of confidence and 10% margin of error. This sample size is coherent with that of the baseline, which was also conducted with a 95% level of confidence and 10% margin of error.

⁶ During the planning of the baseline in 2014, USAID CEP developed a detailed impact assessment methodology that utilized existing literature to develop the conceptual and operational definitions of these five core indicators. Further details on this is available in Annex 2: Analytical Framework.

<u>Sampling Approach</u>: To identify survey respondents, the survey will use a random sampling approach developed by REACH and implemented for several research projects in Jordan in the past. This approach will employ randomized GIS sampling which takes satellite imagery of the community targeted, overlaid with a grid of hexagons. This is then overlaid with population-density data drawn from a number of sources (light intensity data, Department of Statistics population data, and water network customer data) to provide each hexagon with a weight. A sample is then drawn randomly with a higher likelihood of sampling locations being drawn from those hexagons with higher population density. Data collectors then go to each GPS point and conduct an interview with an adult member within the closest household to the point. Where this household is empty, unresponsive, or refuses to participate in the survey, REACH data collectors will move to the next house but one until an adult respondent can be identified. If there is more than one adult within the household, the data collectors will provide an introduction to the assessment and then ask household members who they think among themselves would be best able to provide information given the nature of the assessment.

<u>Data Collection Tool:</u> The questionnaire to be used for the survey is similar to what was developed for the baseline, to ensure comparability of data. The baseline questionnaire can be found in the Annex of the baseline study report (page 56) which is available online on the REACH Resource Centre <u>through this link</u>. However, a few additional questions were added to assess community perceptions of improvements in key project areas and perceptions of the project as a whole. The list of additional questions can be found in Annex 3.

2.5. Primary Data Collection: Qualitative

In addition to quantitative data collection, the endline evaluation will also include a qualitative data collection component to generate more in-depth understanding of changes brought about by USAID CEP, and triangulate and explain quantitative findings. Following discussions with the USAID CEP team, it was decided that qualitative data collection will be used to conduct four in-depth case studies. The details for each of these case studies are outlined in Table 2 below.

CASE STUDY	COMMUNITIES	METHOD	TARGET SAMPLE ⁷	PRELIMINARY RQs
Community Engagement	Three treatment communities (one per governorate) ⁸	6 KI Interviews 12 FGDs	Municipality/ local government representatives, CET representatives 4 per community with each of the following groups from the local community: male, female, youth male, youth female	 How did the project impact intra- community engagement? How did the project impact citizen- government engagement? How did women and youth specifically benefit from the project?
Good practices	Three treatment communities (one per governorate) 9	21 KI interviews	Municipality/ local government representatives, CET representatives, community KIs (survey respondents aware of the project, representatives from CBOs/ CSOs involved with CEP)	 Why was the project able to achieve more significant impact in some specific communities? What enabling factors within local context, what external factors helped the project achieve intended impacts in these communities? What are some key lessons learned and good practices in terms of project planning and implementation?
				What developments have come about in the control communities

Table 2: Proposed Case Studies for Phase 2 (Qualitative Data Collection) of the USAID CEP Endline Evaluation

⁷ For municipality/ local government, CET and CBO/ CSO representatives, support will be provided by CEP field staff to identify and contact respondents.

⁸ Selected following preliminary quantitative analysis and based on insights from CEP management and field staff.

⁹ Selected following preliminary quantitative analysis and based on insights from CEP management and field staff.

Externalities	All three control communities: Gharandal, Ajloun, Merad	6 KI interviews	Municipality/ local government representatives, community KIs (community leaders, representatives from local organisations/ associations)	 across the key project areas which could explain changes? Which of the changes that have come about in the treatment communities can be attributed to CEP interventions and why?
Sustainability	Nationwide/ governorate level	26 KI interviews	CEP management, CEP field staff (Programme Managers or similar profiles), local government representatives, CET representatives	 What are some key lessons learned and good practices in terms of project planning and implementation? What steps are being taken to ensure sustainability of outcomes achieved once the project comes to an end? What steps can be taken to ensure sustainability of outcomes achieved once the project comes to an end?

Respondents for the qualitative data collection component will be purposively selected based on selection criteria for each target sample group. For FGDs, each focus group will consist of 6 – 8 participants which is, in the experience of REACH, the optimal number to conduct a constructive discussion. To account for the sensitive nature of information which might be discussed during the FGDs, female facilitators will be hired to conduct the female FGDs and male facilitators for the male FGDs. REACH's in-house staff will conduct training on conducting FGDs for all team members prior to data collection. KI interviews will be conducted using both structured questionnaire ('Good Practices' and 'Sustainability' case studies) and semi-structured questionnaires (remaining three case studies) administered by experienced REACH staff.

The following tools have been developed/ are being developed for the qualitative data collection component:

- <u>'Community Engagement' case study</u>: Semi-structured KI interview Question Guide (available for download <u>through this</u> <u>link</u>) & FGD Question Route (available for download <u>through this link</u>)
- 2. <u>'Good Practices' case study</u>: Structured KI interview Questionnaire (available for download through this link)
- 3. <u>'Externalities' case study</u>: Semi-structured KI interview Question Guide (available for download through this link)
- 4. <u>'Sustainability' case study</u>: Structured KI interview Questionnaire (available for download through this link)

Each of these tools will be translated into Arabic and shared for CEP review prior to data collection. All tools used for the endline evaluation will also be included as Annexes in the final report.

2.5. Data Processing & Analysis

Quantitative data entry and cleaning process

The survey will be administered using Kobo form developed by REACH's in-house Database Unit. Data collected during the course of the survey will be stored directly on REACH's secure internal server. A number of checks will be put in place to ensure the quality and accuracy of data collected. These will include:

- A thorough testing process for the data collection tool in line with REACH's standard operating procedures for tool development and testing. This involves multiple layers of testing to ensure that the tool functions fully;
- A pilot phase in the field during which the tool is thoroughly checked and tested prior to final use. This step also ensures that enumerators are fully familiar with the form prior to starting data collection;
- Enumerators provided with 'cheat sheets' per community containing a list of all interventions implemented by USAID CEP in that community over the past four years;
- Daily checks of data collected to ensure that it is comprehensive and does not contain any mistakes;
- Daily debriefs with data collection team to ensure that any problems encountered during data collection are identified and resolved;

- Regular spot checks during data collection to ensure data collectors are properly administering survey questionnaire;
- A final, thorough, data cleaning process which will include verification of any potentially inaccurate data and re-visits to the field if necessary. A log of data cleaning will be kept to ensure that all steps in the process can be replicated.

Quantitative data entry and cleaning process

The survey will be administered using Kobo form developed by REACH's in-house Database Unit. Data collected during the course of the survey will be stored directly on REACH's secure internal server. A number of checks will be put in place to ensure the quality and accuracy of data collected. These will include:

Data analysis

Once all data has been collected and cleaned, the REACH Assessment Officer will lead the quantitative and qualitative analysis process with support and inputs from other project staff and from data analysis specialists at HQ. Data from the survey will be analyzed using SPSS which will enable the performance of statistical tests where relevant and necessary, adding a further layer of robustness to the findings finally presented. Once the report has been finalized it will be sent to the donor for a final review. Any required comments or changes will be incorporated. REACH will then conduct a final findings presentation for the donor. Aligning the endline survey tool with that of the baseline will enable comparison with findings from the baseline, in terms of how perceptions related to the previously outlined five core indicators may have changed for better or for worse since the onset of USAID CEP. However, these findings will only be reported if differences are found to be statistically significant.

In addition to comparing perceptions, the analysis will also focus on comparing changes in scores for the five core project performance indicators previously outlined. During the baseline, a Principal Component Analysis (PCA) was conducted to calculate these index scores, which measured how communities, taken together, were performing at the time across the five key indicators. The overall scores represent the average of all questions relevant to each of the five indicators, weighted by each question's explanatory power. Please find a detailed note on the construction of these scores in Annex 4. SPSS t-test will be used to check whether there is a statistically significant difference between the mean index scores between the two years i.e. the baseline and endline.

Findings from the four qualitative case studies will then be used to contextualise changes in community perceptions. Data from case studies will also be analysed to identify key lessons learned and best practices within USAID CEP's planning and implementation processes, which should be kept in mind for the implementation of similar projects in the future.

A list of key indicators that will guide the analysis for the evaluation have been outlined in Annex 1: Data Analysis Plan.

3. Roles and responsibilities

 Table 3: Description of roles and responsibilities

Task Description	Responsible	Accountable	Consulted	Informed
Research design	Assessment Officer	Assessment Officer	Country Coordinator, HQ Research Design Unit, Senior Field Manager, Senior MIS Officer, CEP M&E Manager	Head of Research
Supervising data collection	Senior Field Manager	Senior Field Manager	Assessment Officer	Country Coordinator

Data processing (checking, cleaning)	Assessment Officer	Assessment Officer	Database Officer, Senior MIS Officer, Senior Field Manager, HQ Data Unit	Country Coordinator, Head of Research
Data analysis	Assessment Officer	Country Coordinator	Country Coordinator, HQ Data Unit, CEP M&E Manager	Head of Research
Output production	Assessment Officer	Country Coordinator	Country Coordinator, HQ Review Unit, CEP M&E Manager	Head of Research
Dissemination	Assessment Officer	Country Coordinator	HQ Communications Unit, CEP M&E Manager	Head of Research, Deputy Executive Director
Monitoring & Evaluation	Assessment Officer	Country Coordinator	HQ Research Design Unit, CEP M&E Manager	Head of Research
Lessons learned	Assessment Officer	Country Coordinator	Senior Field Manager, Senior MIS Officer	Head of Research, CEP M&E Manager

Responsible: the person(s) who executes the task

Accountable: the person who validates the completion of the task and is accountable of the final output or milestone

Consulted: the person(s) who must be consulted when the task is implemented

Informed: the person(s) who need to be informed when the task is completed

4. Data Management Plan

Administrative Data							
Research Cycle name	USAID	JSAID CEP Endline Evaluation					
Project Code	13 CR0	Q					
Donor	Global	Communities					
Project partners	Global	Communities, USAID					
Research Contacts		Sam Brett, REACH Jordan Country Coordinator <u>samuel.brett@reach-initiative.org</u> Nayana Das, REACH Assessment Officer <u>nayana.das@reach-initiative.org</u>					
DMP Version	Date: 1	15/03/2018	Vers	ion: 1			
Related Policies	Not ap	plicable					
Documentation and Metadata							
What documentation and	X Dat	ata analysis plan	Х	Data Cleaning Log, including:			
metadata will accompany				x Deletion Log			
the data?				x Value Change Log			
Select all that apply		ode book		Data Dictionary			
	□ Me	etadata based on HDX Standards	X	Qualitative data entry matrix			
Ethics and Legal Compliance							
Which ethical and legal measures will be taken?	X Co	X Consent of participants to participate		X Consent of participants to share personal information with other agencies			
		o collection of personally identifiable ta will take place	X	Gender, child protection and other protection issues are taken into account			

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	X	All participants reached age of majority	X	Cultural context in Jordan taken into consideration (all questions are appropriately asked, in the appropriate setting, and by appropriate individuals)			
Who will own the copyright and Intellectual Property Rights for the data that is collected?		discussion with the CEP team as and wh cessary	en is	sues arise, and take steps as deemed			
Storage and Backup				_			
Where will data be stored and backed up during the	Х	IMPACT/REACH Kobo Server		Other Kobo Server: [specify]			
research?	X	IMPACT Global Physical / Cloud Server	X	Country/Internal Server			
		On devices held by REACH staff		Physical location [specify]			
Which data access and security measures have	X	Password protection on devices/servers	X	Data access is limited to REACH staff			
been taken?		Form and data encryption on data collection server		Other, Specify			
Preservation							
Where will data be stored for long-term	X	IMPACT / REACH Global Cloud / Physical Server		OCHA HDX			
preservation?	X	REACH Country Server		Other, Specify			
Data Sharing							
Will the data be shared publically?		Yes	X	No, only with mandating agency / body			
Will all data be shared?		Yes		No, only anonymized/ cleaned/ consolidated data will be shared			
	X	No	_1	L			
Responsibilities							
Data collection	Ма	ajid Shdaifat, REACH Senior MIS Officer, ma	ajid.s	hdaifat@reach-initiative.org			
Data cleaning, analysis		Nayana Das, REACH Assessment Officer nayana.das@reach-initiative.org					
Data sharing/uploading	Sa	m Brett, REACH Jordan Country Coordinate	or <mark>sa</mark>	muel.brett@reach-initiative.org			

IMPACT Objective	External M&E Indicator	Internal M&E Indicator	Focal point	Tool	Will indicator be tracked?
		# of downloads of endline report from Resource Center	Country request to HQ		x Yes
Humanitarian stakeholders are	Number of humanitarian organisations accessing IMPACT services/products	# of downloads of endline report from Relief Web	Country request to HQ	-	x Yes
accessing IMPACT products	Number of individuals accessing IMPACT	# of page clicks on endline report from REACH global newsletter	Country request to HQ	User_log	x Yes
	services/products	# of page clicks on endline report from country newsletter, sendingBlue, bit.ly	Country team		x Yes
IMPACT activities contribute to better program implementation and coordination of the humanitarian response	Number of humanitarian organisations utilizing IMPACT services/products	# references in single agency documents	Country team	Reference_lo g	Global Communities and USAID Jordan publications
Humanitarian stakeholders are using IMPACT products	Humanitarian actors use IMPACT evidence/products as a basis for decision making, aid planning and delivery Number of agency strategic plans directly informed by IMPACT products	Perceived relevance of IMPACT country-programs Perceived usefulness and influence of IMPACT outputs Recommendations to strengthen IMPACT programs Perceived capacity of IMPACT staff Perceived quality of outputs/programs Recommendations to strengthen IMPACT programs	Country team	Usage_Feedb ack <i>and</i> Usage_Surve y template	Usage and feedback survey to be conducted in April 2018, after the release of key findings.
Humanitarian stakeholders are	Number and/or percentage of humanitarian organizations	# of organisations/clusters inputting in research design and joint analysis		Francement	□ Yes x No
engaged in IMPACT programs throughout the research cycle	directly contributing to IMPACT programs (providing resources, participating to presentations, etc.)	# of organisations/clusters attending briefings on findings;	Country team	Engagement_l og	x Yes

5. Monitoring & Evaluation Plan

Annex 1: Data Analysis Plan

Research Question	Indicator #	Indicator	Questionnaire Question	Data Collection Method	Data Collection Level	Disaggregation(s)
(RQ1) To what extent and in what way have community perceptions regarding social cohesion, collective	1.1	Percent change since baseline in citizens' perception of safety and security	To what degree do you feel safe living in your community?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
competence, public safety, government services, and government responsiveness changed over the past four	1.2	Percent change since baseline in citizens' perception of 'problems of insecurity and safety' as one of the three most important problems facing their community	What in your opinion is the most important problem, if any, facing your community today?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
years?	1.3	Percent change since baseline in citizens' trust in the police	To what degree do you trust the police?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	1.4	Percent change since baseline in citizens' who perceive household members to feel unsafe in the community 'always' or 'more than ten times'	How often, during the last four years, has someone in your household felt unsafe in the community in general?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	1.5	Percent of citizens who perceive the community to have become safer over the past four years, for adults and children	To what extent do you agree with the statement that your community has become safer and more secure over the past four years for adult men, adult women, and children under 18 years?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	1.6	Percent change since baseline in citizens' perception of social wellbeing	See Table 5: Questions analysed to construct the five indices	Survey	Community	N/A
	1.7	Percent change since baseline in citizens' perception of strong relations with and trust in family members, neighbours, friends, community leaders, district parliament members, municipal council members	 How strong is your relationship with the following groups? (asked individually for each) To what degree do you trust the following groups? (asked individually for each) 	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	1.8	Percent change since baseline in citizens' perception that members of the community help one another	To what extent do you think members of this community are helping each other?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention

1.9	Percent change since baseline in citizens' desire to leave their community	Do you ever think of leaving to live outside this community?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.10	Percent change since baseline in citizens' perception that members of the community trust each other	To what degree would you say that most people trust each other?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.11	Percent of citizens who perceive levels of trust and respect between members of the community to have improved over the past four years	To what extent do you agree that the level of trust and respect between members of your community has improved over the past four years?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.12	Extent to which engagement and relations between people of the community are perceived to have improved over the past four years	 What is the current state of relations and cohesiveness in your community? In what way and to what extent has this changed over the past four years, if at all? Why do you think these changes have come about? 	FGDs	Community	Gender, Age group
1.13	Percent change since baseline in citizens' perception of community's ability to identify and deal with stressors	See Table 5: Questions analysed to construct the five indices	Survey	Community	N/A
1.14	Percent change since baseline in citizens' who perceive their community to be able to handle problems in the future	To what degree do you think the community will be able to handle this problem in the near future?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.15	Percent change since baseline in citizens' levels of civic engagement	 Are you a member of any civil society association or organisation (NGO) whether it is social, religious, charity, co-operative, parents council in schools, sports or social club or any other association/society or organisation? Have you ever engaged in any communal or volunteering activity/event during the last four years? 	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.16	Extent to which community's ability to engage frequently and work together to resolve issues is perceived to have improved over the past four years	 What kind of platforms and opportunities exist for people in your community to come together regularly and discuss common problems being faced? In what way, if at all, have these 	FGDs, KI Interviews	Community	Gender, Age group

	7				
		 evolved over the past four years? What brought about these changes? What kind of groups and processes are in place to help your community deal with problems collectively? Have new groups/ processes been introduced or existing ones become more effective over the past four years? What are these changes, how did they come about, and what impact have they had? 			
1.17	Percent change since baseline in citizens' who perceive their local government/ municipality to respond to inputs and needs of the communities	See Table 5: Questions analysed to construct the five indices	Survey	Community	N/A
1.18	Percent change since baseline in citizens' perception of strong relations with and trust in district parliament members, municipal council members, mayor, governor	 How strong is your relationship with the following groups? (asked individually for each) To what degree do you trust the following groups? (asked individually for each) 	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.19	Percent change since baseline in citizens' perceived ability to approach local government representatives for problems being faced	To whom do you resort to in most cases for a solution to other problems you face?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.20	Percent change since baseline in citizens' levels of participation in public affairs	In the past four years, did the municipality or other local government institutions invite you to attend a town hall meeting or a public meeting to discuss issues of public concerns about service provision?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.21	Percent of citizens who perceive municipal responsiveness to citizen needs to have improved over the past four years	To what extent do you agree that the responsiveness of the municipality to citizen needs has shown signs of improvement in the past four years?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.22	Percent of citizens who perceive channels of communicating with the municipality to have improved over the past four years	To what degree do you feel that channels of communication with the municipality and local government have improved over the past four years?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
1.23	Percent of citizens who perceive their household's ability to make their voice	To what extent do you feel the ability of your household to make its voice heard by the	Survey	Community	Gender, Age group, Length of time living in

		heard by the municipality to have improved over the past four years	municipality has improved over the past four years (asked four times for adult men, adult women, youth men, and youth women)			community, Year of CEP intervention
	1.24	Extent to which community's ability to engage with the government is perceived to have improved over the past four years	 What kind of platforms and channels to people in this community use to engage and discuss needs with representatives from the municipality/ local government? To what extent are these effective? In what way, if at all, have channels changed over the past four years? What brought about these changes and what impact have they had? 	FGDs, KI Interviews	Community	Gender, Age group
	1.25	Percent change since baseline in citizens' satisfaction with the provision of municipal and government services	See Table 5: Questions analysed to construct the five indices	Survey	Community	
	1.26	Percent change since baseline in citizens' perceptions of 'sanitations problems', 'lack/ cuts of water supply', 'lack of road maintenance and expansion', 'inefficient garbage collection', 'poor street lighting', lack of public leisure spaces, 'lack of other municipal services', 'lack of health services', 'insufficient access to schools', as one of the three most important problems facing their community	What in your opinion is the most important problem facing your community today?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	1.27	Percent change since baseline in citizens' perception of 'poor or lack of municipal services', as one of the three most important reasons for wanting to leave their community	If [wanting to leave Always, many times, or sometimes], what are the reasons? (rank top 3)	Survey	Community	N/A
	1.28	Percent of citizens who perceive provision of municipal and government services to have improved over the past four years	To what extent do you feel that improvements in municipal and government services have been relevant to your priority needs over the past four years?	Survey	Community	N/A
(RQ2) To what extent and in what way have USAID CEP interventions contributed towards strengthening community cohesion and	2.1	Percent of citizens aware of USAID CEP interventions to strengthen community cohesion and resilience in targetted communities	Are you aware of any USAID/CEP or CET interventions that have been implemented over the past four years to improve levels of social cohesion and resilience in your community?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention

resilience in targetted communities? Are these changes sustainable?	2.2	Percent of citizens who perceive USAID CEP interventions to have had a positive impact on social cohesion and resilience in their community	To what degree do you feel the intervention has had a positive impact on levels of social cohesion and resilience in your community?	Survey	Community	Gender, Age group, Length of time living in community, Year of CEP intervention
	2.3	Extent to which USAID CEP interventions impacted engagement within the community and community's ability to work together to identify and address challenges	Which specific USAID CEP interventions/ activities/ mechanisms/ processes could have contributed towards bringing about the changes we have discussed, both in terms of engagement within the community and	FGDs, KI Interviews	Community	Gender, Age group
	2.4	Extent to which USAID CEP interventions impacted engagement between citizens and their government representatives	citizen-government relations? Did women and/ or youth specifically benefit from these activities? In what way?	FGDs, KI Interviews	Community	Gender, Age group
	2.6	Steps being taken to ensure sustainability of changes brought about by USAID CEP	 To what extent are the changes that have been brought about by USAID CEP sustainable in the long term i.e. once the project has come to an end? Why/ why not? What steps are being taken to ensure sustainability of outcomes? What steps can be taken to further enhance sustainability? 	KI Interviews	Community	N/A
(RQ3) What external factors (i.e. those outside the project) have impacted, negatively or positively, the overall ability of the project to achieve intended impacts?	3.1	Changes in local contexts over the past four years and the nature of challenges that communities are facing	 What are the three most important challenges facing the people living in this area? In what way have challenges being faced in this area changed over the past four years? Have some challenges become more or less important over the past four years? Which ones, why and in what way? Have new challenges emerged which did not exist four years ago? Which ones, why and in what way? 	KI Interviews	Community	N/A
	3.2	Changes in community and local government's ability to cope with challenges faced	 To what extent is the local community and the local government able to cope with challenges? Why and in what way? What changes have come about in this area over the past four years which could have impacted, positively or negatively, the local government and 	KI Interviews	Community	N/A

			the community's ability to cope with challenges?			
	3.3	# of national and/ or international support projects implemented in target areas other than USAID CEP	What kind of external support has this area received over the past four years that could have strengthened abilities to cope with challenges? For all the support that has been received, please specify: type of support received, who provided it, and what impact it has had.	KI Interviews	Community	N/A
(RQ4) What are some key good practices and lessons learned within project planning and implementation processes, which should be kept in mind for the implementation of similar projects in the future?	4.1	Processes put in place for the planning and implementation of USAID CEP interventions	 What process was typically followed by the project for the planning and selection of interventions? What was the implementation process? Who was typically involved? 	KI Interviews	Community	N/A
	4.2	Effectiveness and relevance of processes used for planning and implementation of USAID CEP interventions	 Was the methodology used for the planning and selection of interventions effective? Why? Do you think interventions selected were relevant to the priority needs of this community? Why/ why not? In hindsight, what could have been done differently by the project, in terms of planning, implementation and oversight to increase overall effectiveness? 	KI Interviews	Community	N/A
	4.3	Effectiveness of establishing CETs for the planning and implementation of USAID CEP interventions	Do you think the CET had an important role to play in the planning and implementation of interventions? Why do you think the CET's role was important?	KI Interviews	Community	N/A
	4.4	Reasons for perceived ineffectiveness of specific USAID CEP interventions	Are there any specific activities/ interventions which did not have the impact you expected? Which ones? Why do you think these activities/ interventions did not have their expected impact?	KI Interviews	Community	N/A

ANNEX 2: ANALYTICAL FRAMEWORK FOR KEY PROJECT CONCEPTS

USAID defines community cohesion as "the ability of communities to recognize the value and respect the rights of all community members, regardless of gender, age, religious affiliation, or ethnic origin; and to act cooperatively and inclusively in meeting challenges and taking advantage of opportunities". Resilience, according to USAID, is defined as "the ability of people, households, communities, countries and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth". These definitions informed the creation of the five goal-level proxy indicators of community cohesion and resilience included in USAID CEP results framework and Annual Monitoring and Evaluation Plan (AMEP) which were outlined in the methodology section. For the purpose of monitoring and evaluation of USAID CEP, these broad concepts were then expanded using definitions and measurement frameworks proposed in the relevant academic literature, specifically the works of Chan et al. and Norris et al. These definitions, concepts and frameworks are combined into a community cohesion and resilience measurement framework which is presented at the end of this section.

Based on the works of Chan et al. and Norris et al., social cohesion should be understood as having two dimensions, a horizontal, intra-community one, and a vertical one, which concerns interaction between citizens and governments. Community resilience is then derived from communities' ability to utilize these horizontal and vertical networks to adapt and respond positively to shocks and challenges. Specifically, Chan et al. define social cohesion as:

"a state of affairs concerning both the vertical and the horizontal interactions among members of society as characterized by a set of attitudes and norms that includes trust, a sense of belonging and the willingness to participate and help, as well as their behavioural manifestations"

Vertical interactions refer to the rapport between the state or government institutions at different levels and the society and its members, while horizontal interactions describe relations between individuals and groups within society. Chan et al. measure the vertical and horizontal dimensions through both objective and subjective components. In their view, the objective component, in their view, encompasses "people's actual participation, cooperation and helping behaviour", whereas the subjective one "refers to the norms and subjective feelings of trust, a sense of belonging and the willingness to help". Based on this conceptualisation, Chan et al. propose the following measurement framework (see Table 4).

 Table 4: Social cohesion measurement framework after Chan et al.¹⁰

	Subjective component (People's state of mind)	Objective component (Behavioral manifestations)
Horizontal dimension (Cohesion within civil society)	 General trust with fellow citizens Willingness to cooperate and help fellow citizens, including those from "other" social groups Sense of belonging or identity 	 Social participation and vibrancy of civil society Voluntarism and donations Presence of absence of major inter-group alliances or cleavages
Vertical dimension (State-citizen cohesion)	 Trust in public figures Confidence in political and other major social institutions 	 Political participation (e.g. voting, political parties etc.)

Complementing and building on this framework, Norris et al. argue that resilience is derived from utilizing these horizontal and vertical networks as resources or "adaptive capacities" to adapt and respond positively to shocks and challenges. As such, they define community resilience as "[a] process linking a set of networked adaptive capacities to a positive trajectory of functioning and adaptation in constituent populations after a disturbance". They then identify four principal sets of networked capabilities or resources which form the basis of community resilience :

- i. Social capital, which encompasses social networks and relationship structures within communities, which are necessary to access and distribute various types of social support from different sources. Furthermore, social capital involves a sense of belonging to a community, as well as an extent of shared values and citizens' active participation or engagement in the community.
- ii. Community competence which refers to "collective action and decision-making" grounded in "collective efficacy and empowerment". While collective efficacy relates to confidence in that community action is effective, community

¹⁰ Ibid.: p. 294.

empowerment describes a process which allows people to gain better and more equal access and control over resources.

- iii. Information and communication, which means "the creation of common meanings and understandings and the provision of opportunities for members to articulate needs, views, and attitudes".
- iv. Economic development, which rests on the volume, diversity and equity of resources, such as "[I]and raw materials, physical capital, accessible housing, health services, schools, and employment opportunities", which in turn affect social vulnerability.

The USAID CEP community cohesion and resilience measurement framework combines the social cohesion measurement framework defined by Chan et al. with the conceptual framework of adaptive capacities developed by Norris et al. as a basis for community resilience, in a community cohesion and resilience measurement framework (see Figure 1).

HESION	Horizontal dimension	Social well-being/capital Personal relationships Shared values and belonging Support networks Community interaction Trust and respect Information, communication	••	COMMUNITY
SOCIAL COHESION	Vertical dimension	communities Government and municipal effectiveness and responsiveness • Government and municipal service provision and quality • Responsive, effective and accountable government • Civic engagement and political participation Information, communication and engagement between citizens and governments		RESILIENCE

Figure 1: USAID CEP community cohesion and resilience framework

On one hand, this framework assumes that the horizontal and vertical social cohesion dimensions are interrelated or complementary. On the other hand, it suggests that all aspects of both the horizontal and vertical dimensions of social cohesion are nurtured by effective communication, interaction and engagement among community members, as well as between community members, different levels of government, as well as other stakeholders at different administrative levels. This is where USAID CEP intervenes: by strengthening communication and engagement among community members, as well as between communities and various stakeholders it seeks to strengthen social cohesion in its two dimensions. In making these resources or adaptive capacities more robust and in supporting communities in effectively mobilising them in the face of shocks or challenges, USAID CEP aims to contribute to communities' resilience.

The endline evaluation will follow the logic of this framework to assess both the horizontal and vertical dimension of social cohesion and community resilience.

ANNEX 3 ADDITIONAL QUESTIONS FOR ENDLINE SURVEY

The following questions were added to the endline survey questionnaire to assess community perceptions of improvements in key project areas and perceptions of the project as a whole:

- Q221: To what extent do you agree that the level of trust and respect between members of your community has improved over the past four years?
 - □ 1 Strongly agree
 - □ 2 Agree
 - □ 3 Disagree
 - □ 4 Strongly disagree
 - □ 7 Not sure / don't know
 - \square 8 Refused to answer
- Q306: To what extent do you agree with the statement that your community has become safer and more secure over the past four years for: (select one for each)
 - 1: Adult men:
 □ 1 Strongly agree
 □ 2 Agree
 □ 3 Disagree
 □ 4 Strongly disagree
 - 2: Adult women:

 1 Strongly agree

 2 Agree

 3 Disagree

 4 Strongly disagree
 - 3: Children under 18:

 1 Strongly agree
 2 Agree
 3 Disagree
 4 Strongly disagree
- Q402: To what extent do you agree that municipal and government services have improved over the last four years?

 I Strongly agree
 - □ 2 Agree
 - □ 2 Agree
 - □ 4 Strongly disagree
- Q403: [If 'agree'/ 'strongly agree'] Which specific municipal/ government services have improved in the last four years?
 □ Solid waste management/ trash collection services
 - □ Water supply services
 - □ Sanitation services
 - □ Street lighting services
 - □ Road building and maintenance services
 - □ Government health services
 - □ Government schools/ education services
 - □ Government universities
 - □ Public gardens and recreation facilities
 - □ Youth centres and sports facilities
 - □ Transportation services
 - Police and security services
 - $\hfill\square$ Other, please specify ____
- Q402: To what extent do you feel that improvements in municipal and government services have been relevant to your priority needs over the past four years?
 - □ 1 Strongly agree
 - \square 2 Agree
 - □ 3 Disagree
 - \square 4 Strongly disagree
- Q507: To what extent do you agree that the responsiveness of the municipality to citizen needs has shown signs of improvement in the past four years?
 - □ 1 Strongly agree
 - \square 2 Agree
 - □ 3 Disagree
 - □ 4 Strongly disagree
- Q508: [If 'agree' or 'strongly agree'] Why do you think the municipality has become more responsive to citizen needs?
 □ More effective channels of communication with citizens to identify and discuss needs
 - □ Improved physical capacity (funds, material resources) to be able to address identified needs

□ Improved human resource capacity within the municipality (more staff in general, more staff with technical capacity, more staff trained at community outreach, etc.)

□ Other, please specify ____

- Q509: To what degree do you feel that channels of communication with the municipality and local government have improved over the past four years?
 - □ 1 Improved a lot
 - $\hfill\square$ 2 Improved a little
 - □ 3 No change
 - □ 7 Not sure / don't know
- Q510: If 'improved a lot' or 'improved a little', In what way have channels of communication with the municipality and local government improved over the past four years?
 - □ More effective channels of communication have been established, please provide example _____
 - $\hfill\square$ Existing channels of communication have become more effective
 - □ Improved community outreach capacity among municipality staff/ government representatives
 - □ More initiative from the government and municipality
 - □ More frequent meetings and events organised with the community
 - $\hfill\square$ Other, please specify ____
- Q511: To what extent do you feel the ability of your household to make its voice heard by the municipality has improved over the past four years ((select one for each)
 - 1: Men:
 1 Strongly agree
 2 Agree
 3 Disagree
 4 Strongly disagree
 - 2: Women:

 1 Strongly agree
 2 Agree
 3 Disagree
 4 Strongly disagree
 - 3: Youth men 18-30:
 1 Strongly agree
 2 Agree
 3 Disagree
 4 Strongly disagree
 - 4: Youth women 18-30:
 1 Strongly agree
 2 Agree
 3 Disagree
 4 Strongly disagree
- Q703: To what extent do you agree that any challenges associated with Syrians moving to your community has lessened over the past four years?
 - □ 1 Strongly agree
 - □ 2 Agree
 - □ 3 Disagree
 - □ 4 Strongly disagree
- Q801: Are you aware of any USAID/CEP or CET interventions that have been implemented over the past four years to improve levels of social cohesion and resilience in your community?
 - \Box 1 Yes
 - $\square 2 \text{ No}$
 - \square 7 Not sure / don't know
- Q802: [If 'Yes' to 801] Are you are of any USAID/ CEP or CET interventions that have been implemented over the past four years to improve municipal and government service provision in your community?
 1 Yes, please specify types of intervention
 - 🗆 2 No
- Q803: [If 'Yes' to 801] Are you are of any USAID/ CEP or CET interventions that have been implemented over the past four years to improve government responsiveness to citizen needs?
 1 Yes, please specify types of intervention
 - 1 Yes, please specify types of interver
 2 No
- Q804: [If 'Yes' to 801] Are you are of any USAID/ CEP or CET interventions that have been implemented over the past four years to enhance relations and social cohesion within your community?
 I Yes, please specify types of intervention
 - 🗆 2 No
- Q805: [If 'Yes' to 801] Are you are of any USAID/ CEP or CET interventions that have been implemented over the past four years to enhance your community's ability to jointly identify and deal with stressors and issues being faced?
 1 Yes, please specify types of intervention
 2 No
- Q805: [If 'Yes' to 801] Are you are of any USAID/ CEP or CET interventions that have been implemented over the past four years to enhance feelings of safety and security among people of your community?
 - $\hfill\square$ 1 Yes, please specify types of intervention

 $\square 2 \text{ No}$

- Q806: [If 'Yes' to 801] To what degree do you feel the intervention has had a positive impact on levels of social cohesion and resilience in your community?
 - □ 1 To a large degree
 - □ 2 To a moderate degree
 - □ 3 To a little degree
 - □ 4 Not at all
 - □ 7 Not sure / don't know
 - \square 8 Refused to answer

ANNEX 4: CONSTRUCTION OF INDEX SCORES

Composite indices

The tool designed for the baseline assessment included multiple questions across the five core indicators relevant to USAID CEP. To measure how communities, taken together, are performing across these five indicators, five index scores were constructed, using the following steps:

(1) Questions were converted from ordinal scales, "strongly disagree" to "strongly agree" to ranks out of 100:

Scale	1. Strongly disagree	2. Disagree	3. Agree	4. Strongly agree
Score	0	33.3	66.6	100

- (2) Questions were grouped according to each of the five core indicators and a Principal Component Analysis (PCA) was conducted. The purpose of the PCA is to provide a principal component, i.e. an aggregate score which best explains the variance across all questions included in the analysis.
- (3) Each question was then provided with a weight, reflecting its correlation score with the first principal component of the PCA. All weights were calibrated to ensure that the sum of all weights was equal to 1. This was to ensure the maximum index score was 100.
- (4) Each question was then summed and weighted according to the extent to which it explained (was correlated to) the overall principal component of the index. Below outlines the formula used, where "q" denotes the question score, and "w" denotes the weights, and where the sum of all weights is equal to 1.

Indice
$$1 = (q^1 * w^1) + (q^2 * w^2) + (q^3 * w^3)$$

In short, the overall indicators represent the average of all relevant questions, weighted by each question's explanatory power. The questions analysed to create each of the overall indexes are outlined in the annex as well. The purpose of these indices is to represent the perceptions of safety and security; social well-being; collective competence; government and municipal responsiveness and government and municipal service provision across the communities assessed.

Table 5: Questions analysed to construct the five indices

Safety and security index:	Social well-being index:
 To what degree do you feel safe living in your community? 	 How strong is your relationship with the following groups (includes all questions 201.1 – 201.8) Are the members of your community helping each other?
Collective competence index:	 Do your friends live in the same area
 Do you agree that members of the community can work together? Do you agree that members of the community have the ability to work together to solve problems? 	 Have you ever considered moving to live outside your community? How strong your sense of belonging?

 Do you agree that members of the community have sufficient resources to meet their non-secured needs? Do you agree that members of the community have the ability to identify the difficulties and pressures that face them and mitigate or adapt to them and address them? Do you agree that members of the community have the ability to work together to identify stressors and work to resolve them? To what extent do you believe the community can handle the problems identified (specified in previous question). 	 Do you agree that members of the community share the same values? How frequently do members of your community a) exchange home visits, b) participate in weddings c) attend funerals To what extent do you trust (tribe leaders, friends etc.). To what extent do you think members of your community trust each other To what extent do you think members of your community respect each other
Municipal/government responsiveness index:	Public services index:
 To what extent the municipality responds to citizens needs in the area you are resident To what extent can residents hold the municipality to account To what extent does the municipality work effectively To what extent do you trust the following institutions (list of municipal and government services) To what extent do you trust the following officials (list of municipal and government officials is a service) 	To what extent are you satisfied with the following services (list of municipal and government services).
(list of municipal and government officials – i.e. mayor, health professionals etc.).	

Potential Methodological Improvements

During the 2015 baseline conducted by REACH, similar methodology was used to construct index scores to be compatible with the 2014 baseline. However, small modifications were made during the 2015 baseline to improve the methodology. In particular, for the 2015 baseline study the PCA was conducted with only those questions relevant to each separate indicator, thereby ensuring that the weights reflect the explanatory power of each question, as per the indicator. Conversely, the original methodology calculated the weights of each question to reflect the explanatory power against the principle all questions, rather than separated by indicator and analysed accordingly. Further to this, the current methodology is a complex mechanism to understand the overall average scores for each indicator. Different methodologies were tested to check for the best method to construct the indices, and more simple options were found to produce equivalent results.