

# FINAL EVALUATION REPORT

*“Women in Jordan contribute to resilience, economic recovery,  
and poverty relief in response to COVID-19”*

*Project 2021/PRYC/000147*

**Implemented by The Jordanian Hashemite Fund for Human  
Development and Fundación Promoción Social**

**Funded by the Spanish Agency for International Development Cooperation**



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## List of acronyms

<b>AECID</b>	The Spanish Agency for International Development Cooperation
<b>CBOs</b>	Community-Based Organisations
<b>CDCs</b>	Community Development Center
<b>CEDAW</b>	International Convention on the Elimination of All Forms of Discrimination Against Women
<b>ET</b>	Evaluation Team
<b>FGDs</b>	Focus Groups Discussion
<b>FGM</b>	Female Genital Mutilation
<b>FPD</b>	Family Protection Department
<b>FPS</b>	Fundación Promoción Social
<b>GBV</b>	Gender-Based Violence
<b>GO</b>	General Objective
<b>HRs</b>	Human Rights
<b>HRVs</b>	Human Rights Violations
<b>ICT</b>	Information and Communication Technology
<b>ILO</b>	International Labour Organisation
<b>INGOs</b>	International Non-Governmental Organisations
<b>JNCW</b>	Jordanian National Commission for Women
<b>JOHUD</b>	The Jordanian Hashemite Fund for Human Development
<b>JONAP</b>	Jordanian National Action Plan
<b>JWSI</b>	Jordanian Women Solidarity Institute
<b>MAP</b>	Master Plan
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MoL</b>	Ministry of Labour
<b>MoPIC</b>	Ministry of Planning and International Cooperation
<b>MoSD</b>	Ministry of Social Development
<b>NGOs</b>	Non-Governmental Organisations
<b>NSPS</b>	National Social Protection Strategy
<b>OECD-DAC</b>	Organisation for Economic Cooperation and Development – Development Assistance Committee

<b>SDG</b>	Sustainable Development Goal
<b>SMART</b>	Specific, Measurable, Achievable, Reliable and Time-Bound
<b>SO</b>	Strategic Objective
<b>SPO</b>	Specific Objective
<b>SRH</b>	Sexual and Reproductive Health
<b>SSD</b>	Social Security Department
<b>ToRs</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNHRC</b>	United Nations Human Rights Council
<b>UNSC</b>	United Nations Security Council
<b>VAW</b>	Violence Against Women
<b>WCs</b>	Women Committees
<b>WESA</b>	Women Empowerment Support Association
<b>WPS</b>	Women, Peace and Security

## A. Main messages

**To the Jordanian Hashemite Fund for Human Development (JOHUD):** the project effectively addressed the needs of the target groups and communities by delivering essential services to the most vulnerable populations, particularly in Mafraq and Irbid. This included both Jordanian host communities and Syrian refugees, with a focus on women experiencing various forms of vulnerability and poverty. These women often face significant barriers to accessing economic opportunities and jobs that could enhance their personal circumstances, enabling them to become more autonomous and better positioned to make their own decisions. By overcoming these barriers, they can improve their quality of life and gain greater control over their futures. The project also supported survivors of, or those at risk of, gender-based violence (GBV), providing them with crucial assistance. Furthermore, it can be stated that the project was coherent and very well aligned with the strategies and priorities of national authorities, as well as international standards and treaties regarding the legal frameworks, for both development cooperation and humanitarian response, at the level of human rights (HRs), protection, women's rights and empowerment, gender equality, among others.

The presence of JOHUD and its local partners and stakeholders was rooted and recognised in the target communities, and their level of understanding of the specific context and needs of the women rights holders was extremely precise. Therefore, the project was responsive to the diverse needs of targeted populations, effectively tackling multifaceted challenges in rural Jordanian communities through initiatives focused on economic and social empowerment, poverty contingency, gender equality, and resilience building. JOHUD's approach embodied a holistic perspective towards sustainable development, showcasing comprehensive strategies tailored to local contexts. Additionally, participatory methodologies ensured inclusive decision-making, nurturing a sense of ownership and mitigating harm to individuals or groups.

The project had a great impact on the lives of many Jordanian and Syrian women residing in Mafraq and Irbid, the main rights holders of the action. Through the project, women benefited from a comprehensive project of services and resources at a legal, psychosocial, training, educational, awareness raising and networking level, among others. Women acquired not only knowledge, skills, experience, etc. but they also benefited from assistance and support at an individual and group level, which resulted in an improvement in their mental health and wellbeing, as well as a process of empowerment and increased resilience, among others. Furthermore, the importance of their participation and leadership in public, economic, social, educational, etc. life was recognised, both in these locations and in their respective communities, as defenders of HRs and, specifically, the rights of women and girls. Once this phase of the project is completed, JOHUD must carefully consider how it will transfer all knowledge, skills, experiences, etc. acquired by the project to women to ensure that they can continue their efforts at a personal/individual and community level in the future.

It is important to highlight how the community development centres (CDCs) as safe spaces were an entry point, for these women and their dependents, to a wider range of activities, which improved their access to help and support, but also their free participation, which might have reduced family opposition and social reaction, guaranteeing more security for women. This is a model that should be replicated in future actions, especially in conservative, rural and/or isolated areas.

In addition, the project improved the technical and organisational capacities of local partners collaborating with JOHUD and participating in the referral system, which represents an improvement in their position as leading organisations in fight against GBV and the defence of women's rights, as well as an improvement in the quality and effectiveness of the services and resources provided. Likewise, communication and collaboration channels were established and/or reinforced between the organisations but also between them and the participants in the project. JOHUD must continue to explore how to strengthen these networks and use them for mobilisation and advocacy work with public opinion as well as with Jordanian authorities and institutions, international organisations, among others.

The project influenced the discourse on governmental bodies and private sector stakeholders to advocate for the establishment of a safe and dignified work environment for women, free of any form of violence and discrimination, while promoting their active and secure inclusion in the labour and productive system. JOHUD's

initiatives, such as campaigns and roundtables addressing these topics, engaged representatives from various sectors, fostering awareness, networking and collaboration.

**To Fundación Promoción Social (FPS):** building alliances with organisations working for the protection, empowerment and rights of women, for the eradication of GBV, such as JOHUD, as well as improving their professional and personal skills and capacities, the scope and quality of its work, was essential to bring women's voices living in Jordan, regardless of their origin, to the international arena – promoting compliance and implementation of national and international tools, policies and frameworks – but also to increase the leadership of women and their public, social, economic, etc. empowerment and participation in Mafraq and Irbid, specifically, and in Jordan, in general. The project was an example of how horizontal partnership based on each person's strengths can develop sustainable capabilities among organisations and stakeholders.

The project offered the FPS the chance to champion innovative approaches and, therefore, it should evaluate the successes and challenges of this partnership and use the results, lessons learnt and good practices arising from this intervention in the design of a medium-long term partnership and/or collaboration strategy with JOHUD. The high positive changes in the lives of the women rights holders, as well as the influence on key stakeholders (e.g. authorities and institutions, private sector) were proved through this process, and the methodologies used could be replicated and expanded to increase the long-term impact and sustainability.

The FPS must continue to integrate the voices of Syrian and Jordanian women, as well as local and national private and public stakeholders, in its national and international awareness raising and advocacy efforts, providing them with the support network to navigate international policies with the level of sophistication and quality necessary to generate political changes at the Jordanian level, at the level of the country's duty bearers. Furthermore, the FPS should evaluate the possibility of integrating other voices in its awareness raising and advocacy work, capitalising on the network of women committees (WCs) and community-based organisations (CBOs) involved in this project, among others.

**To JOHUD and the FPS:** the project stood as a remarkable example of impactful partnership. Both organisations brought forth their unique expertise and experience, significantly contributing to the overall success of the intervention. Furthermore, all parties involved obtained benefits from the exchange of knowledge, research opportunities, and increased visibility garnered through the intervention. It is imperative for partners to contemplate the continuation of this long-term partnership and uphold their learning-oriented approach. By doing so, they can leverage the insights gained from the project for the second phase under implementation and to design future interventions that are both relevant and sustainable, thereby maximising the impact of their collective efforts

All rights holders and holders of responsibilities interviewed mentioned during the evaluation their intentions to share everything they acquired and/or learned with their peers, organisations, authorities and companies, and their willingness to get involved more deeply in their communities and/or in the work within their institutions, respectively. Partner organisations should consider exploring future strategies to support and encourage this engagement, as well as to continue facilitating the synergies, collaboration and networking between rights holders and holders of responsibilities and obligations (organisations, private sector, and Jordanian authorities and institutions).

**To the Spanish Agency for International Development Cooperation (AECID):** the current project was aligned closely with the AECID's objectives and plans, serving as a tangible manifestation of the Spanish Cooperation's commitment to the development of Jordanian economic fabric and the social protection system, especially for the most vulnerable groups, such as women. Through the project, several pilot initiatives were launched, including when it comes to job placements and entrepreneurship initiatives, networking and alliances between the private and public sector with women rights holders, as well as the production and dissemination of relevant products such as guidelines and recommendations for conducive and free of violence working environment for women, and for inclusive strategies on protection and productive networks, therefor raising national awareness on these critical issues.

The AECID should consider continuing its support to the project partners in future interventions, which have the potential to expand and deepen the impacts of the current intervention. Furthermore, the AECID may explore avenues to further enhance the mobilisation of national authorities towards gender equality and women's rights, in a context in which those rights suffered a setback globally, and at the Jordanian level, as a consequence of the national and regional socio-political context, the post-pandemic crisis but also due to the emergence of new movements that promote the culture of hate and violence against women and girls.

## **B. Introductory aspects: background and description of the evaluation<sup>1</sup>**

### **B.1. Background of the organisations and the intervention**

JOHUD is one of the largest and oldest non-governmental organisations (NGO) in Jordan, dedicated to promoting HRs. Their work focuses on sustainable human development and improving the quality of life for individuals and communities, particularly those in situations of extreme poverty and vulnerability. Since its establishment in 1977, JOHUD has built an extensive support network, establishing a strong local presence through a community empowerment approach. With a national reach spanning 60 locations, JOHUD is at the forefront of development efforts in many remote communities with high poverty rates, giving them profound knowledge of the target population and sectors, they work with. In terms of management, they work in partnership with duty bearers and responsibility bearers. A notable aspect is their development network, consisting of 50 CDCs, through which they collaborate with community organisations, societies, and local councils, with a focus on impoverished rural areas. They actively participate in municipal development plans and reflect the local environment, with their administration and staff coming from the communities themselves. The CDCs serve as centres for community activism and played a key role in implementing the assessed project, as the activities took place in the CDCs located in Mafraq and Irbid, integrating the work of the targeted women into WCs. These committees comprise voluntary personnel who received training from JOHUD to actively participate in the activities, making combined efforts to strengthen both responsibility barriers and rights holders (technical development) for sustainability. JOHUD ensured to overcome volunteer and rights holders access barriers by providing transportation assistance to attend the activities. Notably, their experience working with CBOs and rights holders gave them first-hand knowledge of the logistical and coordination challenges, ensuring that the activities were designed to overcome these barriers.

FPS is a private, non-profit institution working for human development and the promotion of culture. Their actions are centred on people and the need to achieve better and more dignified living, working, and social participation conditions for all. Founded in 1987, their mission is to ensure that all individuals can live according to their human dignity, being protagonists of their lives and drivers of their own development. They have been working in the Middle East region since the beginning of their activities in international cooperation and development, with a presence and activity in Jordan, Lebanon, Palestine, and Egypt. Their first cooperation project in Jordan began in 1994, focusing on women's training and job creation. Since this initial intervention, FPS has managed 15 more projects in Jordan, with a total volume of €8,790,803 in funding. These projects have received support and financing from the AECID, Generalitat Valenciana, Fundación Reina Sofía, Pontifical Council Cor Unum, and Fondazione Terzo Pilastro. In addition to this experience, they have worked continuously between 2012 and 2019 under a context of humanitarian action, implementing 16 projects aimed at Syrian refugee populations and providing joint assistance to both Syrian refugees and vulnerable Jordanian populations.

### **B.2. Background of the project**

Jordan is living in a protracted crisis caused by instability and conflict in neighbouring countries, especially in Syria, which, 12 years after the outbreak of civil war, remains the world's largest refugee crisis. In this context, the containment measures of the COVID-19 pandemic had a significant impact on increasing the vulnerability of the population, especially the most vulnerable. The persistence of poverty and lack of employment opportunities in the

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<sup>1</sup> For more information, please see Annex 1 – ToRs Evaluation 2023.

rural areas of northern Jordan were exacerbated by the impact of COVID-19, further weakening their fragile economy. This situation posed significant challenges to people's lives, such as economic constraints and disruptions in education. Coupled with high unemployment rates, it generated a sense of uncertainty, especially among the most vulnerable population, leading to high levels of collective pressure and anxiety. In the governorates of Mafraq and Irbid, where the project was implemented, the female labour force participation rate is very low, and the unemployment rate is very high. Additionally, these governorates were hosting a significant population of Syrian refugees at the time of the project's formulation.

The intervention aimed to empower women to become self-reliant and resilient in the face of crises like COVID-19, providing them with resources to overcome vulnerability and poverty, as well as to combat potential situations of violence. All activities were interconnected towards building an ecosystem where women could improve their self-awareness through life coaching and unleash their hidden talents, enabling them to enter the job market. This served as a contingency network that ensured the tools needed to reduce poverty. To achieve this, three components were designed based on three specific outcomes:

- The first component focused on the target group of the project, aiming to strengthen their skills and capacities. The target group comprised young women, both Jordanian and Syrian refugees (in the geographic area with the highest concentration of Syrian refugees in Jordan), with little or no family income and limited opportunities to thrive. JOHUD is among the implementing entities in the national protection referral system, which allowed for the proper assessment of each rights holders and their individual needs.
- The second component focused on duty bearers, in this case, those related to employment: the private sector and chambers of commerce. Efforts were made to create a product that linked employability, decent work, and a safe and violence-free work environment for women. Agreements were established through employment centres with employers in need of labour force.
- The third component was based on a collaborative approach with local institutions. With a national scope, it involved working through working groups to propose solutions and recommendations for the negotiation of the new National Social Protection Strategy (NSPS). Access to institutions such as the Jordanian National Commission for Women (JNCW) enriched the discussion in these roundtable discussions towards reforming regulations aimed at enabling women to build resilience. It also had an international dimension through the design of webinars involving other local entities from the Mediterranean region and women rights holders of projects supported by FPS. This served as an opportunity to create networks and promote the expansion of such initiatives, their learnings, and opportunities for impact.

All these efforts were accompanied by a wide range of mechanisms for socialisation and accountability to ensure full knowledge and effective participation of all stakeholders in achieving results, ultimately aiming to reduce women's insecurity in times of crisis and contributing to overcoming the risks of remaining or falling back into poverty.

### **B.3. Background of the evaluation**

The evaluation focused on the period of implementation of the project, from February 15<sup>th</sup> 2022 to December 15<sup>th</sup> 2023, and in its geographical locations of Mafraq and Irbid, in Jordan.

When evaluating a project financed by the AECID, the basic reasons for carrying out the evaluation were:

- To comply with the regulations set out in Law 38/2003, of 17 November, General Law on Subsidies, RD 887/2006, of 21 July and Order AUC/286/2022, of 6 April.
- Be budgeted for in the formulation of the project in question and be considered relevant by the Jordanian TCO.
- To open up learning processes that allow useful conclusions to be drawn for the improvement of



methodologies.

- Review the management of the intervention through systematic and in-depth analysis of the objectives and results expected and achieved.
- Consolidate information channels between local partners, FPS and the AECID, encouraging participation and transparency of the intervention.

The overall objectives of the evaluation were:

- Assess, after the elapsed implementation period, the relevance of the intervention and its objectives in relation to the issues and vulnerabilities identified in the project within the framework of the AECID's sectoral strategy on rural development.
- Evaluate the design and execution of the intervention, assessing the coherence between the planned results and the achievement of objectives, as well as their scope during the evaluated period, adjusting if necessary.
- Evaluate the activities carried out, their contribution to achieving the results, and the optimisation of resources used to carry them out.
- Analyse the foreseeable impact of the intervention.
- Establish a qualitative and quantitative measurement of the indicators in comparison with the different baseline studies conducted and the indicators outlined in the project's planning matrix.
- Evaluate to what extent the intervention progressed towards the overall objective of development aid: combating poverty and, in particular, achieving the United Nations (UN) Sustainable Development Goals (SDG) 1, 5, 8, and 16 in Jordan.

The evaluation aimed to make a systematic and objective assessment of the above-mentioned project, its design, implementation and results, with the aim to determine the relevance and fulfilment of objectives and outcomes, developmental efficiency (such as the usage of the resources and their transformation), effectiveness, preliminary indications of the impact and the possible sustainability and/or continuity of the project, among others.

As for the utility of the evaluation, it was expected to obtain recommendations regarding key elements of the intervention from all relevant organisations, including their design, planning, management, and execution. Thus, some specific areas from which lessons learned and recommendations could be drawn included:

- Analysis of FPS and JOHUD as responsible entities for actions related to the project and their relationship with the target group and other stakeholders, assessing their strengths, weaknesses, and potential areas for improvement.
- Analyse how these entities positioned themselves and added value in response to both national development needs, and other needs not considered during the formulation.
- Identify successful lines of action and opportunities, including those for improvement.
- Identify challenges faced concerning the timing of formulation.
- Evaluate the strengths, weaknesses, and capacities of the intervention in relation to cooperation opportunities within the geographical scope of action.
- Provide guidance for defining medium and long-term strategies.

Therefore, the evaluation provided credible, useful, and practical-oriented information, as well as constructive and future-oriented recommendations and suggestions to strengthen the work of FPS, JOHUD, and international cooperation, as well as for improvements and replication of positive results and findings in this area.

The evaluation also served as a knowledge management and accountability tool. The main recipients of this final

report are the technical and managerial staff of both partner institutions, the Sectorial Offices of the Government of Jordan, the AECID, and any other interested party/participant such as local organisations, rights holders and national/international stakeholders.

This was an external final evaluation where an external consultancy firm with experience conducting evaluations was hired. The evaluation team (ET) had the ongoing support and accompaniment of the technical staff in both organisations, FPS and JOHUD, to implement the evaluation in the most efficient, participatory and useful way.

#### **B.4. General description of the evaluation process**

The evaluation started in January 2024; the total duration was 27 working days. The fieldwork was conducted from February to April 2024 in Amman, Mafrag and Irbid (Jordan), as well as online in Spain. The assignment was conducted by MIMAT Consultancy, which was composed of Haifa Haidar (Team Leader) and Mireia Gallardo (Desk Support). The evaluation and the ET relied on the collaboration and support of FPS and JOHUD during the whole process.

The evaluation followed the methodology agreed with FPS, further described in the following sections, and it combined:

- 1/2 day for the start-up of the evaluation.
- 3 days for the compilation and review of relevant documentation, as well as the preparation of the assignment with the design of the evaluation matrix, tools and methodology, as well as the selection of respondents and locations, among others.<sup>2</sup>
- 2 days for the confirmation and set up of the agenda, as well as the organisation of any logistics and arrangements needed.
- 10 days face-to-face (in country) and online fieldwork.
- 1/2 day for debriefing of the fieldwork.
- 3 days for collection, validation, feedback and analysis of the data.
- 6 days for development and revision of the draft/final narrative report with its annexes and translation.
- 2 day for the presentation and dissemination of the evaluation report.

#### **B.5. Context: the situation of women and girls in Jordan<sup>3,4,5,6,7</sup>**

##### ***Women at work***

Jordan has ratified several international HRs conventions that oblige States parties to ensure equality and non-discrimination based on gender, including the International Labour Organisation (ILO) core conventions against the Discrimination (Employment and Occupation) Convention (C111) and the Equal Remuneration Convention (C100).

The government's official goal is to achieve gender equality by 2030. A lot has changed since women received the right to vote in 1974 and the first-time women entered parliament in 1993. The policymakers have elaborated upon

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<sup>2</sup> For more information, please see Annex 2 – Evaluation Matrix.

<sup>3</sup> [Women in Jordan, continuing violence and absent protection](#), The Euro-Mediterranean Human Rights Monitor (August 2020).

<sup>4</sup> [Women's abuse experiences in Jordan: a comparative studying using rural and urban classifications](#), Humanities and Social Sciences Communications (July 2021).

<sup>5</sup> [Gender-related impacts of the COVID pandemic in the areas of health, domestic violence and economy in Jordan](#), The Economic and Social Council (September 2020).

<sup>6</sup> [Gender-based violence and harmful practices](#), United Nations Population Fund in Jordan (2024).

<sup>7</sup> [Economic abuse of women in Amman, Jordan: a quantitative study](#), Rula Odeh Alsawalqa (December 2020).

a legal framework that manages gender-based differences affording greater protection to women's rights. Legal reforms have been implemented, and several policy initiatives have been taken to active women in the labour market, including to establish of the JNCW as a semigovernmental body back in 1992.

A lack of comprehensive legislation on gender equality is still pending, as well as the persistence of discriminatory provisions in various national laws, including the Labour Code, the Social Security Act, and the Civil Retirement Act. Overall, Jordan's laws and regulations around the life cycle of a working woman score 47 out of 100 (100 is best), lower than the regional average observed across the Middle East & North Africa (52). It scores very high on entrepreneurship and high-medium on pay and pension. In contrast, it struggles with constraints on freedom of movement; laws affecting women's decisions to pay, work after having children, and the size of a woman's pension; constraints related to marriage; gender differences in property and inheritance. The lowest score for Jordan is on the indicator related to laws affecting women's decisions to work, which is on rock bottom.

Jordan has created institutions supporting the improvement of women's status and formulated a range of policies that bring women a priority. It includes the Fifth Jordanian National Action Plan (JONAP) 2021-2025, which promotes Gender Mainstreaming Policies in the Public Sector, launched in 2021. This latter instrument is based on an action plan among all ministries and government institutions. It focuses on the essential role of women as a pillar of progress and reform. A subcommittee for women's empowerment was formed to provide recommendations on reinforcing women's presence in the decision-making process, expanding women's participation in political life, and ensuring equal opportunities for women in all sectors.

Gender characteristics are still rooted in a conservative patriarchal system depriving women in the labour market, particularly in rural areas. Interestingly, a shift in the attitudes towards gender equality is in progress, echoed in recent modernisation efforts in Jordan. For instance, a recent study from 2019 revealed that 96% of people believe it is acceptable for women to work. Nevertheless, these women's decision to pursue employment outside the home may be considered subversive and diminish their marriage prospects. A woman must carefully weigh the financial and professional benefits of seeking employment against the potential social consequences for herself and her family. It leads many Jordanian women to turn economically inactive; educated young women are hardest hit by unemployment; disadvantages in access to credit, land ownership, and financial products. In addition, sociocultural prescriptions about gender roles have changed less than the secular nature of the state might suggest.

On a broader gender equality view, the Global Gender Gap Index 2022 from the World Economic Forum – gender-based gaps along specific dimensions (health, education, economy, and politics) – ranks Jordan 122 out of 146 countries (1 is best). The best scoring was educational attainment (66), but worse, dealing with economic participation and opportunities (125), political empowerment (136), and health and survival (136). Similarly, the Gender Inequality Index from the United Nations Development Programme (UNDP) – focuses on maternal mortality, adolescent birth, the share of seats in parliament, population with at least some secondary education, and workforce participation – placing the country 118 out of 170 countries (1 is best) in 2021. These relatively low rankings suggest that Jordan has not achieved significant strides to improve gender equality, staying below neighbouring countries like Israel (22), Libya (61), Saudi Arabia (59) and Syria (119).

Some of the changes experienced by women are that they have rising educational attainment on the secondary and tertiary education level, exceeding the men. It is delaying the age of first marriage, which impacts the falling fertility rate. The latest national survey data illustrate that just 15% of Jordanian workers are women, linked with the previously mentioned cultural gender circumstances and one of the world's lowest. Relatively, women have a higher rate as employees than men, dealing with Jordanian women work primarily in the public sector and large enterprises; they have a lower rate of self-employment. Women struggle with a substantially higher unemployment rate than men. Also, data suggest that the average monthly wage gap in the private sector was around 15% in 2022. According to Jordan's latest Enterprise Survey 2013, relatively few firms have women in top management compared to upper-middle-income countries average and score lower concerning ownership. This situation further supports that despite the legal and policy framework, it is haunted by conservative cultural gender biases.

Regarding the economic abuse of women, the 2019 report from Sisterhood is Global Institute Jordan illustrated that economic violence is practised by men against women in Jordan through many behaviours, most notably by

domination, deprivation, coercion, and prevention. For example, a man might take control over family living expenditures or deprive a woman of her property and personal resources. Other examples included impoverishing women by depriving them of their inheritance, preventing them from working for a salary, tampering with their credit and loans, or using a woman's finances against her interest. Partners will also prohibit women from free social and economic participation and control their spending. Some men refuse to contribute to living expenses or pay dues for outlays, thus generating more financial costs for women or forcing women to endure sexual exploitation to earn money. Furthermore, the report asserted that violence against working women was newly manifesting in the form of husbands seizing their wives' salaries by extortion, fraud, deceit, and sometimes force. Some partners keep their wives' ATM cards and withdraw their wives' salaries as soon as it is transferred into their accounts. Additionally, they compel their wives to secure bank loans to buy property and cars in their partners' names and deprive women of their inheritance and withhold support, whether for the woman or her children. The report concluded that women suffered much more than men because of repellent working environments, rise in unemployment rates, poor employment opportunities, unpaid jobs, and barriers to land ownership and real estate.

The situation of domestic workers is addressed by the 2008 Labour Law, which protects the rights of migrant workers. The adoption of the Anti-human Trafficking Law in 2009 further improved the legal protection for migrant workers in Jordan. Yet, domestic workers – mostly female - still represent a vulnerable group, due to the weak enforcement and ineffective application of the legislation. Furthermore, public authorities tend to turn a blind eye to instances of forced labour, trafficking, and violence. Most often, domestic workers do not even report the crimes to which they fall victim due to the fear of facing charges, detention, or deportation, as the Jordanian system grants the employer control over the migrant worker's residence status. Support to female migrant workers and victims of trafficking in Jordan is provided by the Tamkeen Centre for Legal Aid and Human Rights, which aids marginalised groups and victims of human rights violations (HRVs).

### ***Life under multiple forms of violence***

Jordanian society is centred on unyielding typecast gender positions that focus on women's reproductive responsibilities as a priority and fails to appreciate women's functions and capabilities beyond the private domain. The prevalence of male-controlled and deep-rooted cultural stereotypes promote the outmoded responsibilities of women as mothers and wives. This discourages women from becoming independent or seeking out opportunities to be educated and further their professional careers, and thus results in women being less represented in political and economic fields, making them more exposed to abuse and exploitation.

Discrimination based on race, language, and religion is prohibited by Article 6 of the Jordanian Constitution. It does not, however, make any reference to gender-based discrimination. Only some forms of violence against women (VAW) are criminalised in Jordan. Chapter 7 of the Penal Code criminalises rape and harassment, while marital rape is not considered a criminal offence. Jordan does not have a specific law on the so-called "honour crimes", and "honour crimes" are not explicitly mentioned in the Penal Code. On the contrary, the Penal Code contains provisions allowing perpetrators to get lenient sentences in case of crimes committed because of adultery. Thus, under Article 340, "he who discovers his wife, or one of his female relatives with another in an adulterous situation, and kills, wounds or injures one or both of them, benefits from a reduction in penalty". However, as part of the package of amendments to the Penal Code adopted in 2017, Article 98 was amended to disallow attenuating circumstances for crimes committed in a fit of rage. Article 308, which permitted rapists to avoid prosecution by marrying their victim, was also repealed in 2017 following pressure from civil society. In 2016, the State's Fatwa department issued a fatwa prohibiting "honour killings", prompting women's rights organisations to strongly criticise the state for linking religion to the issue of VAW. Abortion is considered a criminal offence under Articles 321-325 of the Penal Code, with no exception in case of rape or incest.

In 2008, Jordan adopted the Law on Protection from Domestic Violence (No. 6). The law, which was heavily amended in 2017, does not mention the concept of GBV. In general, it can be regarded as a protective law, as it provides for restraining orders to be issued against the abuser and protection measures to be taken immediately in cases of domestic violence. Subject to the victim's consent, a mediation process can be also undertaken. Civil society criticised the fact that the mediation process could be initiated even in the case of a repeated offence or if

the victim is a child and called for a more limited scope of application. An obligation was further imposed on health, social, and educational personnel to report witnessed or suspected cases of child abuse or family violence. Still, the law presents some major shortcomings, including the failure to criminalise forms of violence such as restrictions on women's freedom and choices, economic abuse, psychological violence, and marital rape and the exclusion of former spouses and non-married intimate partners from the definition of "family members".

The law on the Prevention of Human Trafficking (No. 9), making all forms of human trafficking for sexual or labour exploitation punishable by up to 10 years in prison, was adopted in 2009. However, the 2017 International Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) shadow report, drafted by a coalition of the Arab Women Organisation (AWO) and the Mosawa Network (representing 93 Jordanian CBOs), stated that the detection of trafficking victims was insufficient, and the prosecution of perpetrators remained low. Jordanian legislation does not explicitly criminalise female genital mutilation (FGM), which is still practised in a limited geographical area in southern Jordan. Perpetrators of FGM can however be prosecuted for injuries.

Jordan ratified the CEDAW in 1992. It maintains, however, reservations to Article 9 (2), on women's rights to transmit their nationality to their children, and Article 16 (1), regarding equality in marriage and family relations, and it has signed its Optional Protocol. In 2015, Jordan delivered its 6<sup>th</sup> periodic status report to the CEDAW committee. The NGOs shadow report was also submitted to the CEDAW Committee ahead of its examination of the state's report in February 2017. The Committee expressed concern about Jordan's backward step in terms of gender equality and discrimination against women and urged the country to address the alarming increase in "honour crimes" and domestic violence. Jordan ratified the Rome statute of the International Criminal Court, and it adopted a National Action Plan for the implementation of United Nations Security Council (UNSC) resolution 1325 on Women, Peace and Security (WPS). So far, it has not acceded to the Istanbul Convention of the Council of Europe on preventing and combating VAW and domestic violence.

Despite the increase in attention to VAW in Jordan, the number of women who become victims of domestic, physical, sexual, or psychological violence remains very high. The Jordan Population and Family Health Survey (2017–2018)<sup>8</sup> confirmed that 25.9% of wives between the ages of 15–49 years experienced physical, sexual, or emotional violence from their husbands. The survey also showed the perpetrators of violence to be family members, with current husband coming in first at 71%, followed by ex-husband (15%), brother (13%), and father (1%). Moreover, the survey results showed that only one out of five married women seeks help when exposed to any form of violence from her husband (only 19% of married women between the ages of 15–49 years). In terms of violence type, 8% of married women seek help when exposed to sexual violence only, 17% seek help when exposed to physical violence only, and 30% of married women seek help when exposed to both physical and sexual violence. However, one limitation of this study was that 1.467 million women in Jordan older than 15 years, were not included in this survey and, therefore, 47% of women did not have their voices heard, and their suffering was invisible regarding domestic violence or violence outside the family.

VAW has its roots in inequality between women and men and is perpetuated by a culture of tolerance and denial. Sociological or sociocultural models can provide a macro-analysis of family violence by utilising the variables contained in social structures, such as inequality, patriarchy, cultural influences, and attitudes toward violence and family relations. The Information and Research Centre-King Hussein Foundation (IRCKHF) carried out a study in 2019 to delve into the predominance and root causes of gender prejudice and male dominance in Jordan. It determined several legal, social, and economic causes of gender inequality in Jordan. First, laws in Jordan endorse the existing male-controlled system. The electoral law centres on "one person, one vote" but restricts women's involvement in the Parliament. Gender functions are prescribed in the law primarily through the Personal Status Law, which makes the husband financially responsible; this means that women must obtain permission from their husbands to work outside the conjugal home. Second, Jordanian educational curricula emphasise women as housewives and mothers, restricting their positions in the private sector. Third, the media produces content that doubts women's capabilities and encourages gender stereotypes. Consequently, citizens are conditioned to believe

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<sup>8</sup> For more information, please see [Jordan Population and Family Health Survey \(2017-2018\)](#).

that these prejudiced methods and beliefs are the standard, as they have become a part of daily life. Fourth, male dominance is further promoted by religious values, and the report specified that numerous religious figures frequently hold sermons based on their interpretations and personal beliefs, which contrast with accurate interpretations of religious texts. This misinterpretation influences society by treating cultural and social standards as sacred religious teachings.

Women's political participation continues to be underrepresented in public spaces, even with the changes to the electoral law in the last elections, where only 20 of 130 positions are for women. Therefore, it is the Jordanian state itself that does not protect women's rights, since the laws are discriminatory in many aspects such as divorce, nationality, inheritance, since they exclude women from participation and presence in community and individual life with the same opportunities as men, among others. This also affects participation in economic life, since multiple social and legal barriers mean that women do not have the same opportunities in accessing the labour market.

Women with disabilities are also highly vulnerable to GBV. A large part of Jordanian parents to women and girls with disabilities defend their right to subject them to forced sterilisation. The absence of a law protecting women with mental disabilities from forced sterilisation was highlighted in the 2017 recommendations by the CEDAW Committee, which invited Jordan to take measures to ensure that the rights of women with disabilities are respected. In May 2017, a new Law on the Rights for Persons with Disabilities was ratified, explicitly prohibiting the discrimination of persons with disabilities, and fostering their integration.

Single mothers represent yet another group vulnerable to discrimination and violence, due to social stigma and family pressure. A woman who gives birth out of wedlock can be held in administrative detention for years under the pretext of protecting her life from danger. She normally loses custody of her child, who is registered without his parents' names and taken to an orphanage. Although mothers enjoy the right to custody over their children in case of divorce, this right is subject to severe limitations, including travel restrictions preventing women from travelling with their children in the absence of the father's approval, even if for work purposes or to return to their home country. In addition, mothers can lose their right to custody in several ways, including in case of remarriage.

Refugee women and girls in Jordan are exposed to violence, HRVs, including early marriage, and intersectional discrimination as women and refugees, being also vulnerable victims from conflicts and forced displacement, since they are seriously exposed to violations and violations of their rights, derived from their double level of discrimination, as women and refugees. The lack of protection services explicitly targeting refugees in Jordan and the barriers to economic and educational opportunities further exacerbate their vulnerability and endangers their fundamental rights.

To the existing inequitable patriarchal structure, we must add the regional instability that has increased insecurity and extremism in the region and in the country, and that not only affects the security and well-being of women, but also affects other dimensions of their social, political and economic rights. Although in Jordan we cannot talk about conflict, a large part of the current population is displaced by a regional conflict that has increased radicalisation and extremist religious movements. A recent study by the AWO shown how the radicalisation of society and the increase in violent extremism inside and outside the country directly affects the role of women in society, and a clear connection is established between the increases in GBV and extremist and violent radicalisation, but above all, it generates environments of poverty and social deterioration. Likewise, these environments of social, cultural, political and economic poverty are one of the determining factors in GBV and radical social behaviours regarding the figure that women should have within society, being more discriminatory and violent.

In an environment where GBV is widespread and normalised, the impact of the COVID-19 crisis and the economic, political and social consequences of the crisis, had a terrible impact on the health of many women and girls in Jordan, including in refugees and displaced women, considering that the country imposed anti-COVID-19 measures that were considered among the strictest worldwide. The Family Protection Department (FPD) reported, for example, a more than 30% increase in GBV cases compared to the last month before the lockdown measures. These results were in line with a survey conducted by the Centre for Strategic Studies at the University of Jordan, in which 34% of people surveyed reported violence in their families during curfew, with verbal violence (17%) and

psychological violence (9%) among the most prominent forms of reported abuse. In addition to these statistics, the Sisterhood is Global Institute Jordan prepared a study indicating that, for example, from the beginning of the curfew until April 25, 2020, more than 1,500 requests for urgent support were registered in the different organisations that provided help to women victims and survivors of GBV, including psychological, social, health services, and financial assistance.

COVID-19 and associated restrictions severely affected the economic security and well-being of Syrian refugee women due to existing inequalities and vulnerabilities following forced displacement. Inequalities regarding structural power imbalances in gender roles, made Syrian women more vulnerable compared to their male counterparts in the face of the COVID-19 crisis in Jordan. Furthermore, COVID-19 restrictions led refugees to confine themselves to their homes, in worse conditions and smaller than most of their Jordanian counterparts (caravans, tents), which further increased the risks and/or episodes. of abuse and violence.

Thus, the challenge that Jordan presents to meet the SDG-5, therefore, includes internal and external factors that the Jordanian state and other social actors must assume. Therefore, the rights holders, holders of responsibilities and obligations, must work to advance towards SDG-5 and compliance with UNSC Resolution 1325 and subsequent resolutions to guarantee a just, peaceful and equitable society for all people living in Jordan, regardless of their origin, gender or religion.

## C. Evaluation methodology

### C.1. Desk review<sup>9</sup>

The literature review phase – when the ET reviewed the existing documentation related to the project – was an ongoing process during the whole assignment. The objective of this phase was the compilation of primary and secondary information related to the project and the evaluation.

The first stage – conducted in January 2024 – was home based and carried out by the consultants, soon after signing of the contract and receiving the documents from FPS and JOHUD. In this case, the desk review raised questions about the project, the evaluation objectives and criteria, overall scope and expectations of the evaluation and the ET, key respondents that should be interviewed and sampling (e.g. rights holders, holders of responsibilities and obligations), locations where to conduct the fieldwork, roles and responsibilities for each party, issues to take into consideration for the planning and fieldwork phases (e.g. schedule, resources available, difficulties and limitations, etc.), among others.

After having cleared up any doubts with FPS and JOHUD, the ET proceeded to collect data related to the following items:

- Background of the organisations and project.
- Background of the evaluation, objectives and scope of the process.
- Identification, selection and sampling of the sources of information (key respondents) and the locations.
- Methodology and the qualitative and quantitative techniques/tools to be used during the fieldwork phase of the evaluation. Both parties discussed, analysed and modified the tools to obtain a final version for the fieldwork.
- Other considerations such as roles and responsibilities, and technical and staffing support (logistics) needed.

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<sup>9</sup> For more information, please see Annex 3 – Desk Review.

- Evaluation matrix<sup>10</sup> with indicators and tools' matrix according to the Organisation for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) quality evaluation criteria included in the ToRs.<sup>11</sup>
- Challenges and limitations.
- Ethical and safety considerations and/or guidelines.
- Crosscutting components and/or approaches.

The second stage was carried out parallel to the fieldwork – between February and April 2024 – when the consultants requested additional information to clarify issues identified during the initial desk review, preparation phase and/or because of new needs in the field.

Finally, the third stage was carried out parallel to the data analysis and the elaboration of the draft-final report, between April and May 2024.

## **C.2. Methodology, sources of information and sample**

The ET was responsible for designing the evaluation methodology and tools. The evaluation followed a qualitative methodology and participants, rights holders and stakeholders, were selected through a non-probability purposive sampling methodology, with informants selected purposively according to the availability, interest and willingness to participate in the evaluation, e.g. to answer specific questions, according to their knowledge, etc. Representatives of all the targeted groups and actors involved and/or affected by the project were included to ensure that all groups' voices and feedback is considered in the evaluation process. The ET cross-checked the data provided by the selected participants through different tools and sessions, and it concluded that the sample of the evaluation was representative.

The ET conducted the evaluation in a participatory manner through constructive open dialogue and discussions that promoted a learning environment, and where the views and perspectives of all stakeholders and rights holders involved were gathered and analysed, answering the questions posed by the final evaluation. To do so, the ET designed two tools to assess the project and collected relevant information. The findings of the collected quantitative and qualitative data were compared when interpreting such findings. The integration of quantitative and qualitative evaluation provided a broader understanding of the project under evaluation. Quantitative evaluation described the magnitude and distribution of change, for instance, whereas qualitative evaluation provided an in-depth understanding of the social and cultural context. Mixed methods evaluation allowed triangulating findings, which strengthened validity and increased the utility of the evaluation.

The tools - individual and group semi-structured interviews and focus group discussions (FGDs) - were developed to assess each one of the criteria included in the ToRs<sup>12</sup> as well as to provide recommendations about the project and to the partner organisations. Despite the socio-political context during the evaluation, the ET was able to apply all the designed tools, which were adapted to each group of informants. Likewise, the ET collated the data provided by the selected participants and concluded that the quality of the information provided was not compromised by this situation and/or limitations.

During the evaluation, the ET held several meetings with FPS and JOHUD key staff members to further discuss components of the assignment, e.g. scope and work plan, sampling of respondents, progress, etc. Time for clarifications, questions and answers for both parties was also allocated in those sessions. When needed, FPS and JOHUD were responsible to provide the contact information for different actors and they supported the coordination with the facilities to interview staff, service providers and/or rights holders.

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<sup>10</sup> For more information, please see Annex 2 – Evaluation Matrix.

<sup>11</sup> For more information, please see Annex 1 – ToRs.

<sup>12</sup> For more information, please see Annex 1 – ToRs.



The evaluation was conducted in Amman as well as in both locations of the project in Mafraq and Irbid, and all rights holders identified were inhabitants of this area and/or participated in the project activities.

The ET outlined the selection criteria for the sampling of respondents prior to the process. The ET, FPS and JOHUD were fully responsible for the selection of the respondents. Due to the large number of individuals supported by the project as well as the capacities and resources available to conduct the fieldwork, the ET, in agreement with FPS and JOHUD, prioritised the access to key informants from all available target groups while using qualitative data collection tools to ensure that all groups' voices and feedback were included in the evaluation process.

The ET reached a total of 108 respondents. During the evaluation process, the ET interviewed a total of 93 women and 15 men.

Evaluation tool	Group of respondents
Key informant semi-structured interviews (individual and group)	<ul style="list-style-type: none"> <li>• 12 key informants from JOHUD, 8 women and 4 men</li> <li>• 4 key informants from FPS, 2 women and 2 men</li> <li>• 1 key informant from the AECID, 1 woman</li> <li>• 3 key informants from life skills trainings, 2 women and 1 man</li> <li>• 2 key informants from professional skills trainings, 1 woman and 1 man</li> </ul>
FGDs	<ul style="list-style-type: none"> <li>• 1 FGD with national authorities representatives, 5 women: JNCW, Ministry of Labour (MoL), Ministry of Social Development (MoSD), Women Empowerment Support Association (WESA), Jordanian Women Solidarity Institute (JWSI)</li> <li>• 1 FGD with private sector representatives, 4 women and 7 men</li> <li>• 2 FGDs with adult women from the entrepreneurship programme, 30 women from Mafraq and Irbid</li> <li>• 4 FGDs with adult women from general coaching and professional activities, 40 women from Mafraq and Irbid</li> </ul>

#### C.4. Rating of the evaluation criteria

Based on the analysis performed during the working process, the ET has given each OECD-DAC evaluation criteria a score, depending on the results of the analysis conducted with the available data. This scale allowed displaying in a simple way the extent to which the results/outcomes of the project were achieved. The higher the value assigned to each criteria, the greater success of the project in that field. In addition, this rating system allowed the comparison between criteria, clearly showing the strengths and weaknesses of the implemented action. To ensure the highest possible reliability, the following criteria have been applied for assessment:

- High: it means that according to the criteria, the situation was very satisfactory. All questions that related to the criteria had positive responses and/or there was an exceptionally positive aspect that compensated for other minor problems. E.g. identification of good practices developed during the implementation of the project that should be kept and/or replicated during future project cycles.
- Medium-High: it means that according to the criteria, the situation was quite satisfactory. Most questions, which concern the criteria, had positive answers; despite comments or any improvements made, the quality of the activities did not question the good overall performance of the project.
- Medium: it means that according to the criteria, there were minor issues to be corrected because they could affect the overall operation of the project. Improvements proposed do not involve a major revision of the project's strategy, but they should be considered as a priority.
- Medium-Low: it means that according to the criteria, there were major problems to be corrected; improvements were needed, otherwise the overall implementation of the project would have been affected. Most of the questions concerning the criteria had negative responses. The proposed improvements involve a limited review of the project's strategy.
- Low: it means that according to the criteria, there were weaknesses and problems so severe that, if they were not addressed, the project could fail. Substantially all the questions, which concerned the criteria, had negative responses. Important adjustments and a full review of the project's strategy are needed; otherwise, the project is in risk of not achieving its objectives.

## C.5. Ethical principles, standards and norms

- Responsibility: the report mentioned any dispute or differences of opinion that might have arisen among the ET or between the ET and the commissioner of the evaluation in connection with the findings and/or recommendations. The ET corroborated all assertions, or disagreement with them noted.
- Integrity: the ET was responsible for highlighting issues not specifically mentioned in the ToRs, if this was needed, to obtain a more complete analysis of the intervention.
- Independence: to this end, the ET was recruited for its ability to exercise independent judgement. The ET ensured that it was not unduly influenced by the views or statements of any party. If the ET or the evaluation manager came under pressure to adopt a particular position or to introduce bias into the evaluation findings, it was its responsibility to ensure that independence of judgement was maintained. Where such pressures might have endangered the completion or integrity of the evaluation, the issue was referred to the evaluation manager who discussed the concerns of the relevant parties and decided on an approach which ensured that evaluation findings and recommendations were consistent, verified and independently presented.
- Incidents: if problems arose during the fieldwork, or at any other stage of the evaluation, they were reported immediately to the evaluation manager. If this was not done, the existence of such problems was not used to justify the failure to obtain the results stipulated in the ToRs.
- Validation and credibility of the information: the ET was responsible for ensuring the accuracy of the information collected while preparing the reports and it was ultimately responsible for the information presented in the evaluation report.
- Intellectual property: in handling information sources, the ET respected the intellectual property rights of the institutions and communities that were under review. All materials generated during the evaluation are the property of FPS and JOHUD and can only be used by written permission. Responsibility for distribution and publication of the evaluation results rested with the organisations' local offices. With the permission of the organisations, the ET might make briefings or unofficial summaries of the results of the evaluation outside the organisations.

- Delivery of reports: if delivery of the reports was delayed, or if the quality of the reports delivered was clearly lower than what was agreed, the penalties stipulated in the ToRs were applicable.

## C.6. Crosscutting components and/or approaches

As part of the evaluation, the following approaches and/or crosscutting components were taken into consideration:

- Gender approach and mainstreaming: the analysis of gender relations is an essential element to understand the impact that international development cooperation projects have on rights holders. There cannot be a place for human development and lasting peace without respect for the rights of women and girls, men and boys as well as the promotion of gender equality between women-men in societies benefiting from aid. This equity is also a strategic priority in all actions of FPS and JOHUD, as well as their stakeholders. Therefore, in all phases of the evaluation process (desk review, fieldwork, data analysis and reporting), gender approach and mainstreaming were a central and crosscutting component for the ET. The evaluation results address the impact that the organisations and their project had on gender relations between women and men.
- Diversity as an asset in a rights perspective: women's and men's different backgrounds and experiences were also recognised by the ET as an asset and valuable to the project and partners' actions. Therefore, they were actively included and respected from a HRs perspective during the evaluation process.
- Participatory approach: the ET worked with a participatory approach, in which stakeholders were actively engaged in the development and implementation of the evaluation process. It is a fundamental aspect when it comes to the ownership of the process by FPS and JOHUD, as well as the rights holders. During the evaluation process, participatory techniques were used, based in generating learning and knowledge, e.g. by conducting FGDs with rights holders but with stakeholders too; by adapting tools according to the age, group and capacities to ease respondents' participation, and through regular meetings during the evaluation with FPS and JOHUD, etc.
- Human rights-based approach: the ET worked throughout the evaluation process with a focus on HRs. The ET considered and treated actors and participants of their project not as mere recipients of development aid (or beneficiaries) but as holders of rights, responsibilities and obligations. E.g. The ET committed to the rights holders considering the vulnerabilities of HRs, for example, in terms of their right to peace, to a dignified and safe life, free of violence, equal opportunities, etc. It focused also on the structural problems that limit rights holders' safe access to provided activities and resources, and it provided space for rights holders to know their rights and claim them, among others.
- Conflict sensitivity approach: the ET took into consideration the conflict sensitivity approach to gain a detailed understanding of the operational context, the project, and the interactions between the two, to ensure that both the process and the project had a positive impact on conflict dynamics. In other words, to ensure that the project and partners' actions minimise negative impacts and maximise positive impacts on conflict. E.g. conducting an internal conflict analysis and linking it to the project; intersection of other issues (economic, social, etc.).
- Safeguarding approach: the ET made sure that the evaluation process, as well as partners' project, ensured that everybody enjoyed the right to be safe, no matter who they were or what their circumstances were. In other words, all actors involved were being protected from harm, abuse or neglect. E.g. by adapting the language of the tools to avoid tension, misunderstandings, etc.
- Learning and utilisation approach: the ET ensured that it considered throughout the intended final use of the evaluation and the needs of the primary intended users, to maximise utilisation of findings and recommendations.

- Partnership approach: the ET ensured that the evaluation process took into consideration the relationship between FPS and JOHUD, as well as the relevance and effectiveness of the partnership for mutual learning.

## D. Challenges and limitations

- A baseline study prior to the implementation of the project was not conducted. The lack of a baseline is one of the major limitations for the evaluation process. A baseline could have provided – at the beginning of its implementation – an accurate profile of the project’s target groups. In other words, *“to know where JOHUD and rights holders were at the beginning of the project, where they wanted to be, and which results they wanted to achieve by the end of the action”*. Therefore, the baseline could have also provided a starting point from which comparison could be made, especially regarding the monitoring and evaluation (M&E) data collected. In this sense, it would have increased the utility of the data during the project cycle.

Having said that, the lack of a baseline might have affected the assessment of the effects, achievements and tracking changes to the rights holders’ lives through the JOHUD’s activities, how people coped and integrated the knowledge and/or information gained, or the impact at gender and HRs level, among others. Finally, it might have also affected the accuracy when measuring the planned indicators.

- Some of the human resources involved in the project were not working anymore with the organisation and, therefore, JOHUD could not guarantee their availability and/or participation in the evaluation.
- The project counted with several external services and/or professionals who were not available to participate in the evaluation since their involvement in the project was short and very specific to the service and/or expertise provided.
- The ET identified that some of the stakeholders mentioned in the original project document, e.g. international organisations, networks, did not have any specific role during the intervention or in the activities that they were supposed to participate in. Therefore, it was agreed with FPS and JOHUD that they would not participate in the evaluation.
- To guarantee the security and safety of all the individuals involved in this participatory evaluation process (e.g. staff, respondents), the proposed work plan and agenda was adapted in accordance with the security circumstances prior to the implementation of the fieldwork phase. The ET had all the needed support from FPS and JOHUD, and partner organisations also provided the flexibility to modify the work plan and agenda when needed.

## E. Main findings and results

### E.1. Relevance with Alignment and Coherence

**To what extent the project has contributed to the achievement of the development strategies drawn up by the managing entity and the entities?**

**To what extent the project has contributed to the achievement of the development objectives of the country in which it operates?**

**To what extent the project has contributed to the achievement of the development policy of the AECID expressed in the Spanish Aid’s Jordan Country Association Framework?**

**Was the project coherent and consistent?**

**Did the project overlap and duplicate other similar interventions, funded nationally and/or by other donors?**

The project was and is still very relevant to the needs of refugee and vulnerable women in Jordan, for both Syrian and Jordanian, and its strategy was analysed against the most relevant documents, plans, priorities, instruments, etc. both at national and international level. The ET concluded that its design, including at objectives and results level, was coherent, consistent and aligned with the local context and responded to the priority needs and problems in the country, as well as to the strategies for the areas of work covered and the target groups reached.

At the high level, the project linked interventions in education; employment; protection; women's rights and empowerment; women and community engagement and participation, providing comprehensive services to marginalised and vulnerable adult and young women and, indirectly, to their families too. In doing so, as exposed in the report, it addressed a range of relevant policies, strategies and priorities, including those under the mandate and coordination of several clusters and working groups operating in Jordan and composed by local and international NGOs, such as protection, livelihoods and health. In fact, the participation in coordination spaces of the humanitarian system made it possible to guarantee complementarity and non-duplication with other actors of the humanitarian system present in the targeted areas.

At a national level, the intervention was in line with the priorities of the Government of Jordan, including the strategic directions in women/gender, education, employment, social and legal protection, and humanitarian response. Priorities that the project aligned with included, for example, access to basic and specialised services in the social security and protection sector; labour sector; meeting the socioeconomic needs of vulnerable individuals (e.g. refugees, women); community awareness, cohesion and integration; promotion of citizenship, through women's rights, empowerment and participation; social security, and/or mental health awareness.

The project was also aligned directly with national policies and priorities, specifically with the FPD, MoL, MoSD and the JNCW, for example, working within the national framework for family, community and social protection, and engaging as stakeholders to provide feedback at a strategic level as well as participating at the level of programme implementation. During the fieldwork, representatives from these authorities and institutions highlighted that the services provided as part of the intervention were in line with their national strategies. These are evidence of the strong alignment with such policies and priorities by the project, and the level of effort from JOHUD to engage with national-level priorities as part of its efforts to strengthen the organisational work and future interventions' sustainability. Other sections of this report will go on to discuss sustainability, but key informants noted the project's engagement and coordination, through the CDCs, with local NGOs and CBOs, service providers, and local (municipalities) and regional/national government stakeholders (governorates and ministries). Key government partners noted the constructive nature of the partnerships and the positive impact of these relationships, resulting in the establishment of complementarities and synergies, with no presence of duplications when it comes to the activities and services provided.

Getting into a more specific analysis, the project was strongly consistent and aligned to the following national priorities and strategies through its outcomes and outputs:

- Mental health and rights outputs contributing to improve the institutional framework for the health-care sector.
  - The project was coherent with the National Strategy for Health Sector in Jordan (2018- 2022) which identified issues of mental health as priority components for the Health Sector in Jordan.
- Gender equality and women's empowerment outputs contributing to faster and efficient response to any form of violence (including GBV), discrimination and inequality through enhanced social protection.
  - The review of the project revealed that its priorities were equally aligned to laws and policies at the national level, for example, with the Article 6 of the Jordanian Constitution against any form of discrimination (despite no specific mention is made to gender and/or women); chapter 7 of the Penal

Code which criminalised rape and harassment; the Law on Protection from Domestic Violence (No. 6); and the Law on the Prevention of Human Trafficking (No. 9).<sup>13</sup>

- For the Jordanian National Action Plan (JONAP) 2018-2021, to implement of the UNSC Resolution 1325 on WPS, the project was aligned, through the activities and services offered, with the strategic objective 3 “to ensure the availability of gender sensitive humanitarian services (including at psychological, social and legal level) that are safely accessible by Jordanians and refugees including those women and girls most vulnerable to violence and in need of protection in host communities and refugee camps”. Also, with strategic goal 4 “to foster a community culture that recognises the gender needs, the importance of gender equality and the role of women including young women in peace and security”.
- It contributed to Jordan MoSD Sectoral Policy for Promoting Gender Equality and Women’s Empowerment 2020-2022, by calling also for the prevention of any unethical acts, practices and/or actions that deepens gender discrimination and ensuring non-discrimination based on gender in the services provided.
- For the Executive Plan for the National Priorities for Strengthening the Response to GBV, Domestic Violence and Child Protection 2021-2023, the project was aligned with the:
  - Social Services Sector, for example, by improving the quality and readiness of the social sector to respond to violence cases, by providing safe spaces and psychosocial support, among others.
  - Legal Services Sector, for example, by coordinating with the FPD, provide legal support and awareness, among others.
  - Health Services Sector, for example, by having a referral system with specialised health providers (mental health, etc.), among others.
  - Prevention Services Sector, for example, by conducting raising-awareness and advocacy campaigns for VAW-GBV.
- The project had a strategic fit with the National Strategy for Women in Jordan 2020-2025, contributing to the overall objective of “a society free of all forms of GBV and discrimination in which women and girls realise their full HRs and have equal opportunities to achieve inclusive and sustainable development?”. Moreover, it was aligned with the following strategic goals (S.O.) and outputs:
  - S.O.1: women and girls can access their human, economic and political rights and freely lead and participate in a society free of gender-based discrimination.
    - Outcome 1: more women and girls have equal opportunities to participate and lead in public life, labour market and have economic autonomy in a manner that allows them to freely make their own financial decisions. Areas of intervention include the increase of employment and decent work opportunities for women in public, private, civil society and security sectors free of gender-based discrimination; promote entrepreneurship among women and their ability to access assets and own business; increase leadership opportunities for women in public, private and civil society, security sectors and political life without discrimination.
    - Outcome 2: more women and girls can access services and infrastructure that are responsive to their needs, including humanitarian and recovery services, enjoy security and contribute towards it. Areas of intervention include addressing physical and psychological needs for women; provide adequate, affordable and gender-sensitive infrastructure to enable women to access opportunities and natural resources in a sustainable manner; enable meaningful

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<sup>13</sup> For more information regarding the legal Jordanian framework, please see Section B.5. – Context: the situation of women and girls in Jordan.

participation of women in achieving safe societies and preventing violence, and to be better served by crisis, recovery and humanitarian responses.

- Outcome 3: more women and girls can access justice that achieves equality and equity within the society and family and empower the most vulnerable females to access basic social services. Areas of intervention include defence of HRs without discrimination to promote equal citizenship.
- S.O. 2: women and girls enjoy a life free of all forms of GBV.
  - Outcome 1: effective mechanisms for the prevention, protection and response to GBV in private, public and digital spaces are put in place. Areas of intervention include availability and accessibility to services to respond and prevent GBV; address gendered power relations within community and family structures that contribute to GBV; address different forms of GBV in public and community spheres.
- S.O.3: positive gender norms, roles and attitudes support gender equality and women empowerment.
  - Outcome 1: positive gender norms and social roles are embedded within formal and informal learning education and resources, media, religious discourse and communities. Areas of intervention include educational materials are gender sensitive, promoting gender equality and women's empowerment, as well as equal access to education.
- Population development outputs contributing to protection and empowerment of those in need and providing decent life, at both national and regional level.
  - Jordan has an overarching National Development Vision 2025, supported by a range of progressive laws and policies. The project was in alignment with the Society and Citizenship development areas of the Jordan Vision 2025, primarily with the priority initiatives of the Healthcare, Active Citizenship, Families and Local Communities, Poverty and Disadvantaged Community, and Social Protection targeted scenarios.
  - Jordan has a National Social Protection Strategy (NSPS) 2019-2025 that aims to guarantee a dignified living, decent work environment and empowering social services for all, optimising the use of available resources to provide comprehensive, transparent and equitable social protection system to limit poverty, protect citizens from risks and provide fair social services. The project was aligned with the pillar of opportunity through which the Jordanian government ensures a just, private sector focused labour market based on decent working conditions and social security, enabling families to be economically self-sufficient.
  - The Jordan Response Plan for Syria Crisis 2020-2022, falling under the 1951 Refugee Convention, includes responses for the following sectors which were also part of the assessed project: social protection sector and justice sector; economic empowerment sector; educational sector, and the health (including mental health), and mental health sector.
- The review of the project revealed that its priorities were equally aligned to laws, policies, plans and strategies at the international level, such as the Geneva Convention of 1949 and the additional Protocol of the Protection of Victims of International Armed Conflicts; International Covenant on Economic, Social and Cultural Rights; International Covenant on Civil and Political Rights; International Convention on the Elimination of All Forms of Racial Discrimination, among others. At the GBV-VAW level, the ET considers that:
  - The project was coherent with the implementation of the CEDAW provisions and recommendations on VAW (ratified by Jordan in 1992) such as the elimination of VAW-GBV and harmful practices as well as stereotypes that discriminate against women through education and awareness raising with women and men at all levels of society; usage of innovative measures to strengthen the understanding

of the principle of equality between women and men, with the aim to facilitate change in attitudes towards gender, among others.

- The project contributed to the four pillars of the UNSC Resolution 1325 WPS Agenda:
  - Prevention of conflict and all forms of VAW in conflict and post-conflict situations.
  - Women's equal participation and gender equality in peace and security decision-making processes at all levels.
  - Women and girls are protected from all forms of sexual and GBV and their rights are protected and promoted in conflict situations.
  - Specific relief needs of women are met and their capacities to act as agents in relief and recovery are strengthened in conflict and post-conflict situations.
- The project was aligned with the Agenda 2030 and with some of the SDG:
  - SDG-1 to end poverty in all its forms everywhere. Under this goal, the project specifically was aligned with target 1.3. "To implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable".
  - SDG-5 to achieve gender equality and empower all women and girls. Under this goal, the project specifically was aligned with target 5.1. "To end all forms of discrimination against women and girls everywhere"; with target 5.2. "To eliminate all forms of violence against all women and girls in public and private spheres including trafficking and sexual and other types of exploitation", with target 5.5. "To increase women's role in decision making in political, economic and public life", with target 5.a. "Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws", and with target 5.c. "Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels".
  - SDG-10 to reduce inequalities within and among countries. Under this goal, the project specifically was aligned with target 10.2. "By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status".
  - SDG-16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Under this goal, the project specifically was aligned with target 5.1. "To significantly reduce all forms of violence and related death rates everywhere".
- Finally, the project was aligned with the AECID, and it contributed to the achievements of the current V Master Plan (MAP), which is also based on the Agenda 2030 and the SDG. It includes 17 SDGs as strategic objectives, and as specific objectives a selection of the SDGs goals under which the specific lines of action that cover the interventions are developed. In the MAP, the project was aligned with:
  - SDG-1 through LA1.3.A - Strengthen contingency networks to reduce insecurity in the face of crises and avoid the risks of relapse into poverty. Intermediate result: vulnerable groups, especially children, PwFD and women in vulnerable situations, access social protection services provided for in the NSPS.
  - SDG-5 through LA5.5.C. - Strengthen women's access to economic resources. Intermediate result: women access resources for decent and safe work oriented to the social economy.



- SDG-16 through LA16.1.B. - Prevent radicalization and violence. Intermediate result: the youth most vulnerable to violent extremism access cultural, socio-labor and coexistence spaces to promote social cohesion.

**Was the project relevant to the identified needs?**

**How effective has the project been in responding to the needs of the beneficiaries?**

The ET considers that there was a high alignment between the project and the needs of the rights holders and, therefore, it is considered that the project was highly relevant from this point of view. In fact, 100% of the people interviewed agreed on the importance and relevance of the project in addressing the needs of the population, at different levels and with a significant level of success, as we will see during the report.

Considering the operational context and based on the information obtained during the fieldwork with the rights holders, holders of responsibilities and obligations, partner organisations as well as project staff, the following findings were registered:

- From partner organisations, it is reported that JOHUD began working together with Syrian refugees and Jordanian population in vulnerable situations when the refugee crisis began in Jordan. At that time, a great need arose to provide protection services, e.g. against GBV, to alleviate poverty and multiple forms of vulnerabilities, to defend people's rights, etc. JOHUD has several CDCs, such as those in Mafraq and Irbid, to meet the basic needs and priorities of women, defend their rights, improve their capacities and skills, build their resilience and promote their well-being, among others.
- Prior to this project, JOHUD was already present and integrated in the targeted communities for many years, and it is well known by the population and the local and international stakeholders. This presence and recognition contributed to the ability of JOHUD to involve stakeholders and rights holders during the whole cycle of the intervention and it ensured that all activities planned were relevant to the targeted population and were responding to their needs and priorities.
- 70% of the people interviewed (since not all of them participated in the identification process) informed that the identification phase of the project was carried out using a participatory and transparent methodology, from which the problems and needs of the population and potential rights holders were identified, the existing capacities and resources, their potential, possible alternatives, among others. Besides an extensive desk review phase of previous evaluations and reports (including lessons learnt and best practices, qualitative and quantitative data extracted from participants, etc.), the process included participatory techniques to collect data from the communities, and to map current actions implemented, gaps and opportunities, among others: direct observation to the CDCs in Mafraq and Irbid; face to face and online questionnaires with women from the communities, and face to face and online meetings with key informants such as community members, WCs, CBOs, representatives of the private sector and Jordanian authorities (e.g. FPD, MoL, MoSD, JNCW, etc.) Most of the sessions/tools were online because the process was conducted under the pandemic restrictions in Jordan, but it did not affect the quality of the information collected.

The following findings arose from that process, which were reconfirmed during the evaluation by 100% of the people interviewed:

- The existence of a long-lasting crisis due to the massive influx of refugees, mainly from Syria, shows the need to sharpen JOHUD strategies to respond to the most vulnerable population's needs, specifically for women and girls.
- The existing regional crisis aggravated by the pandemic, which affected especially the most vulnerable groups, such as refugees and, among them, women and girls. Specifically, women were one of the most affected groups by the government restrictions, many lost their jobs and incomes,

and, therefore, their economic security was negatively affected, the levels of poverty at home increased, etc. Until today, many of these women were not able to get back to work despite the pandemic crisis is over.

- The high prevalence of violence and, specifically VAW-GBV, exacerbated by the crisis and difficulties of the context, which resulted in physical and mental health issues for the most vulnerable groups, especially women, both from the hosting communities and refugees.
- The existence of diverse needs among refugee women and vulnerable or at risk Jordanian women, ranging from needs for response and protection against GBV to basic and primary needs, e.g. subsistence needs, livelihoods, socioeconomic needs, etc.
- The lack of local service providers to respond to the identified needs and provide specific care to women who are survivors or at risk of GBV and any other form of vulnerability.
- The absence of women's leadership and, particularly, absence of leadership and participation in the design and implementation of protection and response systems to cover their needs.
- The need for more raising-awareness and advocacy campaigns with community members, men included, to promote women's rights, reduce GBV, promote women empowerment, and encourage their decision-making and participation capacities in all the aspects of their lives (e.g. socioeconomic, public, political, etc.).
- The need to provide financial support to vulnerable women, including those who are survivors or at risk of GBV, through vocational training linked to income generating projects, creation of employment and access to job market, seed capital, cash support, etc. to reduce not only the economic GBV they suffer but to increase their autonomy and as a contingency of their poverty situation.
- The need to improve the organisational and programmatic capacities of the local actors and Jordanian authorities and institutions responsible for the protection response system for vulnerable population, including at the labour market level to improve working conditions, safety, avoid discrimination, provide better benefits, etc.
- The need to continue the work initiated with previous interventions, and improve strategies and actions developed in previous experiences, being important to develop lessons learnt from those experiences, such as the cash transfer component that draws on the conclusions of a previous study.

From all this, the main axes of work also emerged, corroborated during the evaluation by 70% of those interviewed (since not all of them participated in the identification phase):

- Focus and attention to protect the most vulnerable groups or groups intersected by any vulnerability factors such as being refugees and forced displaced, women, from a low socioeconomic status, survivors or at risk of GBV, etc.
- Combination of different levels of action, from prevention (e.g. through community awareness and campaigns) to response (e.g. case management and legal support, referrals to specialised services) and protection (e.g. CDCs as safe spaces, psychosocial support, vocational training, coaching and professional/life skills), etc.
- Complementarity with other interventions developed by both partner organisations, such as economic empowerment for women, political participation, etc.
- Incorporation of innovative elements, both from an institutional and procedure point of view, through the development of new strategies, manuals or guidelines for safety and equal conditions for women at work (including working conditions and access to higher quality jobs), and

methodological through leadership of the women rights holders in the design of activities, reinforcement of the coordination of local and national actors.

- Involvement of key stakeholders (e.g. private sector, authorities and institutions) and community members, as a key component when working on gender equality and women's empowerment, so they become partners and advocates for women's rights too, for women's increased empowerment and engagement in all the spheres in their lives, including at work and socioeconomic level.

Therefore, based on the structure of problems and resulting objectives, it was decided to focus the project on promoting an active and secure inclusion of women in the productive system– with a broader sense of the labour market – and in networks of poverty contingency, in a context of prolonged crisis. The leadership of women – especially the most vulnerable such as refugees and Jordanians from the host society, exposed to multiple forms of discrimination and violence – and raising-awareness in the prevention and protection of women against discrimination, inequality, violence, etc. were seen as elements to be promoted. Likewise, the provision of care and response services to vulnerable women would be guaranteed and a variety of services would be provided as part of the protection response. Actions would also be implemented to improve the capacities and coordination mechanisms of local/national actors who have responsibilities for the safety and protection response for the most vulnerable groups, such as women.

- Besides the needs assessment conducted for this project, both partner organisations reported that this is a daily, continuous process so that needs and priorities are constantly updated, and services are offered to respond in the best possible way to those needs and priorities identified or requested, whether at the level of access to the CDCs (as safe spaces), psychosocial and legal assistance, awareness raising sessions and campaigns, training and educational activities, socioeconomic empowerment, among others. Having these women rights holders every day in the CDCs – participating in activities or asking about the services offered by the organisation – allows JOHUD (and its partner organisations, acting as holders of responsibilities) to have a deep knowledge of their profiles and their situation to better adjust its work to the local context and population.
- JOHUD believes in teamwork and joint effort, in solidarity. The work of defending (women's) rights and achieving the greatest possible impact is impossible without other alliances, grassroots civil organisations and international NGOs. For JOHUD, working alone makes no sense, and they believe in coalition work. Thus, when they implement a project, they believe that it is important to involve the WCs, local CBOs, councils, etc. and work on capacity building together to improve their work. These local partners, members of the CDCs, are involved in the activities (advocacy, campaigns, training and capacity building, needs assessments, etc.) so that the project in the CDCs, such as in Mafraq and Irbid, can gain quality, since who better than the local actors and the whole local referral system to know the local reality, so that JOHUD draws on its knowledge and experience. As it was exposed earlier, JOHUD has at a general level, good and important contacts within the holders of obligations to establish plans and agendas for awareness raising and advocacy impact, needs and priorities not only of the organisation but also of its partner organisations, network and centres.

As we will detail later, it is also important to note that JOHUD is in continuous contact and collaboration with the WCs, CBOs and partner organisations, and that cases are referred between them, based on their needs and/or their specialty. All the work of the CDCs is managed in collaboration with its partner organisations, including at the referral system and, therefore, everything also related to the profile of the women who attend the CDCs, the ongoing study of their needs and demands, etc.

- In line with what was detailed above, the ET states that 100% of the people interviewed from JOHUD mentioned that to identify the needs and priorities of the women rights holders they attend, they used all the same techniques and strategies, and that they relied heavily on their knowledge, previous experiences and connections with the women, so that they know their situation in depth and in detail, having many

data on their profile, personal and professional situation, needs and demands, problems that affect them, etc.

In addition, respondents mentioned that CDCs members (such as CBOs, WCs) have groups on social networks, where they can present and/or promote services, receive messages from interested women, etc. They added that they also encourage women to be the ones who define the activities to be designed, planned and implemented, based on their needs and priorities, because no one knows them better than them. Therefore, JOHUD and the CDCs accompanied them in this process, and they were not the ones who decided what needs or priorities were most important or what activities should be implemented.

- 100% of the FPS informants added that since the design of the proposal was based on the review and analysis of the needs and interests of the women rights holders and local actors, the results and objectives of the action emerged from that analysis. It started from the idea of covering basic needs, with strategic interests at individual and collective levels, to work on the result and ultimate objective of the project, which was ensuring that empowered vulnerable women access a resilient social protection ecosystem in Jordan, and which JOHUD had also on its agenda as a priority in its raising-awareness and advocacy actions.

For the FPS, it was important at that time to maintain the support and work of JOHUD within the framework of its struggle for women's rights, empowerment and the protection and response system against any sort of vulnerability, violence and discrimination. The specific proposal arose from considering the priorities of the actors involved, with JOHUD lines of action that were aligned with the country and sectoral priorities of the AECID.

- All this information was corroborated by the fact that 100% of the women rights holders interviewed reported that when they were in the CDCs, staff and WCs asked them to express their needs, priorities, demands and problems, as well as the type of activities they wanted to design, implement, etc. being also an example of their appropriation during the whole cycle of the project. They felt that they were able to express what they needed throughout the project, that their contributions were considered, that the technical staff was attentive and gave their best and that, to the extent possible, they were provided what they asked for. For example, many of them requested the need for legal and psychosocial counselling and received it. Others mentioned the centres or the raising-awareness activities as spaces to share the knowledge acquired and reflect on what was learned, among others. Even so, as we will see later, some of them affirm that to feel more satisfied in terms of coverage, the vocational training, life and professional skills training, coaching and placement's periods should be extended (as well provide advanced contents, e.g. marketing, branding, packaging, time management, negotiation skills, how to organise exhibitions and fairs, etc.), there should be also activities focused on the exchanges of experiences too, and some others considered that the project needed a second phase to improve the economic empowerment component, since the vocational training was not linked to income generating initiatives (such as microcredits or cash support) and the practical sessions were too short. Finally, 65% of the respondents agreed that more women should benefit from the vocational training programme, for example, to develop their own business plan, to diversity their possibilities of work (e.g. green economy, get to know private sector companies, learn new skills through placements, etc.).
- 100% of the women rights holders interviewed were fully aware that the activities in which they participated and/o the services they received, were part of a comprehensive and multi-sectoral project. This was one of the reasons why it was possible for the ET to ask questions related to, for example, objectives and results. The ET does not expect that rights holders (as well as stakeholders) are totally aware of certain procedures and components of the project, but the ET believes that providing them with detailed information is a way to empower them too, increase their engagement with the activities and strengthen the local ownership and appropriation which, ultimately, will positively increase the impact and ensure the sustainability of the action.

- 100% of the women rights holders interviewed consider that these types of projects are important in Jordan due to the inherent patriarchal society that results in a following of cultural, social and/or tribal practices, as well as laws and regulations, among others, that do not at all favour the rights of women in Jordan, regardless of their origin. In fact, ethnic and cultural diversity – considering that in the country there are Jordanian, Palestinian, Syrian, Lebanese, Yemeni, Iraqi, etc. women. – is also another element to highlight because, on the one hand, we must deal with sociocultural diversity, which translates into different customs, ways of dealing at the community level, etc. that have specific impacts on women. And, on the other hand, because it is necessary to promote social cohesion and sisterhood, empower women at all levels of their lives, promote their participation and resilience, etc. So that they can make their own decisions, access the same opportunities, reduce and/or eliminate the multiple forms of violence they suffer, etc. So that they can lead their lives fairly, in equal conditions and safely.
- 100% of the representatives from the private sector, national authorities and institutions interviewed showed their support to the work methodology implemented by JOHUD and the CDCs to identify the needs and priorities of the women rights holders, especially through what staff and the women themselves expressed, at the level of the importance of having a comprehensive project that would address issues of social, cultural, political and economic empowerment; protection, response and eradication of any form of violence and discrimination; introduction of new policies and guidelines for equal treatment and safety at work; awareness raising and advocacy; legal and psychosocial support, among others.
- Regarding the activities, at the level of coverage of needs and priorities, the most relevant findings collected during the fieldwork were the following:
  - 100% of the women rights holders interviewed made positive comments about the design of the training courses, including those selected for the entrepreneurship programme, indicating that to a greater or lesser extent, they did not only allow them to improve their knowledge on the topics but opened also doors for them to acquire certain skills and tools to implement them in their daily lives and within their communities, exchange experiences with peer groups (such as women from other communities), establish networking and, therefore, be less isolated and join forces, among others. But evidently, they considered that they can go further, since all of them would like to continue developing their professional and life skills, for example, both at the level of a leadership, for socioeconomic empowerment through entrepreneur business initiatives and/or income generating projects by women cooperatives, detection of cases and needs, delving into the legal and referral system, deepen the implementation of national and international mechanisms in Jordan when it comes to safety, no discrimination and equal access at work, etc. All of them urged JOHUD to continue providing educational and vocational programmes. In this sense, 100% of the women rights holders, JOHUD and the FPS staff interviewed indicated that it would be good to provide complementary aid to these trainings, in the form of microcredits and seed capital (or even with cash support for GBV survivors or at risk), to be able to alleviate the pressure suffered by many of these women, mitigate the economic violence many of them suffer and, thus, be able to face other more urgent basic needs.
  - In relation to legal services, 100% of the women rights holders interviewed in this regard considered these services are very necessary and there continues to be a need to offer them and expand them in their geographical areas. They were designed and implemented in a way that responded to the needs and priorities of the participants. As an example, and as shown later in this report, the legal consultations and assistance were very useful because the lawyer was available in the CDCs and was easily accessible, which saved them a lot of time and money, among others, addressing relevant topics of interest to women rights holders such as labour law, social security benefits, working permits, etc.

100% of the women rights holders interviewed express that there is a general lack of awareness in their communities about women's rights, protection mechanisms and services available for women. They believed that the CDCs attended those needs and helped women to better understand their situation and claim their rights. For example, they could learn more about women rights according to

the Jordanian legal framework, labour laws, issues related to GBV such as prevention and protection mechanisms, among others. When asked what the main barriers were preventing women from claiming their rights, seeking support and, specifically, from having a role in the labour market and any socioeconomic sphere, women participating in the FGDs referred to conservative social norms and lack of support from their families and communities. In this sense, they considered that awareness activities at the household and community level are essential to change the violent and discriminatory patterns in their communities.

- At the level of case management and psychosocial support, for 100% of the women rights holders interviewed in this regard, these services are very necessary and there continues to be a need to offer them and expand them in their geographical areas too. The psychosocial needs of women were addressed by providing response and protection mechanisms, including services such as awareness raising, safe access to CDCs where women can meet, share their concerns and vent, recreational activities aimed at alleviating stress, group support, etc. In addition, interventions also included individual and group counselling services, individual and group therapy, and cases that need psychiatric care, hospitalisation, rehabilitation, primary health care, etc. were referred to specialised services.

In addition to all this, 100% of the women rights holders interviewed mentioned that it is important to offer psychosocial support to men, especially Syrian men, because their mental health and personal well-being are also diminished, and this contributes to increase their levels of frustration, depression, anxiety, etc. which often end up translating into aggression and GBV, as well as the imposition of restrictions for women participating in projects.

- Another barrier identified by women during the FGDs was the lack of “family spaces” in their communities that could be used as an entry point for mothers of young children. Most women reported that, besides family opposition, they also face the lack of time and/or space to participate in any initiative due to their role as caregivers of young children. Therefore, 100% of women interviewed in the FGDs considered their participation in the CDCs and all linked activities as a life changing experience. All women interviewed considered this model of creating “safe spaces for women” as unique and extremely accessible. In fact, many women expressed that they are prevented from their families to access other mixed spaces or travelling far from their communities on their own, but it is more accepted to access “self-support groups” and they believed this model should be replicated in other communities.

At a legal and psychosocial level, in fact, it was highlighted the increase in GBV during the COVID-19 confinement, the scarcity of available services, the restrictions and lack of mobility so that women could not obtain help and, therefore, 100% of the respondents considered that JOHUD’s response moving to offer support and services online, was most innovative and successful in continuing to cover the urgent priorities and needs of these women, especially when their isolation and risk increased

It should be said that some staff members of JOHUD indicated that there were differences at the level of Jordanian and Syrian women rights holders, since the situation of vulnerability, discrimination and violence suffered by the latter is even more accentuated, so that they require more legal and psychosocial assistance services when comparing to Jordanian women. Despite this, they also stated that Syrian women may have an easier time accessing certain resources offered by NGOs and that women of Jordanian nationality (or Jordanians with other nationalities) may feel undervalued. This is one of the reasons why JOHUD offers the same opportunities to all women, regardless of their nationality or ethnic origin, and constantly works, as indicated above, on social cohesion and sisterhood among women, so that conflicts or competition for resources do not arise and so that they understand that “the personal is political and collective.”

- In relation to the raising-awareness and networking activities, 100% of the women rights holders, private sector, Jordanian authorities and JOHUD staff members considered they were relevant and

necessary, generating knowledge among employers and decision-makers regarding women's rights and empowerment, labour market and existing laws and/or policies to promote equal opportunities for women, promote community member as advocates against any form of discrimination and violence, etc. They were also relevant because information to challenge gender norms was provided, and they enabled an environment for women to exercise their rights by building community buy-in or political will.

In addition to that, 100% of the women rights holders and JOHUD staff members agreed that there is a lack of awareness at the community level but, due to the high levels of poverty, the extreme conservative norms and internal violence, they considered it very challenging bringing the community together to any kind of awareness initiative around women rights. In fact, 75% of the women rights holders interviewed considered that shifting attitudes towards women's rights, gender equality and empowerment, GBV, etc. require more intensive activities than awareness raising, or alternative mechanisms targeting different groups with different strategies, e.g. increasing the school-based work to target young adolescents, etc.

- Regarding the capacity development of the private sector and Jordanian authorities and institutions in Mafraq and Irbid, the representatives interviewed were very happy with the relationship and collaboration they have with JOHUD. They all expressed the need to continue with the capacity development programme, awareness raising and campaigns to disseminate the guidelines as well as ensure their implementation which will ultimately lead to a shift in the gender norms at work, improve conditions for women, ensure their dignity and safety, etc. and see them as valid and legitimate contributors to the Jordanian economy. They all valued positively that JOHUD involved them in the whole cycle of the project and, specifically, in the vocational programme as part of the placements and job referral system, networking and awareness raising activities, among others. Participants raised some needs to cover in future interventions such as extension of the placement and referrals period, more support to women rights holders when it comes to expenses (e.g. transportation), more support to get working permits, more training and follow up for the implementation of the new strategies and guidelines, as well as a clear strategy or methodology to follow up with women rights holders working in their companies or centres.

Considering the obstacles and difficulties faced by women in Jordan (both Jordanian and Syrian rights holders) and the local and national stakeholders, as well as the information detailed above, the ET concludes that the objectives and results of the project were appropriate to the needs and problems of the operational context, so that they will continue to be relevant in the future, when lessons learned and good practices arising from this project could be applied, especially in the second phase currently being implemented. Likewise, it is concluded that the project was important for women rights holders in Jordan, and that it offered appropriate activities to promote the defence of their rights, for individual and collective empowerment, for the social protection and response against any form of violence and discrimination, for their full participation in all spheres of their life (political, public, social, cultural, economic, etc.), among others.

***We can conclude that the Relevance with Alignment and Coherence of the project is HIGH***

## **E.2. Effectiveness with Coverage**

**To what extent did the project achieve its overall objective? Were the intended goals achieved?**

**What and how much progress has been made towards achieving the results of the project (including contributing factors and constraints)? To what extent were the results (outputs, outcomes and impacts) achieved? Was the project effective in delivering desired/planned results? What factors, internal or external, have influenced the achievement of the results?**

**Were all the planned activities been implemented? Were they sufficient and necessary to achieve the**

**expected results?**

**Are the indicators set to be achieved at the beginning of the project in the baseline report well achieved?**

**Were the inputs and strategies used realistic, appropriate and adequate to achieve the results? How effective were the strategies and tools used in the implementation of the project? Could a different approach have produced better results?**

**What are the strengths, weaknesses, opportunities and threats of the project implementation process?**

**How many beneficiaries benefited from the project? What was their involvement in the project?**

As reflected in partner reports and, specifically, in the final report, the expected quantity/quality indicators were satisfactorily achieved, and all data was collected, analysed and reported regularly by the local partner. The ET considers that the logical framework and the participatory process carried out throughout the project as part of the monitoring, evaluation, accountability and learning activities (MEAL), but also from this evaluation, reflect the total reality of the intervention, and the indicators and/or designed goals measure the level of success and achievement of the objectives and results. As stated, all this information was collected in the reports and therefore, in this section, the ET sets out the qualitative information collected by partner organisations, stakeholders and rights holders on their perceptions and understanding of the effects of their participation in project's activities.

In general, the staff of the partner organisations considered that the expected results were achieved and, therefore, they contributed greatly to the achievement of the SP.O., exceeding the initial expectations, as we will see in this section.

Not all the interviewed stakeholders and rights holders were necessarily familiar with the logical framework at the level of results and indicators, being an obstacle at the level of evaluating the extent to which the intervention managed to achieve the results and indicators planned. That said, there was a general perception of success and 100% of the respondents considered that, as we will detail later in the report, the project contributed to achieving the SP.O. of “active and secure inclusion of women in the productive system and networks of poverty contingency”.

Regarding the G.O. of the project of “empowered vulnerable women access a resilient social protection ecosystem in Jordan”, 100% of the informants were convinced that the project managed to contribute to the achievement of the G.O. to some extent. The project managed to ensure multiple and diversified protection response outcomes for the benefit of the most vulnerable groups in Jordan, specifically, Jordanian and Syrian women. Strengthening the protection response mechanisms for these groups brought with them a strengthening of local, regional and national stakeholders (e.g. private sector, Jordanian authorities, local organisations, service providers, etc.) as well as local, regional and national capacities, contributing overall to the protection response in Jordan, supporting impacted communities and enhancing their resilience alongside sustainable and long-term solutions. Therefore, through a community-based protection approach, thanks to the CDCs, the most vulnerable were offered a pathway for empowerment and resilience, while supporting them, to some extent, to be part of the productive system and labour market in Jordan, linked to a multi-sectorial and multi-actor contingency network to fight the causes and structures that lead to vulnerabilities and poverty, e.g. through training and employability for women in vulnerable situations; promoting the creation of a conducive environment with the private and public sectors, improving their awareness and capacity of taking action to change the socio-labour spaces and conditions in Jordan and, specifically, for women; improving the capacities of key stakeholders to address employability and social protection, among others.

Having said that, the protection response in Jordan for both refugee and host communities are conditioned by many external factors beyond the scope of the intervention – e.g. socio-political situation at local, regional and national level, socio-economic crisis, poverty, violence, lack of law enforcement, etc. – and, therefore, even if the project enhanced the awareness and knowledge of Syrian and Jordanian women about their rights; about the protection and response mechanisms against any forms of violence and discrimination; about the right to safety,



dignity, equal and quality opportunities at work, among others, and it provided specialised services to improve all the spheres of their lives (e.g. physical and mental health conditions, legal support, professional and life skills, etc.), integral protection and response was not always achievable in the current context. In fact, some of JOHUD staff members interviewed expressed their frustration when they faced the impossibility of providing full protection to women survivors or at risk of GBV due to, for example, the absence of law enforcement in the area. Despite this perception, women rights holders interviewed expressed how the CDCs acted as safe spaces and how the services and activities provided, enhanced their coping and protection mechanisms, among others.

100% of the respondents considered that more work is necessary at individual, community and national level – involving all relevant actors – and that, therefore, this project represents only the continuity of a long and extensive process to explore new strategies to improve mechanisms and/or frameworks for the Jordanian protective response. It can be seen as a new seed that was planted to grow in future and strategic interventions between JOHUD and the FPS. Thus, most of the informants considered that, in a certain way, the objective remained vague and ambitious because it should have been specified how the access to a resilient social ecosystem in Jordan should have been materialised or needs to materialise in the future.

The anecdotal evidence collected by the ET related to the level of achievement of the SP.O. and the expected results is presented below.

**Specific Objective: active and secure inclusion of women in the productive system and networks of poverty contingency.**

As reflected in the final report, at a quantitative level, most of the indicators were achieved, with all the information about activities being collected, analysed and reported by the local partner. It is considered that the SP.O. was achieved by 85%.

Indicator	Expected	Achieved	Level of Achievement
SP.O.1.	By the end of the project, it was integrated into the new NSPS, recommendations formulated for the dignified work environment of women.	By the end of the project, to foster a dignified and safe work environment for women and integrate these principles into the new NSPS, a collaborative approach involving rights holders, the private sector, and national authorities and institutions – specially the MoSD in collaboration with the MoL and the JNWC - yielded several key reform measures. These measures aim to enhance gender equality and women's rights within the labour market and broader social protection frameworks.  Incorporating these recommendations into the new NSPS can significantly enhance gender equality and ensure a dignified work environment for women. By addressing legal, economic, social, personal (e.g. work-life balance), educational and cultural dimensions, as well as issues related to safety and inclusivity, monitoring and accountability, among others, the strategy can create a holistic framework that supports women's rights and participation in the labour market, among others.	100%

SP.O.2.	By the end of the project, at least 30% of the women participants increase their income upon its completion.	Through the MEAL system, JOHUD managed to assess the extent of the impact and change experienced by women participants as a result of their engagement in the project activities. To do so, through COBO, a sample of 30% of the women participants was selected to measure the change in participants' income levels over the course of the project. By collecting data pre-post their participation in the project, JOHUD could quantify the impact of the intervention on participants. <sup>14</sup> Generally speaking, 95% of the selected participants for this assessment declared to have an improvement in personal and professional skills after participating in the project, while 75% declared to have an improvement in their small business planning skills, marketing and financial management. An average of 70% declared to have a slightly improvement of their socioeconomic situation, informing also that more time and support was needed to deeply improve their income as well as to significantly reduce their poverty and vulnerabilities. There are few reasons for this situation but, as an example, when it comes to the impact of the project on participants' economic wellbeing, the majority mentioned that the duration of the project was too short, including for the placements and job market inclusion and, moreover, there was a lack of financial support to launch their business plans. Therefore, it was difficult to measure the levels of change pre-post when it comes to an increase of income for the selected sample. <sup>15</sup>	70%
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- The project promoted the leadership and empowerment of the women rights holders, with the principle that the response and the protection system, including with the CDCs as safe spaces, were women-led and offer an inclusive, accessible and empowering environment for them. Women were included in project identification, planning, implementation, and MEAL of the services, activities and CDCs, ensuring a high relevance to their needs and priorities as well as the appropriation and ownership towards the intervention. There were ongoing exchanges with them about how the project and CDCs should be run and managed. Women were actively part of the decision-making process when it came to activities, services and resources needed, scheduled according to their availability, etc. The project eased the feeling of ownership

<sup>14</sup> For more information, please see Section E.3. – Impact.

<sup>15</sup> For more information, please see Section E.2. – Efficiency with Coverage (Result 1) and Section E.3. – Impact.

toward the CDCs by women rights holders, rather than considering them centres that should be run for them by external sources, such as local councils and CBOs.

- The project was women rights holders-centred, which meant that the design of the project and the CDCs as safe spaces, the activities and services offered, the stakeholders involved, etc. prioritised the safety, privacy and confidentiality of women accessing the centres. Any case files, documentation of services, and client data kept at the centres were properly secured. The centres were open to all women, with the principle of non-discrimination, including the most marginalised and excluded groups; their priorities, wishes, choices, rights, and dignity was respected. They were provided with transparent information about available services and options, including when it comes to the referral system.
- The project located the CDCs in areas that were conveniently accessible to women and ensured safety and privacy. Having said that, women did not decide about the location of the CDCs, since they were already there. Accessibility was also considered timings and days that work best for them, according to their responsibilities and duties, especially when it comes to domestic work and the care for their children and families. The project also provided support for their transportation costs to and from the CDCs as well as to the placements, among other sort of support.
- Through the CDCs, the project provided safe spaces that were inviting enough for women to feel welcomed and engaged. It maintained balance between structured activities, services, and times to socialise. Activities and approaches were culturally, diversity and age appropriate too. However, as we will detail later, the project has room for improvement when it comes to take into consideration the special needs of women with disabilities.
- The project promoted multi-sectoral and multi-actor services and activities meant and led by women, but it granted its sustainability through the input and support of JOHUD in coordination with key stakeholders, such as CDCs members, as well as the private sector and Jordanian authorities and institutions. Husbands, parents, and community leaders have a lot of influence over the ability of women to participate in projects and, despite they did not have a key role in the project, JOHUD also put significant and ongoing efforts to understand the perspectives of these individuals while setting up the project and the CDCs, and to mobilise community (and institutional) support so that women could safely participate in all activities and use the services provided; however, as we will detail later in the report, some women faced family restrictions and could not continue with certain activities, such as, working for the contracting companies. Still, ensuring the involvement of and buy-in from the community for sustainability of the initiative was vital to the success of the project. Ultimately, the CDCs were not isolated units, and they should be seen as an extension of broader community life, a meeting point for women with their peers too.
- Women rights holders were empowered at professional and personal level, e.g. through professional and life skills training, with more working and educational opportunities, through the coaching and legal/psychosocial support, etc. but it is difficult right now to estimate the percentage of women who have been able to improve their financial situation since the placements with the private sector were too short and the vocational training was not linked to financial support to start a business (or the lack of their own resources to do so). So despite all these positive results and effects, it is not possible to determine right now the magnitude of economic empowerment and, therefore, the reduction of economic vulnerabilities and violence, these being elements that should be evaluated in the medium-long term – specifically, after the completion of the second phase – to see what the results have been, despite the activity limitations.
- The project, through the services, activities and CDCs, took into consideration the varying needs, priorities and experiences of women. It delivered services that responded to their life cycle, with the focus on issues related to prevention and response, specifically, at the level of decent work and social security, social assistance and services, to live a life free of violence and discrimination, etc. The range of activities and services was rather vast and they were decided with the involvement of women, and according to the specific context and/or situation. The project was actively coordinated with the local, regional and national

authorities and institutions, local organisations and CBOs, as well as relevant clusters and working groups. A clear internal and external referral system, in coordination with many other stakeholders, was put in place and staff and volunteers were able to run it safely and confidentially. Moreover the project was part of the wider GBV coordination network, and standard operating procedure process in Jordan, which resulted in a higher effective referral mechanism.

- Finally, the project improved the institutional capabilities in cooperation with stakeholders to efficiently respond to the vulnerabilities and needs of the women rights holders. This was done through the development of new guidelines to change organisational culture at work; raising awareness and campaigns to foster a favourable environment for the inclusion of women at all levels, to promote their hiring as well as their full integration in equitable professional environments away from any form of violence and discrimination (including economic violence), etc. This was complemented with the synergies created between the private and the public sectors with the rights holders and the CDCs through networking, the creation of spaces to establish a multilateral discussion and exchange of experiences, etc. The implication of government bodies and decision makers not only mitigated any possible risks but it also legitimated the project and all its actions.

**Result 1: equitable access to employment and income generation opportunities for vulnerable rural women.**

As reflected in the final report, at a quantitative level all indicators were achieved and, in fact, for some indicators, initial expectations were exceeded, with all the information about activities being collected, analysed and reported by the local partner. It is considered that the Result 1 was achieved by 100%.

Indicator	Expected	Achieved	Level of Achievement
R1.I1.	By the end of the project, at least 80% of the women receiving coaching for personal skills, report an increase in their individual resilience.	By the end of the project, 100% of the women receiving coaching for personal skills, reported an increase in their individual resilience, underscoring the effectiveness of the coaching programme in helping participants enhance their abilities to cope with and recover from difficulties (e.g. personal, professional, socioeconomic, due to the context, etc.).	125%
R1.I2.	By the end of the project, at least 60% of the women receiving coaching for professional skills, enhance their knowledge to access the job market.	By the end of the project, 100% of the women receiving coaching for professional skills, enhanced their knowledge to access the job market, demonstrating the project's effectiveness in equipping participants with the necessary skills and knowledge to better navigate and succeed, through the capacities and abilities developed, in the job market.	166%

R1.A1. Selection of the beneficiary population based on vulnerability criteria: the general process of selecting the project's rights holders was directed by JOHUD through a selection committee. The FPS did not have any direct role in this process but was always informed of it to ensure that it was governed according to the desired quality standards and according to the logic of the project.

Through the application forms, a total of 600 women from Mafraq and Irbid were interested in the project. Applications were distributed through the CDCs in Mafraq and Irbid, and applicants were interviewed by a multidisciplinary team composed by the case manager and the project management team. During the interviews, the project case manager conducted a preliminary psychosocial assessment and initiated the case management process, and it was when it was detected that 30% of the profiles did not meet the selection criteria, probably because of issues in the channels of communication. Consequently, an internal committee was convened, with all the staff involved in the process to clarify the criteria, potential target group profile and how the process should be conducted. According to JOHUD respondents, once the error was resolved, the selection process was fluid and successful, selecting a total of 402 women (105%).

The ET concludes that the project activities reached all the planned target groups according to the logical matrix of the intervention. JOHUD had a clear understanding of the target rights holders, holders of responsibilities and obligations, their different roles and levels of participation in the intervention. Furthermore, the ET considers that the number of rights holders reached is not the only indicator of the success of the project, although the coverage is clearly notable and expectations were met, but that the quality of the services provided and the effect it had on the participants should be considered too.

JOHUD and the FPS staff interviewed report that, for the selection of the rights holders, priority was given to groups of people in a situation of greater vulnerability in Jordan, especially Syrian refugees, but Jordanian population too who lived in rural areas, in situations of poverty, violence and/or in very harsh conditions, families led by women, families who were affected by the Syrian crisis, etc. Through the field teams, in collaboration with local partner organisations and CBOs, but also through social networks and “by word to mouth”, JOHUD was able to reach towns and villages that are difficult to access to cover the municipalities of Mafraq and Irbid. At the same time, the organisation also accessed refugee camps that do not always receive services because they are not managed or supervised by the UNHCR and that, furthermore, are not covered or prioritised by other refugee organisations or civil society groups, whether local or international. All this work, both in person and online increased the scope with respect to the project's target groups and throughout the different activities implemented.

Both JOHUD and the FPS declared that all women rights holders were informed of the selection criteria, these being very “critical” because the current situation means that many people are in a situation of extreme vulnerability and need their services. No one was discriminated against based on race, age, religion, nationality, ethnicity, etc. so it is considered that the project was generally inclusive, and it did not negatively affect anyone. However, when it comes to women with disabilities, 80% of JOHUD and the 50% of the FPS respondents, as well as 100% of the women rights holders interviewed, reported the inclusive component of the project was weak when it comes to consider women with disabilities since they were not targeted and, therefore, they could not participate in the intervention, despite JOHUD and service providers available are providing protection and response mechanisms to this segment of the population through other interventions. This issue was very important for all respondents because they are aware that many of these women suffer high levels of discrimination and violence (the so-called intersectionality between disabilities and GBV), that they are not being properly attended and that, often, they become the most invisible of the invisible due to their diversities or special needs.

Young and adult women, both Jordanian and Syrian and especially between 18-35 years old, were the main target group. It should be said that Syrian refugees were the priority for this project, but if a refugee from another country demanded their services, they did not deny the access, because it would have gone against the mandate of the organisation itself. In addition, work was being done in parallel to break the stereotypes or prejudices that certain social groups, such as, for example, Syrian refugees, have more facilities or are left with all the services and resources, but instead JOHUD emphasised that vulnerability, needs and difficulties were the key elements that determined whether women/people were part or not of the project. This obviously means that the waiting list is usually long and that the screening and selection work to access a project is an ongoing process. In addition to that, Syrian refugees already use services provided by other NGOs or international agencies such as UNHCR and, therefore, they are used to care services

such as those provided by JOHUD. This is one of the reasons why some respondents of JOHUD considered that they are more active in the search for projects, resources and within their participation. In fact, many of them come to JOHUD referred by other organisations.

Regarding access and distance, JOHUD reduced the gap thanks to covering the transportation of the participants but also through the assistance work of the teams on the ground outside the CDCs. It was also mentioned that when it comes to distance, there was a gap if they were Syrian or Jordanian, since Syrian women normally live very far from urban areas and had more mobility difficulties. In this sense, the ET believes that previous crisis such as the pandemic, entailed serious restrictions that prevented direct and in-person care, but they also opened a window to promote new forms of work, e.g. online and phone services, which resulted in a greater outreach, because participants could access services and information that were previously physically impossible for them.

Likewise, 100% of the women rights holders interviewed claimed to know the selection criteria to access the project, and 100% gave specific information about it, beyond knowing that it mainly served Syrian and Jordanian women. They mentioned that some selection criteria were their vulnerability and socio-economic situation; personal profile and family situation; be part of family units headed by women, widows; being survivors or at risk of GBV; with legal, mental health, training and/or financial needs, among others. Women rights holders reported knowing about JOHUD and its projects through attending the CDCs and participating in other activities, social networks, local CBOs, through “word to mouth” (friends, family, mothers, from other women in their communities) and some were referred from other organisations.

100% of the women rights holders interviewed affirm that JOHUD did everything possible so that women in the most vulnerable situation and at risk could receive its services, without excluding anyone due to their origin, age, personal or family situation, needs and priorities, among others, and adapted the schedules to the daily life and/or routines of the participants, whether young or adults, giving, for example, different options to implement an activity, among others. In fact, they considered that this was possible because the organisation' staff were in constant communication with them to monitor their situation, identify potential rights holders, update waiting lists, etc. Even so, 85% of the women rights holders interviewed report that JOHUD facilitated their access to the project, putting in place all possible measures so that they could reach the services or vice versa, especially through the referral system. The remaining 15% believed that they continued to have access problems at the transportation level and consider that JOHUD should increase the support in this regard because they do not want to depend on, for example, online services, but to be able to visit the CDCs as often as needed, to meet other women who are in the same situation and to participate in the activities. They mentioned that it allows them to leave the space where episodes of violence often occur, to be less isolated, to participate in group therapy sessions, among others.

Finally, during this phase, JOHUD staff was also trained to get the most relevant information about the project such as details for the objectives and results, activities and timeline, participants, resources and methodologies, etc. This training ensured that key staff had all the necessary information to perform its duties and responsibilities in the most efficient way. Moreover, to comply with protection and safeguarding standards, staff also received training about gender issues (GBV, mainstreaming, equality, etc.), protection and inclusion, e.g. safeguarding and children protection policies, data protection, protection principles, among others.

- R1.A2. Referrals to specialised social protection services outside the scope of the project: JOHUD case manager was responsible to identify those women rights holders, mostly survivors or at risk of GBV, that needed extra support due to their personal situation. Some women were referred to other JOHUD protection and inclusion programmes, while others were referred to the referral system for protection services to which JOHUD belongs to. A total of 72 cases were referred, which also included the children and husbands of the women rights holders assisted.

According to 75% of JOHUD respondents, there was an update for the database of the stakeholders offering attention and response services to women rights holders, especially when it comes to survivors or at risk of GBV as well as women with other vulnerabilities. This system includes local and international NGOs, CBOs, and local and national authorities. Volunteers were responsible of the update, collecting information about their organisational and programmatic structures, services and resources offered, target groups, among others, and they were also responsible to collect their contact details to be later registered in the database. For proper categorisation and classification, organisations were divided according to their sector of specialisation, according to the type of service or assistance they offer, e.g. health, education, economic development, for women with disabilities, working on HRs, offering legal services, with a community approach, etc.

100% of JOHUD and 50% of the FPS staff interviewed reported that material needs increased – for example in terms of food, health and financial support – since the pandemic caused an increase of unemployment, especially among women, and therefore, they lost their economic income. They added that projects of this nature should have funds to cover and/or complement these material needs that are accentuated in emergency or crisis situations. In this case, and to the extent possible, JOHUD referred women rights holders in need to third party organisations.

100% of the women rights holders interviewed consider that case service activities were one of the most relevant because they were like the introduction and/or gateway to the other services, since it is where the profile evaluation phase of each woman (and her family) was conducted, identifying their main needs, problems and priorities. And, from there, women were involved in other activities, e.g. psychosocial support, legal assistance, etc. By participating in this comprehensive programme, women increased their resilience, improving their psychosocial and mental health too.

100% of the respondents in the evaluation stated that the referred cases and the referral system were also important for the success of the activities, because JOHUD referred women (and their dependants) to third party organisations to provide them, free of charge, the specialised service they needed, usually for health, legal or financial issues. This is evidence of how JOHUD works at a horizontal level, offering its own services and resources, but also at a vertical level, coordinating with other organisations, institutions, etc. who work in the sector. This implies a diversity and expansion in the protection response and care provided, but also a development in the quality of services, among others.

- R1.A3. Group and individual coaching for the development of personal and professional skills: with respect to psychosocial individual support sessions, individual processes (at least 5 sessions per woman) were implemented so that 51 women rights holders could understand their relationship with the society and the environment that surrounds them, and thus develop a plan for their safety, evaluating their resources, problems and designing an adapted intervention plan that, ultimately, helped improve their personal and emotional situation. Most women shared experiences and seek support related to family disputes, rape and marital rape, sexual harassment and violence, “honour” violence, economic violence, sexual exploitation and any form of abuse (including at work), control over their resources, problems with their housing, divorce, problems registering their children, difficulties to manage their mood and emotions, difficulties when it comes to parenting, difficulties to conflict management and problem resolution, etc. 100% of the women interviewed reported that they felt safe to share their stories because they knew that they had a space, behind closed doors, where their dignity, privacy and confidentiality was respected and, furthermore, no one will be able to act without their consent.

100% of the women rights holders interviewed consider that the needs at a legal and psychosocial level dramatically increased during the post-pandemic era, especially due to isolation and the loneliness that many of them suffered, the lack of mobility, due to having to be locked up with their families (often with the perpetrators of violence, increasing the level and episodes of violence), without being able to count on the assistance of the police or shelters, due to the impossibility of generating income, etc. All this led to tension, anxiety, depression, anguish, etc. because they were not able to cover their most basic needs. In this case, JOHUD reinforced the services offered with more individual and psychosocial support, legal

counselling with a lawyer, etc. and, when needed, it referred women rights holders to third party organisations for advanced or specialised services to cover their needs.

Having said that, 100% of the women rights holders interviewed needed more frequent and longer sessions, and 100% of the women rights holders thought that they should last according to their needs and that they should be done as many as necessary, being previously agreed with JOHUD staff. In this sense, it should be noted that JOHUD staff reported that the duration and organisation of psychosocial individual support sessions followed the Standard Operations Procedure, and that, although they were strictly established, they were based on women's needs, therefore defining the duration of the sessions.

Regarding the psychosocial group support sessions, 100% of the women rights holders were satisfied with their organisation and duration, with an average of 20 participants per group/session with a total of 7 sessions per group (including all of the 402 women) and that the current dynamics to implement them were excellent. These sessions allowed them to work on their feelings and share them with their peers and colleagues, empowering themselves together, exchanging experiences, devising joint strategies, developing the value of "sisterhood", promoting critical thinking, they have felt less alone, they broke stigmas and prejudices as well as stereotypes, among others, which led to an improvement in their mental health and increased their self-esteem, confidence as well as the sense of leadership.

45% of the women rights holders interviewed also shared the legal advice they received when it comes to cases related to marriage, divorce, access to inheritance, problems with the registration of children, forced marriages, alimony, among others. 75% of the women rights holders also discussed issues related to obtaining identity documents, work permits, labour rights and conditions, social security, problems with landlords, personal protection, etc. 100% of the women rights holders interviewed agreed that the legal services offered, and the presence of the case manager, as well as the support of a lawyer through Tamkeen, was very important, but they felt more reserved at the time of seeking legal support or accessing the court. They also agreed that the counselling was provided in spaces that ensure protection, privacy and confidentiality, but they requested a broader content that covers more information on legal issues, although they did not provide specific examples.

- R1.A4. Assessing labour market demand for technical and soft skills through WCs: according to 75% of JOHUD respondents, a comprehensive market assessment and analysis were successfully conducted in the two targeted governorates, encompassing both job seekers and employers. This achievement was made possible through the dedicated efforts of JOHUD volunteers, specifically from the 2-days trained WCs: 60 women in total who had also the support of the youth committees and who were all selected according to their motivation, commitment and willingness to improve their knowledge, capacities and skills in the covered topics; they were operating under the guidance and supervision of specialised the CDCs staff. The findings and insights from the market assessment were officially presented during a high-level event in March 2023, with a total of 85 participants, including members from the Royal Family, as well as national and international stakeholders (e.g. AECID and FPS MoL, MoSD, JNCW, UN, EU, private sector companies, local and international NGOs, etc). Some of JOHUD respondents mentioned that this event marked the launch of the market assessment reports, showing the culmination of collaborative efforts and the commitment to informed decision-making stakeholders (private and public sector) in promoting employment opportunities and economic development in the targeted areas.

According to 75% of JOHUD respondents and 35% of national authorities representatives, the market assessment reports underwent thorough the review of the MoL, and JOHUD received commendable feedback on the quality and content of the reports. Notably, the reports were added to the MoL's website (as well as in the Ministry of Foreign Affairs website too) emphasising their significance in providing valuable insights. According to 75% of JOHUD and 50% of the FPS staff, as well as 100% of national authorities and institutions representatives interviewed, it is noteworthy that the market assessments conducted by JOHUD filled a critical gap, particularly in Mafraq governorate, as there were previously no such assessments on the national level. This recognition underscored the importance of the project's



contributions to enhancing knowledge and understanding of local market dynamics, facilitating informed decision-making and promoting regional economic development.

- R1.A5. Soft skills workshops based on previous assessment: 402 women rights holders (105%) from Mafrq and Irbid participated in individual and group training. According to JOHUD staff members, there were a total of 20 groups, with an average of 20 participants per group, and they had a total of 4 days training. 75% of JOHUD staff members and 100% of the women rights holders interviewed inform that through an initial assessment, they were consulted about their priorities and interests.

Some JOHUD staff members also added that specialised trainers from the women's empowerment programme trained 2 CDCs' staff, through a training of trainers (ToT) methodology, from each target governorate for 4 days, to build their capacities and leadership during the project too, and according to a defined training guide and previously developed.

100% of the women rights holders interviewed, as well as JOHUD staff members, mentioned that the training on life skills included topics related to i) Basic life skills, such as self-management and building self-confidence, communication skills, problem solving and decision making, time management, stress relief, etc.; ii) Professional competencies such as writing a CV, self-marketing or promotion, how to conduct personal interviews, teamwork, labour law and legislation, etc.; iii) Leadership and entrepreneurship skills, such as small business planning, financial management, marketing, etc.

75% of JOHUD staff and 100% of the women rights holders considered that this was the first step towards achieving the objectives of the project. Women who do not have specific professional and personal skills cannot developed well their capacities and potential (at all levels) and, moreover, they added that women who are not aware of their rights cannot claim them and defend them, e.g. understand the conditions to sign a contract, negotiate conditions and salary, identify situations of exploitation, abuse and/or discrimination, etc. In this regard, all the training sessions implemented in the framework of this training process were considered as extremely effective by the participants, gaining knowledge and skills that have been impactful in their personal, family and professional life too. Respondents also agreed that the new knowledge, capacities and skills gained led them to slowly take the lead and responsibilities of the CDCs, as well as the prevention, protection and raising awareness activities. As informed earlier, JOHUD staff and specialised trainers coached women rights holders during this process, e.g. providing technical support, providing the needed resources, resolving questions, etc. with the aim that women's groups would become more autonomous and self-sufficient.

According to JOHUD respondents, all women rights holders participated regularly in the training, except for some sessions when some members could not participate due to sickness or because they had justified personal issues to attend. Having said that, 100% of the women rights holders mentioned the need to offer a childcare service, so that women could leave their children with a volunteer caregiver and thus attend to the different activities facilitating, on the one hand, the approval from their families to attend the CDCs and, on the other hand, their access and participation since they had someone to leave their children with.

The ET found that this training component, and the ToT approach, were considered very important contributions by JOHUD, the FPS and women's rights holders to strengthen the women leadership, resilience, empowerment, reduce vulnerabilities and promote a HRs, women's rights and non-discrimination approach. It allowed to strengthen women leadership through women leading and managing CDCs' activities. The safe spaces idea, through the CDCs, was meant to create spaces for women to meet, discuss, exchange experiences, skills and knowledge that each woman possesses that is exchanged among them through building the capabilities of others. 100% of the women rights holders interviewed appreciated the CDCs as safe spaces' and community activities and their implementation by women leaders.

Finally, it should be added that 100% of the women rights holders interviewed stated that the sessions should be longer, or offer training sessions more often, and that it is necessary to expand the topics,

especially at the level of advocacy, labour and market skills, innovative tools (including at the ICT level) but also in relation to working with young boys and adult men, although they did not provide specific examples of new content.

Indicator	Expected	Achieved	Level of Achievement
R1.I3.	By the end of the project, at least 50% of women participants start their own business.	By the end of the project, approximately 50% of women participating in the entrepreneurship programme managed to start/continue their own business, underscoring the project's impact in fostering entrepreneurial skills and supporting women in planning and launching, in some cases, their own ventures.	100%

- R1.A6. Connect 30 women with vocational training providers based on previous analysis: according to 75% of JOHUD respondents, a total of 30 women (100%) were successfully connected with employers in Mafraq and Irbid, resulting in the signing of contracts with 8 employers operating across diverse sectors, such as food production, education, transportation, charitable associations and health. These contracts facilitated the employment of 30 women within their respective specialisations for a duration of 3 months. Subsequent to this period, 16 women continued their employment within the same companies. As mentioned earlier, 100% of the women rights holders considered that the duration of the placement was too short to gain theoretical and practical knowledge of the profession and business sector, to improve their professional position and, moreover, to feel a substantial increase on their income.

According to most of JOHUD and women rights holders interviewed, the reasons for women not continuing to work were as follows:

- Family objections: some women faced difficulties in continuing their employment due to objections from family members, particularly fathers. Despite initially participating in employment training under the project and receiving support from JOHUD, these women were unable to pursue employment opportunities beyond the project's duration due to family dynamics and lack of consent from their families. Despite the important and significant efforts invested by JOHUD when it comes to addressing families and communities to ease women's participation, this situation highlights the significant impact of familial attitudes on women's employment decisions and the need for continue addressing these social and cultural barriers so women can live a life without constrictions, violence, take their own decisions and pursue their own dreams.
- Family priorities: additionally, and aligned with the previous reason, some women may have prioritised family obligations (or may have been forced to do so) over continued employment opportunities. These responsibilities, including caretaking duties and cultural expectations, likely influenced their decision to discontinue work. Employment that required significant time away from home or conflicted with familial expectations was particularly challenging, leading some women to step back from job opportunities despite their initial participation in employment training and support from the project and JOHUD. This underscores to continue working to address the need to consider family dynamics and support systems in efforts to promote women's sustained employment.
- Financial constraints: the conclusion of the project or agreements between employers and JOHUD resulted in financial constraints for some associations. These constraints limited the ability to pay salaries, which led to women employed by these companies being unable to continue working due to the lack of financial resources to cover their wages. This illustrates how economic

factors, alongside family responsibilities and objections, played a critical role in shaping employment outcomes for women in the project.

- Dependence on external financing: following the previous one, with the conclusion of the project or agreement between employers and JOHUD, financial resources to cover salaries were no longer available. This resulted in temporary unemployment for some women. Although employers expressed intentions to re-employ these women once funding was secured, the current financial constraints prevented their continued employment. This underscores the vulnerability of employment sustainability to funding cycles and the need for stable financial support to ensure ongoing job security for women.

As a positive note, the majority of JOHUD and women rights holders interviewed mentioned that during the placement in the companies, the organisation made sure that there was an effective implementation of guidelines and adherence to best practices, for both employers and employees. Additionally, follow-up sessions by JOHUD were conducted with both employers and women rights holders allowing for ongoing communication and feedback. The primary focus of these follow-up sessions was to ensure that the messages conveyed in the guidelines were not only received but also actively practiced. Emphasis was placed on confirming that women rights holders were working in a safe and free of any form of violence and discrimination environment, and under conditions that met the standards of decent working conditions, which was confirmed by 100% of the women rights holders interviewed as well as 75% of JOHUD staff members. This comprehensive approach, encompassing monitoring tools and regular engagement, underscored the commitment to fostering a supportive and secure work environment for the employed women.

Following that, according to JOHUD respondents, after conducting follow-up and monitoring, it was determined that the following measures were being implemented:

- Occupational safety and health matters, including periodic inspections and emergency assessments, were prioritised. The outcomes of these inspections were meticulously recorded in dedicated records and then compared against established standards to ensure compliance and identify areas for improvement.
  - Appointing quality and safety supervisors and monitors, which contributed significantly to maintaining a safe, dignified and healthy environment.
  - Providing safe transportation for women.
  - Balancing work and home life.
  - Implementing flexible working hours within the facility.
  - Offering incentives and overtime allowance.
  - Providing nurseries in the workplace.
  - Providing working women one hour of paid leave per day for breastfeeding for a year, starting from the delivery date.
- R1.A7. Business coaching for 30 selected women who choose to start/continue a business: according to 75% of JOHUD respondents, a total of 33 women (110%) representing diverse industries, were carefully selected from (12) Mafraq and (21) Irbid. These women entrepreneurs operated home-based businesses spanning a wide range of sectors, including embroidery, home-based kitchens, farming, dairy, educational tools, event coordination, dry cleaning, resin art, and more. To enhance their businesses, a specialised company, Parachute 16, was engaged to provide comprehensive business coaching.

100% of the women rights holders and 75% of JOHUD staff interviewed mentioned that the coaching covered essential topics such as business model, financial management, visual identity and storytelling, managing campaigns, and photography skills. 100% of the women rights holders considered that their

knowledge about these topics was very limited before the coaching and that they managed to gain new capacities and skills, showcasing a deeper understanding of effective strategies for managing and delivering their products to clients, among others.

100% of the women rights holders interviewed stated that the economic crisis derived from the pandemic – since many of them lost their jobs or sources of income – pushed them to reinvent themselves, learn new trades, etc. to be able to generate a source of income for their homes. In fact, as indicated throughout the report, 100% of the women rights holders interviewed consider that seed capital or micro-credits should have been provided to alleviate the economic crisis and mitigate the economic violence they suffer, with the purpose of starting their own businesses or cooperatives.

Moreover, 100% of the women rights holders interviewed stated that the coaching was seamless, fostering interactivity throughout every learning objective. They considered that the coaching managed to create an environment conducive to discussion, running engaging activities too that ensured their active involvement in every step. Women rights holders and JOHUD staff mentioned the inclusion in the coaching of several training methodologies, including theory, case studies, exercises, and reflection sessions, contributing to the overall effectiveness of its implementation as well as the sustainability of the impact in the short/mid-term. Respondents agreed that the success of this programme is evident in the women rights holders' improved ability to identify key concepts within each subject covered, articulate and promote themselves and their products, ultimately empowering them to thrive in their respective industries, among others.

- R1.A8. Connecting women rights holders to non-conventional jobs/businesses in sustainable green value chains: according to 75% of JOHUD respondents, a total of 30 women underwent a specially designed training course centred on the subject of the green economy, aiming at both awareness and capacity development. This comprehensive course delved into the inclusive green economy and its correlation with Agenda 2030 and SDGs, specifically exploring opportunities and challenges in achieving low-carbon, resource-efficient, and socially inclusive development, impact of green economy on human wellbeing and social equality, climate change, among others. The focus of the discussions was on agricultural activities and livestock at both local and personal levels.

100% of the trainers interviewed mentioned that practical training modules were meticulously developed to address their specific needs, focusing on hands-on learning experiences tailored to each group's expertise. Trainers led these sessions, ensuring participants received comprehensive instruction and guidance. Field visits and demonstrations complemented classroom-based learning, providing participants with real-world examples and inspiring them to apply their knowledge in practical settings. Throughout the training, continuous evaluation and feedback mechanisms were in place to monitor progress and optimise the programme's effectiveness, something that was corroborated by 100% of the women rights holders participating in the training. Moreover, trainers and women rights holders highlighted that networking opportunities were also provided, fostering connections with industry professionals and peers to enhance learning and encourage collaboration. This advanced training initiative was designed to equip women with the technical skills and confidence needed to excel in sustainable industries, thereby contributing to environmental conservation and economic prosperity.

100% of the women rights holders interviewed that participated in the training mentioned significantly improving their knowledge and capacities about the topics covered, since most of them were not familiar with the concept of green economy and all the related contents. In addition, they believed that they did not only gain heightened awareness of environmental governance, natural resource management, and green business practices but also developed the capacity to actively contribute to environmental sustainability and economic prosperity. They also mentioned not only empowering themselves but also the process of transferring the knowledge and skills gained to their families and other community members, which had an important global effect when it comes to the transition towards green economy and jobs, gaining awareness for specific issues such as food security, food quality and safety, etc.

80% of the women rights holders interviewed mentioned that through this training they gained more interest and motivation to consider green economy and jobs as an option for a professional career and to develop their own business plans and/or initiatives. 100% of the women rights holders and 100% of the trainers interviewed consider they need advanced training (theory and practice) to continue learning about green economy and to feel more secure at the time of designing, planning, implementing and assessing such kind of business projects, e.g. livestock management, dairy product manufacturing, food product manufacturing, nurseries, and innovative farming (hydroponics, smart agriculture).

Responding to this identified need, women rights holders were subsequently enrolled in an advanced course in green economy, offering a multidisciplinary approach. This complementary training aimed to further enhance their expertise and practical skills in diverse areas related to green economy practices, with topics such as agri-food production (pickles and fermented vegetables, dairy products, etc.), medicinal herbs, safety and hygiene measures, food packaging and labelling, marketing, compliance according to Jordanian standards, among others. According to 75% of JOHUD and 100% of trainers interviewed, by providing this advanced course, the training programme sought to ensure that participants were well-equipped with the comprehensive knowledge and technical know-how necessary for effective and sustainable engagement in green business practices. This adaptive approach demonstrated the commitment to addressing the evolving needs of the participants and further solidified the programme's contribution to fostering environmental sustainability and economic growth. 100% of the women rights holders considered they managed to enhance their knowledge, skills and abilities to practice in various activities in agriculture and food processing, which ultimately contributed to their resilience, economic recovery and fighting vulnerabilities and poverty, in response to COVID-19, at both individual and community level.

100% of the women rights holders interviewed agreed about the need to expand training on the complete cycle of business design as well as to offer financial support, such as seed capital or microcredits since without them, they believed that this activity remains incomplete, because women did not have the possibility of advancing the money or ask for a loan themselves to launch their business or entrepreneurship initiative. Others were able to access the labour market and started working for other companies improving, to some extent, their living conditions and those of their families.

It should be said that these activities did not only have a training-economic objective, but also recreational and as part of the psychosocial support work for women, because it helped them feel less stressed, more relaxed, they felt useful and part of the productive system, etc.

Considering the information provided, the project had a positive impact on the lives of the rights holders, and there is no evidence of detrimental effects on individuals or communities. Furthermore, there is no evidence of a detrimental impact for people who were not rights holders. The ET found out that 100% of the women rights holders interviewed feel better about themselves and believed they have more tools to develop personally and professionally. This is also a result of the high satisfaction with the activities and services received because they felt well treated by JOHUD and CDCs' staff, as well as by the trainers/coachers and employers, and because they felt safe and comfortable in the spaces used for the activities. Thanks to all these services, women feel more empowered, they believe that their personality or character is stronger, they are more assertive, more secure with themselves, their self-esteem improved, they feel less isolated and depressed, which makes them calmer too (for example, with their children).

Moreover, 100% of the women rights holders interviewed believe the project improved their participation in social, public and/or legal spaces, since through the activities and services received, they feel more empowered, thanks to the provision of the necessary tools and knowledge to be able to develop their capacities and skills in different topics, leading all of this to better prevention and protection mechanisms against any form of violence and discrimination. Many of the women expressed that they had shared their experience with other women in their communities and they feel prepared to continue doing so, both with new rights holders in the CDCs and in other locations.

As an example, they highlighted how they were now more aware of the country's legal framework, in everything that affects women and families, especially at the level of GBV, but also when it comes to the rights and protection and work; to recognise their rights, whatever their origin, respecting the cultural diversity among people and with clear signs of sorority; being able to implement their own judgments, develop opinions, participate in debates, etc. And, therefore, they feel more visible or that they are considered as equal members of the society. They also affirmed that now, being more aware of their capacities and their right to participate in any area of life with equal opportunities, they feel more prepared and/or confident to assume an active role at the individual and community level, they feel less fear and stress, improving their mental health, confidence, self-esteem, autonomy, independence and resilience.

100% of the women interviewed affirm that they feel more motivated and active in their daily and community life (many of them use the term “leaders”), thanks to improving their mental health and psychosocial well-being, seeking new opportunities and possibilities, participating in training, conferences and/or awareness workshops, volunteering in centres, carrying out their own initiatives, reinforcing social cohesion with other women through new friendships and/or relationships, sharing experiences and helping each other, among others.

**Result 2: a conducive and violence-free working environment for women in the Jordanian private sector is created.**

As reflected in the final report, at a quantitative level all indicators were achieved and, in fact, initial expectations were exceeded, with all the information about activities being collected, analysed and reported by the local partner. It is considered that the Result 2 was achieved by 100%.

Indicator	Expected	Achieved	Level of Achievement
R2.I1.	By the end of the project, at least 30% employers who participate in awareness raising and receive the guidelines on promoting an enabling environment for women, report that they will change their perspective towards their work environment.	By the end of the project, 60% employers who participated in awareness raising and received the guidelines on promoting an enabling environment for women, reported that they changed their perspective towards their work environment, indicating that the project was effective in influencing a significant portion of employers to adopt more supportive and inclusive attitudes and practices within their workplaces.	200%
R2.I2.	By the end of the project, at least 20% of women who apply for job offers contracted through the recommendation of the project.	By the end of the project, 30% of women who apply for job offers were contracted through the recommendation of the project, demonstrating the project's effectiveness in facilitating employment opportunities for women and underscoring the value of the project's support and networking efforts in helping participants secure jobs.	150%

- R2.A1. Develop a guideline for the private sector on promoting an enabling work environment for women: according to 75% of JOHUD, 50% of the FPS, and 100% of the private sector and Jordanian authorities and institutions’ respondents, a comprehensive guideline was meticulously developed for the private sector with the collaboration of a committee comprising specialists from various national authorities and institutions, specifically, Tamkeen, MoSD, MoL, JNCW and the University of Jordan.

JOHUD and FPS respondents mentioned that the guideline was strategically designed to motivate and encourage employers to foster a conducive work environment for women, thereby addressing the issue of lack of safety and dignity as well as discrimination against women prevalent in the labour market. To ensure the effectiveness and relevance of the guideline, 75% of JOHUD staff, private sector and women rights holders respondents added that, on the one hand, there was an extensive desk review from previous studies, evaluations, policies, etc. and, on the other hand, there was an extensive programme of awareness, informative and identification sessions for both employers and employees in Mafraq and Irbid. These sessions served as a platform to disseminate information about the importance of creating an inclusive work environment and to gather valuable feedback during the guideline's preparation phase. According to JOHUD respondents, by incorporating input from rights holders and stakeholders, the guideline was tailored to address the specific needs and challenges faced by women in the labour market.

75% of JOHUD and 50% of the FPS, private sector and Jordanian authorities and institutions' respondents agreed that the collaborative effort of experts from various sectors underscored the commitment to promoting gender equality as well as the visibility and empowerment women in the workforce. They also agreed that through the validation of the guideline with stakeholders, as well as its dissemination and the accompanying awareness sessions, employers and employees alike were equipped with the necessary knowledge and tools to cultivate a workplace culture that values diversity and inclusion, ultimately contributing to the advancement of women's participation in labour institutions and combating any form of discrimination and violence in the workplace.

- R2.A2. Awareness-raising campaigns for the private sector to promote a conducive and safe working environment for women: according to 75% of JOHUD and 100% of the private sector respondents, awareness campaigns were implemented to advocate for a safe and supportive work environment for women. According to some JOHUD and FPS respondents, this initiative involved the development of awareness messages, which were disseminated during the project through Farah Nas (JOHUD's local radio station), the FPS and JOHUD social media network, e.g. Facebook pages in both English and Arabic.

Through these campaigns, JOHUD and FPS respondents indicated that key messages, emphasizing the importance of creating a workplace environment that prioritises the safety, dignity, equality and wellbeing of women, were effectively conveyed to a wide audience. They also added that by utilising platforms such as Farah Nas and social media channels, the messages reached a diverse audience, including employers, employees, private and public sector, as well as the general public. The ET considers that the dissemination of these awareness messages played a crucial role in raising a general awareness about the need for gender-sensitive policies and practices in the workplace. This was also corroborated by 80% of JOHUD and 100% of the private sector respondents since they agreed that, by promoting dialogue and understanding, these campaigns contributed to fostering a culture of respect, equality, and inclusivity within work settings. Therefore, such initiatives were instrumental in advancing gender equality and creating environments where women can thrive professionally and personally.

- R2.A3. Socialisation of the guidelines among national stakeholders: according to 75% of JOHUD, and 50% of the FPS and private sector respondents interviewed, the guidelines promoting a suitable work environment for women were effectively disseminated to pertinent national authorities and institutions. This was confirmed by 100% of the national authorities and institutions interviewed too.

The launch events took place in Mafraq and Irbid in November 2023, followed by a launch event in Amman in December 2023. According to respondents, through these events, the guidelines were officially introduced to key stakeholders, including governmental bodies, local and international NGOs, businesses, and community members. 100% of respondents agreed that the events served as a platform for raising awareness about the importance of creating inclusive, qualified and gender-sensitive workplaces, while providing also new opportunities for dialogue and collaboration among stakeholders to further the objectives outlined in the guidelines. The ET considers that by disseminating the guidelines (as well as the

market studies) through partners' website and social media networks (e.g. Facebook, LinkedIn, etc.)<sup>16</sup> and hosting launch events in different regions, enough efforts were made to ensure broad visibility and engagement which encouraged a widespread adoption of the guidelines among key actors, and the promotion of a collective commitment to fostering supportive work environment for women across Jordan, which is all being aligned with the NSPS.

- R2.A4. International dissemination of the guidelines through the Observatory for "Women and Equality": according to 75% of JOHUD respondents, the guidance manual was embraced by the Women's Programme within the organisation with the aim of disseminating its messages through the WCs during the upcoming years, as well as through employment offices situated in various centres. These sessions were intended to engage the widest possible audience and foster a deeper understanding of the importance of fostering a safe and inclusive work environment for women.

Also, according to JOHUD respondents, to ensure broad outreach, additional awareness sessions will be organised in the future for both employers and employees (ideally, through the second phase of the project).

- R2.A5. Job placement mechanisms for women: internships and formal job referral agreements: according to 75% of JOHUD and 100% of the private sector respondents, monitoring forms were developed for both employers and employees to facilitate the implementation of the guidelines. These forms were utilised to assess the extent of change experienced by employers and employees following the implementation of the guidelines. JOHUD respondents agreed that through the completion of these forms, valuable insights were gathered to evaluate the effectiveness of the guidelines and identify areas for future improvement, something that was corroborated by 100% of private sector and Jordanian authorities and institutions interviewed too. Moreover, 100% of the respondents agreed that, by actively engaging both employers and employees in the monitoring process, the initiative aimed to foster accountability and promote continuous enhancement of workplace practices for the promotion of gender equality and inclusivity.

Some of the JOHUD and Jordanian authorities' respondents mentioned that the guideline was reviewed by the MoL, and that JOHUD received great feedback on the quality of the reports and their content. They also added that the MoL requested that it be added to its website, and they all agreed that deep and intensive work should be done in the coming period to do so.

Considering the information shared by the participants during the evaluation, the ET considers that 100% of the private sector participants, as well as national authorities and institutions, strengthened their capacities and work at the institutional level, when it comes to promote safety, dignity, equality and inclusivity at work, as well as qualified and recognised job positions for women.

100% of the private sector, national authorities and institutions interviewed consider that it is necessary to continue training them and increasing their awareness when it comes to promote a conducive and safe working environment for women, at a theoretical-practical level, to continue improving their resources, development of policies and capabilities in addressing any form of violence and discrimination, including GBV and, specifically, in protection responses. They considered that they are complex topics and that they are being constantly updated when it comes to tools, strategies, etc. so that they require advanced training and awareness, with more detail and/or depth to be able to understand them well, both on a theoretical and practical level, especially regarding their applicability and implementation of the guidelines designed, as well as prevention and response mechanisms.

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<sup>16</sup> Communication and visibility activities were conducted during the whole implementation of the project through collective efforts by both partners, the FPS and JOHUD, as well as stakeholders, e.g. national authorities and institutions, private sector, local partners such as CBOs. Actions included the dissemination of materials and resources produced, as well as information about the launching of the project, celebration of special events (e.g. Women's Day) while connecting them with the activities of the project, general news and updates about the intervention, among others.



One of the positive aspects of these activities was that spaces were provided to work on relationships between the participating private sector and national authorities and institutions, as well as between the stakeholders and women rights holders, and that potential collaborations and/or partnerships were identified, and limitations and difficulties regarding the establishment of synergies and complementarities were discussed too.

Finally, these activities opened new lines of work, theoretical and practical, and it has led to a collective empowerment process between JOHUD, the FPS and the private and public sector, resulting in greater coordination to address the needs and problems tackled by the project. All of this is the beginning of a process of comprehensive, community and stakeholder empowerment, especially at the local and regional level, which has the potential to be replicated and become a national empowerment process in the medium-long term.

**Result 3: strengthened institutional capacity, favouring inclusive strategies on productive networks.**

As reflected in the final report, at a quantitative level, the all indicators were achieved, with all the information about activities being collected, analysed and reported by the local partner. It is considered that the Result 3 was achieved by 100%.

Indicator	Expected	Achieved	Level of Achievement
R3.I1.	By the end of the project, a paper with recommendations on reform measures for a dignified work environment for women as input for the new NSPS.	By the end of the project, specific recommendations on reform measures for a dignified work environment for women as input for the new NSPS were made between the collective efforts of the rights holders, private sector and national authorities and institutions. Integrating these measures into the NSPS indicates a systemic approach to addressing gender equality and women's rights within the broader framework of social protection, including at the labour market level. By integrating these reform measures into the NSPS, stakeholders can work together to create an enabling environment where women can fully participate in the workforce, contribute to economic development, and enjoy equal opportunities and rights in the workplace, among others.	100%
R3.I2.	By the end of the project, there is an increased visibility of the project's purpose with the commitment of stakeholders to activities resulting from the roundtable.	By the end of the project, the project has increased its visibility and has the commitment of stakeholders to activities resulting from the roundtable. This were crucial milestones for the project, especially one aimed at promoting a dignified work environment for women. With a greater visibility, more stakeholders became aware of the issues at hand, leading to increased support and engagement to be materialised, in the mid/long-term in changes in the culture and work environment, among others.	100%

- R3.A1. Strengthen the creation of inclusive productive networks: According to 75% of JOHUD respondents and 100% of national authorities and institutions interviewed, there was a process to set agreements with Jordanian governmental bodies (MoSD, MoL, JCNW) and other national and international stakeholders (such as the Chambers of Commerce, ILO, etc.) with the aim to establish and strengthen an inclusive productive network that serves as a contingency mechanism to poverty. Respondents added that this high level of work, at institutional level, contributed to set the network as well as ensure institutional legitimacy and sustainability for each of the actions taken through the project, including when it comes to policy level (e.g. guidelines and recommendations to the NSPS) to reduce women vulnerabilities and poverty, to ensure equal access to opportunities for all, to guarantee safety and dignity at work and, ultimately, to improve their living conditions at personal and community level, become more resilient, autonomous and empowered to take their own decisions, among others.

According to respondents, the finalised version of the guideline was presented and thoroughly discussed with the relevant parties. This provided an opportunity for stakeholders to provide feedback, address any remaining concerns, and ensure alignment with project objectives and broader development goals. By bringing together all main participating parties and engaging in comprehensive discussions, the meetings served as a crucial step towards consolidating project achievements and fostering collaboration for sustained impact in the realm of social protection and women's empowerment.

- R3.A2. Establishment and strengthening of a stakeholder network: according to 75% of JOHUD respondents, 50% of the FPS staff and 100% of private sector and national authorities and institutions interviewed, through the course of the project, and according to the agreements signed previously, the network was materialised through a series of meetings (3 sessions, one every 6 months) that included also representatives from the women rights holders and broadly from their communities, with a vulnerable personal and familiar situation. This multilateral sessions were used to identify their main problems and needs, resources availability and accessibility, as well as to identify possible actions to address their situation, especially at the time of crises, escalations of violence, etc. According to respondents this activity was positive to be able to discuss directly with the women rights holders and the communities, bringing their voices to a higher level of discussion and visibility, which had a positive effect in the mid/long-term at sustainable level and, moreover, it allowed stakeholders to discuss with rights holders the guidelines and the NSPS, assess its practicability and level of implementation, the need for changes and/or improvements, etc.

According to JOHUD respondents, this was also a good opportunity to provide letters of gratitude to individuals and organisations that supported and participated in the project. These letters served as expressions of appreciation for their invaluable contributions and commitment to the project's success. Through these gestures of appreciation, the project sought to recognise and honour the efforts and dedication of all rights holders and stakeholders involved.

- R3.A3. Series of virtual roundtables emphasizing the role of women in job creation and SDG-1: according to 75% of JOHUD respondents, 50% of the FPS, 100% of private sector, national authorities and institutions, as well as 30% of the women rights holders interviewed, the network organised virtual round tables to promote interactive discussion around the NSPS strategy (specifically around SDG-1 and job creation), the guidelines, women rights holders' inputs to these policies (represented in the discussions by the WCs), among others, mostly identifying the relevance and alignment of the policies to the operational context and needs, to the post-pandemic situation, etc. The result was a set or paper with practical recommendations, that were later on integrated and distributed among all the key actors, to be included at the time of developing the new NSPS, considering that the current one was under review while the assessed project was being implemented. The paper was bearing the signatures of the participating women rights holders too and it encapsulated their collective recommendations and suggestions, emphasising key priorities and areas of focus.

Respondents added that through this collaborative process, JOHUD and the WCs endeavoured to amplify the voices of the women rights holders in the development of their own discourse and making them part of the decision-making processes, advocating for policies and initiatives that promote sustainable development and job creation while prioritising gender equality and women's empowerment and resilience, among others.

- R3.A4. Support the MoSD in the response to COVID-19 within the development of the new NSPS: according to 75% of JOHUD respondents and 50% of the national authorities interviewed, a set of dialogue and channels of communication were established with the MoSD to present the developed recommendations to targeted policy makers and social protection programme implementers. The main goal was to highlight the key role of female job creation in Jordan, promoting equitable access to economic resources, etc. and advocating to the MoSD for a coherent and aligned legislation as well as the inclusion of this approach in the future NSPS.

According to respondents, the ultimately goal was intended to establish and legitimise an enabling policy environment for women to access higher quality jobs, in a safe and dignified environment, free of any sort of violence and discrimination, and with improved and equal working conditions. This is expected to, slowly but progressively (in the mid/long-term) in a sustainable and increased access to social protection tools and opportunities to participate in social dialogue, among others.

- R3.A5. Virtual international meeting to strengthen women's networks: according to 75% of JOHUD respondents, under the slogan "find the entrepreneur in you", the activity aimed to promote a female entrepreneurial culture among women rights holders for their active participation in the labour market, identifying and analysing the main constraints, limitation, difficulties, discriminations, etc. that women in the Arab countries suffer at work or when engaging in any productive activity. Synergies were created with the Musawat Network and framed under the Euro-Arab Network for Development and Integration.

Respondents mentioned that speakers invited to lead the session were Egyptian and Spanish businesspeople; staff of the Economic and Commercial Office of the Embassy of Spain, among others. Besides women rights holders participating in the project, women rights holders from Palestine and Egypt joined too (participating in FPS funded projects with local partners, with an average of 20 participants per country), with the aim to create a sense on women-led umbrella and strengthen women groups among countries.

According to some of JOHUD and the FPS respondents, the remarkable entrepreneurial skills of Jordanian women were prominently showcased. Throughout the meeting, Jordanian rights holders demonstrated exceptional competence in entrepreneurship, particularly in the creation of captivating short video clips showcasing their products. Their ingenuity and technical prowess were evident as they adeptly produced videos that effectively highlighted their offerings. Additionally, these women exhibited a deep understanding of marketing strategies, discussing innovative approaches to promote their businesses in the local and international markets. The meeting served as a platform for Jordanian women to exchange insights, share experiences, and foster collaboration within the Egyptian and Palestinian community, further enhancing their entrepreneurial capabilities.

- R3.A6. Virtual course (webinar) on digital marketing with participation of people from three countries: following the previous activity, 80% of JOHUD and 50% of the FPS respondents mentioned about a digital marketing course, for beginners and with a total duration of 4 hours, that was addressed to women rights holders in Jordan, as well as in Egypt and Palestine, with an average of 20 women per country. According to JOHUD and the FPS respondents, as well as to 60% of the women rights holders interviewed, the contents for the session were focused on the usage of social media and applications to increase the visibility and market their products online, as well as how to create short videos of their products to offer them for online selling too. Some JOHUD and the FPS respondents mentioned that the session was recorded so other women rights holders and from the Arab World could benefit from the course too.

Generally speaking, 60% of the women rights holders interviewed, as well as 75% of JOHUD and 50% of the FPS respondents, mentioned not being very satisfied with this session because the contents were too basic and they did not provide any valuable addition to the existing ICT knowledge and/or capacities of women participants. However, 100% of the respondents highlighted how the session served more as a recreational and social space for Arab women from different countries to meet, exchange knowledge and experiences, discussed their needs and problems, among others, agreeing about how the session provided them with some time for psychosocial group support.

Considering the information shared by the participants during the evaluation, the ET considers that 100% of the stakeholders involved managed to strengthen their institutional capacity, especially when focusing on developing inclusive strategies aimed at productive networks to address poverty contingency for women. This multifaceted approach involved enhancing the capabilities of various institutions to better support and empower women in the workforce, thereby contributing to economic resilience and poverty reduction. The project fostered the creation and strengthening of productive networks that connect women with markets, resources, and support systems. These networks provided platforms for women to share knowledge, access opportunities, and collaborate on economic activities.

In addition to that, the ET concludes that 100% of the stakeholders were committed to the assessed networking and cooperative activities, and that they all demonstrated a shared dedication to implementing positive change. Moreover, it was evident the need to capitalise on this momentum by ensuring that the commitments made translate into concrete actions. Therefore, regular follow-ups, clear communication channels and accountability mechanisms can help maintain momentum and ensure that the project goals are sustained mid/long-term. Additionally, the ET considers that leveraging the support of committed stakeholders can facilitate future collaboration and resource mobilisation for sustained efforts in promoting women's rights, equal opportunities, safety and dignity in the workplace.

Strong partnerships between government authorities and institutions, private sector entities, women rights holders and civil society groups were established to support and sustain inclusive strategies. These partnerships were crucial in mobilising resources, expertise, and political will to drive the agenda forward. In fact, the ET believes that seeds were planted through this process to ensure that the collaborative efforts were directed toward developing and advocating for policies that support women's economic participation, for example, at the time of revising existing policies and creating new frameworks that promote gender equality and protect women's rights in the labor market, among others. Moreover, there is a willingness to improve the infrastructure supporting women's employment, such as establishing childcare facilities, safe transportation options, and secure working environments.

Through these efforts, the project aimed to create a supportive environment where women in Jordan could thrive economically, thereby reducing poverty and enhancing overall societal wellbeing. The strengthened institutional capacity and the inclusive strategies developed provided a solid foundation for continued progress in gender equality and women's empowerment.

**To what extent were the project's activities and materials accessible to all segments of the target population, including those with disabilities or limited resources?**

**Were there any specific measures taken to ensure inclusivity and accessibility?**

According to 100% of JOHUD and the FPS staff, resources and services were provided considering the needs of the rights holders and they were distributed equally between women and men (at the level of stakeholders, mostly) considering the positive discrimination towards women in the project, the primary rights holders. Having said that, since one of the main goals of the intervention was to promote protection responses against any form of violence, discrimination, inequality, etc., in favour of women's rights, empowerment and gender equality, and one of the strategies to achieve this goal was the usage of the CDCs as safe spaces for women in Mafraq and Irbid, therefore, it is possible to affirm that women benefited to a greater extent from the intervention's activities, services and resources of the project.

According to 100% of the women rights holders interviewed, training, coaching and psychosocial sessions, legal support, awareness raising sessions and campaigns, job placements and business plans, etc. were designed targeting all segments and groups and allowed equal participation and learning. Moreover, most of them pointed out the diversity of participants when it comes to age, background, nationality, etc. as one of the added values of these activities too. When women rights holders were asked if they believed the services were accessible for all the women in their communities, 100% agreed on affirming that the activities of the CDCs were accessible and open to all women, but they also agreed that more attention should be paid to those with disabilities, since they were not included in this project.

It might be obvious but it is important to remember that there were specific components of the intervention that were designed to target only women as a strategy to increase their participation and involvement, to ensure their safety and wellbeing, and to mitigate any family backlash that could create any harm to the women, especially to the GBV survivors or at risk. In this sense, the perception of 100% of respondents interviewed is that, at the level of rights holders and key stakeholders, women participated more than men in this intervention. The ET finds this gap in participation totally justified by both partners' strategies. Even more, the ET believes that targeting only women for specific activities and services of the project was a key factor to achieve the results and objectives planned.

Regarding inclusivity, as mentioned, 100% of JOHUD and the FPS respondents, as well as 100% of the women rights holders, private sector and national authorities and institutions, agreed that the project did not have an inclusive approach when it comes to work with women with disabilities who are survivors or at risk of GBV, considering that they suffer from acute discriminations in different levels of their lives, including when it comes to access to education, work opportunities and labour market, among others. Respondents mentioned that there is still lot of work to do when it comes to accessibility for all sort of disabilities, especially at intellectual level, and the evaluation concludes that the project and the CDCs need to improve the access for these women, as well as the services and resources so that women and people with disabilities can benefit too from being part of the productive system in Jordan and, therefore, reduce their vulnerabilities too.

**Have the rights of women, their dignity, their autonomy, and the confidentiality of the data been respected?**

Throughout project implementation, JOHUD always considered ethics (including the respect for their rights, dignity and autonomy), confidentiality, cultural and privacy principles. The ET considers abiding by those principles were of high importance in this project as of its nature working mostly with very vulnerable women and GBV survivors or at risk.

The project contributed to enhance project staff capacities and stakeholders for the response and protection mechanisms through the training and capacity building conducted, awareness raising and campaigns, materials produced (e.g. guidelines) and the strengthening of the network and coordination mechanisms. The knowledge and skills gained were directly reflected on the performance to ensure an ethical approach as well as the privacy and confidentiality while providing services to the women rights holders. This was corroborated during the fieldwork, with 100% of JOHUD staff confirming that they were highly committed to adhere to the protocols and standard operating procedures related to ethical approaches, confidentiality and privacy of the rights holders. Moreover, 100% of the women rights holders confirmed and agreed that the project team provided services in a way that preserved their rights, dignity, autonomy and confidentiality.

100% of the women rights holders and 75% of JOHUD staff interviewed agreed that the project activities respected and considered target groups time, privacy and availability. For example, women mentioned that staff members always consulted with them in terms of the schedule for the activities (date, time and duration), that the timing for other services were flexible enough for women to attend them, e.g. case management, psychosocial support, referrals, etc.

Finally, the ET also found that JOHUD team and trainers used simplified language, decent words and appropriate images when providing its services, getting in contact with women rights holders or at the time of designing training materials and the awareness raising activities, among others. This information was corroborated during the fieldwork by 100% of the respondents as well as during the desk review of the sources of verification created during the implementation of the project.

***We can conclude that the Effectiveness with Coverage of the project is HIGH***

### **E.3. Impact**

**To what extent were the interventions improving the conditions of the affected communities? Did the response reduce future vulnerabilities?**

**Was there an improvement in household food security and assets of vulnerable households in target communities? Was the capacity of the participating beneficiaries been developed to progressively meet the household needs in the targeted communities?**

**What positive changes were observed in the lives of the target group because of the implementation of the project? What are the unintended positive and negative impacts of the project?**

**How satisfied are the communities with the response?**

**What is the gender impact of the project? What gender specific issues were observed and addressed?**

According to the testimonies collected during the fieldwork, the implementation of the project contributed significantly to supporting key actors and target communities both in the participation and empowerment of the women rights holders in different areas or spheres of their lives, promoting women's rights and gender equality and, overall, strengthening the resilience of the rural communities. It contributed to the transformation of attitudes, with women rights holders as well as stakeholders becoming more aware of their rights and obligations, thus leading to positive changes at all levels. Overall, the project had a positive impact on the lives of the women rights holders, and there is no evidence of detrimental effects on individuals or communities. Furthermore, there is no evidence of a detrimental impact for people who were not part of the project.

It is worth saying that many of the people interviewed – women rights holders, holders of responsibilities and obligations, as well as partner organisations – mentioned that they had the feeling that their work, although they had been doing it for years, was about to begin and that the project was just a starting point, a process of learning, as if a new seed had been “planted” that gave continuity to the work started in the previous years and even to new lines of action. They also recognised that the networks and collaborations established through the project will have a long-term impact on future activities, as they identified through the project other interested communities, organisations, private sector companies and local/regional authorities with the same objectives in different geographical areas, and they believe that work in those areas and possible joint initiatives would improve the impact of the project in the future.

These positive changes occurred during the period of implementation of the programme and might evolve in the future if the women rights holders and stakeholders share their gained knowledge and good practices; if local and regional administrations and communities maintain and/or increase their commitment to the promotion of women's rights and equality; and, if national authorities and institutions take action and implement part of the recommendations set by the project partners and experts to promote secure and inclusive productive systems and networks, e.g. through the guidelines, recommendations for the new NSPS, etc.. The evaluation concludes that these conditions are necessary to maintain and/or increase the positive impacts of the project in the long-term and at all levels.

The findings at the level of impact and/or effects on the lives of target groups were:

- 100% of the women rights holders participating in the evaluation of the case management and referral system, psychosocial and legal coaching/support, and vocational training activities consider that the project improved their participation in social, public, educational, economic and legal life, since through these services and activities they felt more empowered thanks to the provision of the necessary tools and knowledge to be able to develop their capacities and skills in different topics, leading all of this to better prevention and/or reduction of their vulnerabilities and, in many cases, of the GBV they suffer. Many of the women expressed that they had shared their experience with other women in their communities, and they feel prepared to continue doing so, both with new women rights holders of the CDCs and in other locations.

As an example, they highlighted how they are now able to be more aware of the country's legal framework, in everything that affects women and families (especially at the level of the Family Law, GBV, etc.) and at labour market level (e.g. Labour law, social security, etc.); to recognise their rights whatever their origin, respecting diversity among people and with clear signs of sorority; being able to carry out their own judgments, develop opinions, participate in debates and decision making processes, etc. And, therefore, they feel more visible or that they are considered. They also affirm that now, being more aware of their capabilities and their right to participate in any area of life with equal opportunities, safety and dignity, they feel more prepared and/or confident to assume an active role at the individual and community level – for example, defend their own rights in at work, identify the different forms of discriminations and GBV, defend themselves against the perpetrator of violence, advocate for other women who need help, etc. –, they feel more protected and feel less fear and stress, improving their mental health, confidence, self-esteem, autonomy, independence and resilience.

Another example provided came from the women rights holders who participated in vocational training and entrepreneurship programme, since they consider that by learning a profession and area of work (green jobs), they have more opportunities to seek employment in the specific sector or design and launch their own business, which would lead to improve their socioeconomic situation and empowerment – and, therefore, reduce their vulnerabilities, poverty and improve the situation for the whole family – and reduce the economic violence to which they may be subject since, for example, they can make decisions about the use of benefits, improve their autonomy and independence to carry out other activities, among others. According to their testimonies, participating in these training courses provided them with a sense of "professionalism" they did not experience before. It should be said that, as indicated in previous sections, this would be more significant if women were eligible for seed capital or microcredits since the impact of economic empowerment is very light in this phase of the project due to the length of the programme, placements and the lack of economic support, as explain throughout the report.

- After having carried out the different activities in which they have participated, 100% of the women rights holders interviewed affirm that they feel more motivated and active in their daily and community life (many of them use the term “leaders”), thanks to improving their mental health and psychosocial well-being, seeking new opportunities and possibilities, participating in training, conferences and/or awareness workshops, volunteering in the CDCs, carrying out their own initiatives, wanting even to participate in politics (whether by running as candidates or voting for other women aspiring to hold political office), looking for job offers or designing their own business, reinforcing social cohesion with other women through new friendships and/or relationships, sharing experiences and helping each other, among others.
- In fact, 100% of the women rights holders interviewed agree that by leaving home, going to the CDCs or to their jobs/placements, meeting other women, having a social life beyond their family, etc. their psychosocial state and personal wellbeing improved, feeling less stressed, less depressed, less miserable and they feel that it has had an impact on their physical health because they feel that they get sick less. It should be said that the CDCs are seen as safe spaces that offer, in the same place, a variety of services – from those with a more humanitarian profile to legal, psychosocial, educational, training support, etc. –, reducing, at the same time, time and energy in accessing them, for travel, etc.

- Despite specific challenges faced by some participants, it is important to highlight that many of the women rights holders, JOHUD staff, and private sector and government bodies representatives interviewed reported on changes in the attitudes and behaviours of many men and boys in relation to GBV and women's rights, including at work and economic level, thanks to the ongoing community work and awareness sessions conducted by the WCs and youth committees, as well as the CDCs in general. Changes were seen in the image that men and boys have of their wives, mothers, daughters and/or sisters, improvements were identified in relationships (these being much healthier), some women report that men are more aware of the laws that protect women and their children, other women report that some men have taken action when they witness or are aware of GBV in their families or communities, and some women reported being encouraged by their husbands and fathers to continue studying, establish their own business and/or look for a job, among others.
- 100% of the women rights holders also added that the project helped them improve the relationship and conflict management resolution with their children, and with other family members, feeling more motivated to deal with relationships and differences that may exist, empathising with their children and using active listening –, they feel that motherhood is not a constant “challenge” –, between children with their peer group, etc.
- At the level of JOHUD and the CDCs capacities, the effects were highly positive. Generally, JOHUD staff agrees that they were empowered when it comes to issues related to protection and response, VAW-GBV, safety and dignity at work, safeguarding, green economy and jobs, among others. In the medium-long term, JOHUD could, for example, sustain its critical operations and maintain a lifeline for those most in need, regardless of external circumstances. This adaptability and resilience are key attributes that will continue to guide JOHUD's work in the future.

JOHUD staff, private sector and governmental bodies believed they were equipped with critical knowledge and awareness about the need to promote safe and dignified working environments, or to promote equal opportunities for all and qualified jobs for women, allowing them to respond more effectively and sensitively to the needs of the women rights holders. Additionally, the networking system strengthened stakeholders with protection and response strategies, improving the ability to anticipate and mitigate potential cases of discrimination, risk and/or violence (which could be directed to the referral system too). The knowledge and skills gained in the training, awareness activities and campaigns, round tables, etc. will continue to inform JOHUD's approach to addressing gender-specific challenges and improving the lives of those they serve.

It can be also said that private sector and national authorities and institutions improved their capabilities, providing sufficient knowledge, skills and tools to be able to incorporate them into their activities and services appropriately and with the desired quality – as demonstrated by the results and impact of the project –, to continue transferring the knowledge to their peers, promote changes in attitude and behaviour in relation to women's rights and empowerment, strengthen networks and alliances with other stakeholders but at the field level too, among others.

The cross-collaboration fostered through the project, including when it comes to the activities shared with the women rights holders, is also likely to have long-term benefits, leading to more coordinated and effective protection system and responses to women needs and GBV.

- In relation to the studies carried out, as well as the guidelines and recommendations developed, the results proven to be of great value for all participants involved as well as to advocate with decision-makers. Furthermore, the knowledge gained through these materials is guiding JOHUD and its stakeholders in adapting their economic and workforce activities, services and programmes, creating a platform for shared learning too. As JOHUD reported enhancing its capacities and efforts to position itself as a leader in relevant sectors, the macro level impact included a potential shift in national discourse and practices related to women rights and gender equality at work, and for a green and sustainable development.

Partners and stakeholders also acknowledged the positive impact that the project had in fostering national dialogue and research on promoting safe and equal public and private sectors, as well as a resilient social



protection system. There was some evidence during the evaluation of specific action taken by holders of responsibilities and obligations to implement the recommendations made by the project, such as the progressive implementation of the guidelines by private sector or the integration of recommendations in the new NSPS. However, this is a slowly process and the real mobilisation should be assessed in the mid/long-term, e.g. through the second phase of the project.

- Finally, the awareness of the achieved changes was evident, with ongoing evaluations, internal discussions, and dissemination activities. The transfer of knowledge and experiences between different organisations, communities, rights holders and stakeholders showcases the effectiveness of the project in creating lasting positive impacts. The project did not only affect the immediate women rights holders but also contributed to broader social and economic improvements in the targeted communities.

#### E.4. Efficiency

**Were all the resources used according as planned? Were the resources effectively used?  
Was the process of achieving results efficient? Specifically, did the actual or expected results (outputs and outcomes) justify the costs incurred?  
What factors contributed to implementation efficiency? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?  
How did the project financial management processes and procedures affect project implementation?**

In general terms, the ET concludes that the activities of the project were cost efficient. Considering the available budget and the number of participants/rights holders reached, it can be said that the global benefits (outcomes and outputs) generated by the activities of the project justify the costs. When it comes to the availability of funds for the activities and partners in both Jordan and Spain, the respondents from both partner organisations mentioned that there were no delays, including during COVID-19 times.

Starting from the design and the scope of the project, at the level of activities and rights holders, as well as the relocation of budget and resources (non-substantial modifications) when needed, in consultation and/with the approval of FPS and the AECID, it is considered that, overall, the number of available resources matched with the level of needs and demands to be addressed through the project, which facilitated the response capacity of all the actors involved and, therefore, that the results and outputs of the project were achieved. In this sense, the project can be considered cost-effective.

The budget was designed from a cost-effective approach by FPS and JOHUD, according to the needs of the project and following the logical framework, in compliance with the AECID guidelines as well as FPS and JOHUD policies and procedures for the administrative and financial functions of the local offices in Jordan, to ensure having the best quality with adequate and available funds. Moreover, the budget also took into consideration FPS and JOHUD previous knowledge and experience of costs, and there was an assessment of prices and services needed. For example, JOHUD (as well as FPS) were very meticulous and strict when it came to purchasing materials, equipment and/or services conducting, for example, different bidding processes according to the costs of the items, among others, making always sure that contracts were signed with the best service providers according to the best quality/price ratio. All the material resources were acquired at the local level, thus boosting the local economy.

The budget was sufficiently detailed too, showing the concepts broken down by each budget line, specifying the type and number of units, the cost per unit, salary costs, etc. This facilitated the process of justifying the funds. In addition, staff was aware of the budget available, being not only able to access the information that affected their area of work, but as well as taking part of the decision-making processes related to funds allocation. Partner organisations considered its design was efficient, precise and meticulous to include the necessary human resources, materials, etc. for the implementation of the activities and, ultimately, the achievement of the results and objectives.

Partner organisations did not report any variation or reformulation from the original budget of the project. Therefore, by the end of the project, all the budget was spent accordingly and as originally planned.

JOHUD policies and procedures were the main reference during the bidding processes, an activity considered important throughout the intervention. FPS always respected JOHUD internal procedures and regulations, and they were in line with the AECID regulations on tenders. It is concluded that the bidding and contracting of service providers, materials, supplies, etc. were adequately managed and that the processes were transparent and suitable, with a positive effect on the efficiency of the project. In general terms, as indicated above, JOHUD sought different tenders for certain services (e.g. experts and professionals), materials and supplies, etc. to obtain the best price according to the quality and available funds. For each tender and/or contract, JOHUD prepared a contract with the rights and responsibilities of each party. Once the supplies, goods and/or equipment arrived, it was verified that they were those requested, that they were not damaged and that they were purchased for the agreed price. Later, they were subsequently distributed under the supervision of the organisation's staff. Finally, JOHUD proceeded to pay the supplier, receiving all the financial documents related to the acquisition.

One can agree that the needs in Jordan are endless and, therefore, the needs for funding to cover them too. In this case, according to the responses collected and the documentation reviewed, the ET considers that the funds were tight but sufficient to accomplish the scope of the project, including when considering its outreach, as well as to purchase any needed goods and supplies; hospitality and transportation needed for the staff and volunteers to conduct the activities or to implement and monitor the project; or hospitality and transportation for the rights holders during the activities, among others. In fact, it would have not been possible to implement the project with fewer resources since some of the activities and expenses, e.g. training, professional experts, transportation for the rights holders, etc. were very costly. However, all staff members of JOHUD as well as most of the rights holders considered that with a higher budget, there could have been more orientation sessions (technical and practical, including placements, especially when it comes to the entrepreneurship programme), longer coaching and accompaniment for women accessing the job market, increase the length and topics for the training sessions (vocational training, life skills, etc.), awareness raising activities, more budget to cover the transportation expenses from the rights holders as well as provide the microcredit support for entrepreneurship and/or income generating projects. It was agreed by most of JOHUD respondents that the organisation does not want to find itself in the dilemma of having to reduce the quality of the services provided because the resources are limited and, therefore, for future interventions, it might be better to reduce the outreach and scope of the project to avoid compromising the quality of the intervention (less is more). As a good practice, JOHUD dedicated its organisational systems and resources as the project demanded so the existing structure (e.g. CDCs as well as the facilities and resources available) was used to effectively manage the project and, when needed, the existing equipment and facilities were used too, such as laptops, furniture, halls, and office premises, etc.

During the evaluation, staff from both partner organisations as well as rights holders benefiting from the project, but especially those benefiting from an entrepreneurship programme, mentioned the importance of not having provided cash support for the most vulnerable participants (e.g. identified victims of GBV violence and, specifically, economic violence) as well as a programme linked to an income generating or microcredit component, without return. It would have allowed women not only to gain new professional skills and capacities, including when it comes to the business plan and cycle, but to already start a small business, since the microcredit would have helped them make it possible. Having said that, some women rights holders from the programme mentioned having started their business activities on their own, since they felt ready to do so, mentioning that the real action will start with the second phase of the project, since they will get the needed support to cover the whole business plan designed. Moreover, these women rights holders considered it could alleviate the economic crisis and mitigate the economic violence that many of them are currently suffering. In this sense, the ET would like to mention that the FPS and JOHUD are currently implementing a second phase of the project which already includes the full design of the business plan as well as the microcredit.

75% of the women rights holders also indicated the need to expand resources when it comes to the referral system to get more support at legal level, e.g. to be able to carry out litigation services in the courts and/or to have the continuous support of a professional lawyer, as they felt it was necessary to fully understand the entire legal

procedures. Likewise, it was also taken up the idea that more resources were needed for the orientation and monitoring at the level of mental health and social support (at individual and group level), for example, by carrying out home visits, involving family members in services for individual attention, and for other reinforcement activities that can help them maintain the improvements achieved with the project, such as an expansion of the referral system to third parties for specific services.

The project made a highly efficient usage of the time available to be implemented and to conduct the activities, and they were implemented as planned, with no eventual delays in the implementation of the activities. Generally, it was agreed by both partner organisations that the duration of the intervention was sufficient, with enough time to develop the whole cycle of the project, ensuring the quality of the action, as well as the achievement of the results and objectives. In this sense, some of JOHUD and the FPS respondents highlighted the fact that, due to the fact that JOHUD falls under the umbrella of NGOs funded by the Jordanian Royal Family and it holds the Private Law, the organisation did not have the obligation, despite having Syrian refugee population as part of the rights holders, to get the registration and approval neither by the Ministry of Planning and International Cooperation (MoPIC) nor by the Information System for Jordan's Response to the Syrian Crisis (JORISS) to start the project. The only procedure JOHUD had to follow was sending an informative letter to both administrations about the project, allowing to launch the intervention as planned.<sup>17</sup>

Human resources were sufficient, and funds invested as well as the work of the available staff for JOHUD was translated into the high quality of the implementation, monitoring and reporting. Staff involved in the project was hired according to FPS and JOHUD requirements and standards, with contracts aligned with applicable Spanish and Jordanian labour laws too. It was possible for both partners' staff to ensure their ongoing presence in the field, assessing needs on the spot, participating as much as possible in events and activities, observing the daily routine of the women rights holders as well as other project participants (holders of responsibilities and obligations), ensuring the quality standards of the activities, among others.

Expenditures were aligned with the approved budget and there were no unjustified expenses or deviations. There were, however, couple of issues raised by the FPS and the AECID respondents, which was confirmed by key JOHUD staff members:

- The first one was the fact that JOHUD is not always used, due to the procedures of some donors, to always provide all the invoices and expenses at the time of reporting, which required the training, support and accompaniment by the FPS country representative. E.g. some JOHUD donors require an external audit only; JOHUD has an internal payment system for human resources which does not generate a salary sheet. In this sense, JOHUD staff from the administrative and finance department valued the support provided by the FPS, since these were different mechanisms of work and they needed some time for the adjustment as well as invest more efforts and hours to meet the requirements. E.g. design of the new salary sheets to justify human resources; collection and organisation of all the invoices in their internal system, etc.
- The second one was related to the fact that it took some time to the FPS to be aware that JOHUD was using its own resources, facilities, equipment, etc. in many of the activities, and it was not challenging to proof the expenses with their own generated invoices. After some discussions and with no objection by the AECID, the solution proposed was to create agreements with the CDCs (like a subcontract to use the premises, services, resources, etc.) so invoices could be issued directly by the CDCs instead of JOHUD itself.

Activities were planned according to annual plans and the available budget. One can say that JOHUD made an efficient use of available resources, e.g. clear division of tasks and responsibilities of the staff members distributed between the headquarters and the regional offices, between offices' staff and in the field, including with the CDCs; direct implementation of activities, services and/or meetings by JOHUD staff in its premises which contributed

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<sup>17</sup> Regulations in Jordan require that any international cooperation/humanitarian aid project must be previously approved by government authorities before the implementation of activities can begin. The duration of this process is very indeterminate and can be disproportionately prolonged, despite this was not the case.

to reduce expenses, among others. For this reason, it was possible to begin the execution of actions with the target population as it was originally planned. Moreover, while waiting for the approvals, both organisations used the time efficiently for planning and preparation of the activities, preparation and signing of the collaboration agreement, design of the MEAL system, preparation of ToRs for the technical services to be contracted, among others.

The ET believes that all these detailed practices were also a good sign of the high level of ownership of the project by the different actors involved.

### **How efficient were the management and accountability structures of the project?**

- **About the human resources**

In general, it is considered that JOHUD staff showed to be highly competent, accurate and they responded to the needs of the agreement set with the FPS as well as to the needs of the project. It has been beyond the scope of this evaluation to make a systematic analysis of each person's competencies (jobs descriptions) in relation to their tasks.

In the case of the profile of the staff and the technical performance of JOHUD, all the respondents interviewed highlighted the reputation and great experience, at all levels, in Jordan when it comes to the working areas targeted by the project, being considered a consolidated organisation with an excellent reputation and high acceptance among the communities and rights holders, as well as with the rest of the stakeholders. When it comes to the staff, respondents highlighted the knowledge, expertise and professionalism when conducting their work and implementing the project, showing high motivation, efficiency and involvement – in both the central offices as well as at the governorates in Mafraq and Irbid –, with a participatory, empathic and active attitude, being both close to the participants as well as present during the whole cycle of the project (from the identification and planning to the evaluation phase). It is important considering that the teams were composed of women and men, experts, specialised and recognised people from the targeted sectors.

In addition, all the respondents interviewed highlighted the important role of JOHUD staff at management and operational level, both at headquarters and in the field, during the intervention. For the first ones, due to their high level of commitment – for some of them, a long-term commitment too –, they had the experience and knowledge to cope with the management of the organisation and the project, including when it comes to the partnership with the FPS and in relation to the local and national stakeholders, thanks to the channels of coordination and communication established, which helped to solve any possible incidents or challenges faced during the course of the action. JOHUD staff had a clear knowledge of what decisions needed to be subject to wider consultation, agreement and/or coordination with other staff members, and what was needed to be referred to management. There was a general feeling of having sufficient mechanisms in place to involve them at the decision-making level. Management proved to have a good knowledge of the development and cooperation sector, including project's management and donors' regulations, which was important to guide the rest of the staff members during the implementation of the action, identifying weaknesses and strengths at capacity level which included the provision of training and/or capacity building when needed for the staff to be able to perform their tasks and duties.

Following that, the FPS and JOHUD staff highlighted the good level of knowledge and skills when it comes to gender and gender mainstreaming, women empowerment and participation, GBV-VAW, safe referrals and transfers, among others. They considered it allowed them to use and integrate all these issues into the organisation and programmatic schemes, ensuring that the knowledge was well retained and that it was transferred to the rights holders (and any other participants) too during the services and activities provided. JOHUD respondents considered that staff was acting in a gender sensitive manner, being mindful of gender dynamics in the rights holders and stakeholders, as well as being mindful of the cultural elements of how gender is perceived within the communities. The ET concludes that JOHUD was aware of the integration of gender approaches throughout the project and made it transversal and visible during the whole cycle of the action. Gender issues were focusing at both quantitative and qualitative level, and gender was a crosscutting component not only in the design of the

activities but also when it comes to the methodologies implemented, materials designed and language used, MEAL system and tools, and policies applied, among others.

According to some of the FPS and JOHUD respondents, there was some staff turnover within JOHUD which was mitigated by the organisation with a rapid response identifying, selecting and recruiting new qualified team members, avoiding any impact in the implementation of the project. Overall, human and technical capacities were more than sufficient to implement all the activities and, therefore, the profile of the human resources matched the level of work, contributing to the efficiency and effectiveness when delivering the activities and during the organisational operations, ensuring an optimal quality for the achievement of the objectives and results. All of this ensured the quality of the cycle of the project when it comes to planning, management and justification (or reporting), among others.

- **About the MEAL mechanisms**

MEAL tools and systems are essential to determine the progress of the indicators, the achievement of results and objectives, as well as to identify difficulties that impede these achievements. It becomes necessary in case variations in the project are proposed, to eliminate some activities and/or readapt them according to the analysis obtained, among others. To do that, the logical or results framework must be the reference tool used by all the actors involved in the project – or at least by the implementing partners, donor, stakeholders and, when possible, rights holders – and during the whole project cycle (from planning to evaluation). One can say that JOHUD staff members were aware of the existence and/or importance of this tool, leading to the usage of the logical framework. Generally, it was being considered as a reference tool to follow up and monitor the project, which strengthened the MEAL system and the assessment of what was being done in an efficient way.

In addition to that, respondents familiar with the project's logical framework were able to indicate to which extent the foreseen indicators were reached, without any major difficulties, as we will detail in this section. Indicators in the logical framework were specific, measurable, achievable, reliable and time-bound (SMART), and included both quantitative and qualitative components, or impact indicators, allowing to assess to which extent were achieved and if there were any remarkable changes within the targeted groups, e.g. knowledge, skills and capacities gained or strengthened through the different activities for rights holders and stakeholders (holders of responsibilities and obligations); awareness raised through the private sector, regional and national authorities and institutions; achievements through the campaigns or initiatives; capacity of mobilisation of the communities as well as holders of responsibilities and of obligations, among others.

Through the responses of mostly the FPS and JOHUD, the ET concludes that the MEAL system was designed according to the logical framework and, therefore, the logical framework was aligned with the quantitative and qualitative data collected from the field. The MEAL tools included the sources of verification (e.g. lists of attendance, lists of selected participants for the activities, audio-visual materials, business plans, contracts and agreements signed with private sector, training materials, technical assistance contracts, etc.); development and action plans; pre-post questionnaires; interviews; internal/external evaluation; feedback or level of satisfaction forms; interim and donor reports; trainers and activities' reports; follow up and field visits reports; meetings' minutes; referral system data; project's plan which allowed partner organisations to review, modify and/or adapt the project's implementation at technical and financial level, among others.

One can say that the MEAL tools used by JOHUD were collecting extensive and relevant information about the quantitative and qualitative progress of the logical framework, and the measurement of the quantitative and qualitative indicators, allowing the measurement of the impact and changes within the participants (e.g. knowledge, skills, capacities gained, etc.), achievement of the results and objectives, short description of what was implemented and how (e.g. trainings, workshops, campaigns, placements, etc.), among others. The MEAL system uses digital technology to systematise all the tools and produce comprehensive data, making the whole MEAL process easier, more efficient, with data accessible from anywhere, with increased accuracy when it comes to data analysis, production of results as well as to assess and aligned the results reached with the expenses made (cost efficiency analysis).

Most of JOHUD respondents considered that the MEAL system was useful and friendly, being flexible enough to be adapted to the different realities of the project. Still, some of JOHUD respondents mentioned that the system had too many tools – especially when it comes to pre-post questionnaires for each activity – and that with a proper baseline, designed through the logical framework, staff could have introduced, for example, reformulations (if needed) in the original indicators and time targets that would have enabled a better tracking of changes occurred during the project, through the comparison with monitoring data collected (before, during and after). The baseline data could have also helped to understand the data in context, for informing targets and predicting how the data might behave in the future. As a positive note, staff mentioned feeling supported by the MEAL coordinator and the project management staff to do these tasks and, moreover, the project management staff informed of feeling supported by the FPS to overcome any challenges at MEAL level.

At the reporting level, internal and donor reports were systematically prepared by all partner organisations, covering all the areas of work and specific activities. JOHUD staff followed the templates provided by the FPS for reporting the activities, which were adapted from the donor's guidelines. Both the FPS and JOHUD respondents informed during the evaluation of submitting reports on time, and JOHUD always responded to the requirements when further clarifications were needed. Secondly, the FPS highlighted the amount of data collected, and how it was properly analysed, allowing the organisations to add it and/or reflect it in the technical and monitoring reports.

Internally, the ET concludes that for JOHUD, there was a good level knowledge of MEAL mechanisms and tools and, as a positive note, the organisation shared relevant information among the staff members, making clear their participation and/or involvement at MEAL level which improved the staff skills and organisational capacities. In fact, the ET concludes that JOHUD staff was participating in an extensive way in different processes during the whole cycle of the project, including during the MEAL phase, due to their own internal procedures and mechanisms of the organisations. E.g. All relevant staff were trained on how to use, measure and when to administer the logical framework indicators; staff participated in meetings, training, etc. in a participatory, inclusive and transparent way, with the opportunity to express their thoughts, opinions and suggestions.

As a positive note, the project included information related to conditions for its implementation, hypothesis, as well as a matrix of risk and assumptions with solutions and mitigations proposed, and there was evidence of the ongoing risk assessment conducted by partner organisations. This is always a good example of coordination and cooperation among partner organisations, which only strengthen their partnership, and it also shows mechanisms for rapid responses to new needs and/or emerging issues. This was a good place to identify areas where the project might have interacted with conflict related to the context as well as with any issues associated with the management and operational processes for the organisations and/or the project. A strong risks and assumptions section aided for effective monitoring and helped to ensure that flexibility was built into the implementation phase. For example, if changes to the design were required at a later stage, because of changes in the operational context (internal or external to the project), donors would be more likely to respond positively if issues were flagged up in the design phase as part of the logical framework risks and assumptions, or risk management planning too.

The online and mailbox collection (in each CDCs) of opinions and feedback regarding the level of perception, satisfaction, suggestions, etc. was part of the accountability system and it was necessary to ensure that the voice of the participants was included during the MEAL processes. In fact, JOHUD shared relevant information with the rights holders, and holders of obligations and responsibilities when needed, and it is clear for the ET that the targeted groups always participated and/or were involved and empowered in all stages of the project: assessment, planning, implementation and MEAL (including during the evaluation). It is important to mention that all participants (rights holders, holders of responsibilities and obligations) were aware that the activities in which they participated or the services they received were part of a comprehensive project and this was the reason why it was possible for the ET to ask questions related to, for example, the objectives and results, resources invested, coordination mechanisms, among others. Attention was also brought to the dissemination of results through MEAL activities, to ensure, for example, all participants were aware of who was doing what, outputs and changes produced through their actions and/or the project, among others. The ET believes that providing them with this type of information, especially when it comes to the rights holders, regarding the project implemented was also a

way to empower them, increase their engagement with the activities and strengthen the local ownership which, ultimately, will positively increase the impact and ensure the sustainability of the actions.

Finally, the ET considers it is important to highlight the high level of transparency shown by the FPS and JOHUD with respect to all the technical documents provided during the evaluation. The ET would also like to mention that partner organisations were aware of all the mentioned limitations, and they are willing to work on introducing changes within their organisations that will start to be more tangible and evident during future interventions.

- **About institutional management, work mechanisms and coordination arrangements**

If partnership, and even networking, refers to the ability to achieve what could not otherwise be achieved, this project is a good example to explain the extent to which partnerships, collaborations, coordination and communication spaces and mechanisms have been well established and used. JOHUD has been committed to Jordanian society and women for years, progressively carving out a niche as an organisation in this field and in its area of intervention, being known and positively valued both at the level of authorities and actors, as well as at the regional level and with the communities in which it works with.

Overall, the quality of the relationship between the partner organisations is considered as an important component of the success of the collaboration of the organisations to avoid, for example, that established partnerships are limited only to financial transfers and/or other administrative procedures.

The ET understands partnership as the relationship of the different actors (partners) who interact at different times and on different platforms with responsibilities and formalised work procedures. In this sense, some objectives of this partnership are:

- Guarantee adequate and efficient planning, management and coordination of the project, with the mutual agreement of the different functions, obligations and responsibilities of each partner, which ultimately had an impact on the effectiveness and impact of the action.
- Strengthening the relationship between partners in terms of a shared mission and commitment to ensure the viability and sustainability of the action(s) implemented. This type of partnership counted as a reference the vision and values shared between both partners, trust and equality of relationships, a committed participation, as well as the establishment of mechanisms to resolve conflicts of interest, among others.
- Investigate the possibilities for improving the situation of women in Jordan, specifically in terms of VAW-GBV and protection, women's rights, gender equality and opportunities, empowerment and participation, job market inclusion and economic inclusion, decision-making, awareness and advocacy initiatives, etc. and thus identify new methods, techniques and work tools.
- Promote the participation and coordination of the main actors involved in the defence of women's rights when it comes to all the issues mentioned in the previous point, including the protection of women and their families, in the fight against violence (specifically for any form of GBV), in the inclusion with equal opportunities and no discrimination in the job market and economic activities, among others.

In general terms, partner organisations were positive about the partnership established during the implementation of the project. All the respondents declared that the relationship was very good to continue working together in the same way in future actions and, in fact, it is considered that the relationship goes beyond funds, so that the termination of the agreement was seen as a follow-on in the partnership. It is important to add that there are strong interests and strategic relationships at the level of senior officials of the FPS and JOHUD, which has not only facilitated the established partnership or the resolution of possible conflicts, but it is also a sign of continuity in this partnership.

Respondents defined, in their own words, that the relation was very "efficient, open, responsive, excellent, best practice, equal and horizontal, complementarity, trustful, transparent, flexible, with proximity, fluid communication, effective coordination and management, sufficient information exchange channels, and with

sorority”. From JOHUD, they also stated that the trust established with the FPS had an impact on the organisation and the project. This trust was related to the management approach by the FPS because it respected and considered the local knowledge and the decision-making processes of JOHUD, according to the needs and priorities of the context/project. JOHUD also believes that the clear direction of the project helped to strengthen the organisation's own approach, and that the prospect of working together over the years was an added value too.

The exchange of knowledge and experience stimulated the establishment of synergies and/or complementarity between both organisations; This is something that, in fact, JOHUD systematically establishes with local and international partners, for example, to avoid duplication, increase the outreach and/or reach the population most in need to participate in the activities, among others. The ET also sees as positive and as an added value the continuous improvements in the technical capacities of JOHUD in relation to its strategy in Jordan and for the gender equality strategy – when it comes to women empowerment at all levels of their lives, the eradication of all forms of violence, among others –, although more time is needed to evaluate the results and changes gained through their implementation (in terms of effectiveness, impact and efficiency).

In general, the FPS managed to implement the tasks it regularly performs during the partnership and collaboration with a local partner. As an example, there were regular planning and management meetings and field visits. Even so, according to JOHUD, the FPS staff was highly present in the project, through its head of mission, always supporting the local partner (including remotely from Spain), considering, despite the limitations encountered, an important contribution to the success of the project, to the achievement of the results and objectives. As an example, some of JOHUD staff interviewed explained the challenges at the technical and financial level, when it comes to the invoicing system or to analyse the huge quantity of data collected through the sources of verification, especially when it comes to the pre-post questionnaires, and how the organisation always relied upon with the guidance and advice of the FPS to identify the best solutions in this regard. In this sense, the FPS respondents mentioned that challenges or difficulties were always informed on time and, therefore, they could provide rapid responses in the format of mitigations and/or solutions, being critical at the time of following the original implementation of the project, at the time of responding requirements, among others.

The relationship was established mainly between the FPS country and Spain staff and JOHUD management team. Staff interviewed from both organisations considered that the relationship was very friendly, open, transparent and it had sufficient channels of communication and information exchange. It should be said that, during the field and country visits, the FPS staff met with all JOHUD staff (including at governorates level), allowing the establishment of specific communication channels with all the human resources involved, being able to listen to their needs and concerns, among others.

Internal coordination was done through face to face and online meetings, email and telephone. All the content of the meetings was collected through minutes which were available for all partner organisations. The level of management (coordination, follow up, MEAL, etc.) during the cycle of the project was considered good so that one can say that coordination processes were continuous throughout the whole implementation, and sufficient spaces and mechanisms were available to organise a meeting at any time, whenever needed, for example, to solve a problem or emergent need.

Therefore, it is concluded that the partnership between both organisations was very strong and solid, and it did not suffer any major difficulties. Of course, there is always room for continuous improvement, for example, when it comes to the financial and MEAL systems and analysis, and this is especially important if both organisations decide to continue working through long-term interventions, which require greater effort to continue building a common base of work, cooperation as well as the promotion of synergies between them. All these elements are key to the success of the interventions implemented.

- **About the coordination and involvement with the stakeholders and the target groups**

As mentioned earlier, coordination and communication were a priority during the action since they are always a key component of the organisational processes. Partner organisations' work was based on the needs of the targeted groups and sector (women's rights and empowerment, gender equality, protection, awareness raising, etc.), so the



organisations kept permanent channels of coordination and communication with all actors to feed the intervention, being one of the strengths of the project. There were mechanisms set regarding what information must be shared and with who, for example, from the staff at the general offices and/or headquarters to the staff in the governorates and/or field, with the target groups.

Respondents (rights holders, holders of responsibilities and obligations, service providers such as trainers) expressed the view that, due to the positive channels of communication as well as open and trustful dialogue with JOHUD, they could always provide feedback and/or be part of the decision-making processes about certain actions. This was an optimal situation since JOHUD used this opportunity to introduce changes, improvements and/or to adapt the activities to the context and needs, always in consultation with the FPS and, when needed, with the approval of the AECID. Respondents (rights holders, holders of responsibilities and obligations, service providers such as trainers) mentioned not facing any major issues during the implementation of the project. They considered this intervention strengthened the relationship between JOHUD and stakeholders involved, resulting in a fluent communication and coordination even when the project is already over.

Specifically, when it comes to the members of the private sector, they were generally supportive and engaged, at different levels of interest, to the project activities. The ET would also like to highlight their coordination and involvement at the time of, for example, doing the needs assessment, providing information for the identification and selection of the private sector companies to join the project, participating in the different activities such as training, internship or job placement for women entrepreneurship activities, among others.

When it comes to the regional and national authorities and institutions, there has been a strong relation with the governorates of the locations and communities involved in the project, as well as with the MoL, MoSD and the JNCW, among others. It is important to add that local authorities, such as municipalities, were also aware of the project and invited to specific events, e.g. graduation ceremonies. Working in cooperation with regional and national authorities and institutions ensured effective coordination and contribution to the achievement of JOHUD development plans, increasing its visibility in the implementing sector too. For example, regional and national authorities and institutions interviewed showed support to JOHUD's work, being updated about the implementation of the project. Regional and national authorities and institutions' respondents highlighted the positive relationship, constant mutual trust, the high level of cooperation and commitment to the targeted sector shown by JOHUD, and they all considered having sufficient channels of communication, perceiving JOHUD as a transparent organisation at the time of sharing information about the project. As seen earlier, this relationship guaranteed the alignment of JOHUD and the project with the regional and national authorities and institutions, and their strategies/priorities, which is positive for the sustainability of the intervention too. In fact, this relationship legitimised JOHUD's mission and goals, facilitating the process for its work and projects to become a priority by the regional and national authorities and institutions.

***We can conclude that the Efficiency of the project is HIGH***

## **E.5. Sustainability**

**To what extent are the benefits of the project likely to be sustained and can be scaled up? What is the sustainability impact of the project?**

**What is the likelihood of continuation and sustainability of project outcomes and benefits thereafter?**

**How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?**

**What are the key factors that will require attention to improve prospects of sustainability of project outcomes and the potential for replication of the approach?**

- **About the sustainability of the organisation and project**

The concept of sustainability must be adapted to the local conditions, characterised by very strong external constraints, and due to the characteristics of the interventions, e.g. short, mid or long duration. In fact, the sustainability of a project in Jordan is sometimes difficult to attain and sometimes the concept is detached from the Jordanian reality where the future of an important part of its population, such as refugees and forced displaced persons, is not certain and sustained. The political situation in the region is not predictable, compounded by the current geographical division and the ongoing and/or recurrent episodes of violence in neighbouring countries, the effect of other international conflicts, such as Ukraine and Russia war, among others.

The long-term sustainability of the targeted sectors is also threatened by the funding situation, since most of the salaries from local organisations and local/national authorities – as well as other operational costs such as equipment, materials, supplies, rents, treatments and services, among others – are paid through external funding. The structural weakness of the Jordanian economy and the consequent lack of local and/or internal financial resources, makes it very challenging for the stakeholders to mobilise funding for their operations, even if the sector is a priority, like in this case. Jordan, in those conditions, can be seen as a state in life-support mode.

JOHUD and the project were addressing sustainability pretty much uniformly, and they were paying attention to all its processes, involving stakeholders and rights holders during the different phases. In other words, JOHUD was paying attention to sustainability during the identification, planning, implementation and MEAL levels.

Broadly, JOHUD mission is focused on promoting sustainable human development and improving people's quality life at an individual and community level, in particular, of those in a situation of a greater poverty and vulnerability, such as the rights holders targeted in this project and, therefore, the organisation was fully aware of its responsibility in maintaining the achievements of the project. Furthermore, the organisation was aware that its responsibility in the sustainability of the project was greater due to the leadership it exercised throughout its implementation. Generally, its capacities and outreach were shown to be superior when compared to other local NGOs working in the same sector and, as detailed through this report, they were reinforced through the project. JOHUD showed a great involvement and appropriation of the project, and the desire to continue in the same line of work, which is already happening together with the FPS through a new project (second phase) funded by the AECID too, and in which it will be possible, for example, to provide seed capital and microcredits for women participating in the entrepreneurship programme so they can apply all the knowledge and skills gained, as well as launch their own business. Through the implementation of this project, and with the ongoing assessment by both partner organisations, there were enough evidence that the assessed project was not complete since it did not include all the components to consider it an integral project for the creation of employment. Therefore, both organisations considered that they needed to set a joint strategy to continue the current work through a second phase that will allow them to scale up and/or expand the current activities (e.g. training, placements, etc.), with the addition of a new location (replication) as well as to materialise the achievements from the first phase, e.g. follow up and implementation of guidelines at work; coaching and placements for women who want to be employed by the private/public sector; development of business plans with the support of seed capital and microcredits, leading to new job opportunities and improvement of the socioeconomic situation of the women rights holders, among others.

For the services and activities offered to rights holders, communities, private sector and Jordanian authorities and institutions, JOHUD managed to lay strong foundations for the maintenance of important achievements – including when it comes to gender approaches based on HRs – and, as to a different or new project, its continuity is obviously relying on new funding, private or public, local or international. However, the ET considers that JOHUD has sufficient institutional and financial capacity to continue many of the activities implemented, especially when it comes to sustain low-cost activities, e.g. raising awareness, transfer of knowledge and experiences, support to women's networks and WC's meetings, dissemination and follow up of the manuals designed, supporting women to contact job employment offices and private sector companies to access new opportunities to ensure their job market inclusion, etc. Therefore, sustainability in this case must be intended as the continuity of the commitment by JOHUD, with the support of its stakeholders, which can be assessed as high,

despite the external threats, e.g. unstable regional socio-political situation, socioeconomic instability, etc. are still high.

One of the most important aspects of sustainability is the upbringing of human resources, the building-up of human capital through training, being particularly crucial and important in such a political, social and financial environment. Respondents agreed that the project was very positive for JOHUD and stakeholders (holders of responsibilities and obligations) when it comes to enhancing their organisational, institutional and operational capacities, at technical and management level, as well as JOHUD's position as a referent organisation for the targeted sectors in Jordan and, specifically, in intervention. One can say that, despite always having room for improvement, the technical, managerial and institutional sustainability of JOHUD is strong, but it will need to continue being reinforced and/or improved in case it wants, for example, to replicate and/or expand its operations in other vulnerable communities of the targeted areas.

In this sense, capacity building should be seen as the process that could help JOHUD and project to enhance its mission, strategies, skills, human resources, etc. to better serve the communities it attends to. To foster and sustain effective projects, organisations should be both viable and well-managed, because regardless of how imaginative a project's design may be, its effectiveness will be largely dependent on a variety of factors such as finance, the ability to measure project performance and/or the engagement and mobilisation of human resources, among others. Therefore, capacity building activities were essential to the sustainability of the project as well as for JOHUD, so it can continue to meet stakeholders and communities' needs efficiently and effectively.

Having said that, JOHUD's management and staff, as well as the FPS, should see capacity building as an "investment" for the organisation and integrate progressively the learning and methodologies gained through the project, to continue elevating the organisation's performance and its accountability to international standards. All of this will strengthen its institutional capacities and sustainability, not only as regards their current donors and supporters but for the rest of the stakeholders and communities too.

At the funding level, the totality of respondents mentioned that without funds, JOHUD will not have the financial capacity to continue with the same volume of activities and services offered (e.g. CDCs, referral system, training and capacity building, placements, supporting general expenses such as transportation, supporting contractors to cover women rights holders' salaries, etc.), with the same number of stakeholders and communities reached or served. Moreover, besides the strong and important stakeholders' support, as well as the important alignment and relevance of the project for such actors, some of these stakeholders will not be able to support JOHUD at financial level, such as the Jordanian authorities.

A hypothetical lack of funds may not only affect the performance of the actions, but also the capacity of JOHUD to maintain, expand and/or replicate its activities, keep its staff (because the work becomes more and more staff-driven), increase its outreach and/or mobilise other type of resources, e.g. communities or volunteers during awareness activities, among others. Having said that, due to their expertise and knowledge, when comparing to other organisations, and due to the quality of activities provided to the local communities, some of the work of JOHUD staff, especially in the field, could be replaced, for example, by volunteers, such as those composing the WCs – an important human resource for many organisations to conduct certain activities – such as collecting and sharing information, awareness actions, transfer of knowledge and experience, follow up with rights holders, etc. due to the nature of their work without compromising the professionalism and expertise of JOHUD and the work implemented.

Finally, as part of the sustainability strategies, JOHUD has a financial sustainability plan to secure its current financial sources, diversify its portfolio of donors, and establish new and alternative sources of funds. It will be important to, for example, focus on private donors and individual donation, as well as to approach those donors that provide core-funding or who are flexible enough to allow the organisation to use the funds according to its own needs, plans and criteria.

- **About the sustainability of the project**

As the project was based at the community level through the CDCs, the ET considers that it collected sufficient evidence to prove the long-term sustainability of the project's outcomes and outputs:

- At an individual level, it is important to emphasise the benefits for individuals beyond their participation in the project. As an example:
  - Transfer of knowledge, capacities, skills, tools, etc. gained by women rights holders, CDCs members (including WCs), representatives of the private sector, representatives of the local, regional and national authorities and institutions, etc. through capacity building, training, awareness sessions, ongoing support and guidance, etc. which allowed them to increase their self-esteem and confidence, motivated them to continue enhancing their personal abilities and skills, to search for information and learning as well as advocate for their rights, reach their peers and communities, increase their visibility, improve the effectiveness and quality of their activities and/or services, establish better channels of cooperation and networking with other communities and organisations, etc.
- At an organisational level, focusing on the continuation of the benefits within JOHUD, such as:
  - Organisational capacities (technical) gained by the volunteers through training and by the staff through the implementation of the project itself as well as the accompaniment of the FPS which enhanced their personal and professional skills too. In this sense, it is important to mention that individuals from the stakeholders also benefited from these activities, improving their knowledge, capacities and skills too when it comes to, for example, women empowerment and rights, social protection and GBV, safeguarding, among others.
  - Use of materials and resources produced during the project such as the manuals designed, testimonies collected, social media, audio-visual materials produced, etc.
- At community level, focusing on the ongoing support provided to the communities to continue developing and delivering the activities, which is directly related to the benefits at individual level, because empowered and skilled individuals are better prepared to act as agents of change for their peers and communities.

As we can see, the long-term benefits of a community-based project cannot be approached unilaterally since they are not just a traditional intervention; therefore, it is important to understand some of their features, which apply also to the current action:

- Rely on a community-based approach: community-based approaches are ways of working in partnership with people of concern throughout community-based project implementation. Individuals and existing bodies, e.g. WCs, women rights holders, etc. were able to recognise communities' needs, capacities, resources, etc. and use them effectively to provide solutions supporting the communities' goals.
- Imply community's acceptance, involvement and ownership: commonly linked with the previous feature, community's acceptance, involvement and ownership require incorporation of the targeted communities' needs, problems and priorities in all aspects of the intervention. As we could see in this project, community members were able to better understand their needs and problems and, as such, they were better suited to use their knowledge, skills and resources to identify actual solutions to them.
- Require management capabilities: community-based projects seek to achieve long-term goals and, to achieve their sustainability, actors involved need to possess adequate technical and financial capabilities to ensure proper implementation, as well as external guidance, if needed – for example, by the implementation partners –, among others.

Having said that, all the women rights holders interviewed considered that the counselling services and activities offered were very relevant because they were like the introduction and/or gateway to other services that benefited

them, for example, at psychosocial level, when it comes to the access to a safe space (CDCs) and referrals, as an evaluation phase of each woman/family profile that allowed to identify their needs and priorities, at all levels and from a gender and HRs approach, including when it comes to their children and other dependents. Therefore, through this model, women were involved in other individual and group activities with them as the main target group. This was a very relevant and effective strategy since JOHUD could cover the needs of these women rights holders in a more personal way, behind the idea of a “protective response for refugee and vulnerable women in Jordan” and knowing that families may reduce their opposition to the women’s attendance to the centres. This strategy can also reduce the reactivity of community members that may oppose such projects due to the sociocultural imaginary and prejudices towards services covering women’s rights, protection, and women leadership and empowerment. Some women rights holders interviewed mentioned that once the project was over, they were afraid of losing the safe space (CDCs) to meet which was one of the main priorities for them, for some even more than all the knowledge and skills acquired. However, the same respondents mentioned that the activities and services continued, through the second phase of the project, and the access to the CDCs continues being granted for them.

The project involved, at different levels and from a holistic approach, the different actors involved in the targeted communities and within gender and HRs areas of work. This gave the project the opportunity to have a multiplier effect at community level, because participants have been sharing their knowledge gained with their immediate social environment. In addition, working with women/mothers, and indirectly with their children, means to work with the Jordanian community. All rights holders were able to describe an example of how they shared the learning gained with other friends, family and community members and how their experience motivated other women to attend the CDCs, to seek help to improve their personal and family situation. This has a positive effect in terms of sustainability, which promotes long-term changes beyond this project. As it was indicated in other sections, women rights holders considered that these activities, as well as the ongoing awareness raising and campaigns, must be followed to consolidate their acquired knowledge and skills. The written materials distributed to the rights holders was also significant, relevant and effective, with all the rights holders interviewed reporting that they still use, and reference the materials produced by the project and JOHUD.

Based on early engagement and transparency with Jordanian authorities and institutions, a high sense of ownership and acceptance of the project was noted not only among the rights holders interviewed, but also among the communities at large, as they were aware of all the great benefits they could obtain from the project: awareness raising sessions, knowledge and skills, access to the CDCs and referral system, etc. In general, and as mentioned earlier, the rights holders interviewed felt that the project worked to respond to their needs and priorities, and that they had the possibility to express what they needed and how they were feeling. As detailed in a previous section, the attitude of JOHUD was key to ensuring the appropriation of the rights holders. The programme's technical team allowed the rights holders to participate in the planning, design and implementation of the activities and they felt that the planning of the activities was constantly adapted to their needs and demands. All of this is particularly notable since all rights holders were women, so this high level of acceptance and integration of their work helped to establish and reaffirm the role of women within the socioeconomic and labour sphere as well as in the processes of decision making, despite the challenges and resistances faced in their daily lives. This helped to visualise a positive result beyond the life of the project, since the activities led by women were not seen as an extra, complementary and/or separate “contribution”, but as a viable sociocultural and income generating opportunity for the community. Furthermore, since the project provided and responded to the actual goods and services that were needed in the selected areas, it can be concluded that the activities will continue.

We must not forget that some of the rights holders were part of the WCs so that the benefits of the project were both individual and collective. The project provided everything that was needed in terms of materials resources, transportation and hospitality, logistics, etc. to guarantee its viability and sustainability with the target rights holders. Furthermore, the measures taken to improve awareness at local and national levels, strengthening cooperation and networking, as well as developing capacities, among others, helped to improve not only the capabilities, attitudes and/or practices at the individual level but also indirectly at the level of the community, local stakeholders (e.g. CBOs), private sector and authorities too.

- **Parties involvement and commitment to continuing, expanding, replicating and institutionalising after the project**

The participation and involvement of representatives of the private sector as well as Jordanian authorities and institutions, allowed them to participate in different levels and phases of the project and, as indicated earlier, to provide the necessary support during the implementation, when facing difficulties, etc. This is what the ET translates as joint work that can be sustained beyond the project and that, in addition, would allow the results to be sustained over time. Institutional support is most likely anticipated and expected to mitigate obstacles and challenges that may arise in the future, as these institutional bodies are supposedly positioned to pave the way for these projects to be sustainable.

The fact that JOHUD and the project were networking and/or coordinating with the private sector, Jordanian authorities and institutions, as well as other relevant stakeholders and community members (from the CDCs too), strengthened the sustainability of the project and helped legitimise JOHUD's work, thus ensuring ownership, replicating and/or multiplier effects. It is crucial to continue counting on the involvement and support at coordination and/or networking level with all these actors – and through them, with other local actors, such as CBOs – who should be responsive and provide resources whenever possible. In this sense, even with the situation that the regional and national authorities are going through in Jordan (low budget, scarce human resources, fragility in their structures, etc.), they demonstrated their adaptation and acceptance of the intervention, continuing to plan and interact with JOHUD and the communities at the level of women's HRs, protection, women's leadership and empowerment, their needs and priorities, etc. and to take note of the lessons learned and good practices during the course of the intervention, by all the actors involved, so that these can be applied in the future, in a similar context.

Having said that, JOHUD should continue working and/or strengthening the channels for communication, sharing information, cooperation, etc., not only with the stakeholders but with the communities too. Likewise, it should, for example, continue ensuring the sociocultural acceptance of the action, and the viability of its work, which ultimately, impacts on the future sustainability of the project and the organisation.

When it comes to the capacities of stakeholders, it is considered that the private sector and Jordanian authorities improved their knowledge to continue with the flow of benefits of the project. As an example, the MoL, the MoSD and the JNCW should have laid strong foundations to continue with some of the activities, such as the support to the referral system, stakeholders' network, awareness raising and campaigns, women inclusion to job market, dissemination of materials produced with the follow up of their implementation, etc. However, national authorities and institutions' respondents mentioned that staff does not have the capacity and resources to continue, implement and/or replicate some of these activities, such as the vocational training programme (linked to seed capital and/or microcredits) or job placements (especially when it comes to covering the salaries) and, moreover, in most cases, human resources participating or involved for the private sector and the Jordanian authorities and institutions were those positioned at technical level with very little effect during decision-making processes or at the time to set the municipalities and ministries' priorities.

In general, it can be concluded that the project managed to lay solid foundations for the maintenance of its important achievements, although its sustainability in Jordan is not guaranteed due to the lack of financial resources of key actors, such as the national authorities and institutions, the socioeconomic crisis affecting the private sector too, and the high dependence on international donors. However, low or zero-cost activities should be able to be maintained by authorities and rights holders, at individual and community level.

***We can conclude that the Sustainability of the project is HIGH***

## **F. Lessons learnt**

- Ongoing consultation with target groups and communities is key to identify changes in the context that affect their needs. One of the strengths of the evaluated project is that it was based on the needs, priorities

and requirements of the women rights holders and their communities. Future interventions combining different approaches should maintain or increase this level of consultation.

- The participative approach adopted by JOHUD about engaging and motivating the rights holders, communities, and other stakeholders during the identification, design and implementation stages increases project relevance, effectiveness and efficiency and, therefore, its impact and sustainability in the mid/long-term. JOHUD is encouraged to continue conducting surveys and needs assessments with target groups and communities to maintain and/or increase their appropriation and ownership as well as the involvement of communities in finding solutions for their problems and to respond to their needs and priorities.
- The prevention of harm through transparency and participation at the time of, for example, launching the selection processes, being crucial in preventing harm, ensuring equal participation and access, and reaching out to include women at all levels.
- The programme used effective targeting strategies that allowed reaching the intended population in very vulnerable and at-risk geographical areas.
- Holistic and multi-sectoral interventions focused on social protection with the creation of socioeconomic and productive system and networks as a contingency to vulnerability and poverty, proved to be successful in vulnerable communities. To implement this type of interventions, full partnership and strong coordination mechanisms between/with stakeholders (including the private sector and other official institutions, such as universities and academic centres), local/regional and national authorities and communities are required. Moreover, investment in this type of interventions should be coordinated and developed under the umbrella of the national authorities strategies and plans to ensure long-term impact and sustainability, as well as to enable the establishment of national MEAL mechanisms.
- The existence of CDCs in Mafrq and Irbid was considered a positive approach to protection programming as it allowed the access of women friendly spaces. It created a sense of ownership and safety for women rights holders (considering that many are suffering or are at risk of GBV), which contributed positively to release their stresses and anxiety, and to their reintegration within their communities. It will be encouraging to replicate it to other CDCs across Jordan.
- The use of entry points for the protection services and other sensitive topics was a sound approach for communities who may not approach the protection multi-sectoral services topics and awareness (including at GBV level). This strategy enhanced free women participation, reduced family opposition and social backlash, and ensured the security and safety of rights holders. Hence, JOHUD should maintain and replicate this approach as an acceptable practice because of cultural norms.
- The added value of exposing the intersectionality between women and socioeconomic situation, origin, age, social class, etc. In future interventions, partners should continue exploring strategies to communicate this intersectionality to rights holders and stakeholders, since the training and awareness sessions with this approach showed to be successful and meaningful to participants.
- Interventions promoting the protection and response system against vulnerability and poverty should always incorporate clear and well-articulated raising-awareness and advocacy strategies, to guarantee that the evidence collected, testimonies and life stories of the women rights holders are used to mobilise peers, community members and key audiences for change.
- The investment in training and strengthening the capacities and skills of women, representatives of the private sector as well as Jordanian authorities and institutions was a sound approach. It allowed rights holders, holders of responsibilities and obligations to provide protection and response services during critical situations and emergencies. It will be a promising approach for JOHUD to scale up and continue training on these topics to other community members and stakeholders, including women and key decision-making and influencers.

- Understanding the local context was essential to design and implement the project activities and avoid risks. All participants in the evaluation agreed on the in-depth knowledge that JOHUD had of the local context and local challenges.
- The added value of horizontal partnership. JOHUD and the FPS partnership model was considered successful by both partners. Moreover, the project enabled organisations to share resources, skills, experience and expertise in a way that they complemented each other.

There was a common feeling among partners, stakeholders and rights holders that the project created learning spaces at all levels, and that it initiated and contributed to national processes that could be followed up and enhanced in future interventions. Moreover, according to partners, the relation between both organisations and the expertise of each one led them through the project to the design of strategic goals, including when it comes innovation and learning. Therefore the ET is confident that the lessons learned from this intervention will be applied in the best design of future projects.

## **G. Recommendations**

### **G.1. Relevance with Alignment and Coherence**

- Project partners may maintain their methodology of conducting ongoing participatory needs assessments – with qualitative and quantitative approaches – involving rights holders and stakeholders to identify target groups, needs and priorities, as well as to update the needs and problems to be addressed through the project activities.
- Project partners may continue to consult with stakeholders in the project identification and design phase to ensure that there is a sense of collaboration and alignment.
- JOHUD may maintain and consolidate its strong partnership with local organisations, private sector and authorities, as well as maintain updated information about its understanding of the women’s needs and constraints.
- JOHUD may continue to reinforce participation of target groups, especially rights holders, in all phases of the project cycle.
- JOHUD may consider including young and adult men at the needs assessment level to better understand how to promote their participation in, for example, raising-awareness activities, because without them, there will be no change in the future on a social, cultural, legal level or to break with the patriarchal society and norms in Jordan.
- Project partners may focus on the importance of intersecting different social categories – poor and vulnerable women, refugees, women with disabilities, etc. – is recognised as well as the need to continue exploring these intersections in future actions based on training, awareness raising, etc.

### **G.2. Effectiveness with Coverage**

- Project partners may continue with the holistic multi-sectoral approach since it is a mechanism of introduction to development and exit from the humanitarian aspect.
- Project partners may continue including legal and psychosocial approaches in the management of cases, especially for GBV survivors or at risk, as well as their families and dependents.
- JOHUD may continue offering the CDCs as safe spaces, including replicating the model in other locations, since the impact on the lives of women has proven to be “lifesaving”. Moreover, women rights holders can meet, feel safe, share their stories and experiences, feel relieved, etc. These spaces are extremely important to relieve women rights holders from the pressure and stress they suffer in their domestic



environments, often with the continued presence of perpetrators of violence, and so that they can ask for and receive help and the support they need.

- Project partners may continue using the woman-centred approach, which creates a supportive environment in which the person's rights and wishes are respected, their safety is ensured, and they are treated with dignity and respect.
- JOHUD may continue improving the inclusive knowledge and capacities of all staff members and stakeholders working on protection and response when it comes to the intersection between disability and discrimination, disability and GBV, disability and poverty, disability and access to job and income opportunities, etc. so that they can offer support and refer cases as appropriate.
- JOHUD may continue promoting training and capacity building for staff, volunteers and any other members of the CDCs to have specialised personnel with the necessary skills to address women's rights holders needs and problems (e.g. GBV, safeguarding, job inclusion, poverty and vulnerability, mental health support, etc.) but from an intersectionality and disability approach too.
- JOHUD may remain flexible and highly responsive to alternate between in-person and online work or mix both approaches depending on the context and emergent needs.
- Project partners may promote working with young boys and men, including with a new masculinities approach that could help transform social stereotypes towards women and girls, especially at professional and at the job market level.
- Project partners may include vocational training that include sessions about the cycle of business design, marketing, financing, market and feasibility studies, sales (both physically and online), packaging, organisation of fairs and exhibitions, etc. So that women's initiatives are not only viable and profitable but also relevant and sustainable over time, which will have a positive impact on the quality of life of the women rights holders and their families.
- Project partners may include complementary financial aid, for example in the form of seed capital, microcredits or income generating activities, for women rights holders involved in the vocational training (entrepreneurship programme) so that they can start their own business or cooperatives more easily.
- Project partners may provide cash support for women survivors or at risk of GBV, ensuring the harmonisation of cash support with the minimum expenditure basket or identified needs. The cash support value and duration should account for general cost, e.g. transportation, to reach GBV case management, specialised services, etc.
- At the level of legal support services, JOHUD may reevaluate the necessary resources (human, financial) to be able to offer comprehensive care, counting on lawyers also in court, litigation, etc. And, if it is not always possible, continue referring cases to those organisations that can offer these resources free of charge.
- Project partners may consider covering some expenses of the women rights holders to facilitate their direct participation in activities or services, to improve their access to centres, etc. such as covering all the costs for transportation. It is also suggested to offer some services such as day-care so that women can attend different activities and continue with their job placements, which will ease their access and participation, and reduce difficulties and risks by their families and/or perpetrators of violence if they see that they leave their children "unattended" or "without knowing where the mothers are going".
- JOHUD may continue conducting awareness raising, campaigns, networking activities between rights holders and stakeholders, exchange of experiences, national conferences, etc. to promote the dissemination of the guidelines as well as their correct implementation and follow up by all key actors and employers in the public and private sector, ultimately, to guarantee a safe, dignified and equal work environment for all.

- Project partners may consider maintaining and or increase the ongoing cooperation between various stakeholders and rights holders, strengthen partnerships by fostering open communication, trust-building, and knowledge sharing, among others.
- Project partners may consider maintaining, expanding and strengthening already successful collaborations with public and private sector, and when needed, to include new partners or institutions that can bring additional expertise and resources in specific technical fields and job sectors to maintain their innovative green economy approach.

### **G.3. Impact**

- Project partners may consider scaling up pilot initiatives implemented in the current project to enhance the long-term impact of the intervention. Moreover, partners may consider exploring the possibility of replicable models and innovations that can contribute to sustainable practices in other geographical areas.
- Project partners may continue to encourage the transfer of successful initiatives and practices among communities and organisations, as well as the public and private sector, fostering a culture of shared learning.
- Project partners may maintain and/or increase their leading position in national and international spaces to strengthen the scope and impact of green economy and green jobs promoted during the intervention. Moreover, project partners may advocate for supportive policies at local and national levels to create an enabling environment for sustainable development and, explicitly, to engage with national-level policymakers and institutions to integrate successful models and lessons learned into national policies, such as the NSPS, among others.
- Project partners may consider increasing their strategies to address challenges tied to women's perspectives, consciousness, and acceptability to change to enhance the impact of economic initiatives. In this sense, project partners may consider developing interventions focusing on cultural and mindset shifts, on the one hand, to reduce community resistance to women inclusion in the labour market and their personal and professional development and, on the other hand, to enhance the impact on entrepreneurship and business objectives.

### **G.4. Efficiency**

- To ensure the measurement of the impact and results, the evaluation recommends introducing specific methodologies, such as baseline and endline surveys. The baseline and endline could be developed externally with the participation of stakeholders to ensure the participatory approach and ownership of the process.
- For this and future projects, carry out a post-evaluation to measure the impact of the project after a certain period, for example, at the level of the dissemination, learning and implementation of the manuals designed; when it comes to the raising-awareness activities and campaigns, and thus evaluate the changes at the community, private sector and Jordanian authorities level. To do this efficiently, it is advisable, as indicated above, to develop a baseline and endline.
- The FPS may continue supporting JOHUD at the time of improving its financial and MEAL systems and tools to ensure a proper and common MEAL programme' system, especially when it comes to joint interventions, that guarantees the collection of relevant data, the measurement of the indicators (quantitative and qualitative) and the quality of the achievements. Moreover, if needed, indicators and MEAL tools may be readjusted to align the logical framework with the baseline designed and the data collected from the field.
- JOHUD and the FPS may conduct a cost-effectiveness analysis of the project – being, simply, “value for money”, or the degree to which the project benefits the largest number of people at the lowest reasonable

cost – in order to, for example, design an accurate funding strategy and financial monitoring system in future actions – including at gender and HRs level – and as well as to identify good practices and lessons learnt. The cost per right holder can measure the total cost of the project divided by the number of direct rights holders. At its simplest, a cost-effectiveness project means being able to achieve the results (and, ultimately, the objectives) at a reasonable cost if not the lowest possible cost.

This seemingly straightforward analysis can be applied any time before, during or after the project implementation, and it can greatly assist during decision-making processes in assessing the project's efficiency. This analysis is also useful for JOHUD and the FPS to better know and/or share the outcomes they desire, and, for example, it can also determine which set of activities achieve the greatest outcome for the costs. It is also useful in cases where outcomes are either intangible or otherwise difficult to monetise, e.g. awareness and advocacy activities, which fall into this category, since we expect long-term interventions to achieve sustainable changes.

- Following that, JOHUD and the FPS could also implement a more specific exercise which is a gender-focused expenditure incidence analysis which focuses on the distribution of expenditure, when relevant, between women and men, boys and girls in all their diversity. The process investigates the unit costs of a specific service, and then calculates to what extent the service is being used by women, men, boys and/or girls (more characteristics can be added depending on level of disaggregation needed, such as age, race, ethnicity, rural/urban location, disabilities, etc.). For example, this analysis can identify to what extent and in what way women and men benefited from expenditure on services, such as transportation infrastructure, training, referrals, etc.

## G.5. Sustainability

- JOHUD may continue putting efforts to ensure the institutional legitimization and acceptance of the action, as well as the viability of JOHUD's work, which ultimately impacts on the future sustainability of the project.
- JOHUD should continue offering training and capacity building activities to its staff, volunteers and stakeholders (e.g. CBOs, local/regional national authorities, service providers, private sector, etc.) to ensure organisational and operational sustainability.
- JOHUD should continue working with local/regional and national authorities to be able to maintain and consolidate their association and networking with the project, keep them informed and updated on the interventions, to have their support at an institutional level but also with resources (whenever possible), etc.
- Continue working at a horizontal and vertical level in relation to the provision of services and resources, as it represents an improvement and expansion in the quality of work, both internally and at the level of the referral system for JOHUD and the project. It is important to continue focusing on the quality and depth of the interventions, rather than the number of people reached.
- JOHUD should continue seeing capacity building as an “investment” for the organisation and integrate progressively the learning and methodologies gained through the training sessions, to continue elevating the organisation's performance and its accountability to international standards. All of this will strengthen JOHUD institutional capacities and sustainability, not only as regards the FPS and the AECID but for the rest of the stakeholders, communities and donors too.
- JOHUD should continue promoting the transfer of information, knowledge and know-how to communities to ensure both ownership and sustainability for future actions (including replication). E.g. promoting peers to peers' awareness and counselling on protection, wellbeing and protection, equal opportunities for all, etc.

- Continue identifying possible implementation and financing partners, for example, for new areas of implementation, for those components that cannot be financed or supported enough through this partnership (such as microcredits), among others.