

# **USAID CIS GEFE Evaluations Aggregate Analysis Report**

## **Draft Report**



**Submitted by INTEGRATED  
August 30, 2018**

This publication was prepared independently by Integrated at the request of FHI 360 contracted under AID-278-LA-13-00001. The authors' views expressed in this publication do not necessarily reflect the views of FHI 360, the United States Agency for International Development or the United States government.

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## ACRONYMS

CBOs	Community Based Organizations
CDC	Community Development Center
CEDAW	Committee on the Elimination of Discrimination against Women
CIS	Civic Initiatives Support Program
CSOs	Civil Society Organizations
EBR	Evidence-based Research
FHI 360	Family Health International
AWLN	Arab Women Legal Network Family Justice Center
GBV	Gender-Based Violence
GEFE	Gender Equality and Female Empowerment
GoJ	Government of Jordan
HRBA	Human Rights Based Approach
ICAT	Institutional Capacity Assessment Tool
INGO	International Non-Governmental Organization
JSP	Justice Sector Personnel
MOJ	Ministry of Justice
MOSD	Ministry of Social Development
USAID	United States Agency for International Development
VAW	Violence Against Women

## EXECUTIVE SUMMARY

The overall purpose of the USAID CIS supported projects is based on key national and international obligations that are relevant to women's rights, women's empowerment, and violence against women. The evaluation of the various grantees revealed a high level of coherence of projects' purposes and objectives with key national and international obligations. However, grantees varied in their depth of understanding and explicit endorsement of these obligations with some exhibiting a modest ability to operationalize these obligations. The implicit endorsement of these obligations was nevertheless clear.

The projects fall within the overarching direction of USAID policies on eliminating violence against women and gender equality under GEFE. Additionally, the projects were consistent with USAID's DRG portfolio particularly in relation to their work to protect rights through advocacy and legal reform and to prevent gender-based violence.

All the projects were found to be aligned and congruent with the mandates of the implementing organizations and squarely within their scope, in particular because the projects focused on the promotion of women's rights and combating violence against women. The targeted approach and specialization of the organizations has been identified by stakeholders as key to the projects' success and credibility. What was particularly encouraging and demonstrated maturity in civic work was that the organizations had designed and implemented interventions that acknowledged prior learning and built on previous efforts in their sectors.

The projects included various components such as training, awareness-raising, research, and advocacy during which the grantees engaged different constituencies including members of parliament, government officials, CSOs religious leaders, and community members among others. The grantees exhibited clear awareness of the importance of engaging relevant stakeholders to achieve project objectives. The various projects were designed and implemented collaboratively with stakeholders including civil society and government and responded to concrete needs arising from a dynamic of power and gender and patriarchal norms that confine and victimize Jordanian women in their lives.

Overall findings of the evaluations reveal increasing demand for support services for women that address GEFE concerns including GBV. The credibility grantees enjoy among stakeholders and community members has also promoted demand for services and support. All grantees were able to realize their projects' outcomes. Moreover, all projects reported positive outcomes at both the individual and family-community levels with AWLN and SIGI achieving system-level changes. At the individual level, beneficiaries reported increased access to knowledge and awareness, changes in behavior and improved life skills and increased morale, self-confidence and feelings of self-worth.

The projects affected supply-side factors influencing access by improving the socio-economic conditions of participating women and raising their awareness and those of their immediate social circles including their families. The projects have also impacted demand-side factors including policy-related factors through the provision of gender sensitive activities, services and spaces and the provision of a more favorable legislative landscape.

USAID CIS support resulted in significant institutional development of their organizations in terms of both managerial and technical capacity. The grantees ability to sustain the outcomes of their various projects has been strengthened through the institutional and technical capacity building, the stronger relations with national institutions including government and civil society and the ability to engage other relevant stakeholders. The potential for sustainability has also been strengthened by the enhanced public standing of the organizations, the closer alignment of the grantees' mandates with national legal frameworks, and the potential to replicate projects and apply learning to meet local and regional demand for services and interventions.

The institutional support received by the various organizations strengthened the managerial and administrative capacity of the CSOs by increasing the professionalism of employees through training and bolstering systems to boost overall effectiveness. Across all CSOs, this enhanced CSOs ability to deliver services more effectively and to conduct advocacy.

Despite the significant improvements achieved, grantees still face challenges relating to institutional and technical capacity and securing sustainable funding. Developing an action plan for all accepted recommendations contained in the project evaluations supported by USAID CIS can bolster performance, strengthen partnerships and public standing, and communicate value.

Beyond grantees, the provision of support services, and addressing legal protection gaps, social norms and gender stereotypes remain areas requiring continued support.

## Recommendations

### For CBOs

#### Institutionalization

- Determine CSOs' strategic direction and define the causal pathway for programs and services, the logic and relationships between the various components and the desired change that these programs and services are expected to achieve. In the same vein, identify in your strategy the following key areas:
  - Core interventions;
  - Target groups;
  - Role in advocating for change and providing services, both locally and nationally; and
  - A clear outreach methodology and communication strategy.
- Institutionalize key partnerships through legal frameworks and clear roles and responsibilities and ensure the continuous engagement of stakeholders. Set up an effective feedback mechanism that would allow tensions and grievances to be addressed as soon as they arise.
- Develop staff and board member understanding of organizational ethics and responsibility. Provide opportunities to build skills necessary to manage projects and operations transparently and with a high degree of accountability. Expand your team, particularly at the middle management level to cater for the expansion in activities and ensure the effective management of the various interventions.
- Educate leadership and staff of other key players in your sector and map services to help demonstrate value, identify synergies and leverage other organizations' interventions.
- Diversify funding sources by developing a structured fundraising and grants management component in the organizational structure, and advocate for governmental funding to support services or interventions especially when addressing societal needs.
- Explicitly define and commit to relevant international and national obligations and frameworks that underpin your core programmatic components and Implement and institutionalize processes to integrate HRBA, gender considerations, and inclusion of persons with disabilities into programming.
- Ensure an effective, comprehensive and user-friendly data management system for projects and beneficiary data.

- Ensure a clear outreach methodology and communication strategy to support inclusion of relevant stakeholders, preserve your “history” and communicate your activism and overall contribution.
- Consider developing an action plan for all accepted recommendations contained in the evaluation of the USAID CIS supported projects.
- When providing GBV services, ensure clear SOPs and guidelines to ensure service quality and minimize potential for harm.

## Effectiveness and Relevance of Services and Programs

- Undertake a thorough analysis of risks that may impact the beneficiaries, organizational reputation, security, sustainability, and similar. Produce an action plan to reduce and manage identified risks including for potential harm. Reassess periodically during project implementation.
- Contextualize programs within the framework of applicable national and international strategies, legislation and conventions. Explicitly reference these with board and staff members and enhance their awareness and understanding of how an organization’s vision, mission, and work can benefit from a system-wide perspective and how an organization can contribute to system-level change.
- Identify potential stakeholders at the beginning of projects. Develop approaches to reach and engage diverse groups, including marginalized, disadvantaged, and isolated populations. Create opportunities for stakeholders and potential beneficiaries to meaningfully participate in the design, implementation, and evaluation of programming. Manage stakeholders’ expectations and ensure they are aware of project complexities and contextual realities that may help or hinder implementation and assistance.
- Given the challenges of the socio-cultural context, expand male involvement in the next generation of programming to broaden the spectrum of support to causes and sensitize males to women’s rights.
- Support national advocacy initiatives. When planning advocacy campaigns ensure they are structurally sound and strategic and based on stakeholder dialogue and input. Clarify and determine criteria for the admission of coalition members to ensure their willingness and commitment to engage. During campaigns, ensure the continued and meaningful participation of relevant and diverse stakeholders, and invest in building the capacity of coalition members in governorates outside Amman.
- Leverage strong position and credibility within zone of influence to gradually challenge stereotypes and social norms that are hindering gender equality and women empowerment and build linkages to address socio-cultural issues, extending beyond training to target the commitment and accountability of the sector.

## Sustainability

- Build on the realized momentum and relationships to design and implement follow-on initiatives and projects that leverage and build on previous successes.
- Utilize the information generated through research for ongoing and future programming and continue to engage in research and information gathering and effective presentation of existing data to decision makers.

- Maintain an active media presence to demonstrate value and build broad-based awareness of causes and ensure their continued visibility.
- Ensure mechanisms are in place to monitor and evaluate your programming and maintain a flexible approach to incorporate learning in your plans. In the process, ensure project outcomes and outputs are specific, measurable, attainable, relevant, and time-bound and develop proxy indicators to measure behavioral and attitudinal changes and qualitative dimensions of performance. Take care to capture programs' potential contribution to the broader development context that are less tangible and harder to measure, such as women's empowerment.
- For long-term effectiveness, support other organizations initiatives to unify women organizations efforts to amend/abolish existing discriminatory laws and regulations and address socio-cultural norms; and identify and pursue national advocacy efforts that can contribute to organizational relevance, effectiveness, and visibility. Promote and build working relationships with government and other organizations to contribute to high-level, systemic change. Strengthen meaningful peer-to-peer exchanges to deepen experiences and help ensure cross-fertilization of knowledge.

## **For Donors**

- Consider the provision of flexible and long-term funding to NGOs to help them focus on long-term results and continue to invest in building the institutional and technical capacity of CSOs.
- Support civil society to address branding challenges to help government recognize that civil society can be nimbler and can address needs and provide services more effectively.
- When it comes to addressing VAW, USAID CID grantees bring a unique depth of understanding of context, challenges and opportunities to address protection and service gaps in Jordan. Leverage the momentum they have achieved and consider supporting follow-on projects that build on prior learning and achieved outcomes.
- Acknowledge, leverage and build on other donors' interventions for efficiency, long-term impact and sector-level changes
- Support initiatives to highlight the social and economic costs of VAW including research.
- Support strategic partnerships between key stakeholders in the system ensuring vertical and horizontal linkages with other CSOs and government institutions.
- Support the coordination and harmonization of the different projects organizations are implementing and focus on key outcomes.
- Advocate for civil CSOs with the government, and other donors and CSOs, communicating contributions and achievements and identifying synergies and gaps for future programs to address.

# INTRODUCTION

The USAID Civic Initiatives Support Program (USAID CIS) is a five-year initiative (2013-2018) working at national and local levels in Jordan to support civic initiatives and advocacy responding to common interests; strengthen the organizational capacity of civil society organizations; and promote Government of Jordan (GoJ) civil society collaboration efforts to address reform and development challenges.

Under the Request for Task Order Proposal (RFTOP) No. 002: Assessments for Grants Enhancing Gender Equality and Female Empowerment, USAID CIS commissioned Integrated to conduct evaluations to assess the relevance, appropriateness, coherence, effectiveness and sustainability of a selection of gender equality and female empowerment (GEFE)-focused grants. This Activity entailed full-scale evaluation of three GEFE-focused grants (Sub-Tasks 1-3) and data collection and analysis of five additional GEFE-focused grants, grouped into a single scope (Sub-Task 4). The Activity resulted in strategic insight, learning and recommendations expected to enrich current and future GEFE programming undertaken by the relevant grantees and other community-of-practice stakeholders and will contribute essential content for the USAID CIS final program report.

USAID CIS has now commissioned Integrated to use the final results of the evaluations produced under this Task Order to develop a follow-on high-level assessment of its portfolio of GEFE-focused grants. This high-level review assess changes in the promotion and protection of women's rights attributable to or reasonably influenced by the portfolio, examining the policy/legal level, awareness level, service provision, reporting of violations and protection of victims, among other aspects. This report utilizes a pre-determined analytical framework- the methodology for analyzing the 'meaning' of the data to systematically synthesizes the various sets of findings, conclusions and recommendations generated through the GEFE evaluations. The purpose of this assignment is to offer constructive insights and guidance on overall achievements, gaps and opportunities. This will be accomplished by developing aggregate findings, and distilling key lessons learned and strategic recommendations with the aim of strengthening grantee capacity and informing future GEFE programming.

## BACKGROUND

Grantees submitted their projects to USAID CIS in response to a variety of RFA/APS calls. The projects fall under two key USAID CDCS themes, specifically GEFE and democracy, rights and governance (DRG). The eight grantees include community-based organizations (CBOs) and non-governmental organizations (NGOs). Three organizations are headquartered in Amman and the others are in Ajloun, Aqaba, Tafileh and Zarqa governorates. Grant awards range between JOD 63,021 and JOD 211,888. Performance periods range from 12 to 37 months, with all projects started after August 2014.

The grants under this program focus significant effort on the delivery of gender-based violence (GBV)-related services, targeting prevention, protection and accountability: Prevention of GBV from occurring in the first place, and from recurring, by reducing risk and by working with local grassroots organizations, civil society, and key stakeholders in the community; protection from GBV by identifying and providing services to survivors once the violence occurs; and accountability to end impunity and ensure that those responsible for GBV are prosecuted by strengthening legal and judicial systems.

The eight initiatives were implemented at national, sub-national, and community levels. They targeted changes in policy and legislation, institutional systems and service delivery and individual or personal self-efficacy. Multiple implementation strategies were employed to achieve the objectives, including action research, awareness raising, and rights-based advocacy. Four projects involved the direct delivery of gender-based violence (GBV) services, focused on the provision of new services and working to improve the quality or processes of existing services. Services included educational workshops, hotlines, counseling sessions and other mechanisms to provide support to target populations.

Each initiative contributed to achievement of USAID CIS program results in line with the USAID CIS results framework. Data were regularly collected on all indicators, with the exception of USAID/Jordan mission indicators, which were later included in the results framework.

**Table 1: USAID CIS Results Framework - Grantee-Related Indicators**

Indicator No.	Indicator
<b>USAID CIS Project Purpose: Civil society empowered to respond to and promote common interests through the implementation of initiatives at the national and sub-national level.</b>	
P4	Number of laws, policies or procedures, drafted, proposed or adopted in accordance to Jordan's international and national obligations
<b>IR1: CSO engagement is effective.</b>	
1.1.2 / USAID 2.2.3.1	Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support
1.1.3	Number of local CSOs supported in conducting outreach community mobilization and civic engagement
1.1.4	Number of organizations supported by USG
1.1.5	Number of beneficiaries from the grants
1.1.7	Number of initiatives targeting marginalized groups (youth, women, people with disabilities and refugee host communities)
1.3	Number of coalitions created as a result of USG support
<b>IR3: CS-Decision-makers' interaction is enhanced.</b>	
3.1.1	Number of opportunities for CS-GoJ dialogue supported
3.1.2	Number of research activities supported
<b>USAID/Jordan Mission</b> (Note: Recently included, no data collected)	
<b>Gender Indicators</b>	

4.1.a	% of participants with increased level of knowledge and understanding of gender equality principles and women's rights as a result of USG interventions
4.3.a	# of women and girls benefiting from new or improved USG-supported social services targeted at women and girls
4.3.c	# of people reached by USG-funded interventions providing GBV services
<b>Democracy, Rights and Governance Indicator</b>	
4.1	Number of USG-supported activities designed to promote or strengthen the civic participation of women

The common purpose of the evaluations Integrated undertook was to independently assess the relevance, appropriateness, coherence, effectiveness and sustainability of the subject grants. The specific aims were to:

- a. Assess the relevance, appropriateness and coherence of objectives, activities, and outputs in the context (as defined in C.2.3).
- b. Determine the effectiveness of performance in terms of achieving intended targets and results.
- c. Assess the extent to which GEFE and human rights-based principles were applied to grant management and implementation processes.
- d. Assess the extent to which GBV services were delivered in line with technical standards (for applicable grants: AWLN, FGAC, SIGI, TWCA).
- e. Assess the likely sustainability of benefits beyond the end of grant support.
- f. Make recommendations to contribute to community-of-practice learning and inform future program strategies and development.

The evaluations used a mixed-methods approach that included desk reviews of relevant documents and literature, survey, key informant interviews, group interviews and focus group discussions (FGDs) as per the following:

## Grantees Projects

### Family Guidance and Awareness Center (FGAC)

In 1996, FGAC was established in Zarqa under the auspices of the Association of Housewives. The Association focused on three strategic objectives:<sup>1</sup>

- Raise awareness of the community on issues related to violence in general, gender based violence (GBV) and domestic violence in particular.
- Mitigate marital problems by providing women and newlywed couples with skills to better manage their relationships in order to avoid the occurrence of domestic violence.
- Mitigate causes and risks leading to perpetrators committing domestic and gender-based violence.

In 2014, USAID CIS awarded FGAC a grant of JOD 81,745 to implement the project: “Integrated Approach to Address Domestic & Gender-based Violence” in Zarqa Governorate in Jordan. The period of performance was January 1, 2015 – December 31, 2015, with a one-month no-cost extension to January 31, 2016. The grant was part of USAID CIS’s gender equality and female empowerment thematic portfolio.

The evaluation was part of USAID CIS routine grantee end-of-grant performance monitoring and evaluation (M&E) activities. FGAC focused its GBV services and programs, under a multidisciplinary approach to interventions based on the co-located approach of the Family Justice Center Model (FJC). The FJC follows a one-stop-shop for survivors of GBV, where representatives from key entities comprehensively address the needs of survivors in the same location<sup>2</sup>. Furthermore, the Center

<sup>1</sup> USAID CIS, Family Guidance & Awareness Center (FGAC) Institutional Capacity Assessment, Amman: 2015, 6.

<sup>2</sup> [www.familyjusticecenter.org](http://www.familyjusticecenter.org)

provides multiple services and programs under prevention of GBV including awareness raising, pre-marital training and economic empowerment of women. The evaluation covered the organization's performance from January 2012 to January 2017 but maintained a comprehensive view of the organization that goes beyond this period. The evaluation focused on the following services:

1. Awareness-raising of the general public on GBV (youth, men and women);
2. Training:
  - a. Premarital training for youth and newlyweds;
  - b. Training of youth, men and women on GBV topics;
  - c. Training of men and women on life skills;
  - d. Economic empowerment for women (kitchen and salon); and
  - e. Training of NGOs and CBOs on GBV topics.
3. Psychosocial services for survivors of GBV;
4. Economic empowerment opportunities for survivors of GBV and vulnerable women in the community;
5. Legal assistance for survivors of GBV (through the Justice Center for Legal Aid);
6. Recreational programs for women mainly conducted through the women's cafe; and
7. Knowledge Station: Training on information technology concepts, equipment, and software.

### **Sisterhood is Global Institute (SIGI) - "Najat" Stop Impunity of Perpetrators & Protect Survivors of Sexual Based Violence Project**

The SIGI project's overall goal "is to reduce the number of discriminatory laws and regulations that are against women's and girls' human rights." The project contributed towards the realization of USAID special Development Objective 4: "Gender Equality and Female Empowerment Enhanced" through the achievement of two intermediate results namely: (IR1) Suggesting the amendment and/or repeal of Article 308 of the Jordanian Penal Code, and (IR2) Gaining legislative support for the proposal to amend and/or repeal Article 308 of the Jordanian Penal Code.

The project advocacy strategy entailed a process through which the organization was meant to build a support base around its advocacy objective -repealing Article 308- through the following steps: (a) action research to build the advocacy case; (b) dissemination of research findings through workshops with partners and civil society organizations to gain their support; (c) coalition building of civil society organizations to advocate against Article 308; (d) capacity building of coalition partners in advocacy; (e) designing an advocacy strategy based on the New Tactics methodology; and (f) implementing advocacy campaigns to influence policy makers and legislators, women rights organizations, tribal and community leaders and the general public.

The preparatory phase consisted of (a) research document, position paper and fact sheets, (b) consensus building with stakeholders on the research findings, and (c) an advocacy action plan for implementation in Phase II. The action phase chief outputs consisted of (a) a comprehensive research study finalized in its final form, (b) a position paper including the proposed recommendations and scenarios, (c) a coalition to advocate for the amendment and in effect abolishment of Article 308, (d) a delegation advocating with government officials, and (e) the '16 days of Activism against Gender-based Violence' media campaign implemented in 2015 and 2016. Following the media campaign and the combined advocacy efforts of SIGI and similar-minded women's and civil society organizations, and in line with the recommendations of a Royal committee established to review the Penal Code, Article 308 was finally abolished. The decision was passed by Parliament in August 2017.

### **Arab Women's Legal Network Project "Advancing the Rights of VAW Victims Among the Justice Sector"**

The goal of AWLN's project is "to improve response by the Jordanian Justice sector to cases of violence against women." Three specific objectives will contribute to the realization of this goal, namely:

1. Just and uniform treatment of VAW victims by JSP during their complaint process;

2. Further improved understanding of challenges faced by victims of VAW in Jordan; and
3. A more resilient and effective AWLN.

The implementation of AWLN's project was planned in two distinct phases including a phase for mapping JSP resources and follow up study and a phase for training and building capacity. The purpose of the mapping exercise was to ensure that the legally agreed upon processes and procedures are being implemented/enforced, and to produce a standard enforcement guidelines and procedures for JSP which will bring together all existing best practices (Enforcement Guidelines). The outcome of the research and enforcement guidelines were to be shared with the relevant justice system bodies and would constitute the basis for training and capacity building of the JSP in Phase II.

During phase II, AWLN planned to conduct a series of workshops including mock trials, two in Amman and five in the governorates, for lawyers, judges, prosecutors, and other members of the justice sector including police, forensic doctors and other intermediaries. These workshops were to train JSP on understanding the guidelines and how to use them during the implementation of their cases in order to improve process responses, collection of evidence, and the judges' ability to make and enforce just decisions. Ultimately, these workshops aimed to create an enabling environment that encourages more formal complaints and enables victims of VAW to receive better justice.

## Joint Grants

### *Princess Basma Development Center (PBDC) Aqaba / JOHUD*

In July 2015, USAID CIS extended a grant to the Princess Basma Development Center in Aqaba (PBDC) for JOD 126,816.53. With this grant, PBDC implemented the project "My Journey towards Change" that aimed to engage women in a process of positive change, to take a proactive role in changing their status quo both socially and economically. The USAID CIS grant implementation period spanned from 1 July 2015– February 15, 2018 and was implemented in three phases.

The project's goal was to engage women from two marginalized local communities - Karameh and Rashideh - in a process of positive change by empowering them to effectively participate in family and community decisions. Through multiple phases, the PBDC project sought to increase women awareness in their rights and responsibilities; enhance women role at family and society levels through the understanding of gender roles and needs; identify local women's priorities and implement relevant civic initiatives to support local societal change; create a core group of 20 women from each locality who participated in phase I from Karamah neighborhood and Rashdieh village and build their capacity to become women leaders in their communities; and increase the women community participation in Karamah neighborhood and Rashdieh village and conduct two community initiatives one in each community.

The project's main activities included:

#### Phase One

- Select the project team to effectively run the project, then promote the project in the two-targeted areas and select 55 women to serve as the project committee;
- Train the members on self-confidence, managing anger, positive thinking, gender concepts, communication's skills and planning, and legal rights;
- Hold regular meetings between the two committees to share experiences and lessons learned and with other relevant organizations;
- Prepare two short films, one based on true stories from the theater sessions presenting family challenges and societal challenges and the second one about success stories and change in the life of some participants in the project;
- Prepare a training package including what the project committee has been trained on and conduct the peer-to-peer sessions with women and some men from their communities; and
- Conduct two community initiatives.

#### Phase Two

- Select the core group of 23 women from Karamah and Rashdieh;
- Review and finalize the project action plan with the core group, train the members on leadership skills, facilitation skills, communication skills and negotiation skills;
- Hold 4 sessions between the core group and influential women to share their stories and the challenges they faced to reach to the position they are in; and
- Conduct 2 discussion sessions with the women from Rashdieh and Karamah and gauge their opinion in relation to women rights and identified women issues in each and came up with new community initiatives.

#### Phase 3:

- Conduct group dynamics and establishing support groups and support group session;
- Conduct two initiatives in the two communities and involve the women who participated in phase one in the implementation; and
- Develop an exit plan for the two communities.

#### ***Tafileh Women Charitable Society (TWCS)***

The Tafileh Women Charitable Society (TWCS) was established in 2012 with the aim of empowering the women of Tafileh culturally, socially, economically and legally. The organization has implemented since its establishment numerous activities designed to (a) raise awareness of local communities on psychosocial issues pertaining to women, (b) provide humanitarian assistance to poor families and (c) mobilize women to participate in sustainable development.

USAID CIS extended a grant for JOD 121,524 to TWCS to implement the “Al-Amal Center for Family Counseling” project. The USAID CIS grant implementation period spanned the period from December 1, 2014 to February 28, 2018. The project goal was “to enhance women capacities in Tafileh governorate in dealing with gender-based violence and other family issues by providing counseling services for women.” The Center provided counseling services mainly for women to enable them to address family hardships and problems, and tackle gender-based violence and other family issues. The center also reached out to women, families and youth at the age of marriage and provided them with training and awareness sessions on legal rights and on the benefits of family guidance for a healthy community and stable family life. The project’s objectives were to provide good quality family counselling service for women in Tafileh; and raise the awareness of women, men and youth about family issues. The project’s planned activities were to refurbish the center to provide family counselling service; build the capacity of 10 social workers to provide the counselling services in five areas in Tafileh; and conduct a series of awareness raising sessions.

#### ***Jordanian Hashemite Fund for Human Development (JOHUD)***

The Jordanian Hashemite Fund for Human Development (JOHUD) piloted in 2010 an initiative through its Community Development Center (CDC) designed to address discriminatory social norms and practices. JOHUD’s pilot initiative monitored and analyzed Sahhab women’s local issues from a gender perspective, prepared and released comprehensive reports, following which the CDC women’s committee debated the reports’ findings and recommendations in public seminars and through the mass media with the aim of raising awareness about women’s issues.

In February 2016, USAID CIS extended a grant to JOHUD for JOD 105,818 to implement the project “Monitoring Women’s Issues from a Gender Perspective (Darbeel).” With this grant, JOHUD was meant to build on the pilot initiative implemented by the CDC in Sahhab and expand it to two new communities in Nuzha and Al-Hussainieh. The USAID CIS grant implementation period extended from February 15, 2016 to January 31, 2018. The goal of Darbeel “was to empower women from three areas in Jordan (two in the center: Nuzha and Sahhab; and one in the South: Al-Hussainieh in Ma’an governorate) on issues related to women’s rights as reflected in laws, customs and traditions.” Women from the targeted areas addressed women’s issues from a gender perspective by investigating,

analyzing, publicizing and advocating for these issues on local and national level. The project sought to monitor and address women's issues and the discriminatory social norms and practices in the community; promote social, behavior and attitude change in the Jordanian discriminatory social norms and practices from a gender perspective; raising public awareness towards such issues; and enhance advocacy and policy reforms for women's issues, in addition to a sustainable national community dialogue. Darbeel planned to implement the following activities:

- Train core project team (Sahhab Women's Committee) on: Communication and Presentation Skills; Investigative Journalism; Action Research; Media (content, outlets, relations); Advocacy and Lobbying; and Social Marketing for Behavioral Change;
- Train 40 women from Nuzha and Al-Hussainieh on Basic Soft Skills, Communication and Presentation Skills and Gender Definition;
- Conduct exchange visits by the Sahhab Women Committee to Nuzha and Al-Hussainieh to share experience and skills for analyzing cases and social issues from a gender perspective;
- Conduct a needs assessment of the three geographical areas to analyze women's legal and social status, violations of women's rights, gender-based violence, gender inequality, and other socially relevant women's issues; and
- Select a number of women identified issues and take on these issues through further investigation, analysis, publication and advocacy in a process referred to as Zoom.
- Implement two main Zoom initiatives in Sahhab, and four mini Zoom initiatives in Nuzha and Al-Hussainieh and hold one National Zoom.

#### **Specific Union for Productive Farmer Women (SUPFW)**

The Specific Union for Productive Farmer Women (SUPFW) was established to raise awareness of the social issues facing rural women in Jordan. These issues include low standard of living, limited access to education, lack of access to resources and job opportunities, a constrained mobility and violence against women. SUPFW mission is to empower women socially, economically and culturally, to lobby and advocate for women's equal rights with men and to raise rural women's awareness of their rights.

In July 2015, USAID CIS extended a grant to the Specific Union for Productive Farmer Women for JOD 63,020 to implement the project "Advocating for Women Farmers' Right to Public Health Insurance" from July 12, 2015 to March 31, 2017.

SUPFW aimed to contribute to the improvement of women farmers' health conditions by advocating for their inclusion in the government free health insurance system and mobilizing their efforts to sustain this right. The Union was meant to design and lead an advocacy campaign starting with analysis of the current laws and legislation regulating health insurance. They were also meant to prepare a fact sheet about the health situation of women farmers including documentation of actual cases of women farmers suffering from lack of health insurance with recommendations on how to better deal with health and medical problems that women farmers face. The legal analysis and the fact sheet were intended to inform the direction of the advocacy campaign aiming to enhance women farmers' access to free/affordable health insurance and services. The SUPFW project sought to enhance the health conditions of women farmers through advocating for free/affordable health insurance for women farmers; and enhancing the institutional capacity of the Union to properly addressing and advocating for women farmers rights.

To achieve the anticipated objectives, the project planned to implement the following activities:

- Conduct a legal analysis review of existing laws, legislations and procedures related to workers' health in general and to health insurance provision for women farmers in specific;
- Select up to 24 women from the Union's board members and governorates representatives and build their capacity on advocacy, lobbying and gathering and documenting case studies;
- Document case studies for women farmers suffering from lack of access to health insurance and shed the light on the causes of the problem and required actions;

- Prepare fact sheets on women’s farmers’ health issues including numbers, economic status, working conditions, ...etc.
- Develop a position paper including the proposed scenarios and interventions on how to enhance women farmers’ health situation, and use that as an entry point for designing the advocacy campaign with the relevant stakeholders;
- Implement the advocacy campaign as per the agreed focus of the campaign;
- Identify the Union institutional capacity building needs and address identified needs to enhance its leadership, governance, community organizing and advocacy skills; and
- Follow up on the outcomes of the campaign and monitor the commitment of the government in applying the campaign recommendations.

### **Disi Women Cooperative Association (DWCA)**

To address women’s dire situation in Disi, the Disi Women Cooperative Association (DWCA) launched in 2012 with the support of USAID in Aqaba a ceramic workshop to produce ceramics products and sell them to tourists thereby creating work and income opportunities for marginalized women in Disi. USAID CIS extended a grant to DWCA for JOD 75,540 to implement the project “Cera-Disi to engage women in income generating activities and hence improve their living conditions.” The project was meant to improve and expand the production of the ceramics workshop managed by the Women Cooperative by providing additional equipment and training a group of women in the production of new ceramic products and designs to create work and income opportunities for marginalized women. The USAID CIS grant implementation period extended from January 1, 2015 to December 31, 2015.

The project goal was “to contribute to improving the economic situation for a group of low income families in the Disi district through specialized training programs for women.” With the USAID CIS grant, DWCA aimed to alleviate the problem of poverty and unemployment among Disi women, especially for women who did not complete their education. The project was meant to directly and positively affect the lives of the nine participating women through a monthly income, which helped in creating a degree of economic independence. Through the USAID CIS grant, DWCA also focused on promoting Disi district as a tourist attraction through the distribution of publications that highlight the touristic and distinctive features of the area and marketing of the hand-crafts products of the ceramic workshop. DWCA partners with private sector companies to open new channels for ceramics’ sales and to generate working opportunities for all trained women. The project sought to achieve the following objectives:

- Provide 8-10 job opportunities for unemployed women from low income families who did not get the chance to complete their education;
- Improve the income level of women workers, which will positively affect their standard of living;
- Promote Al-Disi District through a product that simulates the environment and the distribution of touristic marketing materials; and
- Raise awareness on the importance of tourism and how to exploit the wealth of tourism.

To achieve the anticipated objectives, the project planned to implement the following activities:

- Procurement of the needed equipment, tools and raw materials;
- Technical training on ceramic hand-crafts;
- Technical training for participating women on production line and innovative designs that are considered environment friendly; and
- Develop a marketing plan to sell the produced items.

# OVERALL FINDINGS

## Relevance, Appropriateness, Coherence

### Relevance within Context of Jordan

In Jordan, structural factors of societal and gender discrimination impede female empowerment and gender equality. Limited awareness of rights, a circumscribed space for participation and decision-making within the family and community, gendered roles and negative stereotypes and a limited access to and control over resources characterize the challenging ecosystem for women in Jordan.

At the same time violence against women is still prevalent and under-reported due to societal and familial pressures, associated stigma, and legal protection gaps. Victims experience various difficulties in accessing justice attributable to barriers in laws, the limited availability of services and the process of adjudication and enforcement. At the same time, women's agency remains restricted by the same discriminatory laws and social norms that often encroach on legal rights.

The socio-cultural landscape plays a prominent role in GEFE in Jordan, pertaining to the actors, relationships, informal laws, social norms and practices that shape gender equality - and can perpetuate inequality. These factors influence and are influenced by changing demographics, conflict, rural/urban locale, age, economic status, and many other dynamic characteristics. Among other impacts, they contribute to distinctions in how women and men exercise authority, communicate and interact, perceive problems, pursue solutions, access opportunities, and confront barriers.

This socio-cultural landscape is also an integral element in women's empowerment, individually and collectively. Such empowerment was often an explicit or implicit aim of the grantee projects, involving cultivating women's voice, representation and leadership; participation; influence and decision-making; and other spheres of confidence and capacity. The Activities implemented by the grantees frequently target women's awareness of rights; confidence to voice opinions, make decisions and take action; involvement in household or community decision-making; and participation in public events or leadership of local groups. The various grantees recognize structural discrimination at the highest level and address it through different interventions at both the national and local levels with significant gains in access, knowledge, participation and capacity building and overall empowerment.

### Coherence with National and International Obligations

The national and international legislative and policy framework defines rights, guarantees protection and promotes action on gender in a wide variety of ways. These include international conventions and national legislation that concern, for example, women's right to live without discrimination based on sex; the right to be protected from exploitation and abuse; the right to access resources, opportunities and services; and the right to consent to marriage. Relevant examples include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Declaration on the Elimination of Violence against Women, the Jordanian Constitution, the Personal Status Law No. 61, and Family Protection Law. National and donor strategies, policies, plans and priorities highlight important areas of focus and drive allocation of funding and technical support, such as the *National Strategy for Women in Jordan*, the *Jordan Response Plan for the Syria Crisis*, the *USAID Gender Equality and Female Empowerment Policy*, and the *USAID/Jordan CDCS*.

The overall purpose of the USAID CIS supported projects is based on these key national and international obligations that are relevant to women's rights, women's empowerment, and violence against women. The evaluation of the various grantees revealed the coherence of projects' purposes and objectives with key national and international obligations. However, grantees varied in their depth of understanding and explicit endorsement of these obligations with some CSOs exhibiting a modest

ability to operationalize these obligations in their work or to clearly reference them in their efforts. The implicit endorsement of the obligations was nevertheless clear.

In FGAC's case, the capacity among staff to operationalize relevant frameworks varies according to their qualifications and training with the Center's leadership better able to understand and reference them in the design and implementation of projects. The frameworks however are not mainstreamed across the different programs and services and are not part of the Center's orientation and induction for new staff and volunteers.

SIGI staff, on the other hand, possessed a deep knowledge of relevant national and international frameworks. They are aware of relevant international obligations including the Convention on the Elimination of Discrimination against Women (CEDAW), which Jordan ratified in 1992, as well as the Universal Declaration of Human Rights (UDHR) which was signed in 1951. SIGI bases its work on international protocols and conventions that relate to women's rights and issues on a global platform, such as resolution S/RES/1325 on Women, Peace and Security and the staff regularly monitors recommendations that are generated at the international level regarding women's rights in Jordan and integrates relevant recommendations into their ongoing programming.

In terms of joint grants, staff varied in their ability to reference related obligations. The projects, however, were clearly aligned with the Jordanian Constitution, which establishes the basic rights for all citizens; the Jordan National Strategy for Women, which specifies a framework for enhancing the economic and political participation of women, as well as addressing GBV; the National Framework for Family Protection which defines roles, responsibilities, jurisdictions and handling of family violence cases; and the National Law for Family Protection. They also operated within the framework of the Convention on the Elimination of all Forms of Discrimination against Women. PBDC and SUPFW both worked on issues associated with national policies, the Health Law and Health Insurance Law, respectively.

### **Coherence with USAID Gender Policies**

The projects fall within the overarching direction of USAID policies on eliminating violence against women and gender equality under GEFE. These include policies on eliminating violence against women and advancing gender equality and female empowerment (GEFE) under USAID/Jordan's Country Development Cooperation Strategy (CDCS). Additionally, the projects were consistent with USAID's Democracy, Rights and Governance (DRG) portfolio particularly in relation to their work to protect rights through advocacy and legal reform and to prevent gender-based violence.

Within the projects, the policies were implicitly endorsed. There was no explicit reference in the project documents or by stakeholders. Project staff realize the coherence of their project with USAID gender policies but were not familiar enough with them to reference specific ones.

### **Coherence with Mandate**

All the projects were found to be aligned and congruent with the organizations' mandates and squarely within their scope, in particular because the projects related to the promotion of women's rights and combating violence against women. The focused approach and specialization of the organizations has been identified by stakeholders as key to their success and credibility.

What was particularly encouraging and demonstrated a high level of maturity in civic work was that the organizations in question had designed and implemented projects that have leveraged or built on previous efforts undertaken by their own or other organizations. AWLN, JOHUD, DWCA and TWCS in particular had based their USAID CIS-funded projects on previous activities; in the case of AWLN, a baseline study supported by UN Women; for JOHUD, an initiative in the Sahhab Community Development Center (CDC) in 2010, in DWCA, a small ceramics income generation activity, and in TWCS, the hotline, which was established with the Spanish Development Agency in 2011. In the case

of SIGI, the campaign the CSO initiated was coherent and consistent with an ongoing effort to advance women's rights in Jordan.

The grantees are well-positioned in their own GEFE related circles. This has facilitated partnerships with other CSOs and with government institutions and enabled them to engage key stakeholders necessary to achieve project objectives and for some of the grantees systemic level changes.

### **Relevance and Responsiveness to Stakeholder Needs**

The projects included various components such as training, awareness-raising, research, and advocacy during which the grantees engaged and enlisted the support of different constituencies including members of parliament, government officials, CSOs religious leaders, and community members among others. The grantees exhibited clear awareness of the importance of engaging relevant stakeholders to achieve project objectives. The extent and depth to which the projects were based on stakeholder needs and dialogue varied across the different components of the projects.

The concerned organizations adopted an inclusive approach that is based on dialogue with all key stakeholders. For example, AWLN ensured the alignment of the project with the needs of women survivors of VAW, although survivors did not directly participate in the project. AWLN identified gaps within the judicial system that prohibit women from seeking assistance or that lead to the revictimization of women survivors in the system. Key stakeholders that actively participated in the project included government (MOJ, NCFA, MOSD) and CSOs (JCLA). Furthermore, AWLN conducted a mapping study to identify challenges and gaps relevant to women survivors of VAW in the system. It also created an advisory committee for the development of the guidelines, which included esteemed and reputable judges from within the judicial system. AWLN conducted five workshops that brought together stakeholders to collectively identify the main topics of the guidelines; the structure of the document; key gaps that the document will address; and the role of JSP along the different stages of VAW cases.

SIGI's efforts to abolish Article 308 were coherent with national efforts and plans embodied in such strategies as the National Women's Strategy and the National Framework on Family Violence. Interviews with peer organizations and MPs revealed that the effort to abolish Article 308 has been an initiative that various CSOs focused on promoting women's rights have been working on since the 1980s. SIGI was a key player within a network of other CSOs that called for reform of social justice and women's rights issues and was working on strategic priorities of the national women's plan.

For FGAC and considering the magnitude and prevalence of GBV in Zarqa, the center's interventions are aligned with beneficiaries' needs and demonstrated clear responsiveness to the special circumstances of communities in Zarqa including the large number of refugees. The survey respondents confirmed this. Ninety-nine percent of those who attended awareness-raising lectures organized by the Center found the topic of these lectures to be useful, and 97 percent of those who attended a training program thought that the training topic met at least one of their needs. Additionally, 98 percent of respondents who indicated that they received psychosocial or legal services in the survey noted that the "the service provider was able to understand my needs."

In the case of the joint grants, grantees employed different methods to identify community needs. SUPFW conducted an analysis of the legal framework enabling or prohibiting the access of women farmers to health insurance; JOHUD commissioned an in-depth assessment of the social and legal needs of women in Sahhab, Nuzha and Husseinieh; PBDC met with community leaders to identify community needs in Karameh and Rashdieh; and TWCS and DWCA depended on their prior knowledge of the contexts of Tafileh and DISI, respectively.

Overall findings of the evaluations reveal the increasing demand for civil society action that address GEFE concerns including GBV. While beneficiaries including institutions may not acknowledge or be cognizant of gender concepts their demand for gender related support is based on actual needs. The

various projects were responsive to concrete public needs arising from a dynamic of power and gender and patriarchal norms that confine and victimize Jordanian women in their lives. The credibility that the grantees enjoy among stakeholders and community members in their respective zones of influence has contributed to this increased demand for support.

With regards to SIGI, the abolishment of Article 308 provides an important precedent for future work to address women's issues through advocacy. Peer organizations expect that the repeal of Article 308 will lead to the amendment or abolishment of Articles 340, 98, and 99 because the articles are connected. This however requires a follow-on campaign to ensure legal reform.

Another example is that of AWLN. The Network received a verbal endorsement by the Judicial Council to standardize the use of the guidelines for capacity building of future judges. This is an excellent example of an official institution recognizing the contribution and value of a national NGO that can address its need for standardizing the process by which VAW cases are handled by JSP. The guidelines were also endorsed by the Judicial Institute as part of its trainings on women issues.

On a regional level, the increase in AWLN's credibility as well as the outcomes of the project and the institutionalization of the Network paved the way for additional funding received from the Spanish Government to enhance the response of eight Arab Countries to cases of VAW, utilizing a similar methodology and approach as the one adopted in Jordan. Additionally, the increased activity of the network and social media presence heightened interest of local and regional members. AWLN reported that social media interest jumped from 1,200 to 6,000 followers.

FGAC's stakeholders reported an increase in demand for services following awareness sessions targeted at women. The center's beneficiaries requested additional awareness raising support, services and training on various topics including violence, violence against women, children, and violence in schools; parenting topics; health-related topics including addiction, family planning, and smoking; and marital training and consultations and on women's rights and starting businesses and marketing. In addition, when FGAC held its awareness sessions in partner CBOs, the CBOs reported the dearth of services demanded by women as a result of the awareness sessions.

TWCS's awareness sessions were also well received in the community. Other CBOs reported that women were contacting them and requesting that they arrange awareness sessions with the Center. Another indicator of the quality of the sessions and increased demand was the increase in calls to the hotline after the sessions were conducted. Awareness sessions were well-attended; many times, more participants showed up than the Center had budgeted for.

### **Socio-Cultural Sensitivity**

As mentioned earlier, there are multiple dimensions to the context of GEFE-focused initiatives in Jordan. The socio-cultural landscape, in particular, plays an important role in shaping the society's construction of women and women's issues. Socio-cultural concepts, perceptions, and attitudes are highly related to the topic of GEFE including VAW and consequently to any project or initiative that aims to address these issues or respond to cases of VAW in Jordan.

Grantees exhibited clear socio-cultural sensitivity during the implementation of the various stages of their projects and an awareness to and understanding of the implications of socio-cultural sensitivities on their interventions and consequently took measures to address this challenge. All stakeholders were cognizant of prevailing socio-cultural norms and perceptions that affect incidences of GBV, women's participation and access to services and programs including the association of GBV with women, male dominance, supremacy and guardianship over women and the supremacy of family privacy and honor over the rights and safety of its members. The credibility of the grantees and their strong position whether nationally or within their communities allowed them to navigate, manage and delicately heed socio-cultural considerations.

AWLN highlighted the key gaps in the JSP's responses to cases of VAW that are grounded in negative cultural perceptions and attitudes towards women's rights and violence against women. The influences of society and culture on VAW cases were evident in the cases that were selected and discussed across the different workshops and were later included in the guidelines to highlight the impact of socio-cultural considerations on the fairness and justness of legal procedures and verdicts in cases of VAW. The issue of attitudes and perceptions was also addressed in the different workshops and trainings that AWLN held under this project.

At FGAC, the staff underscored socio-cultural norms affecting GBV in Zarqa and emphasized the Center's proactive stance in addressing these norms. Through different services and programs, the Center attempts to generate socially acceptable alternatives, without having to directly contest these norms. The Center's programs for example promote stereotypical vocations for women through their engagement in the Kitchen program but at the same time reduces their financial dependency. This ensures communal acceptance of the Center while community members are being slowly nudged towards less stringent norms and more tolerant dispositions. The use of music in children's programs and premarital training programs with mixed groups are two good examples of this approach. The evaluation also revealed that the center welcomes parents, husbands and male siblings visiting the Center to approve its safety and cultural sensitivity before they approve the participation of their wives, daughters and sisters. In his regard, the Center was perceived to be flexible and supportive to gender-related cultural constraints.

All Joint Grants projects responded to specific needs in the communities, while heeding salient socio-cultural considerations. In all areas where project activities took place, there is limited awareness on women's rights and limited space for women's participation and decision-making within the family and community; there is limited access to and control over resources; violations of women's rights are tolerated within families and society; and gender-based violence is pervasive and under-addressed. All projects took measures to address risks, challenges and potential negative consequences, including prioritizing confidentiality; reimbursing women for transportation costs or time away from work; providing hotline services; adjusting activity timings to meet the needs of women and involving community and religious leaders in projects.

PBDC incorporated sports, reading and field trips into capacity building activities. According to PBDC staff and beneficiaries, the women's participation in outdoor sports, considered "unacceptable" or at least "extraordinary" at the local level, was a first-time occurrence. This was achievable because PBDC enjoys high credibility in Aqaba, and because the sports were part of a package of activities which were all new for this group of women (awareness sessions, field trips, support group etc.). As their self-confidence and interest grew, so did their willingness to try new things.

One of the issues the women successfully addressed in project events - highlighting the extent of the drug problem in one area - was considered socially and culturally "taboo" at the local level. Another, supporting families to address rat infestation, was considered "too difficult, even for the government."

In its campaign, SIGI thoroughly addressed socio-cultural arguments and ramifications of the Article 308 abolishment. At the policy level, SIGI addressed the need for reform while heeding important values to Jordanians such as considerations of family honor and shame. Additionally, in its position paper, SIGI clarified the difference between rape and consensual pre-marital sexual relationships, stating that these should be considered differently because extra-marital sexual relationships are legally treated as adultery and not rape. Moreover, SIGI's position paper addressed the Article from a family welfare perspective, considering the impact that the law has on the future wellbeing of children that were born out of rape situations. During the campaign, SIGI addressed socio-cultural resistance to abolishing Article 308 but was not able to engender significant change. This was reflected during FGDs with beneficiaries, who still had negative attitudes towards rape victims and kept confusing their situations with those who engaged in consensual premarital sexual relationships.

## Effectiveness

### Achievement of Planned Outputs and Outcomes

All grantees were able to realize their projects' outcomes. Moreover, all projects reported positive outcomes at both the individual and family-community levels with AWLN and SIGI achieving system-level changes. Beneficiaries of the projects reported:

- Increased knowledge and awareness, particularly through participation in the various awareness and training sessions delivered by the grantees;
- Changes in behavior and improved life skills as a result of FGAC and TWCS's awareness sessions and counseling services as well as those of JOHUD and PBDC trainings;
- Increased morale, self-confidence and feelings of self-worth, as a result of financial empowerment in DWCA and FGAC's various services and the preparation and participation in community events in PBDC and JOHUD.
- For SIGI Staff, increased confidence and an ability to engage in dialogue with decision makers in the community and to challenge the opinion of community and government officials to enact change. The data generated by SIGI's research also raised the confidence of the coalition coordinators to advocate and influence decision-making in their communities.
- Ability to generate income through the ceramic-making DWCA project and FGAC activities who reported increased self-efficacy and an ability to barter and save money through participation in the center's Kitchen.
- At the community and familial levels, PBDC and JOHUD beneficiaries reported increased participation in public life, greater involvement in decision-making at the family level and improved community ties and relationships. FGAC, DWCA, TWCS, PBDC and JOHUD beneficiaries reported improved communication with family members, particularly males.
- Beneficiaries of FGAC, DWCA, TWCS, PBDC and JOHUD reported a cascading benefit to female and male family and community members. For SUPFW beneficiaries, husbands and children received insurance through their wives and mothers; under DWCA and FGAC the passing on of income-generation skills to female family members and the benefits of women's incomes on other members of the family and in PBDC, TWCS and JOHUD the communication of knowledge and awareness to females and male family members, neighbors and friends.

AWLN was able to improve response by the Jordanian Justice sector to cases of violence against women through the development of guidelines and procedures on the treatment of VAW victims during their complaint process. This served to standardize procedures increasing their predictability and ensuring their compliance with national and international legal frameworks. AWLN was able to reach out to 210 JSP in different governorates in Jordan and train them on the Enforcement Guidelines and relevant human rights frameworks. The development of the guidelines was participatory and included various stakeholders reflecting the complexity of VAW cases, and the nature of legal and extra-legal infrastructure that responds to them on a national level. The direct participation of members of the Judicial Council and the extensive consultation process with the legal and non-legal personnel to understand the complaint process provided the Network with the foundation it required to develop guidelines that respond to existing challenges and loopholes within the system. Especially effective was AWLN's ability to work with relevant stakeholders and enlist the participation of judges in the project.

FGAC either met or exceeded the targets across the different components of the project except for the training of perpetrators. Interventions under this project enabled the provision of novel services in the area of combatting GBV and enhancing gender equality and expanded the reach of FGAC in the community. The demand for the programs was high. The implementation of group psychosocial sessions in varied locations across Zarqa enabled FGAC to reach out to a larger group of marginalized and vulnerable women who reside in neighborhoods that are not geographically close to FGAC.

Premarital training addressed key risk factors to GBV including lack of preparation for marriage, lack of awareness of rights and responsibilities among men and women, and drawbacks of early marriage. The setup of these trainings was also new, as FGAC trained men and women together. This not only challenged social norms in the local community but more importantly allowed for constructive dialogue among young participants, both men or women, about the different aspects of marriage. FGAC was able to reach prisoners and individuals on home arrest in cooperation with the Public Security Directorate.

SIGI achieved all expected outputs and outcomes. The SIGI project contributed to reducing the number of discriminatory laws and regulations that are against women and girls' human rights. The project contributed towards the realization of this goal through proposing the amendment and/or abolishment of Article 308 of the Jordanian Penal Code and gaining legislative support for the proposal to amend and/or abolish Article 308 of the Jordanian Penal Code. The project was able to meet its required deliverables and had a far-reaching system-level result. The project delivered required research including position papers and facts sheets, built consensus among stakeholders on the research findings, developed an advocacy action plan for implementation, built a coalition to advocate for the amendments of Article 308, advocated with government officials; and carried out a media campaign. The most significant result of the project was the abolishment of the article. The government later adopted the abolishment efforts as a national success story. The abolishment was attributed to the collective activism of civil society in Jordan. Nonetheless, it was an important milestone that saw the government of Jordan, a usually suspicious and skeptical stakeholder recognize SIGI's efforts and that of the wider civil society sector.

### Increased Access

Access refers to people's ability to use the necessary resources to be a fully active and productive (socially, economically, and politically) in society. It includes access to resources, income, services, employment, information, and benefits. In Jordan, contextual barriers relating to prevailing economic, social, legal and institutional factors affect women's ability to access resources. The growing dominance of conservative values and attitudes curtails all forms of participation and access to public space.

The context for the projects activities is characterized by a legal landscape that tolerates discriminatory laws, a judicial system with loopholes impinging on its ability to respond to cases of VAW, limited awareness of women's rights and limited space for women's participation and decision-making within the family and community; there is limited access to and control over resources; violations of women's rights are tolerated within families and society; and gender-based violence is pervasive and under-addressed. Women and men who participated in some of the grantees' projects identified the factors that they believed contributed to these issues. Factors significantly contributing to this entrenched reality are *cultural tradition* and *religion*, particularly where they intercede to protect familial and tribal interests, sometimes at the expense of women. Both bear direct gendered implications by influencing how men and women perceive their own and each other's roles and the access they have to public spaces including services. Even when services do exist, there are often many barriers to access including lack of knowledge, limited geographic access, high demand and limited quality of services; financial burden in terms of the high costs of services and cultural barriers that manifest in a lack of acceptability due to cultural context.

The various USAID-supported projects addressed the awareness/knowledge gap by building a knowledge foundation in services areas. The projects also affected supply-side factors influencing access by improving the socio-economic conditions of participating women and raising their awareness and those of their immediate social circles including their families. They have also impacted demand-side factors including policy-related factors through the provision of gender sensitive activities, services and spaces and a more favorable legislative landscape.

## **SIGI**

Through its project, SIGI was able to mobilize action against protection gaps in national legislation and to effectively reduce the number of discriminatory laws that are against women's rights in Jordan. Through the repeal of Article 308, the project improves women's access to justice by contributing to a more competent, impartial, and gender-sensitive legal infrastructure that affords women better protection. Furthermore, and through the various components of the project including research, coalition building, capacity building and advocacy, the project enhances women's participation, agency and knowledge.

The evaluation of the project revealed that SIGI staff exhibited increased confidence and ability to advocate with decision makers in the community and to challenge the opinion of community and government officials to enact change. The extensive research component provided a comprehensive qualitative and quantitative assessment of the status quo regarding Article 308 including rape consequences on women victims and their children, paternity cases submitted to courts as a result of rape and a comparison with other countries law and record of best practices. The research results provided coalition members and local coordinators with the necessary evidence to back up the advocacy campaign. The data generated by SIGI's research empowered stakeholders to advocate and influence decision-making in their communities. At the same time, participation in the campaign and the capacity building received through the project enhanced coalition members and CSO representatives' ability to engage in advocacy and to integrate the learning they acquired through the project in their communities. In fact, the evaluation revealed examples of budding initiatives based on the SIGI example. In coordination with a coalition coordinator, a CSO applied for a grant from USAID Takamol to conduct an advocacy campaign on women's issues. In Karak, a coalition member described a concept paper for a project that aims to amend the labor law and restore protections for persons with disabilities. The initiative includes the formation of a coalition.

## **FGAC**

FGAC increased women's access to services and knowledge and enhanced their participation through the facilitation of access to public spaces. The Center implemented 17 group psychosocial counseling sessions for 163 women at risk of GBV, four of which were conducted in FGAC and the remaining 13 were conducted in ten other CBOs and NGOs across Zarqa. The implementation of sessions in varied locations across Zarqa allowed FGAC to reach out to a larger group of marginalized and vulnerable women who reside in neighborhoods that are far from FGAC. The sessions allowed them to unwind and release a lot of the stress that they usually take out on their children. Refugees who have lost their social networks and lack access to daily social support in their communities emphasized this point. Women have also added that these sessions allowed them to reach out to other women in their local communities and access NGOs and CBOs within their areas.

The Center also held premarital training that addressed key risk factors to GBV including the lack of preparation for marriage and lack of awareness of rights and responsibilities among men and women entering early marriage. The increased access to women also includes prisoners and individuals on home arrest who are considered vulnerable and marginalized and generally difficult to reach by organizations and services across Jordan. In addition, the Center held awareness sessions on GBV reaching 1826 individuals (81 men and 1745 women) in CBOs, schools and factories across the governorate of Zarqa. The Center also reached out to CBOs working with people with disabilities in Zarqa through their awareness-raising programs. This model of implementing activities in different venues has bolstered the Center's outreach to vulnerable groups beyond its immediate location.

The FGAC center is widely accessible to its beneficiaries, offering them a continuum of services and programs that cater to their various needs. The evaluation, however, revealed areas to improve including the need for a more structured and visible mapping of services that would chart the different paths of services, and the linkages between them. With 68% of respondents reporting a lack of knowledge about FGAC services other than the one they have accessed the Center should better structure its services and how it projects them to the public. The Center also needs to more adequately consider gender differentials in accessibility. The center is perceived as a place to serve

women and promote their rights. While women seek psychosocial services uninhibited by considerations of stigmatization, the same does not hold true for men who perceives these services as diminishing to their masculinity.

The evaluation of FGAC revealed that participation in the Center's programs and services contributed to increased levels of confidence, self-efficacy, awareness of rights and available services for when rights are breached in addition to civic awareness and participation. Reported increased awareness also extended beyond the immediate program's sphere of influence to friends, neighbors and relatives with whom the newly acquired knowledge was shared. Familial relations have also been positively impacted as a result of women's involvement in the Center. While empowerment has led some women to begin to challenge existing social norms pertaining to their right to work, the evaluation revealed that gender stereotypes still need to be addressed. Without baseline data, it is difficult to ascertain the magnitude of change in perceptions in this regard.

What is particularly telling about the increased access is that beneficiaries expressed preference for receiving psychosocial support at an NGO rather than a medical center or clinic emphasizing that accessing services at an NGO renders them more palatable at the local community level, even for males. The evaluation also revealed that the benefits women accrued as part of their participation in FGAC's programs were magnified as a result of their participation in multiple interventions.

USAID CIS assisted FGAC in constructing a ramp to allow access for people with disabilities to the Center and have renovated one of the bathrooms on the ground floor to cater for this target group. However, the Center is located in a four-story building and does not have an elevator, so only the first floor has become accessible. Activities and programs taking place on other floors of the Center, such as the Women's Cafe, theatre and children's music room, which are located on the third floor, are still inaccessible to this group.

### **Joint Grants**

The Joint Grants projects raised awareness on women's rights, increased women's access to resources and services, and challenged gender roles and stereotypes. The grantees engaged religious and community leaders as well as government officials, and projects were resourceful in their approaches to awareness raising and capacity building. The engagement of civil society including religious leaders was very effective in facilitating access in such conservative communities.

SUPFW's project was particularly effective in increasing women's access to health insurance. Beneficiaries and grantee staff reported that before the project, awareness of the fact that farmers in general and women in particular could qualify for health insurance, and how to go about getting it, was very low in the area. There were women who could not seek medical care for themselves or their families because they could not afford it. Some people were using the insurance of close family members, which is illegal. Five hundred and fifty-eight families now have free public health coverage as a result of the project. Beneficiaries and stakeholders report that the project was deemed successful in the community because results were tangible and immediate. The campaign was easily spread by word of mouth and social media. The project also facilitated women's access to additional information beyond the scope of the project. MOSD used SUPFW's awareness sessions to also disseminate other information to participants, for example to talk about social issues and challenges facing residents and to speak about its economic empowerment programs, which some of the women ended up enrolling in.

JOHUD's project was able to effect changes in knowledge, attitudes and perceptions of gender issues within the local community. Women highly appreciated the trainings. They found them to be beneficial for themselves and others and highly applicable to their daily lives. This was particularly evident among the women in Sahhab, who received more trainings than women in other areas.

TWCS's Al Amal Center's counseling services challenged the social and cultural "taboo" of sharing family-related and marital problems with strangers and outside the bounds of family. It is considered a taboo because people believe that what happens inside a home is supposed to remain private, not shared with anyone, let alone strangers. Project awareness activities also addressed the "hasty signing of the marriage contract" and other key GBV issues in the community.

TWCS is considered safe by women who access its services. Its central location is easily accessible, and it offers services other than GBV counseling and support which means that women's presence in the Center does not immediately raise suspicion that they are seeking counselling. Women's access to services does not stop at the Center. TWCS refers women to the Justice Center for Legal Aid, the Family Protection Unit, and a psychiatrist, though he is only available once every two weeks. Awareness sessions were particularly effective in educating women and youth of their rights before and after marriage.

PBDC included sports, reading and field trips into capacity building activities. The women's participation in outdoor sports was considered unacceptable before this project. PBDC was able to engage women in sports, because of the high credibility it enjoys in Aqaba and because the sports were part of a package of activities which were all new for this group of women (awareness sessions, field trips, support group etc.). As their self-confidence and interest grew, so did their willingness to try new things.

In DWCA's project, women reported greater self-sufficiency and independence and feeling better respected within their families. Some have passed on the ceramics-making skills to family members, and the financial benefits of their employment have benefited their families. Women reported improved mobility; they now find movement within their own area, and traveling to other areas, easier. This is due to the fact that participation in project activities has gotten them – and their family members – used to them moving about.

The project empowered women to take on socially unpalatable issues increasing their access to information and enhanced their sense of agency. One of the issues the women successfully addressed in project events - highlighting the extent of the drug problem in one area - was considered socially and culturally "taboo" at the local level. Another, supporting families to address rat infestation, was considered "too difficult, even for the government."

Projects were creative in increasing women's access to their activities. Accessing some project activities could have posed a challenge for some women in the areas where the Joint Grants projects were implemented. Projects addressed this issue by offering creative solutions. One example was that SUPFW bussed women from one government agency to another to secure the clearance they needed in order to qualify for health insurance. The Union also helped the women – many of whom were illiterate – to fill out the various required forms.

Another example of increasing access was TWCS's decision to hold awareness sessions in mosques, which are considered "safe spaces" by the community in which women can congregate, and in CBOs and youth centers in remote areas. In this way, women did not necessarily have to reach the Center to participate in activities. TWCS also manages a hotline, which means that women can access support from any area, at almost any time, any day of the week. In the beginning, to encourage women to use the hotline, Al Amal Center staff would ask awareness session attendees to write their "personal story" and add their number if they wanted to be contacted. The staff would then phone the women who had written down their numbers, thus getting them used to speaking with the hotline counselor.

Women's access was also enhanced by the indirect benefits of the projects on male and female family members, which allowed them to realize their value.

## AWLN

Through the provision of uniform treatment, the project improved women's access to justice by contributing to a more responsive and favorable legal environment for women survivors of violence in Jordan. In a patriarchal culture where men and their rights are seen as superior to those of women, and that expects women to tolerate violence to retain family honor and unity, the project reduced the prospects for further victimization of VAW victims by JSP and enhanced their capacity and knowledge and that of other stakeholders to more fairly respond to VAW cases in line with existing best practices. Overall, the project improved understanding and appreciation of the challenges faced by victims of VAW in Jordan and the need for equality before the law and in turn improved conditions for victims to seek redress.

## Enhanced Capacity

USAID CIS built the capacity of the grantees. Grants included a 10% capacity building component. Support resulted in significant institutional development of their organizations in terms of both enhanced managerial and technical capacity. USAID CIS administered the Institutional Capacity Assessment Tool (ICAT) to assess the capacity of the organizations and tailored its support based on the assessments' findings. The Program conducted the ICAT to identify capacity development priorities and to plan for capacity development in seven key capacity areas including governance, administration, human resources management, financial management, organizational management, program management, and project performance management. The evaluations revealed that across the projects, the organizations exhibited significant improvements.

## SIGI

The USAID CIS grant contributed to SIGI's strengthened institutional, managerial and technical capacity to provide GBV services. There was an overall improvement across the three years of the ICAT process. SIGI achieved a 13% improvement, improving from an overall score of 3.84 to a score of 4.36 out of 5. Furthermore, SIGI had shifted from a Moderate to Strong category in regard to Capacity Building.<sup>3</sup> The assistance USAID CIS provided supported SIGI in developing a new strategic plan, capacity building plan, and a case management system and in providing management training for staff and board members. The fund also helped SIGI in acquiring an M&E expert and a server device (windows service pack 1) and allowed it to renew the contract with the webhosting company for six months.

The ICAT helped SIGI focus its attention on developing policies and procedures to address some issues revealed by the assessment, including the need to document HR policies and procedures, develop a performance management system and to conduct internal training.<sup>4</sup>

SIGI's institutional capacity to provide GBV services was strengthened through USAID CIS's provision of tools including a server, computers and laptops, a case management system, in addition to trainings for team members that USAID CIS provided. The database that was built for the case management system was an especially beneficial component of the grant.

In terms of technical capacity, SIGI received significant technical assistance from USAID CIS, particularly in designing the research methodology, guiding researchers and completing the analysis. During the project design phase of the grant, USAID CIS supported SIGI's staff in their planning efforts and guided them in developing an effective strategy for the campaign. USAID CIS helped refine SIGI's approach and methodology and paved the way for the implementation of the project in two phases.

The research methodology adopted relied on both quantitative and qualitative data creating a strong base on which to build the campaign. Within the research component, two areas were particularly strong: the qualitative data released, as well as the infographics. Through the research, SIGI staff were

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<sup>3</sup> FHI 360. SIGI ICAT Final Report. 2017.

<sup>4</sup> Ibid.

able to interview religious leaders whose opinions had a significant impact on building societal support. The research helped demonstrate to decision makers that the abolishment of the law was a public demand. The organization has continued to use Evidence Based Research (EBR)'s methodology in its work. In fact, SIGI will be using both quantitative and qualitative research to conduct an upcoming national study on sexual harassment.

During the preliminary phase USAID CIS helped review SIGI's research strategy and provided technical support to help prepare the research report. During the implementation phase, technical support was provided in the areas of project design (advocacy plan and strategy), conducting evidence-based research, consistency in application of gender sensitivity practices, documenting policies and procedures on human resources and monitoring and evaluation.

SIGI staff also received regular trainings on M&E, gender and other cross-cutting issues. USAID CIS also provided SIGI staff and coalition coordinators with trainings on advocacy and negotiation skills. The trainings were effective in raising awareness on women's rights and on GBV and in mobilizing individuals to join the coalition.

### **AWLN**

In terms of ICAT second-time results, AWLN achieved a 28% improvement, progressing from an overall score of 2.64 to a score of 3.66 out of 5. The Network utilized the 10% capacity building grant component to develop multiple reference documents and policies throughout the project. With the support of USAID CIS, AWLN developed a new strategic plan for the years 2017-2021, as well as a financial manual and procurement policies, and designed a new organizational structure and developed job descriptions and new communication materials. The Network is in the process of developing its HR system and software database. The grant also allowed AWLN to effectively revitalize and develop its membership base. Through the organizational development component of the grant, AWLN was able to reactivate memberships and increase its members to 155 women, of whom approximately 80% are from Jordan and 20% from the region. AWLN revisited and developed its by-laws and was able to re-attract its members. A new staff member was recruited to lead this effort.

Throughout the life of the project, AWLN conducted 20 capacity building workshops for members during the period of October 2016-May 2017. AWLN adopted successful strategies for planning and conducting capacity building workshops that contributed to an effective capacity building approach with its members. These strategies included using a participatory approach to select training topics, setting clear criteria for member selection and following a transparent mechanism in the selection process to ensure fairness and build trust, and monitoring the effectiveness of its capacity building programs.

### **FGAC**

USAID CIS supported FGAC at the institutional level to enhance its capacity and structure. In addition, USAID CIS assessed FGAC's accessibility to individuals with disabilities. The ICAT assessment helped FGAC identify its strengths and the areas that require further development and re-structuring. Through the grant, FGAC received technical assistance to enhance its systems and procedures in human resources, administration and financial management. Although the re-administration of the ICAT did not yield a higher score except in the area of human resources, the assessment allowed FGAC's leadership to become aware of and understand key gaps and shortfalls in the Center's structure, and consequently work on its gradual development. USAID CIS also worked with the Center to develop its new strategic plan and operationalize the outcomes of the evaluation.

Furthermore, USAID CIS built up the psychosocial services of the Center by providing the psychosocial unit with a reclining chair and a meeting table for family reconciliation meetings, and by building the capacity of six social workers and developing a procedure manual for the premarital and marital counseling unit.

### **Joint Grants**

SUPFW, PBDC, TWCS and DWCA are technically and administratively better off than they were before the USAID CIS-supported projects. Four of the five grantees reported improved financial management and internal control systems (SUPFW, TWCS, DWCA); administration and procurement systems (DWCA, PBDC); program & grant management (SUPFW, PBDC); project performance management (TWCS); organizational management and sustainability (TWCS, PBDC, SUPFW, DISI), counselling and service delivery standards (TWCS) and establishing of support group training (PBDC).

The senior managements of the grantees exhibited improved overall self-confidence, particularly when it came to articulating organizational needs to donors and partners. SUPFW and TWCS reported a strengthened reputation and enhanced public position at the local level.

### **Human Rights Based Approach and Gender**

A Human Rights-Based Approach entails that all programs and technical assistance must further the realization of human rights and must be guided by human rights principles. In assessing the grantees' recognition and application of HRBA principles, the following key principles were considered: participation, integration, inclusion and anti-discrimination. Some of the grantees' project staff is not explicitly aware of the framework and its principles and have not systematically applied it in program design and implementation. However, inclusion, integration and anti-discrimination were implicitly integrated in the projects. The projects were found by the evaluations to have at least been implicitly guided by the HRBA.

In effect, grantees exhibited differential understanding and application of HRBA. For AWLN, VAW is a Human Rights issue that the Network tackles from a legal perspective through the inherent functioning of the Network. The guidelines are grounded in a Human Rights Based Approach and explicitly reference the International Human Rights Conventions, and their relation to VAW. On the other hand, SIGI, whose staff demonstrated a solid awareness of the approach, highlights Article 308 as a human rights violation and a right to protection from sexual abuse, as opposed to a women's rights issue. Other grantees were aware of the approach but did not systematically mainstream or institutionalize it in their organizations. All grantees however exerted significant effort to involve various actors in their interventions including men, youth and persons with disabilities, though they had limited success in targeting and engaging men.

Joint grantees demonstrated some understanding of equality, participation and engagement but their approaches were not systemized. JOHUD, for example, used a participatory approach by engaging the women's committees in the design and implementation of project activities but did not effectively engage other stakeholders. Across the joint grantees, beneficiaries are seen as such; they are not considered partners, but receivers of services, and there is a common theme among the grantees that they are more knowledgeable than the beneficiaries of their programs.

SUPFW, PBDC and TWCS did reach women whom might not have otherwise had access to their centers or activities. SUPFW and PBDC reached particularly vulnerable women; female farmers with incomes of less than 300 JD a month and women living in underserved, marginalized communities, respectively. TWCS made a concerted effort to reach remote areas of the governorate by taking some of its activities offsite and offering the hotline services to women throughout Tafileh and beyond.

### **Gender Sensitivity and Gender Analysis**

Gender analysis considers six dimensions of relationships between women and men in relation to the planning and implementation of the project: 1) Access, 2) Knowledge, Beliefs, and Perception, 3) Practices and Participation, 4) Time and Space, 5) Legal Rights and Status, and 6) Power and Decision-Making.<sup>5</sup>

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<sup>5</sup> USAID. Tips for Conducting a Gender Analysis at the Activity or Project Level: Additional Help for ADS Chapter 201. Working draft. Washington, DC: 2010. [http://pdf.usaid.gov/pdf\\_docs/pdax964.pdf](http://pdf.usaid.gov/pdf_docs/pdax964.pdf).

AWLN's project, promotes gender sensitivity by addressing the socio-cultural aspects affecting women's access to the country's justice system. AWLN also attempts to engage men in the promotion of gender equality through the establishment of the "Friends of AWLN" to promote the participation of male legal personnel in the Network. This will ensure a broader spectrum of support to the issues AWLN is championing and will sensitize male JSP to the topic of gender equality and women's rights.

Joint grantees are working within the framework of women empowerment and rights and have not yet shifted to a power dynamics gender approach. The concept of "gender" is still not fully understood by some of them though all their staff remembered receiving some training on gender concepts. A gender analysis was not undertaken for any of the projects and therefore no real attempt was made to study the social norms, roles and responsibilities of women and men in the target population and the effects they may have on their ability to fully access and participate in the project and /or the potential positive or negative consequences that might arise from the participation of women, men, boys and girls. Both JOHUD and PBDC gave space for women and girls to hold leadership or decision-making roles within the projects.

JOHUD CDCs in the three areas, as well as PBDC, have youth committees, which both females and males are active in, but the rest of the grantees provide services mostly for women. TWCS now realizes the importance of also including men and is exerting greater effort in that direction.

## **Sustainability**

The grantees ability to sustain the outcomes of their various projects has been strengthened through the institutional and technical capacity building they received from USAID CIS, the stronger relations with national institutions including government and civil society and ability to engage other relevant stakeholders. The potential for sustainability has also been strengthened by the enhanced public standing of the organizations, the closer alignment of the grantees' mandates with national legal frameworks, and the potential to replicate projects and apply learning to meet local and regional demand for services and interventions. What is particularly promising for ensuring sustainability is the inclination of grantees to continue their efforts and build initiatives on the results of current interventions. This demonstrates a new awareness by the grantees of the importance of cumulative efforts in the sector.

The institutional support received by the various organizations strengthened the managerial and administrative capacity of the CSOs by enhancing the professionalism of employees through training and bolstering systems to boost overall effectiveness. Across all CSOs, this enhanced CSOs ability to deliver services more effectively and to conduct advocacy.

The institutional partnerships the organizations were able to forge or strengthen through the grant projects can sustain project outcomes going forward. AWLN, for example, was able to receive a written commitment from the Judicial Council recognizing project activities committing to continue the partnership between the organizations. In fact, the Judicial Council assigned 107 specialized judges to look into cases of family violence including VAW, of which 88 have been trained by the project. This is testament to the strong partnership and the potential for continued cooperation. Furthermore, AWLN has adopted the project's model and is replicating it in eight countries within the region as part of a newly funded project by the Spanish government. NCFE has expressed interest in reviewing the project's process to inform its own effort to develop guidelines with the Judicial Council on the new Family Violence Law. The widely disseminated guidelines were also utilized in Palestine by a peer organization.

For SIGI, the abolishment of Article 308 provides an important precedent for future work to address women's issues through advocacy. The abolishment of Article 308 created an environment that will

strengthen efforts to further reform Jordanian national policy. Peer organizations expect that the repeal of Article 308 will lead to the amendment or abolishment of Articles 340, 98, and 99 because the articles are intertwined. SIGI is already employing aspects of the methodology of the Article 308 campaign in other initiatives including a current rule of law project funded by the EU in which SIGI will rely on the same Najat coalition and will apply its newly acquired learning related to research. The success of the project has helped SIGI focus on the need to raise awareness on the implications of the abolishment, and the need for the amendment/abolishment of other discriminatory laws. It also helped generate learning to enable the organization to produce position papers on related laws. Members of Parliament and the Ministry of Justice have already presented in Tunisia the case study of how the law was repealed. Through regional television interviews and private conversations with movement representatives SIGI is informing the movement in Bahrain to abrogate the “marry the rapist” clause in Bahraini law. SIGI staff also held discussions with movement leaders in Iraq and Lebanon about legal reform campaigns.

The capacity of SUPFW, TWCS, PBDC and DWCA has also been enhanced in terms of their ability to build constituencies, manage finances and develop proposals, and generate income to sustain their organizations. The organizations’ capacity for advocacy has also been improved. TWCS, SUPFW and PBDC cooperated with local governments, and, in the case of SUPFW, the national government. SUPFW also formed an issue-based coalition and conducted a successful advocacy campaign at the local level, which is now expanding to other areas. The various initiatives have also raised the profile of these organizations in their communities and boosted their media presence. JOHUD spread information on its Zoom activities through print and electronic media, as well as radio. TWCS aired a 12-week radio program on issues of domestic violence and family counseling.<sup>6</sup> Information from awareness sessions continues to be shared and benefited from in the communities. In the case of JOHUD, the involvement of the women committees, and to a lesser extent, the youth committees in Darbeel indicates that some project outcomes may be sustained as they continue to support upcoming activities in the CDCs.

### **Impediments to Sustainability**

Organizations have, however, identified the sustainability of programs and services as a clear challenge going forward. In the case of some grantees, the lack of full-time specialized staff who can operate key programs and services effectively and efficiently particularly when funding is lacking is important. For FGAC in particular, the high turnover among staff and volunteers is a constant challenge because funding is inconsistent. This jeopardizes the sustainability of psychosocial services and premarital counseling. The change in direction that development work in Jordan has undergone due to the Syrian influx of refugees in the last 5 years has exacerbated funding challenges for running programs and services that are not focused on refugees. The lack of a structured fundraising and grants management function and strategy, despite the organizations’ heavy reliance on donors, is also a critical factor affecting financial sustainability.

Other factors affecting sustainability include the lack of strong technical qualifications at the middle management level, an aspect that is important for the functioning of any institution. Related to this is the concentration of information with a few people within organizations due to the lack of succession planning. This affects the dissemination of new learning including skills and therefore sustainability. Grantees, even at the higher management level, generally share information at the activity/output levels with little strategic focus. Contextual variables also come into play. TWCS for example is aware that it is necessary to train a second-line support team to ensure that knowledge is institutionalized but is unsure how to go about it. Capacity building has cost the CBO in terms of time and money, with little success, as evidenced by the training of 10 counselors, none of whom the staff feel they are able to depend on, mostly due to lack of confidence in trainee. For most young female staff in any CBO, traveling long distances, to Amman for example, staying overnight for trainings, or continuing to work

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<sup>6</sup> USAID. 2016 CSO SUSTAINABILITY INDEX FOR THE MIDDLE EAST AND NORTH AFRICA. Washington: USAID.

after getting engaged or married is difficult, if not impossible in the socio-cultural context in which they live.

## Lessons Learned

The projects at hand have cumulatively created pathways for change within a complex ecosystem in which various stakeholders including different government institutions and CSOs interplay. Lessons learned from the evaluations of the various projects undertaken by the grantees coalesce around the following key themes relevant to empowering women and addressing VAW in Jordan:

- The credibility of organizations undertaking interventions is instrumental for success. Consistent across the feedback from stakeholders, partners and beneficiaries, was their trust in the grantees and in their work. The reputation and credibility that grantees enjoyed enabled for example women's access; fathers, husbands, brothers and sons were more likely to 'allow' their female family members to visit the grantees and take part in their activities. This credibility allowed *some* leeway for the types of activities that grantees could implement and supported the efficient handling of backlash from the community if and when it occurred. In local communities, this kind of credibility is especially critical. It is usually enjoyed by individual staff members who are seen as 'role models' particularly in areas where examples of strong, working women who positively impact their communities are limited.
- Working in cooperation and coordination with the government can amplify civil society's role and ensure synergies are explored and harnessed. Through their projects, FGAC, SIGI, AWLN, TWCS and SUPFW have worked in partnership with the government, and in the case of the first three implementing organizations have a strong and deep understanding of the landscape of government structures and processes. In FGAC's case, the Center has long enjoyed a strong presence at the national level in combating GBV and promoting women's rights. FGAC is represented in several national networks that work to combat GBV and to promote women empowerment and child safety. The Center is also one of three NGOs that are represented in the National Team for Family Protection since its inception, along with the Jordan River Foundation and the Jordan Women Union.

Such partnerships, if further nurtured, cultivate broader government buy in and can help scale programs and ensure their sustainability. In FGAC's case, the Center is providing much needed services in Zarqa the government should be supporting. In TWCS and SUPFW's case, the partnerships lent credence to the projects and facilitated access to women.

- Horizontal linkages with civil society are as important as vertical linkages with government. FGAC, AWLN and SIGI have strong linkages with other CSOs. This helps create communities of practice and broad-based constituencies around causes and allows the larger organizations to mentor smaller ones in local communities. It also helps promote alignment of priorities, harmonizes agendas and keeps large organizations informed of local communities' concerns.
- Research and its dissemination help organizations demonstrate the relevance of the causes they are working on as well as their competency to address them; encourage commitment to evidence, support cumulative effort in the sector and discourage silo and one-off initiatives. In the case of SIGI, research facilitated the process for reform, helped convince decision makers of the gravity of the cause, and the public's support for change. The successful use of specific cases served to legitimize the quest for reform as it shed light on the magnitude of injustice in the absence of a protection framework. Research also facilitated a deeper engagement of participants, as it paved the way for informed discussion and highlighted the frequency and extent of infractions of women's rights within the system. The wide dissemination of the research results across facilitated access to a wide audience.
- Sharing learning across projects will ensure contextually sensitive knowledge is diffused. The different successes the grantees experienced can be harnessed for cross-fertilization through peer learning and mentoring. For example, while grantees such as TWCA and PBDC reported

resistance from males and females in their communities, as projects were seen to embolden women and raise their awareness on issues against social and religious norms, FGAC was successful in “managing” social norms and cultivating communal acceptance for activities and services to empower women. The FGAC model capably navigates norms in relation to other influences on women’s agency and action including economic resources, employment or education opportunities. The Center uses such influences to promote positive change amongst women. Activities indirectly generates socially acceptable alternatives, rather than directly contesting these norms. In effect the Center is gradually taking on social and cultural norms without upsetting the environment in which it is operating and without jeopardizing the position of the Center in the community.

- The various organizations must leverage their presence at the national level to promote their work and mobilize support and share examples of successful models and projects that others can learn from and replicate. AWLN, SIGI and FGAC are well-established organizations with a long track record of supporting GEFE projects in Jordan and the region and partnering with government, civil society and donors. Consistent across the feedback from stakeholders was their trust in the grantees and their work. In terms of progress trajectories, the organizations are at a critical tipping point and must determine what they do collectively and individually to become more strategic and impactful. The various USAID CIS projects have engendered results that will need to be followed up on to ensure that achieved momentum is strategically leveraged and impact is maximized. One example is that of SIGI. The abolishment of Article 308 provides an important precedent for future work to address women’s issues through advocacy. Peer organizations expect that the repeal of Article 308 will lead to the amendment or abolishment of Articles 340, 98, and 99 because the articles are intertwined. This however requires a follow-on campaign to ensure change is forthcoming. Another example is that of AWLN. The Network received a verbal endorsement by the Judicial Council to standardize the use of the guidelines for capacity building of future judges. The guidelines were also endorsed by the Judicial Institute as part of its trainings on women issues.
- Projects that involve awareness raising on VAW are expected to hike demand for services. FGAC programming revealed the need for additional services that are currently not available in the community. Enhancing the knowledge of community members has led to an increased demand for legal and psychosocial services, which are not readily available to all beneficiaries especially those of other partner organizations. The lack of programs and services weakens overall effectiveness and limits partner organizations’ ability to follow up on the outcomes of these sessions, particularly in relation to providing intervention services to women and children at risk.
- The topic of VAW and women’s rights is sensitive and layered with multiple risks that need to be navigated through the engagement of relevant stakeholders and official endorsement. Addressing patriarchal norms and social traditions carry the risk of “corroding the social fabric of society” and challenging “religious teachings.” In AWLN’s case, these risks were heightened by the nature of the target group, particularly judges. To mitigate risks, AWLN sought a strategic partnership with the Judicial Council. Additionally, the project coincided with the formation of the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law, whose support was also sought and cemented.
- Changing norms at scale takes time and requires integrated and multi-level approaches. The various interventions working at different levels have to be supported from different sources. This includes the need for careful sequencing and timing of interventions and realistic program timeframes. Change can be unpredictable. Interventions should identify through formative research and stakeholder mapping influencers at different levels including traditional sources of authority.

- To ensure beneficiaries catalyze change, their attitudes and perceptions should be the subject of formative research to ensure that once they are the target of an intervention, they are opened to espousing new beliefs and attitudes. In AWLN's case, the wide acceptability of violence against women among JSP, and the various justifications judges and prosecutors were likely to put forward, such as excusing first-time offenders and justifying violence because of economic stressors when it is a "small" vs. "big" violation, or if it was under the influence of stress or substances was especially telling. The high value ascribed to the unity of the family at the expense of women's rights as well as the effect of the lack of social and economic programs and services to support women subjected to violence affects their judgements. Though the guidelines set clear definitions for violence and rights, the socio-cultural angle strongly affects the perceptions of JSP and consequently their adjudication and verdicts.
- Donors should strive to build on each other's interventions to ensure efficiency and impact. The evaluation noted the positive effect of coordination between the AWLN projects that were funded by UN Women and USAID CIS, serving the same purpose of advancing the rights of women survivors of VAW in the Jordanian justice system, had produced. The linkage between both projects had a positive impact on the design and implementation of this project, particularly in relation to improving understanding of the gaps of the system through the UN Study and the hardships that women face.

On the other hand, evidence points that new knowledge and skills have been gained through the Joint Grants projects, but it is difficult to measure whether women are fully acting-or will fully act-on that knowledge. While women's participation and empowerment are built gradually and are difficult to attribute to one factor or project, effects can be better discerned and leveraged by other donors or local development and gender equality promoters if they work with these groups in follow on projects.

- When programmatic interventions include trainings, it is helpful to include trainers who are practitioners in their own fields. For AWLN, this was deemed to be important by JSP personnel for several reasons: It ensured that those delivering the program were legal experts and were able to clarify legal concepts and processes. Secondly, this peer-to-peer approach of utilizing judges to train other judges contributed to the credibility of the training. Judges reported that they were better able to understand and adopt the information presented because a fellow judge was offering it, as opposed to, for example, a CSO representative. Thirdly, the utilization of judges as trainers provided them with the legitimacy required to challenge perceptions that trainees might have expressed about the credibility of the information provided. In this light, if participants argued that no loopholes exist in the legal proceedings, the trainers were able to challenge these assumptions and clarify from a legal standpoint how these cases were processed.
- Smaller CSOs embedded in their communities have a deep understanding of problems women face on the ground and can navigate resistance from the community. In the case of joint grantees, all were careful not to challenge religious norms for example. When questioned by their families or communities, women could cite religious texts to support the changes they were making in their lives. The organizations also enhance access of women in their respective conservative communities by creatively coming up with solutions to ensure women's participation in their activities. Women did not necessarily have to reach CBO centers to attend an activity for example. TWCS held awareness sessions in mosques considered as a "safe space" by the community in which women can congregate.
- It is important that all management and technical levels in organizations are sufficiently engaged in projects to build ownership and ensure maximum knowledge diffusion and sustainability. Some partner organizations' participation was at the level of front liners alone. Senior

management was not approached by the project nor participated in project activities. This for example jeopardized the sustainability of results within these institutions.

- The complexity of VAW cases and the multi-stakeholder nature of the national framework that responds to them requires a multidisciplinary approach to address gaps and enhance responsiveness. Service quality should also be monitored to ensure needs are met and no harm is done.
- Data management plans and systems are critical for CSOs to meet project lifecycle needs and document contributions. Data protocols should be established and should adhere to the Do No Harm principle. For FGAC the lack of documentation across the different services impacts the CSO's effectiveness. That was a key challenge in the evaluation, during which data about programs and beneficiaries was found to be unstructured and sometimes incoherent. More specifically, the Center lacks uniform procedures and policies for data saving, management and sharing. Beneficiaries data include only basic information such as name and contact information. Data is also paper-based and not kept current. This complicates access and use.

## CONCLUSIONS

The overall purpose of the USAID CIS supported projects is based on key national and international obligations that are relevant to women's rights, women's empowerment, and violence against women. The evaluation of the various grantees revealed a high level of coherence of projects' purposes and objectives with key national and international obligations. However, grantees varied in their depth of understanding and explicit endorsement of these obligations with some exhibiting a modest ability to operationalize these obligations. The implicit endorsement of these obligations was nevertheless clear.

The projects fall within the overarching direction of USAID policies on eliminating violence against women and gender equality under GEFE. Additionally, the projects were consistent with USAID's DRG portfolio particularly in relation to their work to protect rights through advocacy and legal reform and to prevent gender-based violence.

All the projects were found to be aligned and congruent with the mandates of the implementing organizations and squarely within their scope, in particular because the projects focused on the promotion of women's rights and combating violence against women. The targeted approach and specialization of the organizations has been identified by stakeholders as key to the projects' success and credibility. What was particularly encouraging and demonstrated maturity in civic work was that the organizations had designed and implemented interventions that acknowledged prior learning and built on previous efforts in their sectors.

The projects included various components such as training, awareness-raising, research, and advocacy during which the grantees engaged different constituencies including members of parliament, government officials, CSOs religious leaders, and community members among others. The grantees exhibited clear awareness of the importance of engaging relevant stakeholders to achieve project objectives. The various projects were designed and implemented collaboratively with stakeholders including civil society and government and responded to concrete needs arising from a dynamic of power and gender and patriarchal norms that confine and victimize Jordanian women in their lives.

Overall findings of the evaluations reveal increasing demand for support services for women that address GEFE concerns including GBV. The credibility grantees enjoy among stakeholders and community members has also promoted demand for services and support. All grantees were able to realize their projects' outcomes. Moreover, all projects reported positive outcomes at both the individual and family-community levels with AWLN and SIGI achieving system-level changes. At the individual level, beneficiaries reported increased access to knowledge and awareness, changes in behavior and improved life skills and increased morale, self-confidence and feelings of self-worth.

The projects affected supply-side factors influencing access by improving the socio-economic conditions of participating women and raising their awareness and those of their immediate social circles including their families. The projects have also impacted demand-side factors including policy-related factors through the provision of gender sensitive activities, services and spaces and the provision of a more favorable legislative landscape.

USAID CIS support resulted in significant institutional development of their organizations in terms of both managerial and technical capacity. The grantees ability to sustain the outcomes of their various projects has been strengthened through the institutional and technical capacity building, the stronger relations with national institutions including government and civil society and the ability to engage other relevant stakeholders. The potential for sustainability has also been strengthened by the enhanced public standing of the organizations, the closer alignment of the grantees' mandates with national legal frameworks, and the potential to replicate projects and apply learning to meet local and regional demand for services and interventions.

The institutional support received by the various organizations strengthened the managerial and administrative capacity of the CSOs by increasing the professionalism of employees through training and bolstering systems to boost overall effectiveness. Across all CSOs, this enhanced CSOs ability to deliver services more effectively and to conduct advocacy.

Despite the significant improvements achieved, grantees still face challenges relating to institutional and technical capacity and securing sustainable funding. Developing an action plan for all accepted recommendations contained in the project evaluations supported by USAID CIS can bolster performance, strengthen partnerships and public standing, and communicate value.

Beyond grantees, the provision of support services, and addressing legal protection gaps, social norms and gender stereotypes remain areas requiring continued support.

# RECOMMENDATIONS

## For CBOs

### Institutionalization

- Determine CSOs' strategic direction and define the causal pathway for programs and services, the logic and relationships between the various components and the desired change that these programs and services are expected to achieve. In the same vein, identify in your strategy the following key areas:
  - Core interventions;
  - Target groups;
  - Role in advocating for change and providing services, both locally and nationally; and
  - A clear outreach methodology and communication strategy.
- Institutionalize key partnerships through legal frameworks and clear roles and responsibilities and ensure the continuous engagement of stakeholders. Set up an effective feedback mechanism that would allow tensions and grievances to be addressed as soon as they arise.
- Develop staff and board member understanding of organizational ethics and responsibility. Provide opportunities to build skills necessary to manage projects and operations transparently and with a high degree of accountability. Expand your team, particularly at the middle management level to cater for the expansion in activities and ensure the effective management of the various interventions.
- Educate leadership and staff of other key players in your sector and map services to help demonstrate value, identify synergies and leverage other organizations' interventions.
- Diversify funding sources by developing a structured fundraising and grants management component in the organizational structure, and advocate for governmental funding to support services or interventions especially when addressing societal needs.
- Explicitly define and commit to relevant international and national obligations and frameworks that underpin your core programmatic components and Implement and institutionalize processes to integrate HRBA, gender considerations, and inclusion of persons with disabilities into programming.
- Ensure an effective, comprehensive and user-friendly data management system for projects and beneficiary data.
- Ensure a clear outreach methodology and communication strategy to support inclusion of relevant stakeholders, preserve your "history" and communicate your activism and overall contribution.
- Consider developing an action plan for all accepted recommendations contained in the evaluation of the USAID CIS supported projects.
- When providing GBV services, ensure clear SOPs and guidelines to ensure service quality and minimize potential for harm.

## Effectiveness and Relevance of Services and Programs

- Undertake a thorough analysis of risks that may impact the beneficiaries, organizational reputation, security, sustainability, and similar. Produce an action plan to reduce and manage identified risks including for potential harm. Reassess periodically during project implementation.
- Contextualize programs within the framework of applicable national and international strategies, legislation and conventions. Explicitly reference these with board and staff members and enhance their awareness and understanding of how an organization's vision, mission, and work can benefit from a system-wide perspective and how an organization can contribute to system-level change.
- Identify potential stakeholders at the beginning of projects. Develop approaches to reach and engage diverse groups, including marginalized, disadvantaged, and isolated populations. Create opportunities for stakeholders and potential beneficiaries to meaningfully participate in the design, implementation, and evaluation of programming. Manage stakeholders' expectations and ensure they are aware of project complexities and contextual realities that may help or hinder implementation and assistance.
- Given the challenges of the socio-cultural context, expand male involvement in the next generation of programming to broaden the spectrum of support to causes and sensitize males to women's rights.
- Support national advocacy initiatives. When planning advocacy campaigns ensure they are structurally sound and strategic and based on stakeholder dialogue and input. Clarify and determine criteria for the admission of coalition members to ensure their willingness and commitment to engage. During campaigns, ensure the continued and meaningful participation of relevant and diverse stakeholders, and invest in building the capacity of coalition members in governorates outside Amman.
- Leverage strong position and credibility within zone of influence to gradually challenge stereotypes and social norms that are hindering gender equality and women empowerment and build linkages to address socio-cultural issues, extending beyond training to target the commitment and accountability of the sector.

## Sustainability

- Build on the realized momentum and relationships to design and implement follow-on initiatives and projects that leverage and build on previous successes.
- Utilize the information generated through research for ongoing and future programming and continue to engage in research and information gathering and effective presentation of existing data to decision makers.
- Maintain an active media presence to demonstrate value and build broad-based awareness of causes and ensure their continued visibility.

- Ensure mechanisms are in place to monitor and evaluate your programming and maintain a flexible approach to incorporate learning in your plans. In the process, ensure project outcomes and outputs are specific, measurable, attainable, relevant, and time-bound and develop proxy indicators to measure behavioral and attitudinal changes and qualitative dimensions of performance. Take care to capture programs' potential contribution to the broader development context that are less tangible and harder to measure, such as women's empowerment.
- For long-term effectiveness, support other organizations initiatives to unify women organizations efforts to amend/abolish existing discriminatory laws and regulations and address socio-cultural norms; and identify and pursue national advocacy efforts that can contribute to organizational relevance, effectiveness, and visibility. Promote and build working relationships with government and other organizations to contribute to high-level, systemic change. Strengthen meaningful peer-to-peer exchanges to deepen experiences and help ensure cross-fertilization of knowledge.

## **For Donors**

- Consider the provision of flexible and long-term funding to NGOs to help them focus on long-term results and continue to invest in building the institutional and technical capacity of CSOs.
- Support civil society to address branding challenges to help government recognize that civil society can be nimbler and can address needs and provide services more effectively.
- When it comes to addressing VAW, USAID CID grantees bring a unique depth of understanding of context, challenges and opportunities to address protection and service gaps in Jordan. Leverage the momentum they have achieved and consider supporting follow-on projects that build on prior learning and achieved outcomes.
- Acknowledge, leverage and build on other donors' interventions for efficiency, long-term impact and sector-level changes
- Support initiatives to highlight the social and economic costs of VAW including research.
- Support strategic partnerships between key stakeholders in the system ensuring vertical and horizontal linkages with other CSOs and government institutions.
- Support the coordination and harmonization of the different projects organizations are implementing and focus on key outcomes.
- Advocate for civil CSOs with the government, and other donors and CSOs, communicating contributions and achievements and identifying synergies and gaps for future programs to address.