

Evaluation Report

**Of the Arab Woman Association of Jordan (AWO) Two Year Project
Entitled “Improving the Well-being of SGBV Survivors Among Syrian
Refugees and Vulnerable Jordanian Women”.**

An UN Trust Fund Funded Project

Final Report

Submitted to AWO

Prepared by: Palestinian Counseling Center (PCC) Evaluation Team

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Disclaimer: “This Evaluation Report has been developed by independent evaluators. The analysis presented in this report reflects the views of the author and may not necessarily represent those of Arab Women’s Organizations, its partners or the UN Trust Fund”.

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Acronyms and Abbreviations

APS	Alianza Por La Solidaridad
AWO	Arab Women Association
CBO	Community Based Organizations
ET	Evaluation Team
GBV	Gender Based Violence
Host Communities	Refers to places in Jordan where Syrian refugees were settled
INGO	International Non-Governmental Organization
IRC	International Rescue Committee
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PCC	Palestinian Counseling Center
TOR	Terms of Reference
UN	United Nations
UNRWA	United Nations Relief and Work Agency
UNTF	United Nations Trust Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against Women

Executive Summary

Background

This is the final evaluation report of a project implemented by the Arab Women Organization (AWO) and funded by the United Nations Trust Fund (UNTF) titled “Improving the well-being of GBV survivors among Syrian refugees and vulnerable Jordanian Women”. This project started on May 1st 2017 and ended on April 30th 2019. The Palestinian Counseling Centre (PCC) was contracted by AWO to conduct the final evaluation as per the TOR (*See Annex 1*).

Upon signing the contract with AWO, the evaluation team (ET) began the inception phase of the evaluation. In the inception phase the ET reviewed all relevant literature produced on the project as well as the literature produced on the issues of Syrian refugees in Jordan, clarified the purpose, objectives and scope of the evaluation, determined the evaluation criteria and key questions and formulated the suggested evaluation methodology. An inception report was then produced by the ET and approved by AWO and UN Trust Fund.

The field work phase ensued and focused on answering the following main evaluation questions:

- 1) Was the project relevant to the overall needs of the Syrian refugees and Jordanian women who are victims of GBV in both Marfaq and Irbid?
- 2) Was the project effective in improving the quality of lives of the beneficiaries in specific victims of GBV?
- 3) Was the project efficient in the use of resources both human and financial and did the project implement its activities with the best use of these resources?
- 4) How did the project plan for the sustainability of the activities and services provided after the completion of this project?

- 5) Did the project generate any knowledge or methods of operations that could be replicated elsewhere?
- 6) Did the project abide by the main principles of human rights and take into consideration gender needs?

Methodology

These questions were mainly answered using qualitative evaluation methods and tools. The decision to use qualitative evaluation methods was undertaken mainly for reasons related to the allocation of funds and time to conduct this evaluation. The other main reason is that AWO has as part of this project conducted statistical surveys that answered many of the above evaluation questions. The added value to this evaluation was to verify to what extent do the qualitative evaluation findings validate the quantitative findings.

The qualitative evaluation tools used included focus group discussions with the main target beneficiaries, structured and semi structured interviews with the partner CBOs, NGOs, INGOs, local government, AWO staff, AWO management, partners and donors.

The data collected was then transcribed and analyzed. The results produced by this analysis were cross examined with at least two other sources of data at hand: the quantitative surveys, the original project proposal, the AWO narrative and financial reports and the results of the structured and semi structured interviews. Following this triangulation, the main results were produced which were first discussed internally by the ET and then with the AWO management. Once validated, the final findings were then produced based on which the main conclusions and recommendations were formulated.

Main findings

The project was to a large extent **effective** in reaching the target beneficiaries. The number of beneficiaries reached significantly exceeded the planned numbers. In terms of the quality of services, the majority of the beneficiaries were pleased with the quality

of services provided, namely the vocational training programs, the legal aid and consultations and the psycho-social services.

The overall design of the project activities was very **relevant** to the needs of the beneficiaries, whether GBV victims, men and boys or the CBOs. There are however important remarks on the detailed design of the main project activities or services. The vocational training programs offered were short in duration, a thing that did not enable the women to either learn a profession or obtain the certification necessary for employment. The design of the provision of the legal aid and consultations was suitable to the needs of the women as this service was provided in house. This facilitated the women's access to the legal advice and consultations. The design of the primary level psycho-social services provided to the women was adequate. The awareness raising sessions and group support could have been implemented in a more structured way. The work with men and boys was relevant to their needs. The methodology applied needs to be revised and fine-tuned to adapt more to the needs, availability and attitudes of men and boys. The capacity building program designed to target CBOs and develop their services in GBV was relevant to the needs of the CBOs. The design and implementation of the program was not fully done with the participation of the CBOs; one area that could have achieved better outcomes.

The project was very **efficient** in the management of both financial and human resources. Due to the relatively high turnover of the project staff within the 3 years, some of the capacities built could not be retained and this might have impacted the implementation of some activities.

In terms of **sustainability**, the knowledge and skills obtained by the beneficiaries, especially the CBOs and the women, will continue to be utilized in their future work and lives. The fact that AWO managed to secure funds to continue to provide services in both Mafraq and Irbid after the completion of the project will ensure the continuation and development of services provided to GBV victims.

The project had overall a positive **impact** on the beneficiaries, whether the GBV victims, men and boys and the CBOs. The findings of the survey as well as the qualitative

findings confirm that the activities implemented as part of this project helped improve the lives of the target beneficiaries' (i.e. the women) and improved the services offered to GBV victims by the participating CBOs.

One type of knowledge generated by this project, is that when dealing with an influx of refugees, it is essential to work simultaneously with both the refugees and host communities. In this context and when it comes to intervening with GBV victims, the provision of a multitude of services in a safe and sheltered space is essential.

Recommendations

For AWO to improve the services it provides to GBV victims in contexts similar to Mafraq and Irbid, it is recommended that:

- AWO maintain the provision of a range of essential services in the same center or place. This will encourage the women to come to the centers and will save them time and money to access basic services.
- The design and implementation of the main basic services such as the vocational trainings, legal aid and consultations and psycho-social services need to be revised in order to better address the women's needs. The women themselves need to be an integral part of this process.
- The vocational training programs offered need to be linked to the market and its demands. This is essential to improve the employability of the women and /or the continuation of their income generating projects or businesses.
- AWO should build its capacities to improve its provision of primary level psycho-social services. This could be done by training and professionally supervising the psycho-social staff.
- AWO should select a reasonable number of CBOs in both Mafraq and Irbid to build long term partnerships with. Together with these CBOs, AWO should plan for and develop their capacity in providing GBV services. This on the

long run will ensure the sustainability of these services in case AWO stops operating in Mafraq and Irbid.

Context and Description of the Project

About AWO

The Arab Women organization of Jordan (AWO) is an established and well respected non- governmental women organization which was started in 1970 by Jordanian political and women's rights activists who believed in the rights of women to fully contribute in all public and private spheres.

The founders, whose legacy continues today, laid the grounds for AWO to have a national, regional and international role in advocating for Arab women's rights in general and Jordanian women's rights in particular. AWO believes that real changes in society and the fight for equity and social justice have to start with "encouraging women's participation in leading change for gender equality and ending discrimination and violence against women", which is the main and overarching objective of the organization.

Over almost fifty years, AWO has persisted in providing services, building local and regional networks and advocating and leading researches to fight all types of discrimination against women; in particular combatting violence against women. Their perseverance in the fight for gender equity led them to take up a variety of projects geared towards raising awareness, educating and training women, girls, and women leaders on how to affect change.

AWO was active in organizing and mobilizing action in Jordan and in the region around the UNSCR 1325 in order to advance women's participation in the political sphere and peace building. They were instrumental in convening a network of 86 women-led NGOs in Jordan called "Mossawa" with the aim of reaching out to women all over Jordan, especially in rural areas, to empower them to play an active role in the political life in Jordan. Mossawa has an important role in monitoring the adherence of Jordan to CEDAW and preparing the shadow report. AWO leadership envisioned that the fight for

women equality has to involve their full participation in economic and social growth of the nation. They also saw that violence and especially gender-based violence in all its forms, whether physical, sexual or psychological can impede women empowerment and advancement. In response, AWO partnered with local and international organizations to organize protection and empowerment services and to lobby against gender-based violence.

In 2014, AWO conducted a study titled “The situation of female refugees in the Arab World - women in the midst of conflicts”. The study clearly demonstrated the need for service providers to build their capacities to deal with GBV victims both in terms of quality and quantity. Additionally, the study showed that victims of GBV lacked services and knowledge to help them deal with and counter GBV. Based on this, AWO started programming interventions with Syrian refugees in Jordan including but not limited to this project.

Background and context of the project

The Arab Women Organization has implemented a UNTF Funded Project titled “Improving the well-being of SGBV survivors among Syrian refugees and vulnerable Jordanian Women”, this project started on May 1st 2017 and ended on April 30th 2019.

This project aimed to enhance the response to SGBV in Irbid and Mafrq by improving social protection and prevention mechanisms. It intended to tackle the lack of a comprehensive-multispectral survivor-centered protection response for vulnerable women (both Syrian refugees and Jordanian) in both Irbid and Mafrq. It aimed to do so by providing SGBV safe services in two centers for women and girls survivors including legal consultations awareness, psychosocial counselling, appropriate case referral, life skills, in-formal education and vocational courses as a part of healing process. Moreover, CBOs would reinforce their role as a first point for community-based protection support. The project operated in the host communities of Mafrq and Irbid where the majority of Syrian refugees living outside the refugee camps are located. The two governorates are located in the Northern regions of the Hashemite Kingdom of

Jordan. These governorates hosted the biggest number of Syrian refugees who fled their country because of the war situation. Most of the refugees who settled in these two governorates are poor and from rural areas and came either from Daraa (49%) or Homs (19%) in addition to around 10% from Aleppo or other areas like Damascus (9%) and other cities (11%) and have left everything behind when they fled.¹ The more affluent Syrians settled in Amman. Most of them have been in their host communities for more than 4 years and some have found employment but the majority are fully reliant on donors' cash assistance programs for their survival. The number of women is more than men: 51% and 49% respectively and most of the populations are young under 15 years of age. The AWO narrative report show that the women-led households among the refugee population ranges from 22 %to 40 %² depending on the area. There are many challenges facing the refugee population. Early marriage for both boys and girls is a major problem which prevalence rose significantly after they left Syria. They face enormous difficulties in organizing their legal papers and obtaining employment papers or birth certificates or other papers. Many have psychological problems due to traumas they faced before they fled during the war or after due to problems with adjustment in the host communities. According to a research conducted in 2016 on the psychological and mental wellbeing of Syrians, it was found that conflict-affected Syrians may experience a wide range of mental health problems including exacerbations of pre-existing mental disorders, new problems caused by conflict-related violence, displacement and multiple losses; as well as issues related to adaptation to the post-emergency context such as for example living conditions in the countries of refuge.³ Health and health related problems and GBV is prominent and constitute a real threat to the life and wellbeing of the Syrian refugee women in particular. According to a

¹ *Fafo Institute of Applied Research Survey: "The living conditions of Syrian refugees in Jordan: Results from the 2017-2018 survey of Syrian refugees inside and outside camps." Published feb. 2019*

² *Ibid*

³ *Hassan, G., Ventevogel, P., Jefee-Bahloul, H., Barkil-Oteo, A., &Kirmayer, L. (2016). Mental health and psychosocial wellbeing of Syrians affected by armed conflict. Epidemiology and Psychiatric Sciences, 25(2), 129-141. doi:10.1017/S2045796016000044*

research conducted in 2012 on the health situations of Syrian women in Jordan, Turkey and Lebanon, the researcher reported that: "Syrian women's health and reproductive health suffers. Small-scale needs assessments show high levels of sexual and gender-based violence including rape, assault, harassment and intimate partner violence, early marriage, early age at pregnancy, frequent UTIs, complications during pregnancy and prostitution among refugees. (5) Gender-based violence and sexual exploitation are of primary concern"⁴.

The influx of the refugees to these areas added a big burden on the lives and livelihoods of the host communities in both Mafraq and Irbid. These areas are poor rural and Bedouin communities and their economies and services like health, MHPSS services and education are already taxed and lacking resources.⁵ They are barely able to provide for their own let alone cater for the needs of the large numbers of refugees who settled among them. That is why a number of national and international organizations rose to the rescue and started projects to respond to the needs in these governorates and help the communities deal with the emerging challenges.

Project expected results

1. Improved access to essential and adequate SGBV services for Syrian refugees and vulnerable Jordanian women and girls in host communities.
2. Increased awareness of violence against women and girls in the targeted communities.

⁴ Samari, Goleen. "The Response to Syrian Refugee Women's Health Needs in Lebanon, Turkey and Jordan and Recommendations for Improved Practice." Article, "Knowledge & Action," Humanity in Action, 2015. Humanity in Action, Inc.

⁵ UNDP Report (2014). "Municipal Needs Assessment Report Mitigating the Impact of the Syrian Refugee Crisis on Jordanian Vulnerable Host Communities". Jordan. Retrieved from; <http://relief web.int>

3. Strengthened social cohesion among Syrian refugees and host communities through women dialogue and their empowerment as conflict mediators.

Targeted primary and secondary beneficiaries

1. Primary beneficiaries (individuals): Female refugees/internally displaced/asylum seekers and vulnerable Jordanian women and girls in host communities in rural and urban areas. The targeted groups include: Girls (0-9), adolescents (10-19), young women (20-24), adult women and elderly women (60 and above).
2. Secondary beneficiaries: Members of community-based groups/members, men and boys and SGBV service providers (including NGOs staff and public servants).

Purpose, Objectives and Scope of the Evaluation

This evaluation aims to assess, systematically and objectively, the project framework and design, project management, and project performance. The evaluation will provide credible, useful, and practical information as well as constructive and forward-looking recommendations in order to strengthen the work of AWO in this area.

AWO has been implementing similar projects (prior & post to this project) in the same host communities and more, funded by the International Rescue Committee (IRC). Prior to and during this project, the training of the service providers was undertaken by IRC.

This evaluation is a mandatory final project evaluation required by the UN Trust Fund to End Violence against Women.

This evaluation will draw conclusions, make recommendations and identify lessons learned from the implementation of this project. More specifically, the evaluation will:

- Highlight what has been successful and can be replicated elsewhere.
- Indicate shortcomings and constraints in the implementation of the project while, at the same time, identify the remaining challenges, gaps and needs for future courses of action.
- Make pragmatic recommendations to suggest how AWO's work under this area and related projects can be strengthened. In particular, the evaluation will include recommendations on: Subsequent actions needed to improve the effectiveness of the project log frame; and other actions conducive to ensuring successful attainment of the expected accomplishments of the project.

Within the framework of this project, AWO has been providing SGBV safe services in the 2 women centers, in Irbid and Mafrq, for 21,394 women and girls survivors of violence; both Syrian refugees (70%) and vulnerable Jordanians (30%). Previous AWO progress narrative reports reported that the number of survivors and clients (women, girls, men and boys) reached was 25,708 individuals for: legal consultations, awareness-raising on VAW and women's rights, psychosocial counseling, appropriate case referral, life skills, in-formal education and vocational courses.

Moreover, AWO has been targeting members of CBOs who had cooperated in the two communities to reinforce their role as a first point for community-based protection support. Many activities were carried out within the premises of these CBOs with a focus on social cohesion among Syrian refugees and the Jordanian population in the host communities in Irbid and Mafrq. This was targeted through holding women dialogue sessions to empower both the Syrian and Jordanian women as conflict mediators. Alongside, AWO had addressed 4,314 men and boys via outreach activities and held several meetings with the local authorities.

AWO had fulfilled, systematically and objectively, the project expected results, which are:

- Improved access to essential and adequate SGBV services for Syrian refugees and vulnerable Jordanian women and girls in host communities.
- Increased awareness of violence against women and girls in the targeted communities.
- Strengthened social cohesion among Syrian refugees and host communities through women dialogue and their empowerment as conflict mediators.

Scope of the evaluation

- The evaluation will cover the entire project duration May 1st, 2017- April 30th, 2019.
- The evaluation will cover the field work areas (Irbid and Mafraq) and AWO management (Amman).
- The evaluation will cover the primary and secondary beneficiaries as well as broader stakeholders.
 - ✓ Primary beneficiaries (individuals): women and girls who directly benefitted from this project and whose lives are expected to change for the better as a result of this project (Women refugees and vulnerable Jordanian women and girls in Irbid and Mafraq. The targeted groups include: Girls (0-9), adolescents (10-19), young women (20-24), adult women (25-60) and elderly women (60 and above).
 - ✓ Secondary beneficiaries (members): Members of Community-Based Organizations (CBOs), men and boys and SGBV Service Providers (including AWO Staff & public servants).

The Project covered both the primary and secondary beneficiaries as well as broader stakeholders. The training topics for capacity building of the service providers included: GBV, women's rights, early marriage and alternative masculinity (gender roles, stereotypes, VAW).

The same topics were discussed with men & boys who attended meetings in AWO centers in Irbid and Mafraq or in other CBOs or even youth clubs.

Objectives of the evaluation

The evaluation will consider all activities that have been implemented under this project that were funded by UNTF. It will examine the performance of the project in accordance with its logical framework. More specifically, the evaluation will address the following

mandatory evaluation criteria and questions as per the evaluation matrix (*See Annex 2 for the evaluation matrix*).

A. Effectiveness

The evaluation will assess the extent to which the intended project goal, outcomes and outputs (project results) were achieved and how. This will be done by:

- Examining whether the project benefited the targeted primary beneficiaries (women and girls) and the secondary beneficiaries (men and boys as well as the local CBOS).
- Examining the main factors influencing the outcomes of this project, either negatively or positively: what are the lessons to be learned for a replication of the project approach to other locations?

B. Relevance

The evaluation will assess the extent to which the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls. This will be done by:

- Comparing the project strategies to those on the national and sectoral levels to ensure alignment.
- Examining whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the beneficiaries, taking into account UNTF's mandates as well as national and sectoral plans.
- Examining whether the planned and actual activities and outputs of the project were consistent with the intended outcomes and impact.

C. Efficiency

Under efficiency the evaluation will assess whether:

- The resources and funds have been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes.
- The project activities been delivered in a timely manner.

D. Sustainability

The evaluation will assess the extent to which the achieved results, especially positive changes in the lives of women and girls (project goal level) will be sustained after project completion by:

- Examining whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether the main stakeholders were actively involved in the initiation, design and implementation of the project especially the local CBOS.

E. Impact

To assess impact, the evaluation will examine the extent to which the project contributed to:

- Ending violence against women, gender equality and/or women's empowerment whether intended or unintended.
- Continued Life-Skills sessions to address adolescent girls and boys.
- Continued Informal-Education to assist girls individually and collectively.
- Continued Recreational and Vocational Courses as a healing process and economic empowerment to help women when back in their country.

F. Knowledge generation

The evaluation will assess the extent to which the project generated knowledge, promising or emerging practices in the field of EAW/G that will be documented and

shared with practitioners. This will be done through focusing on new and innovative activities and/or work methodologies which have the potential to be replicated or scaled up.

G. Gender equality and human rights

The evaluation will consider the extent to which human rights and gender responsive approach have been incorporated throughout the project by answering the following questions:

1. Is the evaluation approach and methods of data collection are gender responsive?
2. Is the evaluation data disaggregated by sex and other social criteria of importance to the project's subject?

This will be assessed by:

- Examining whether women and girls felt safe to share information with the main service providers or during data collection.
- Assessing whether the data collected was aggregated by sex and other social criteria.
- Assessing whether in the data analysis the disaggregated data was used to respond to the resulting needs.

Evaluation Methodology

Overall design

The evaluation was conducted using a qualitative design methodology i.e. structured and semi structured interviews and focus groups discussions with the stakeholders and the beneficiaries in addition to a detailed analysis of project-related documents.

The evaluated project was based on a research conducted by AWO in 2014 titled the “Situation of Female Refugees in the Arab World - Women in the midst of Conflicts”. The study clearly demonstrated the need for service providers to build their capacities to deal with GBV victims both in terms of quality and quantity. Additionally, the study showed that victims of GBV lacked services and knowledge to help them deal with and counter GBV. Based on this study as well as additional reports on the status and needs of Syrian refugees in Jordan, the logical framework, locations, as well as the primary and secondary beneficiaries of this project were determined.

In addition to the periodic monitoring and reviews of the outputs, outcomes and activities of the project, 2 surveys targeting the primary and secondary beneficiaries were conducted. The first was to assess the satisfaction of the beneficiaries who received services at the AWO centers in Irbid and Mafraq. The second was a statistical analysis of Men’s Perspective on Gender-Based Violence in Jordan. For the men’s perspective survey, the selection criterion was men who participated in gender awareness sessions through AWO and ensured balancing men from urban and rural areas, education levels and age groups (youth, adult men, seniors). The selection criteria for the satisfaction survey are missing.

The current evaluation will therefore attempt to determine two main things: whether the qualitative and quantitative indicators were reached, and to what extent would the results of the qualitative evaluation, findings of the FGDs, interviews, etc. validate the

results of the two statistical surveys. The findings will be arranged by according to the OECD_DAC criteria.

Data sources

1. AWO's final approved project proposal and budget.
2. AWO's progress and final narrative and financial report.
3. The results of the 2 surveys.
4. The answers of the focus group meetings / discussion.
5. Review of the AWO strategy, UNTF strategy, UNHCR strategy, national and sector plans and strategies.
6. Structured interviews with the partner CBOS.
7. Revision of the applied SOPs.
8. Structured interviews of the project team; management and implementing staff.

Data collection methods and analysis

- *The Literature research:* This focused on acquiring theoretical knowledge about the project's concept including the impact of mass displacement on women in general and on Syrian women in specific as well as the impact on the hosting communities.
- *The desk research:* This was conducted to gather facts and existing data on Syrian refugee women and vulnerable Jordanian women in Irbid and Mafrq. This data was analyzed to answer mainly the relevance and effectiveness of the project. More so, the desk review included a review of the project's annual and financial reports as well as the proposal (*See Annex 3 for list of documents reviewed*).
- *Review of all forms:* This includes forms used in documentation, referrals, reporting and evaluation by the AWO teams in Irbid and Mafrq.

- Focus Group discussions and interviews: Semi structured questions were developed by PCC staff based on the AWO activities and the project goals and outcomes (See Annex 4 for data collection instruments and protocols). The data collection was cyclical to the extent allowed by the data collection. After each day of data collection, the evaluators met to discuss the findings and explore common themes. They would also plan on exploring any vague or unexpected findings and validating existing ones in the next focus groups/interviews. Therefore, while the data collection as guided by the interview/focus group protocols set out at the beginning of the project, the data collectors were not restricted by those questions and followed the flow of the discussions and added new questions after team meetings. The researchers were also constantly validating data by comparing findings from women's and men's/boys' groups with findings from interviews with CBO directors/other stakeholders and the AWO staff. Any discrepancies were noted and are included in the findings.

- Analysis: All focus groups and interviews were transcribed shortly after the data collection. Initial codes were based on the interview/focus group questions, summaries were written separately for the women/girls and men/boys focus groups, interviews with staff and interviews with the other stakeholders. After the initial coding, the transcripts were read and re-read until other sub-themes would emerge. The summaries were then re-written to include more details and the newly emerging themes. The summaries were then shared between the researchers who conducted the data collection, were discussed and then combined into the final findings attached as Annexes in the reports. The final findings were disseminated to the PCC team and discussions ensued about how they fall into the various OECD-DAC criteria. After discussions, two members of the team organized the findings based on the criteria, constantly returning to the data collection results. The analysis produced a set of main findings and recommendations that were cross examined and compared with the findings and recommendations produced using the above tools.

- Procedure: Before starting the focus groups and the interviews, the field workers introduced themselves and their purpose in relation to evaluating AWO's services in order to improve on them. The field workers also explained the measures taken to ensure confidentiality and name were not recorded. The field workers then received verbal consent from the participants as written consent is not appropriate in this cultural context and may be seen with suspicion (*See Annex 5 for the consent document that was read*). All groups verbally consented to recording except for one group of women from Mafraq. The facilitator of the group encouraged participation by probing and encouraging inactive participants to speak. The women and girls were more talkative and almost all participated whereas amongst the boys/men, many were shy and usually only few spoke despite encouragement. This may be due to that the facilitators were females and that women received more services as they were the primary beneficiaries.
- The evaluation team (ET): The team was comprised of 5 members. The head of the ET had the main role of supervising the overall evaluation process to ensure the timely submission of the evaluation's deliverables as well as to control the quality of the work being done in the various phases of the evaluation. 3 members were responsible for the desk review and the drafting of the inception report. The same members then conducted the field work in Jordan. The fifth member helped in the data analysis as well as in the formulation of the main findings, recommendations and conclusions.

Sample and sampling design

A purposive sampling with maximum variation was used and was based on the criteria listed below. A qualitative design was used because AWO has already conducted a quantitative assessment prior to this evaluation. A qualitative design would provide in-depth information and data that would complement that collected in the survey. The qualitative data would enable the evaluators to verify the findings from the quantitative survey and AWO narrative reports as well as collect the point of view of the project

beneficiaries themselves, especially the women. A purpose sampling with a maximum deviation was used in order to reach the relevant beneficiaries to evaluate the services while at the same time reflecting the diversity of the service users and the institutions AWO worked with.

- *Geographical location of the project:* Irbid, Mafraq and Amman. The vast majority of the project activities were implemented in Irbid and Mafraq. Amman is where AWO have their headquarters and where APS, their implementing partner is located. Most of the coordinating activities and some trainings were held in Amman.
- *Main target beneficiaries:* Syrian refugee women and girls and vulnerable Jordanian Women and girls. The selection criteria for the beneficiaries were individuals who received the services, were committed and were active in their participation. The focus groups aimed to include old and new participants, participants with diverse ages, marital status, and education level and life experiences to get an insight into how the project impacted a broad range of people. This would to an extent, compensate for that the sampling is not representative while at the same time maintaining the depth qualitative design provide. The main assumption was that the majority of the women and girls are survivors of VAWG, since they received multiple services from AWO. We were however not able to verify this information through the focus groups, as the participants were reluctant to state in public that they accessed psychosocial services mainly directed at women victims of violence. Nonetheless, we can safely assume that the majority of the Syrian women participants were survivors of one or more forms of violence.

The vast majority of those contacted for the focus groups, agreed to participate and AWO provided transportation for women arriving from distant areas. The focus groups were conducted at the AWO centers as it is a safe space with which the women are familiar.

Table 1: Demographic information of the participants from the focus group discussions						
Type	Location	# of participants	Nationality	Age	Marital status	Work status
Women & girls	Irbid	15	5 Syrians 10 Jordanian	(18-35): 2 (36-60): 13	13 Married 2 Single	All were housewives. Some had home based income generation activities
	Irbid	13	3 Syrians 10 Jordanians	(36-60)	All married	All were housewives. Some had home based income generation activities
	Irbid	10	2 Syrians 8 Jordanians	(18-35): 4 (36-60): 2 (61 & above): 2	9 Married 1 Single	All were housewives. Some had home based income generation activities
	Mafraq	20	7 Syrians 13 Jordanians	(18-35): 8 (36-60): 12	12 married 8 Single	All were housewives. Some had home based income generation activities
	Mafraq	13	4 Syrians 9 Jordanians	(18-35): 7 (36-60): 6	8 Married 5 Single	Some were students, the rest were housewives with some home based income generation activities
Boys & men	Irbid	10	4 Jordanians 6 Palestinians	15-20: 9 21-30: 1	All single	9 were student 1 missing
	Mafraq	9	2 Syrians 5 Jordanians 2 Palestinians	15-20: 7 21-30: 3	1 Married 8 Single	4 were students, others: missing
Total: 90 participants						

Six focus groups were conducted (3 in Irbid and 3 in Mafraq). The number of women who participated in the groups was between 9 and 20 depending on the group. Ages ranged between 19 and 58. The majority of women were Jordanians and Syrian refugees: in Mafraq, there were more Syrian refugees than in Irbid. Most women were married in Irbid but less so in Mafraq which included many young unmarried Jordanian women (See Annex 6 for women's focus groups findings).

- Secondary target beneficiaries, men and boys: Two focus groups were conducted with the boys/men. The number of participants in the groups varied between 10 and 16 and the age range was between 14 and 24. They were mostly Palestinian refugees and some were Jordanians and few Syrian refugees. The majority participated in 2-3 awareness sessions on average (*See Annex 7 for men/boys focus groups findings*).

- AWO staff in Irbid, Mafraq and Amman: All staff available at the time of data collection were interviewed. In total, interviews were conducted with 3 vocational trainers, 4 outreach staff, 2 case managers and 2 project managers. The staff were asked about their work and also provided the evaluators with all the forms they used to document their work make referrals and evaluate their interventions. They also provided PCC with any manuals and written materials that support their work (*See Annex 8 for AWO staff interviews findings*).

- Implementing partners such as local CBOs, NGOs, INGOs and local governments: organizations were selected by AWO to reflect the diversity of the work conducted by AWO and included organizations working with women, with youth and with persons with disabilities. It also included small CBOs with limited services and impact consisting of only few members and providing only vocational training as well as larger NGOs working on several projects, with INGOs and providing many services including psychosocial interventions. In total, interviews were conducted with 7 partner NGOs and CBOs, with APS, IRC as well as the director of one public school in Mafraq and the head of the Women's Empowerment Unit in Irbid municipality (*See Annex 9 for list of stakeholders who were consulted and Annex 10 for the findings from the interviews*).

Limitations in the methodology used

The limited amount of resources both financial and human available to conduct the evaluation, as well as that of time, have considerably restricted the number of people and organizations interviewed. Purposive sampling is not representative and cannot be generalized to the whole population of beneficiaries. In order to maximize on the use of resources and based on the evaluation ToR, the evaluation methodology focused on qualitative evaluation methods and tools only. Ideally, a questionnaire to reach the vast number of beneficiaries who have left Jordan or moved to other locations would have been used. This questionnaire would have, among other things, captured the long-term impact of the project on the lives of the participants. As this was not possible due to the reasons mentioned above, we had to rely on the findings from the surveys previously conducted by AWO (satisfaction and men's attitudes survey) and cross examine them with the findings of this evaluation.

More so, the evaluators were not able to validate the data by presenting it to the participants after collecting the findings because the project has already ended.

Another limitation is that not all of the staff was available for an interview at the time of data collection. The lawyer who provided legal services both at Irbid and Mafraq was unable to attend the interview. This meant that the evaluators had to rely on the focus group discussions and AWO reports to assess the legal services. Additionally, the staff who were responsible for the initial stages of the project have changed jobs and were not available for an interview (including previous project manager, case manager and outreach staff). Here also, we had to rely on the AWO reports only as the new staff was not able to provide answers related to the challenges faced and achievements in the early stages of the project.

Safety and ethical considerations and protocols

The main objective of abiding by the ethical principles is to ensure that the evaluation cause no intentional or unintentional harm to the beneficiaries and other stakeholders. Therefore, together with the ET leader appointed by AWO the following was done:

- a) Verbal consent was obtained from all adults who were interviewed or who participated in the focus group discussions. In the case of individuals who are under the age of 18, verbal assent was obtained from the minors and consent was obtained from their parents. The purpose of the evaluation was explained and participants were told about measures taken to ensure their confidentiality and anonymity. It was also explained to the participants that their participation was voluntary and that they can withdraw at any time without any consequence. Consent was also obtained for voice recording and no recording was done when any of the participants objected, which happened with one focus group only.
- b) Recordings and hand written transcripts were transcribed onto a password protected laptop immediately after the team returned from Amman. The recordings were deleted after and the written transcripts were kept in a safe place at the PCC headquarters. The final transcripts that were circulated amongst the evaluation staff did not have any identifiable information which was stored in a separate document in a password protected laptop.
- c) The focus groups were conducted at the AWO centers in rooms that provided privacy. The AWO centers were chosen because these were places familiar to women in which they felt safe. Women who lived in distant areas were provided with free transportation. With the stakeholders and CBOs, the evaluators travelled to the office location in order to minimize discomfort and encourage participation.

d) In order to protect the wellbeing of the VAWG survivors, focus groups with women did not directly ask about exposure to violence, in order to avoid discomfort and triggering emotions that the interviewer would not be able to deal with. This was also done to protect the participants from revealing sensitive information thus risking their privacy in front of the group. The women were probed indirectly about exposure to violence through asking them to evaluate the psychosocial services provided by AWO.

Main Findings

❖ Effectiveness

The project was to a large extent effective in that the desired goal and outcomes were achieved as follows:

Goal: The projects' overall goal was that “**by the end of the project, women and girls, including Syrian refugees and vulnerable Jordanian women and girls in Mafraq and Irbid hosting communities experience a safe and full existence free from SGBV in a supportive community**”. Two main outcomes were identified as necessary to achieve this goal:

Outcome 1: Syrian refugee and vulnerable Jordanian women and girls in Mafraq and Irbid are better able to access safe, adequate and gender sensitive SGBV services by the end of the project.

The following indicator was used to track the progress in achieving the above outcome:

Indicator for Outcome 1: Number of Syrian refugees, vulnerable Jordanian women and SGBV survivors who have access to protection services.

This outcome was fully achieved in terms of numbers of women accessing one or more of the protection services offered by AWO in the 2 centres in Irbid and Mafraq (See *Annex 11 for the beneficiary data sheet*). Following are the main findings related to the numbers of primary target beneficiaries namely Syrian refugee and vulnerable Jordanian women and girls:

A. Primary beneficiaries in terms of numbers, access and benefit

Numbers: In terms of numbers reached, AWO reached 7 times the numbers of women they planned to target; 21,394 instead of 3,000 with an additional 18,394 women. This data was extracted from the AWO final statistical reports. The numbers were calculated

simply by comparing the final numbers reached versus the initial number of beneficiaries planned to be reached in the original proposal.

Access: In regards to the access to GBV protection services, the vast majority of the targeted women accessed one or more of the following services mainly, Legal counselling and consultations, recreational activities, case management and referrals, awareness raising, individual and group counselling, skills and vocational training.

Benefit: Benefit was assessed against the services, staff, physical space and quality of services as follows:

- *Overall services provided:* According to the satisfaction survey, the targeted women benefited from the following services provided by AWO at the two centres in Irbid and Mafraq:

90% of the women surveyed (1499) were overall satisfied with the services provided at the 2 centres.

The answers of the women in the FDGs confirmed the survey finding as they were all satisfied with the services they received at the 2 centres. The following findings will provide more details:

- *Staff:* Based on the results of the survey, 97 % of the women surveyed were satisfied with the knowledge, skills and attitudes of the staff at the 2 centres.

The findings of the focus groups held with women confirmed this finding as most women stated that the staff were skilled and trustworthy. They said **“the staff treated them with respect, maintained their privacy and did not discriminate against older participants and against Syrians”**. They also said that unlike other organizations, **“older women feel welcomed at the AWO centres; you don’t feel that life is over when you reach a certain age”**.

- *Environment / Physical space:* 99% of the women were satisfied with the surrounding environment in the 2 centres. They found the centres safe, private,

accountable and clean although 18% stated that they either don't know or disagree about the safety of the centres for their children and 16% said that they did not know whether their files and information are kept safe.

This was also confirmed by the answers of the FGDs where all the women said that they felt very safe and comfortable in the centres. They also said that their husbands did not object to their wives frequenting the centres because they felt that their wives were safe and protected there.

- *Quality of services:* 96% of the women were satisfied with the quality of the services provided at the 2 centres, however 8% answered "did not know" when asked whether the centres responded quickly to complaints.

In the focus groups most of the women rated the quality of services based on how well the **services were designed and responded to their needs**. For example, the women stated that initially they did not perceive the legal and psycho-social support services as being of priority importance to them; later and after receiving the service, they evaluated the services to be important and of very good quality. On the other hand, the quality of vocational trainings was not rated to be of very high quality although they continue to be of high priority. This is mainly due to the **fact that most women were critical of the vocational trainings because they lacked clear training objectives that would eventually qualify them with a profession and a steady income**. The courses offered were relatively short in duration, basic, did not provide any kind of certification and did not offer any material support for initiatives and start-ups. That said, Jordanian women were happier with these courses than the Syrians as they saw these courses as a jump start to a career or a useful hobby. Additionally, Jordanian women have more opportunities to pursue trainings elsewhere, while such opportunities are not as accessible for Syrian women especially those who returned or planning to return to Syria.

Most of the women said that due to the psycho-social and legal services provided, they felt empowered, their personality became stronger, they became more assertive and their relationship with their children improved.

99% of the surveyed women would recommend the centres to other women.

11% of the women surveyed stated that they received these services in the AWO centres only. The remaining 89% of the women received similar services in other centres in Irbid and Mafraq.

In the focus groups held with women who benefited from the above-mentioned services, similar answers were received in relation to the questions asked about what service they received and how useful it was to them. Women reported that the vocational trainings were the most useful as they provided a source of income to them, however the design and implementation of the vocational training programs ; the length and content of the training could have been improved. The training courses were short in duration and insufficient to provide them with qualification with a competitive marketing edge. On the other hand , legal counselling and awareness raising sessions of their rights were mentioned as being useful and empowering.

A second outcome was identified as necessary to achieving the goals:

Outcome 2: Communities including families, leaders, CBOs and men and boys in the target areas are better able to prevent and respond to VAWG, by the end of the project.

The following indicator was used to track the progress in achieving the about outcome:

Indicator for outcome 2: Number of local initiatives for prevention and protection of SGBV launched by relevant stakeholders (CBOs, women committees, youth groups).

This outcome was partially achieved. Here too, the numbers of secondary beneficiaries mainly men and boys reached significantly exceeded the planned numbers. However, the positive changes in the knowledge, attitudes and practice or perceptions of men and boys regarding GBV remain limited.

B. Secondary beneficiaries

Numbers: Based on the progress and final reports, the AWO reached 4,314 vs. the original 1,340 planned, with an increase of 2,974 beneficiaries.

Knowledge about GBV: The statistical analysis conducted with 100 men and boys who benefited from AWO's services showed that while most participants have good knowledge that GBV exists in their communities and the forms of GBV, the results varied considerably between Irbid and Mafraq. The community in Irbid seemed to be more knowledgeable about GBV. For example, in Irbid 40% of the men surveyed consider verbal aggression to be a form of gender-based violence whereas in Mafraq only 5% acknowledged this fact.

The focus groups show that boys stated that they had better knowledge about violence in general, understanding it can be both verbal, social and physical violence. Through this project, they were introduced to women's rights, something that was new to them and which was important in changing their perceptions of GBV. They also had knowledge about bullying and the risks of early marriage.

Attitudes towards GBV : According to the survey, attitudes against GBV are better in Mafraq than in Irbid. For example, when asked whether women should stay home to reduce sexual harassment 83% in Mafraq strongly disagreed in comparison to only 53% in Irbid who strongly disagreed. 90% of the men in Mafraq agreed that women can refuse sex with their husbands while only 41 % agreed to this statement in Irbid. When asked about the women's role in their societies, 98% of the men in Mafraq said that women should be able to work and be involved in the politics, whereas in Irbid 65% of the men agreed.

Looking at the figures above, it seems that the community in Irbid is more conservative than the community in Mafraq. This was confirmed by the AWO staff as well as the CBOs both in Irbid and Mafraq. The reasons for that could be in the composition of the two communities, Irbid being a more urbanized community with 4 major national universities in its environs where students from all over Jordan and neighbouring countries study in those universities, thus bringing in many outsiders. This fact cause people to be more conservative in order to protect their social fabric from the “threat of the outsiders ”. Whereas Mafraq is much smaller in population and to a large extent more Bedouin. Bedouins are perceived to be more tolerant and accepting of their women being more active and involved in productive activities that generate income for the families, whether in herding, food processing or commerce. That said, the underlying factors behind these differences between the 2 communities should be further studied. The results could be very useful in the future programming of more relevant services for both Irbid and Mafraq addressing their specific needs.

The men in the focus groups confirmed that women should have an important role in their societies and should have access to education as well as an active role in the economic and political spheres. Also, the men believed that the community as well as the men themselves should provide the women with the protection they need to perform these roles. The boys/men felt empowered that they can take part in initiatives that promote women’s rights. Their attitudes to gender roles became more flexible so that now they are willing to take part in traditionally female roles such as house chores, but according to them, they still need time to completely change that.

Perceptions towards GBV: Similar perception on GBV existed between Mafraq and Irbid survey respondents. In regard to child marriage both were in unison to its bad influence on family and community. Also they agreed that the root cause of GBV lie in child rearing practices and that domestic violence is a private matter that should not be reported. There are significant differences when it comes to the mistreatment of women with the intention of hurting them. 89% of the men Mafraq agreed that the mistreatment by men is done with the intention of hurting whereas; only 38% of their peers in Irbid shared the same belief.

The focus groups point to that as result of the intervention, boys/men have a change of perception about gender roles and traditions related to women and GBV. GBV was without a question unacceptable to them and through using the problem-solving techniques they learned in the awareness sessions, men/boys were able to link GBV to certain cultural traditions. Their perception of these traditions was transformed from seeing them as natural to criticising them because of their negative impact on women.

CBOs: AWO has reached around 58 CBOs to build their capacities to provide GBV services. This is considered to be an ambitious objective to achieve in 3 years. Based on AWO's reports various capacity building activities were implemented with the targeted CBOs, the most important of which were the trainings on the referral pathways,, women rights and SGBV protection services. No additional capacity building activities were implemented with the CBOs such as building their organization capacities, their intervention capacities, etc. Although the above mentioned trainings contributed to improving the capacities to varying extents among the 58 CBOs, the capacity building component could have produced better results if the following steps were implemented:

- An initial needs / capacity assessment should have been conducted by AWO with the full participation of each CBO.
- Based on the needs /capacities assessment, a work plan to address the needs and build on the capacities of each CBO in the provision GBV services should have been produced.
- Together with the CBOs, AWO should have implemented, monitored, reviewed and evaluated the plan.

In addition to producing better results, this above process in itself would have introduced the CBOs to assessment, planning and implementation methodologies that they can use and apply in their various areas of work.

The answers of the structured interviews with the key staff of the CBOs in Mafraq and Irbid confirmed to great extend the above findings as follows:

The AWO's relationship with the CBOs was limited to AWO providing direct services to the CBO's beneficiaries.

The trainings provided to the CBOs were very useful, and introduced the CBOs to GBV services and their importance in general.

The CBOs stated that they had additional priority needs in GBV that were not addressed in this project and hoped that will be addressed in future project.

The CBOs reported that they benefited more through working jointly with the AWO staff and learned a great deal when they planned and implemented activities together.

In some cases, the AWO provided the same services as the CBOs and this was viewed by some CBOs as if AWO was competing with their work.

A third outcome was identified as relevant to achieving the goal of the project:

Outcome 3: Syrian refugee and vulnerable Jordanian women and girls in the target communities improve their own well-being and community life.

The following indicator was used to track the progress in achieving the about

Indicator for outcome 3: Number of Syrian refugee and Jordanian women and girls in host communities have built their personal and social assets and have improved self-reliance.

❖ **Relevance**

The project was and is still relevant to the needs of Syrian refugee and vulnerable Jordanian women and girls. The project strategy was analyzed against the relevant national and global long-term strategies and the results were as follows:

- A. *The Jordanian National Action Plan (JONAP)*: for the implementation of UNSCR 1325 on women peace and security 2018 – 2021. The project is aligned with strategic objective 3 “ to ensure the availability of gender sensitive humanitarian services (including psychological, social and legal services) that are safely accessible by Jordanians and refugees including those women and girls most vulnerable to violence and in need of protection in host communities and refugee camps. Also, strategic goal 4: “to foster a community culture that recognizes the gender needs, the importance of gender equality and the role of women including young women in peace and security.
- B. *Jordan Response Plan for the Syria Crisis 2016 – 2018*: The project is aligned with the proposed responses in the following sectors:
- The social protection sector.
 - Legal assistance.
 - The education sector.
 - The health and mental health sector.
- C. *Sustainable Development Goal # 5*: Achieve gender equality and empower all women and girls. Under this goal the project specifically is aligned with target 5.1, “end all forms of discrimination against women and girls everywhere”, 5.2 “ eliminate all form of violence against all women and girls in public and private spheres including trafficking and sexual and other types of exploitation”, among others.
- D. *Relevance of the project design and choice of activities to the needs of women*: The overall design of the project as well as the choice of activities were to a large extent aligned with the needs of the Syrian women refugees and the vulnerable Jordanian women. Based on the answers of the focus group discussions with the women, partner organizations and project staff the following findings specific to certain main activities were recorded:

- *The legal consultations and assistance* were designed and implemented in a way that responded to the needs of the women. The legal consultations were very useful because the lawyer was available at the 2 centres and was easy to access, a thing that saved them a lot of time and money. The women suggested however, to focus the legal awareness raising sessions on topics such as women's rights to inheritance, the registry of children and their rights under Jordanian law – especially for the Syrian refugees.

- *Psychosocial services*: In order to address the overall needs of the target main beneficiaries in this project for psychosocial services, intervention on 3 main levels need to be provided:
 - Primary level psychosocial intervention: aims at preventing the occurrence of GBV and mitigating its implications, and includes services such as awareness raising, establishment of non-residential safe spaces where the victims can meet, share their worries and vent out, recreational activities aimed at relieving stress, group support, advocacy, etc.

 - Secondary level psycho-social intervention: aims at intervening with victims of GBV and includes services such as individual and group counselling, individual and group therapy, advocacy, etc

 - Tertiary level psycho-social intervention services: aims at providing specialized and advanced therapeutic care and rehabilitation for GBV victims and include psychiatric care, hospitalization, rehabilitation, shelters, advocacy, etc.

The AWO through its 2 centres provided mainly primary level services. In the project proposal AWO planned to also provide secondary level services such as individual and group counselling and therapy. Based on the examination of case files and the

interviews with the management and staff of AWO, only primary level services were properly provided. The setup of AWO including the capacities and expertise of the staff was also not suitable for the appropriate provision of secondary level activities as originally planned. The staffs lacked sufficient experience and professional supervision , and could not provide therapeutic interventions. Their interventions in individual and group levels can only be described as supportive interventions.

These services are very much needed and are lacking in both Irbid and Mafraq according to all interviewed. International Rescue Committees (IRC) is the only organization that provides secondary level psycho-social services in Mafraq and Irbid.

- *The vocational trainings:* All interviewed expressed the need for these courses, especially the Syrian refugees as 22% of the Syrian women are leading their households. They all had serious remarks on the design of the courses. All stated that the courses needed to be designed to provide the participants with the necessary knowledge, tools and accreditation to enable the women to either generate steady income or pursue their vocational education. The course, “were short, did not equip us with proficiency to earn money and were traditional”. They suggested training courses in accessories, food processing, photography, video or film editing and production, IT courses, marketing and sales, small business management, costing, quality control, etc. They all urged AWO to continue with providing vocational training programs taking into consideration the above recommendations.
- *The capacity building of partner CBOs:* Most CBOs interviewed were very happy with the partnership they had with AWO. All expressed the need to redesign the capacity building program and suggested that AWO involve the CBOs in the planning for, implementation and evaluation of the joint

capacity building program. Among the needs they expressed, trainings in fund raising, organizing and implementing advocacy campaigns as well as technical trainings of their staff in case management and psycho-social

❖ Efficiency

The project was very efficient, both in the management of project funds as well the other resources mainly the human resources.

A. Fund management: The project was highly efficient. The overall cost of direct beneficiary at the end of the project was \$ 28.00, compared to the planned cost of beneficiary which stood \$ 158.00 at the beginning of the project. This means that the cost per beneficiary was reduced by 85% as a result. On the other hand the management cost compared to the project costs remained almost the same in spite of the 7 fold increase in the number of beneficiaries; At the end of the project the management costs constituted 31% vs. 69% for project costs, instead of the planned 30% management costs and 70% project costs at the beginning of the project.

In the implementation of activities, previous examined methodologies and SOPs were used, such as all those developed by IRC and adapted by AWO in previous projects. This meant that AWO did not have to invest human and financial resources to develop work methodologies. Instead these resources were used in the implementation which enabled AWO to reach a larger number of beneficiaries.

On another note, and due to the fact that AWO managed to reach the targeted number of beneficiaries after the first year of the project, in the following years less emphasis on numbers and more investment in the professionalization and institutionalization of the services should have been made. For example the development of written methodologies on the capacity building of CBOs, training programs and manuals for AWO and CBOs staff.

B. Human resources management: The AWO staff in each centre comprised of:

- 2 Psycho- social / case management counsellors with bachelor degrees in psychology or counselling.
- 2 Outreach / awareness raising staff with different academic backgrounds, such as physical education or social work.
- 1 Legal aid counsellor who had a law degree and was still doing her internship at AWO.
- 2 Vocational trainers. Highly skilled teachers in their vocations.
- 1 centre director. Both directors have their academic backgrounds in education and lab work respectively.
- Project director.
- Project coordinator
- Financial officer
- Gender expert.

The make - up of the staff remained the same even though the number of beneficiaries they served increased enormously. This could be attributed to the Following factors:

- The motivation and energy invested by the team in serving the target beneficiaries and their satisfaction with the management of the project.
- The outreach activities opened up the opportunity to access many more beneficiaries through the CBOs and schools.
- Individual implementation plans. The staff interviewed reported that they had weekly plans drawn from their weekly staff meetings where all the project team came together with the Centre's director. The weekly plan described their day to day activities and was modified each week.

- The teams' ability to gain the respect and appreciation of their clients. Many beneficiaries from the women groups and the boys' groups noted that "we come to the groups because we benefit and because we like our counsellors".

Having said that, the staff did also note that they would have been more efficient if they had more trainings in certain specialized fields such as group and individual counselling, and community mobilization. The lack of professional supervision and coaching was also a drawback and affected the efficiency of the staff. Supervision in the provision of psycho-social services, like case management, individual and group counselling and consultations is imperative for quality assurance. The staff though well guided on the administrative level did not have the same on technical guidance.

❖ Sustainability

There were several key measures / strategies adopted by AWO to ensure that the services provided to victims of GBV are sustained after the completion of the project. Such measures included:

- The capacity building of the CBOs:* The project targeted and partnered with 59 CBOs in both Mafrq and Irbid. This partnership was mainly limited to AWO accessing and providing their services to the CBOs beneficiaries. Also, the training of the CBOs staff although very useful was not sufficient.
- The capacity building of the AWO staff:* The staff at the 2 centres received several trainings that were relevant to their job description and duties. They all indicated that they benefited from the trainings they received and expressed the need for further trainings, both on the professional and technical levels. The staff providing psycho-social services did neither receive professional supervision nor coaching.
- The (KAP) knowledge', attitudes and practice obtained by the beneficiaries as a direct result of the project activities:* The results of the surveys, the FGDs and the technical reports confirm the fact that the targeted beneficiaries benefited from the

(KAP) they obtained as a result of the project activities. Many of the beneficiaries interviewed stated that they still use one or more of the things they learnt to protect themselves from harm and abuse.

- D. *AWO's sustainability as an organization in providing direct services:* AWO has the ability to fundraise for similar and complementary projects as proven through the success of AWO in existing as an organization since many years. The potential for AWO to receive funds in the immediate and short-term future looks promising and this will enable AWO to continue to provide the needed services to combat GBV in both Irbid and Mafrq.
- E. *Planning on a strategic level:* The AWO has a draft strategic plan that needs to be revised, fine-tuned, produced and published. The strategic planning process which is considered to be as important as important as the plan itself needs to be carefully considered in the future. In order for AWO to produce a strategic plan, the following steps need to be considered:
- An external evaluation of AWO's previous work / strategic plans.
 - The findings and recommendations of the external evaluation should be used as the basis for the AWO's strategic plan.
 - The AWO general assembly and board of directors together with the executive staff should determine the future strategic directives of the organization.
 - Based on that a consultative needs assessment process with AWO's main stakeholders should take place.
 - Based on the needs and AWO's capacities and expertise a set of strategic long term objectives should be produced.
 - Based on the objectives a full strategic plan could then produced.

The sustainability of the project's main strategies / activities, namely the capacities of the CBOs as well as the economic and psycho-social empowerment of the women could have been better ensured during the implementation had there been more emphasis on the quality of the services provided rather than on the quantity.

❖ Impact

The assessment of impact is challenging and needed to be planned for and periodically tracked throughout the life of this project. This was the main role of Alianza Por La Solidaridad (APS), a Spanish NGO that partnered with AWO to implement this project. Among the main responsibilities of APS as part of this project was to design and manage the M+E system of the project. This responsibility was not delivered properly by APS mainly due to the high turnover of APS staff responsible for the M+E of this project as well as the in proper handover of plans etc. This has affected the systematic collection and analysis of raw data and therefore the production of meaningful M+E reports. The current head of APS in Amman could not provide sufficient information necessary to help in assessing impact.

That said, and by examining all sources of verification available, it can safely be deduced, that the knowledge and skills obtained by the project beneficiaries have positively impacted their lives. The project has contributed to the women's social and economic empowerment as stated by the women during the FGDs, especially the women who benefited from the project activities at the beginning of the project and were able to report of the long term benefits and impact on their lives. Several women stated that they generated and continue to generate income as a result of the vocational trainings they received by AWO especially as a result of the sewing and patterning courses. It was difficult to assess impact on the lives of the women who recently received services at the centres and those who already left Jordan and went back to Syria. Both the AWO reports as well as the case files of women benefiting from the psycho-social services show that the women who suffered from violence and abuse were either referred to protection shelters, therapy and rehabilitation services or intervened with at the centres. In all cases that lead to the ultimate reduction or prevention of violence against women.

❖ Knowledge generation

In crisis situations where there is a large influx of refugees to hosting communities, the AWO model of operation implemented in this project is viewed to be very effective and beneficial to GBV victims and could be replicated for the following reasons;

- 1- It targets the most marginalized of women from both the refugee and hosting communities.
- 2- It establishes safe spaces – centres for women which provide a multitude of services ranging from basic humanitarian services such as cash assistance to psycho- social, legal, vocational and educational services. This enables the woman to access a variety of essential services at the same facility which reduces the burden of transportation costs and saves time and energy.
- 3- It minimized the conflicts that could arise between the refugee and hosting communities and reduces the discrimination against and stigmatization of the refugee communities.

❖ Gender Equality and Human rights

Attaining equality; eliminating all forms of discriminations against women and protecting women from all forms of abuse and upholding human rights principles is challenging in a traditional society where women are subordinated and unfairly treated. In crisis situations such as the context where this project was implemented this is even more challenging. Nonetheless, the evaluation findings through the satisfaction survey, revising the reports and FGDs show that AWO have put enormous efforts to develop procedures so as to ensure that their facilities and staff provide the needed protection and safety for their beneficiaries. The following procedures were followed:

- The data was kept in a safe and confidential way in order to safeguard the privacy and confidentiality of the clients.
- The reporting was comprehensive, segregated by sex, age, country of origin, socio- economic background but did not compromise the privacy of clients.

- The satisfaction survey was conducted by phone so as to allow the respondents to answer freely and openly.
- 90% of women in the survey responded that they felt safe and respected by the staff and in the centers.
- Nonetheless, nothing in the progress reports sent to UN Trust Fund indicate any suggested modifications on the original work plans to improve or incorporate the findings or recommendations related to gender and human rights during the life of the project.

Main Conclusions

❖ Effectiveness

The package of services provided such as ; awareness raising on legal and women rights, vocational trainings, psychosocial interventions were significantly effective in responding to the needs of vulnerable women and girls in general and survivors of GBV is specific in Irbid and Mafraq.

Working with the secondary target beneficiaries and in specific the work that was done with men and boys on GBV as well as the capacity building of CBOs to provide GBV services was viewed to be less effective. This was mainly due to the fact that the work was not structured and systematic enough. The experience gained in these two field is however very valuable and can be used to develop structured working methodologies when targeting both men and boys and CBOS.

❖ Relevance

The ET concludes that the project was relevant to the needs of the target beneficiaries during the project duration. In spite of the fact that the conflict in Syria has significantly subsided, and that there are efforts to return the Syrian refugees to their homes. And although the number of Syrian refugees is expected that to drop considerably, there is still a need for the same and / or similar but more specialized services. Vocational trainings that will enhance the women's opportunities for generating a steady income, as well as structured psycho-social interventions are still considered to be of priority importance to vulnerable women and girls in Mafraq and Irbid in general and to survivors of GBV in specific. There is still a great need for secondary level psycho-social interventions, specifically in the provision of individual and group therapy and rehabilitation for women and girls GBV survivors.

On the level of secondary beneficiaries; men and boys and CBOs, there is a need for AWO to adopt a structured methodology to continue working with these target groups on GBV as this is crucial to enhance the protection of women in both Irbid and Mafrq.

❖ **Efficiency**

The management of the project was quite efficient. The number of people reached and the satisfaction they had with the multidisciplinary interventions is quite commendable. The use of both material and human resources was maximized which resulted in a significant over achievement on the levels of activities and outputs. The investment in the staff especially the outreach has led to the huge increase in the number of primary and secondary beneficiaries reached and has established important relationships with 58 local CBOs in both Irbid and Mafrq. These relationships could be considered to be solid foundations for future partnerships between AWO and the local CBOs. On the outcomes' levels, the staff to varying extents were not able to clearly see the long-term impact of their day to day activities mainly due to the fact that they planned on a weekly basis rather than on a monthly or even yearly basis.

❖ **Sustainability**

Although the knowledge and skills gained by the project beneficiaries as well as the AWO staff will be retained long after the project ended, it is felt that planning for the sustainability of this project's activities could have been done in a better way. For example, it was not clear for the evaluators AWO's strategy and rationale in implementing the IRC funded project and the UN Trust Fund projects. Two simultaneous projects providing similar services to almost the same beneficiaries without identifying a clear joint exit strategy that could ensure the continuous provision of services after the completion of one or both projects.

The work done with the 58 CBOs as part of this project managed to relatively empower and sustain the CBOs as well to build their knowledge and capacities in providing services to GBV survivors. However, the CBOS require further organizational and

professional development to ensure the provision of steady and systematic protection services to survivors of GBV.

AWO's ability to fundraise for projects to continue with providing similar services in Irbid and Mafrq is largely contingent on the situation in Syria. Provided the conflict is contained, the numbers of Syrian refugees will decrease dramatically and thus the need for humanitarian assistance. The infrastructure established in both Irbid and Mafrq could serve for the provision of the much-needed secondary level GBV protection services.

❖ **Impact**

Assessing impact is challenging in general and particularly in the absence of baseline and end line data or pre-post-tests to assess the change. The flaws that existed in the M+E system designed and managed by APS have further negatively affected the assessment of impact. In addition to Nonetheless, the personal reporting of the beneficiaries have shown clear indication that the services provided by AWO especially the legal and psycho- social have impacted their lives positively, and all of them wanted AWO to continue and enhance the provision of the project services

❖ **Knowledge Generation**

It was difficult for the valuers to extensively assess the overall knowledge gained as part of this project in respect to the provision of GBV protection services to Syria refugee and vulnerable Jordanian women and girls in Irbid and Mafrq. The main reason for that is the weakness in the M+E system of the project resulting in the lack of information necessary to make an informed opinion on what was successful and what worked best for example. The main added value in terms of knowledge when intervening to enhance the protection of women and girls from GBV in crisis situations is in the design of the project. The package of essential GBV protection services offered that are accessible to all beneficiaries in one place proved to be very successful. This

model that comprises mainly of safe spaces where the women can meet and received the essential services they need can be replicated in similar crisis situations.

❖ **Gender and Human Rights**

Gender and human rights are cross cutting issues that were taken into consideration in all activities, outputs and outcomes of the project. The awareness raising sessions and legal consultations focused mainly of the rights of women, the rights of Syrian refugees in Jordan as well as general human rights. Gender was a main consideration in the design, implementation, monitoring and evaluation of the project. This project was designed and implemented to primarily serve women and girls and contribute towards protecting them from GBV. This was done while taking great efforts to ensure that no harm is done to the beneficiaries and special attention is given to the specific needs and challenges of women and girls.

Recommendations

Effectiveness of the services provided: Based on the evaluation findings that most CBOs in both Mafrag and Irbid provide primary level services to women similar to those provided by AWO, it is recommended that AWO in future projects focus more on secondary level services except in the psycho social field as follows:

- A. Vocational education and trainings. AWO should continue providing vocational education and training courses to women. The courses offered should be designed in a way as to ensure income generation for women. Therefore, they should offer courses that lead to professions that are not common, in demand and give the women a competitive edge. Such courses could include graphic design, packaging, food processing, photography, ICT trainings, etc. all courses should be complemented with trainings on feasibility studies, sales and marketing including e-marketing to ensure profit generation and sustainability.
- B. Legal aid and consultations: should be more targeted on women rights including women's rights to inheritance, etc. legal awareness and consultations should be offered as in-house services whereas litigation should be outsourced.
- C. Psycho-social services: In terms of psycho-social services and taking into consideration AWO's capacities and future directives, it is recommended that AWO should continue to provide psycho-social services to women and girls survivors of GBV on a primary level only. Such services could include:
 - Awareness raising on the negative implications of GBV and the importance of psycho-social services to prevent and mitigate the negative effects of GBV. These sessions could be planned on a long-term basis to reach the objective as stipulated by the women. The sessions should be implemented in a way as to improve the knowledge and skills of the participants in the topics they choose. It is also advisable to design a simple tool to measure the level of

knowledge and skills gained by the participants at the end of the awareness raising program.

- Continue to offer a venue where the women could meet, feel safe, share stories and experiences and vent out. This space is extremely important to relieve the women of their daily stressors and enable them to receive the help and support they need.
- Offer support groups for women who are at risk of GBV. These groups could be facilitated by a counselor with a background in social sciences preferably counseling or social work. The aim of this group is to help women help themselves and offer support to each other. Several methodologies exist on running such groups. Once AWO adopts one of these methodologies, it is essential that the staff working with these groups receive the necessary trainings, coaching and supervision required to ensure that the methodology is being implemented properly and that the participants are benefiting.
- Case management of complex cases that require a range of services. In order to be able to do case management of the primary level the case manager needs to have the ability to assess the psycho-social needs of the beneficiaries. The case manager should also be able to detect risk factors that could cause harm or be dangerous to the beneficiary or to others. The case manager should be familiar with all the organizations providing services in his / her location and should be able to refer the beneficiary to the appropriate organization providing the needed service. The case manager should then monitor the progress of the beneficiary and follow up with the other organizations to ensure the beneficiary received the requested service.
- Once a GBV victim is identified, the case worker should be able to assess the level of danger facing the victim. Based on that the case worker needs to produce intervention plans including the necessary referrals.

- If AWO decides to adopt this or any other system based on a primary level intervention, written policies and procedures should be produced and all the staff should be trained to apply these policies and procedures.
- Also and in order to ensure the quality of the psycho-social services provided and prevent burn out, AWO should provide the staff with regular professional supervision and coaching.

On the levels of secondary beneficiaries; Men and boys, the community and CBOs:

Recommendations on working with men and boys: AWO need to follow a more systematic and structures approach and methodology in working with men and boy. The staff need to be more trained and their capacities built to both mobilize and intervene with men and boys.

Recommendations on working with CBOs: It is recommended for AWO to select a smaller number of CBOs in both Mafrag and Irbid. These CBOs should share the same vision and values of AWO and are the most capable of continuing with providing services to GBV survivors. Once selected, AWO should with the full participation of the CBOs assess the needs and formulate programs to build the GBV services of these CBOs.

Relevance: Since the need for GBV protection services still exists in both Mafrag and Irbid, AWO should partner with other local organizations and plan for a more coordinated and integrated response and service delivery. AWO's future projects and activities should be implemented in a vertical rather than horizontal manner. That is, AWO in addition to providing direct services to the beneficiaries, should also work with other NGOs and CBOs on developing the quality and expanding the scale of the services provided to GBV victims in both Mafrag and Irbid. That is, there should be less focus on reaching large numbers and more on the quality and depth of the intervention.

Efficiency: For AWO to be more efficient in future projects, it is recommended that AWO retain the most important capacities built as part of the project. This could include physical centers that were already established and equipped, the human resources that

were trained and obtained valuable experiences and the professional capacities built whether in the form of SoPs, work methodologies, etc.

Sustainability: the following is recommended for sustainability:

- On the organizational level, it is recommended that AWO should finalize and produce its strategic plan and budget to clearly outline its main strategic objectives and resources needed to implement the plan.
- On the services level, it is recommended that AWO partners with local CBOS and coordinate with other service providers and stakeholders to ensure sustainability in the provision of a holistic set of services.
- On the level of knowledge gained, it is recommended that based on proper performance evaluations, AWO should retain the staff as well as models of work and methodologies found to be most useful.
- It is highly recommended that AWO work intensively with the local CBOs to build their organizational and professional capacities to ensure the future sustainability of services to victims of GBV. Also to ensure that the plans of AWO and those of the CBOs complement each other.
- It is very important for the sustainability of the AWO to immediately embark on a meaningful strategic planning process that will eventually produce a long strategic plan that clarifies to all the stakeholders the main strategic directions of the organization as well as it's agreed upon strategic goals and programs.

Impact: the following is recommended in relation to impact:

- It is recommended that AWO or APS or both partners together, plan better for impact assessment. Such planning could consider the establishment of baselines and end lines as well as tools to measure the effects of different interventions a long time after the completion of the project.

- To improve the impact on women lives, it is recommended for AWO to help the women conduct simple feasibility studies to ensure the sales of their products or services. This will ensure profit that could lead to a better quality of life.
- On a macro level, AWO could consider partnering with the Irbid municipality who expressed interest and willingness to establish an open door bazaar for the women to sell their products.

Knowledge generation: It is recommended for AWO to improve its documentation in order to capture the lessons learnt and the most significant changes that happen in people's lives. These lessons could then be reproduced in an interactive and educating way.

Gender equality and human rights: The following actions are recommended for gender equality:

- That the AWO team conducts regular checks and follow ups with the beneficiaries to ensure that they are placed and connected with services to ensure their safety and protection.
- Take up human rights violation cases or issues raised by the women to higher levels so as to ensure that action is taken on the policy or implementations levels.

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Annex 1: Term of Reference (TOR)

1. Background and Context

1.1 Description of the project that being evaluated

Arab Women Organization is implementing UNTF Funded Project “improving the well-being of SGBV survivors among Syrian refugees and vulnerable Jordanian Women”, this project started on May 1st 2017 and will end on April 30th 2019.

The project now in the third quarter of the second year of implementation and still have around 5 months to end.

This project aims to enhance the response to SGBV in Irbid and Mafrq by improving social protection and prevention mechanism. It intend to tackle the lack of a comprehensive-multispectral survivor-centered protection response for vulnerable women (both Syrian refugees and Jordanian)by providing SGBV safe services in 2 centers for women and girls survivors, including legal consultations awareness, psychosocial counselling, appropriate case referral, life skills, in-formal education and vocational courses as a part of healing process. Moreover, CBOs will reinforce their role as a first point for community-based protection support.

Project expected results:

4. Improved to access to essential and adequate SGBV services for Syrian refugees and vulnerable Jordanian women and girls in host communities.
5. Increased awareness of violence against women and girls in the targeted communities.
6. Strengthened social cohesion among Syrian refugees and host communities through women dialogue and their empowerment as conflict mediators.

Targeted primary and secondary beneficiaries:

3. Primary beneficiaries (individuals): the women and/or girls who will directly benefit from this project and whose lives are expected to change for the better as a result of this project (Female refugees/internally displaced/asylum seekers and vulnerable Jordanian women and girls in host communities) in rural and urban areas. The targeted groups includes: Girls (0-9), Adolescents (10-19), Young women (20-24), Adult women and Elderly women (60 and above).
4. Secondary beneficiaries: those individuals the project will work with in order to change the lives of the primary beneficiaries (Members of Community-Based groups/members, men and boys and SGBV Service Providers (including NGOs staff, Public servant).

1.2 Project Strategy and Result Chain

- Project Strategy:

In order to contribute to reducing the impact of SGBV in women survivors, minimizing risks of other vulnerable women and promoting social cohesion and changes in social and cultural practices and behaviors that favor VAW/G, the project will employ these strategies:

1. Adequate SGBV services in 2 women community centers in some cases, there is a lack of services, in others, services exist but the population has limitations to access them for different reasons (lack of: awareness, referral mechanisms, qualified personnel, physical access, means of transport).

The project will facilitate SGBV survivors' access to immediate psychosocial and legal support and appropriate referral for legal case management, medical care or advanced psychological support by ensuring:

Survivor-centered case management, legal awareness, basic psychosocial support and referral to specialized legal, medical or psychological services (in accordance to SOPs).

- Individual and group counseling sessions for survivors and families.
- Outreach services (home visits) and/or safe transport to women according to needs.
- Inclusion of PwD's needs in SGBV services.
- Close coordination with actors involved in the referral through UNCHR Working Groups and bilateral coordination with key organizations.

2. Women's Skills Building

AWO's women centers will offer safe spaces where both Jordanians and Syrians can seek support but also conduct activities, improve their resources to cope with reality, socialize and play an active role in contributing to peace and resilience. The intervention will build women's and girls' resources, assets and self-reliance as a way of empowering them and preventing VAW/G through:

- Age-appropriate group psychosocial activities, such as life skills building, recreational and non-formal and vocational training activities. These will entry point to promote awareness about SGBV and will help relieve stress and build resilience.
- Legal awareness on women rights, the related Jordanian law, the existing mechanisms to protect these rights and how to access them.
- Awareness sessions for building mutual trust and dialogue among Syrian and Jordanian women.

3. Mobilization and awareness raising

Community members leading efforts are key for transforming social norms and effective violence prevention. The project will work to sensitize communities about women's rights, the harmful effects of SGBV on individuals, families and communities and to promote awareness-raising aimed at engaging CBOs, men, women, boys and girls in actions contributing to changing attitudes about gender roles and responsibilities as well as in SGBV prevention efforts. In that sense, the project will include:

- Support CBOs to link communities with the existing referral pathways.
- AWO staff will work close with community leaders to build trust about the services provided.
- Awareness-raising workshops with community leaders about women rights and SGBV.
- Engaging men and boys as allies and future agents of change (awareness in women rights, gender equality and new masculinities).
- Communication campaigns.

4. Capacity Building

Building and updating the capacity of staff is essential for ensuring an appropriate intervention on SGBV protection and for fostering safer, more ethical and adequate approaches to deal with VAW/G in humanitarian, conflict or post-conflict contexts. To face the major capacity gaps, the project will include:

- Training of service providers on humanitarian response standards, advocacy with local authorities, coordination with CSOs and agencies and M&E systems skills.
- Equipping service providers with skills to improve provision of safe and adequate response and care for SGBV survivors, with especial attention to PwD.
- Training staff and CBOs on conflict resolution and mediation methods.

5. Advocacy for the implementation of laws, policies and public services related to GBV

Duty bearers are the main responsible for guaranteeing an adequate response to SGBV. Based on the needs and priorities for preventing VAW/G and protecting survivor, AWO, Alianza and CBOs will plan lobby and advocacy activities at a local and national level. In particular, there will be carried out:

- Meetings and discussions sessions with local and national authorities.
- Networking with other CSOs and international agencies.
- Meetings or seminars with public service providers and authorities.

6. Learning sessions and knowledge

Sharing findings, experiences and success stories are critical to create best practices, to ensure that opportune approaches are applied, resources well used and lessons learned integrated in the ongoing or future interventions. To do so, the project will include the following elements:

- Learning activity to create tools and database for monitoring and analysis.
- Learning activity to assess the impact of the services and capacity building activities.
- Relevant assessments or researches to orientate interventions against SGBV in host communities.
- Best practices and information exchange with other organizations and stakeholders.

▪ Results Chain:

This project aims to contribute to reduce the impact of VAW/G (Syrian and Jordanian) in Mafrq and Irbid hosting communities. The Overall Goal is to extend the response to SGBV in Mafrq and Irbid hosting communities by improving social protection and prevention mechanisms.

- Outcome 1. Provision of adequate SGBV services improved. To foster protection of women and girls survivors and at risk, safe and adequate SGBV age and gender sensitive services will be provided in 2 centers, comprising case management, counselling, psychosocial support, legal consultations, appropriate case referral. Special attention will be given to the different needs of women, including PwD.
 - ✓ Output 1.1: Syrian Refugees and vulnerable Jordanians women and girls and SGBV survivors have access to comprehensive, confidential and quality protection services.
 - ✓ Output 1.2: Women and girls gain knowledge on VAW/G and women rights and are engaged in SGBV prevention in their close environment.
 - ✓ Output 1.3: Services providers trained and well equipped to provide adequate, safe and quality services to SGBV survivors.
 - ✓ Output 1.4. Institutional coordination system and referral mechanisms following international standards consolidated in both women centers.

- Outcome 2: Increased awareness of violence against women and girls in the targeted communities. Prevention of VAW/G from occurring in the first place will be tackled through activities that promote the change of attitudes, stereotypes and practices. Community awareness workshops (leaders, families and women) on SGBV and women's rights will contribute to boost prevention mechanisms. Specific sessions on VAW/G, gender equality and alternative masculinities will target men and boys to ensure their involvement. An assessment will be carried out to document best ways of

engaging men. A related communicational awareness-raising campaign will be held.

CBOs will be trained in SGBV community case management, outreach and standardized procedures for coordinating with all VAW/G actors.

AWO will conduct advocacy activities according to priorities and needs.

- ✓ Output 2.1: CBOs and community leaders aware of women rights, SGBV services and the referral pathway and prepared to act as first point of SGBV survivors' support.
 - ✓ Output 2.2: Men and boys have knowledge of women rights, VAW/G, gender equality and alternative masculinities.
 - ✓ Output 2.3. CBOs, community leaders, local authorities and key public institutions engaged in awareness-raising actions to prevent VAW/G.
- Outcome 3: Strengthened social cohesion in host communities through women empowerment and dialogue.
Centers will offer safe spaces where both Jordanians and Syrians women can socialize and play an active role in building social cohesion. Life Skills courses, vocational training and recreational activities will contribute to the healing process and to build women's social assets. Courses will serve as an entry point to promote awareness about SGBV, women rights, laws and policies and will help relieve stress and build resilience. AWO's staff, CBOs members and women leaders will be trained in conflict mediation methods.
 - ✓ Output 3.1: Women and girls have improved their life and social skills.
 - ✓ Output 3.2. Syrian refugee and vulnerable Jordanian women and girls build mutual trust and dialogue about common problems and challenges.

1.3 The geographic context

The geographic coverage for this project is Irbid and Mafraq governorates

1.4 Key Partners involved in the project

AWO and Alianza have a strong history of collaboration through various projects and grants for the past 6 years. This proposal has been developed by both organizations and is a further step in their strategic partnership. If approved, they will sign a Memorandum of Understanding for its implementation that will include their respective duties and commitments. Partnership feedback mechanisms will continue to promote open communication among them. These will include regular visits to the centers and review meetings to share learning and discuss challenges and the capacity building plan devised jointly. A steering committee will be established to evaluate progress, problems, need of adjustments, etc.

Since 2005, AWO collaborates with grassroots women CBOs under the auspices of “Mosawa Network” that is actively involved in this project as a mechanism of connection with the communities. Given the community-based protection approach of the action, community leaders and key women and men will be engaged to establish trust and raise willingness to participate. Furthermore, involvement of CBOs, women and men leaders will be in place systematically throughout the activities, monitoring and planning.

AWO and Alianza’s interventions are never designed as isolated projects, they are always conceived in dialogue with relevant stakeholders and the communities that they serve. This intervention is connected to the work done in the existing clusters for the Syrian refugee response (mainly SGBV sub working group) and other coordination spaces and networks in the field of women’s rights in the country and at the regional level where AWO and Alianza are active. The protection response to VAW/G cannot be effective without a well-functioning coordination system in which public (Family Protection Department, Ministry of Health), UN agencies (UNHCR, UNICEF and UNFPA) and

NGO-based service providers (national or international) present in the area, such as ARDD-Legal Aid, IFH, SIGI, IRC or IMC, articulate their efforts. Therefore, within this project, a lot of efforts will be put on strengthening meaningful coordination, information sharing and referrals, starting by the use of common protocols and referral systems already available in Jordan and updated in 2015. Particular mention should be made to IRC and ARDD-Legal Aid, to which, when needed, cases will be referred for specialized health services and legal services respectively.

AWO will be responsible for ensuring the holistic and coordinated services that will be provided in the centers, as well as for implementing the community mobilization and the advocacy components of the project.

In order to ensure staff deliver high quality case management and psychosocial services, Alianza will support AWO to consolidate its GBV program through training the staff on technical areas such as case management, implementation of GBV SoPs, gender mainstreaming, conflict resolution, but also mentoring on other key skills needed to integrate in the humanitarian response such as having strong organizational systems and structures and to be able to advocate with local authorities and other humanitarian partners, participation in coordination structures and use of internationally recognized documentation and M&E systems.

Moreover, Alianza will be responsible for coordinating the communication and knowledge management components.

2. Purpose of the evaluation

This evaluation should assess, systematically and objectively, the project framework and design, project management, and project performance. The evaluation should provide information that is credible, useful, and practical as well as constructive and forward-looking recommendations are made in order to strengthen the work of AWO in this area.

It is worth mentioning that AWO has been implementing similar projects (prior & post to this project) in the same hosting communities and more funded by the

International Rescue Committee (IRC). Prior and during this project, the training of the service providers was undertaken by IRC.

2.1 Why the evaluation needs to be done

This is a mandatory final project evaluation required by the UN Trust Fund to End Violence against Women.

2.2 How the evaluation results will be used, by whom and when

The evaluation should draw conclusions, make recommendations and identify lessons learned from the implementation of this project. More specifically, the evaluation should: Highlight what has been successful and can be replicated elsewhere; Indicate shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action; Make pragmatic recommendations to suggest how AWO's work under this area and related projects can be strengthened.

In particular, the evaluator should include recommendations on: Subsequent actions needed to improve the effectiveness of the project log frame; and other actions conducive to ensuring successful attainment of the expected accomplishments of the project.

Within the framework and during the first 3 quarters of this project, AWO has been providing SGBV safe services in the 2 women centers, in Irbid and Mafraq, for women and girls survivors of both Syrian refugees (70%) and vulnerable Jordanians (30%) as individuals. Previous reports had included the number of survivors and clients (Women, girls, men and boys) for: legal consultations; awareness-raising on VAW and women's rights; psychosocial counseling; appropriate case referral; life skills; in-formal education; and vocational courses.

Moreover, AWO has been targeting members of CBOs who had cooperated in the 2 communities to reinforce their role as a first point for community based protection support. Many activities were carried out within the premises

of these CBOs. Topics concentrated on social cohesion among Syrian refugees and the Jordanian population in the host communities in Irbid and Mafraq through holding women dialogue sessions to empower both the Syrian and Jordanian women as conflict mediators.

Alongside, AWO had addressed men and boys via outreach activities and held several meetings with the local authorities.

AWO had fulfilled, systematically and objectively, the project expected results, which are:

Improved access to essential and adequate SGBV services for Syrian refugees and vulnerable Jordanian women and girls in host communities.

- Increased awareness of violence against women and girls in the targeted communities.
- Strengthened social cohesion among Syrian refugees and host communities through women dialogue and their empowerment as conflict mediators.

3. Evaluation objectives and scope

3.1 Scope of Evaluation

- The evaluation should cover the entire project duration May 1st, 2017- April 30th, 2019.
- The evaluation should cover the field work areas (Irbid and Mafraq) and AWO management (Amman).
- The evaluation should cover the primary and secondary beneficiaries as well as broader stakeholders.
 - ✓ Primary beneficiaries (individuals): women and girls who directly benefitted from this project and whose lives are expected to change for the better as a result of this project (Women refugees and vulnerable Jordanian women and girls in Irbid and Mafraq. The targeted groups includes: Girls (0-9), Adolescents (10-19), Young

women (20-24), Adult women (25-60) and Elderly women (60 and above).

- ✓ Secondary beneficiaries (members) : Members of Community-Based Organizations (CBOs), men and boys and SGBV Service Providers (including AWO Staff & Public servant).

The Project covered both the primary and secondary beneficiaries as well as broader stakeholders. The training topics for capacity building of the service providers included: GBV; Women's Rights; Early marriages; and Alternative masculinity (Gender Roles, Stereotypes, VAW).

The same topics were discussed with Men & Boys, who attended meetings in AWO centers in Irbid and Mafraq or in other CBOs or even Youth Clubs.

3.2 Objectives of Evaluation

The evaluation will consider all activities that have been implemented under this project that were funded by UNTF. It should examine the performance of the project in accordance with its logical framework. More specifically, the evaluation should address the following issues:

- **Relevance**
 - Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the beneficiaries, taking into account UNTF's mandates
 - Whether the planned and actual activities and outputs of the project were consistent with the intended outcomes and impact.
- **Effectiveness**
 - Whether the activities have achieved planned objectives as enunciated in the project's log-frame and produced beneficial results.

- What were the main factors influencing the outcomes of this project, either negatively or positively; what are the lessons to be learned for a replication of the project approach to other locations?
- **Efficiency**
 - Have resources and funds been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes.
 - Have the project activities been delivered in a timely manner.
- **Sustainability**
 - Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether beneficiary country stakeholders were actively involved in the initiation, design and implementation of the project.
- **Impact**
 - Positive impact should be highlighted like:
 - Maintaining a high-level and quality performance of the service providers.
 - Undertaking a high number of outreach visits that covered remote and isolated dwellings of the Syrian refugees, during which the elderly and the PwD were addressed.
 - Continued “Life-Skills” sessions to address adolescent girls and boys
 - Continued “Informal-Education” to assist girls individually and collectively.
 - Continued Recreational and Vocational Courses as a healing process and economic empowerment to help women when back in their country.
 - Weaknesses, like:
 - No humanitarian aid (Cash) to attract clients, as in many INGOs.

- Duplication of the same services because Jordan has no unified registration (electronic) record to indicate who received humanitarian assistance: what and from where.

4. Evaluation Questions

Evaluation Criteria	
Effectiveness	1) To what extent were the intended project goal, outcomes and outputs achieved and how? 2) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached? 3) To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and girl? Please describe those changes. 4) What internal and external factors contributed to the achievement and failure of the intended project goal, outcomes and outputs? How? Alternative questions in case of project focusing at the policy level 5) To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why. 6) In case the project was successful in setting up new policies and laws, is the legal or policy change likely to be institutionalized and sustained?
Relevance	7) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls? 1) To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
Efficiency	8) How efficiently and timely has this project been implemented and managed in accordance with the project document?
Sustainability	9) How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?
Impact	10) What are the unintended consequences (positive and negative) resulted from the project?

Knowledge Generation	<p>11) What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?</p> <p>12) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or other countries that have similar interventions?</p>
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5. Evaluation Methodology

The evaluator must use a mixed-method approach to triangulate all available data sources to reach conclusions and findings. Such evaluation methodology may include but is not limited to the following:

- Review of relevant project documents and relevant materials
- Interviews with relevant AWO staff.
- Personal or Telephone interviews with direct beneficiaries and other relevant stakeholders
- Surveys of workshop participants and project partners, as may be required.
- Analysis of the data collected. All relevant materials will be provided to the evaluator including but not limited to:
 - ✓ Project documents and reports.
 - ✓ Mission reports.
 - ✓ Progress reports.
 - ✓ Self-assessment reports.
 - ✓ Publications.
 - ✓ Documents and/or reports produced through the project.
 - ✓ Material used for activities; training materials; resource-use information.
 - ✓ List of beneficiaries and workshop/meeting participants, counterparts and resource persons.
 - ✓ Existing feedback (assessments, letters, surveys, etc.).

6. Evaluation Ethics

The evaluation must be conducted in accordance to the following principles:

6.1 Intentionality of Evaluation

- **Utility**

Evaluations should be designed to help organizations address and effectively serve the needs of the full range of participants. Evaluations are valuable to the extent to which they serve the information and decision-making needs of intended users, including answering the questions posed of the evaluation by its commissioners.

- **Necessity**

Evaluation involves the expenditure of time and financial resources and, even where mitigated, can lead to disruption, invasion of privacy and exposure to risks. Therefore evaluations shall only be commissioned where they are necessary and the effort justified in terms of the benefits likely to accrue from the evaluation exercise.

6.2 Obligations of Evaluators

- **Independence**

Evaluation should be demonstrably free of bias. To this end, evaluators are recruited for their ability to exercise independent judgement.

Evaluators shall ensure that they are not unduly influenced by the views or statements of any party. Where the evaluator or the evaluation manager comes under pressure to adopt a particular position or to introduce bias into the evaluation findings, it is the responsibility of the evaluator to ensure that independence of judgement is maintained. Where such pressures may endanger the completion or integrity of the evaluation, the issue will be referred to the evaluation manager and, where necessary, the director of evaluation, who will discuss the concerns of the relevant parties and decide on an approach which will ensure that evaluation findings and recommendations are consistent, verified and independently presented.

- **Impartiality**

Evaluation must give a comprehensive and balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated, taking due account of the views of a diverse cross-section of stakeholders. Evaluators shall:

- ✓ Operate in an impartial and unbiased manner at all stages of the evaluation.
- ✓ Collect diverse perspectives on the subject under evaluation.
- ✓ Guard against distortion in their reporting caused by their personal views and feelings.

▪ **Credibility**

Evaluation shall be credible and based on reliable data and observations. Evaluation reports shall show evidence of consistency and dependability in data, findings, judgements and lessons learned; appropriately reflecting the quality of the methodology, procedures and analysis used to collect and interpret data. Evaluation managers and evaluators shall endeavor to ensure that each evaluation is accurate, relevant, and timely and provides a clear, concise and balanced presentation of the evidence, findings, issues, conclusions and recommendations.

▪ **Conflicts of Interest**

- ✓ Conflicts of interest shall be avoided as far as possible so that the credibility of the evaluation process and product shall not be undermined. Conflicts of interest may arise at the level of the Evaluation Office, or at that of individual staff members or consultants. Conflicts of interest should be disclosed and dealt with openly and honestly.
- ✓ Evaluators are required to disclose in writing any past experience, of themselves, their immediate family, close friends or associates, which may give rise to a potential conflict of interest.
- ✓ Evaluators shall not have had any responsibility for the design, implementation or supervision of any of the projects, programs or policies that they are evaluating.

- ✓ Under exceptional circumstances, it may be necessary to engage an evaluator who has a past connection with the object of the evaluation, for example where there is very small pool of competent experts. In such a case, measures to safeguard the integrity of the evaluation shall be adopted and such measures shall be disclosed in the evaluation report. The director of evaluation shall ensure that the evaluator in question is not appointed as evaluation manager or ET leader.
- ✓ The Evaluation Office shall avoid any conflict of interest, which might arise, or appear to arise, as a result of the acceptance of any form of external support or assistance. For example, the acceptance of supplementary funding for any of its activities, from bilateral or multilateral agencies or other parties shall be carefully considered and managed. Such funding must not lead to any bias in the evaluation approach, opinion, or findings. The director of evaluation shall carefully assess any offer of assistance to ensure the necessary independence of judgement from any contributing parties and to prevent any undue influence over the work of the Office.
- **Honesty and Integrity**

Successful evaluation depends on the honesty and integrity of the entire evaluation process. Evaluators shall:

 - ✓ Accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to successfully complete.
 - ✓ Negotiate honestly the costs, tasks to be undertaken, limitations of methodology, scope of results likely to be obtained, and uses of data resulting from the evaluation.
 - ✓ Accurately present their procedures, data and findings, including ensuring that the evaluation findings are not biased to make it more

likely that the evaluator receives further commissions from the Client.

- ✓ As far as possible, prevent or correct misuse of their work by others.
- ✓ Decline evaluation assignments where the client is unresponsive to their expressed concerns that the evaluation methodology or procedures are likely to produce a misleading result. (If declining the assignment is not feasible, the evaluator shall record his/her dissent either in the evaluation report or otherwise).

▪ **Accountability**

Evaluators are accountable for the completion of the evaluation as agreed with the Client. Specifically, evaluators shall:

- ✓ Complete the evaluation deliverables within the timeframe and budget agreed.
- ✓ Exercise prudence and probity in fiscal decision-making so that evaluation expenditures are properly accounted for and the client receives value for money.
- ✓ Give the evaluation manager early notice of any change to the evaluation plan or any risks to the successful completion of the evaluation and record the reasons for any changes made to the evaluation plan.

6.3 Obligations to participants

Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality.

Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.

▪ **Respect for Dignity and Diversity**

Evaluators shall:

- ✓ Respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, and be mindful of the potential implications of these

differences when planning, carrying out and reporting on evaluations, while using evaluation instruments appropriate to the cultural setting.

- ✓ Keep disruption to a minimum while needed information is obtained, providing the maximum notice to individuals or institutions they wish to engage in the evaluation, optimizing demands on their time, and respecting people's right to privacy.

- **Rights**

In including individuals or groups in the evaluation, evaluators shall ensure:

- ✓ Right to Self-Determination. Prospective participants should be treated as autonomous agents and must be given the time and information to decide whether or not they wish to participate and be able to make an independent decision without any pressure or fear of penalty for not participating.
- ✓ Fair Representation. Evaluators shall select participants fairly in relation to the aims of the evaluation, not simply because of their availability, or because it is relatively easy to secure their participation. Care shall be taken to ensure that relatively powerless, 'hidden', or otherwise excluded groups are represented.
- ✓ Compliance with codes for vulnerable groups. Where the evaluation involves the participation of members of vulnerable groups, evaluators must be aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.
- ✓ Redress. Stakeholders receive sufficient information to know a) how to seek redress for any perceived disadvantage suffered from the evaluation or any projects it covers, and b) how to register a complaint concerning the conduct of an Implementing or Executing Agency.

- **Confidentiality**

Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality.

Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.

- **Avoidance of Harm**

Evaluations can have a negative effect on their objects or those who participate in them. Therefore evaluators shall seek to: minimize risks to, and burdens on, those participating in the evaluation; and seek to maximize the benefits and reduce any unnecessary harms that might occur from negative or critical evaluation, without compromising the integrity of the evaluation.

6.4 Evaluation Process and Product

- **Accuracy, Completeness and Reliability**

Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. In the evaluation process and in the production of evaluation products, evaluators shall:

- ✓ Carry out thorough inquiries, systematically employing appropriate methods and techniques to the highest technical standards, validating information using multiple measures and sources to guard against bias, and ensuring errors are corrected.
- ✓ Describe the purposes and content of object of the evaluation (programme, activity, strategy) clearly and accurately.
- ✓ Present openly the values, assumptions, theories, methods, results, and analyses that significantly affect the evaluation, from its initial conceptualization to the eventual use of findings.
- ✓ Examine the context in enough detail so its likely influences can be identified (for example geographic location, timing, political and social climate, economic conditions).
- ✓ Describe the methodology, procedures and information sources of the evaluation in enough detail so they can be identified and assessed.

- ✓ Make a complete and fair assessment of the object of the evaluation, recording of strengths and weaknesses so that strengths can be built upon and problem areas addressed.
- ✓ Provide an estimate of the reliability of information gathered and the replicability of results (i.e. how likely is it that the evaluation repeated in the same way would yield the same result?).
- ✓ Explicitly justify judgements, findings and conclusions and show their underlying rationale so that stakeholders can assess them.
- ✓ Ensure all recommendations are based on the evaluation findings only, not on their or other parties' biases.
- **Transparency**
 - ✓ Transparency and consultation with the stakeholders are essential features of evaluation. The Evaluation Office and the ET leader shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings.
 - ✓ Stakeholders shall be consulted on the Terms of Reference (TOR) for the evaluation and their views taken into account in the final TOR. The Evaluation Manager shall carefully balance the views and requirements of stakeholders, ensuring that the evaluation retains a clear focus and that sound evaluation principles are not compromised by the wishes of stakeholders.
 - ✓ Evaluation methodology shall be disclosed in advance of the evaluation and clearly described in the evaluation report, including the assumptions and values underlying the evaluator's judgements. Evaluation documents shall be easily readable and specify their information sources and approaches.
 - ✓ Evaluation reports shall make the link between evidence, findings, conclusions and recommendations transparent, persuasive and proportionate to the body of evidence collected.
- **Reporting**

- ✓ The formal parties to an evaluation should ensure that the full set of evaluation findings along with pertinent limitations are made accessible to the persons affected by the evaluation, and to any others with legitimate claims or rights to receive the results, in relevant language(s).
- ✓ As a norm, all evaluation reports shall be made public. Evaluation reports will only be withheld from publication for compelling reasons and in accordance with relevant rules within each agency. The director of evaluation shall ensure high standards in accessibility and presentation of published reports and use a range of channels to reach audiences through, for example, electronic and interactive channels, knowledge networks, communities of practice, presentations at relevant conferences, as well as appropriate publications.
- ✓ At country level, evaluation findings shall be presented and discussed at the appropriate national or local level, to enable stakeholders to respond to them, and ideally before the evaluation report is complete.
- ✓ All materials generated in the conduct of the evaluation are the property of the agency and can only be used by permission. Responsibility for distribution and publication of evaluation results rests with the Evaluation Office. With the permission of the agency, evaluation consultants may make briefings or unofficial summaries of the results of the evaluation outside the agency.
- ✓ Original data, including interview records and meeting notes will be retained in confidential files until completion of the evaluation. The director of evaluation shall determine an appropriate time for further retention, after which such data shall be securely disposed of in accordance with any Agency policy on the disposal of records. Databases of unpublished information on individual project activities shall be securely stored in the Evaluation Office and

available for use only by the Office's staff and consultants, and only released to consultants in a manner which will maintain confidentiality and evaluation integrity.

▪ **Omissions and wrongdoing**

- ✓ Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it, whether or not such conduct relates directly to the evaluation Terms of Reference. Evaluators shall inform the Evaluation Manager who will in turn agree with the Evaluation Director on the most appropriate channel for reporting wrong-doing. Details of any wrong-doing, including names or events, shall only be divulged to the proper oversight authority.

The evaluator(s) must consult with the relevant documents as relevant prior to development and finalization of data collection methods and instruments. The key documents include (but not limited to) the following:

- ✓ World Health Organization (2003). Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women.
www.who.int/gender/documents/violence/who_fch_gwh_01.1/en/index.html
- ✓ Jewkes, R., E. Dartnall and Y. Sikweyiya (2012). Ethical and Safety Recommendations for Research on the Perpetration of Sexual Violence. Sexual Violence Research Initiative. Pretoria, South Africa, Medical Research Council.
www.svri.org/EthicalRecommendations.pdf
- ✓ Researching violence against women: A practical guide for researchers and activists November 2005 http://www.path.org/publications/files/GBV_rvaw_complete.pdf
- ✓ World Health Organization (WHO), 'Ethical and safety recommendations for researching documenting and monitoring

sexual violence in emergencies' 2007,

http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf

7. Key Deliverables

	Deliverables	Description of Expected Deliverables	Timeline of each Deliverables (date/month/year)
1	<p>Evaluation inception report</p> <p>(language of report: English)</p>	<p>The inception report provides the grantee organization and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.</p> <p>An inception report must be prepared by the evaluators before going into the technical mission and full data collection stage. It must detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection/analysis procedures.</p> <p>The inception report must include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.</p> <p>The structure must be in line with the suggested structure of the annex of</p>	31/01/2019

		TOR.	
2	Draft evaluation report (language of report: English)	Evaluators must submit draft report for review and comments by all parties involved. The report needs to meet the minimum requirements specified in the annex of TOR. The grantee and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.	01/05/2019
3	Final evaluation report (language of report: English)	Relevant comments from key stakeholders must be well integrated in the final version, and the final report must meet the minimum requirements specified in the annex of TOR. The final report must be disseminated widely to the relevant stakeholders and the general public.	15/05/2019

8. Evaluation team (ET) composition and required competencies

8.1 Evaluation Team Composition and Roles and Responsibilities

The ET will be consisting of the following:

- Senior Evaluator: He/she will be responsible for undertaking the evaluation from start to finish and for managing the ET under the supervision of Ms. Wesal Abdullah; Evaluation Task Manager from AWO; the commissioning organization. He/she will be responsible for the

data collection and analysis, as well as report drafting and finalization in English;

- Reference Group: A team of Assistant Evaluators who will be responsible for:
 - Collection and analysis of performance of the field staff;
 - Communicate with primary and secondary beneficiaries, partners and stakeholders of the project who provide necessary information to the E;
 - Review the draft report for quality assurance

8.2 Task Manager Responsibilities in the Evaluation Process

- lead the development and finalization of the evaluation TOR in consultation with key stakeholders and the senior management;
- manage the recruitment of the external evaluators;
- lead the collection of the key documents and data to be shared with the evaluators at the beginning of the inception stage;
- liaise and coordinate with the ET, the reference group, the commissioning organization and the advisory group throughout the process to ensure effective communication and collaboration;
- provide administrative and substantive technical support to the ET and work closely with the ET throughout the evaluation; and
- lead the dissemination of the report and follow-up activities after finalization of the report.

8.3 Required Competencies

External Evaluators who guide the Reference Group (Include primary and secondary beneficiaries, partners and stakeholders of the project who provide necessary information to the ET and to reviews the draft report for quality assurance) and consult with Advisory Group (Must include a focal point from the UN Women Regional Office and the UN Trust Fund Portfolio Manager to review and comment on the draft TOR and the draft report for quality assurance and provide technical support if needed.)

- Evaluation experience at least 5 year in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods.
- Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls
- Specific evaluation experiences in the areas of ending violence against women and girls.
- Experience in collecting and analyzing quantitative and qualitative data.
- In-depth knowledge of gender equality and women's empowerment.
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used.
- A strong team leadership and management track record, as well as interpersonal and communication skills to help ensure that the evaluation is understood and used.
- Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts

- Regional/Country experience and knowledge: in-depth knowledge of country XXX is required.
- Language proficiency: fluency in English is mandatory; good command of local language (Arabic) is desirable.

9. Management Arrangement of the evaluation

Name of Group	Role and responsibilities	Actual name of staff responsible
Evaluation Team	External evaluators/consultants to conduct an external evaluation based on the contractual agreement and the Terms of Reference, and under the day-to-day supervision of the Evaluation Task Manager.	External evaluators
Evaluation Task Manager	Someone from the grantee organization, such as project manager to manage the entire evaluation process under the overall guidance of the senior management, to: lead the development and finalization of the evaluation TOR in consultation with key stakeholders and the senior	Project Manager of Grantee Organization Wesal Abdullah

	<p>management;</p> <p>manage the recruitment of the external evaluators;</p> <p>lead the collection of the key documents and data to be share with the evaluators at the beginning of the inception stage;</p> <p>liaise and coordinate with the ET, the reference group, the commissioning organization and the advisory group throughout the process to ensure effective communication and collaboration;</p> <p>provide administrative and substantive technical support to the ET and work closely with the ET throughout the evaluation;</p> <p>lead the dissemination of the report and follow-up activities after finalization of the report</p>	
<p>Commissioning Organization</p>	<p>Senior management of the organization who commissions the evaluation (grantee) – responsible for: 1) allocating adequate human and financial resources for the evaluation; 2) guiding the evaluation manager; 3) preparing</p>	<p>Senior Management of Grantee Organization Layla Naffa</p>

	responses to the recommendations generated by the evaluation.	
Reference Group	Include primary and secondary beneficiaries, partners and stakeholders of the project who provide necessary information to the ET and to reviews the draft report for quality assurance	Project beneficiaries for Irbid and Mafrag centers
Advisory Group	Must include a focal point from the UN Women Regional Office and the UN Trust Fund Portfolio Manager to review and comment on the draft TOR and the draft report for quality assurance and provide technical support if needed.	UN Women Jordan and the portfolio manager from UN Trust Fund Lorna

10. Timeline of the entire evaluation process

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe (dd/mm/yyyy - dd/mm/yyyy)
Preparation stage	Prepare and finalize the TOR with key stakeholders	Commissioning organization and evaluation task manager	10 days	20- 31 Dec. 2018
	Compiling key documents and existing data			

	Recruitment of external evaluator(s)			
Inception stage	Briefings of evaluators to orient the evaluators	evaluation task manager	5 days	27-31 Dec.
	Desk review of key documents	Evaluation Team	15 days	1 st - 15 th Jan., 2019
	Finalizing the evaluation design and methods	Evaluation Team	5 days	20 th Jan., 2019
	Preparing an inception report	Evaluation Team	10 days	22 st Feb., 2019
	Review Inception Report and provide feedback	Evaluation Task Manager, Reference Group and Advisory Group	10 days	2Mar., 2019
	Submitting final version of inception report	Evaluation Team	5 days	14 th Mar., 2019
Data collection and analysis stage	Desk research	Evaluation Team	13 days	14-27Mar., 2019
	In-country technical mission for data collection (visits to the field, interviews, questionnaires, etc.)	Evaluation Team	30 days	27 Mar.-27 Apr., 2019

Synthesis and reporting stage	Analysis and interpretation of findings	Evaluation Team	16 days	27 Apr. – 15 th May, 2019
	Preparing a draft report	Evaluation Team	2 weeks	15 th -30 th April, 2019
	Review of the draft report with key stakeholders for quality assurance	Evaluation Task Manager, Reference Group, Commissioning Organization Senior Management, and Advisory Group	1 month	May, 2019
	Consolidate comments from all the groups and submit the consolidated comments to ET	Evaluation Task Manger		15 th May, 2019
	Incorporating comments and revising the evaluation report	Evaluation Team		20 th May, 2019
	Submission of the final report	Evaluation Team		30 th May, 2019
	Final review and approval of report	Evaluation Task Manager, Reference		15 June, 2019

		Group, Commissioning Organization Senior Management, and Advisory Group		
Dissemination and follow-up	Publishing and distributing the final report	commissioning organization led by evaluation manager		20 th June,2019
	Prepare management responses to the key recommendations of the report	Senior Management of commissioning organization		25 June, 2019
	Organize learning events (to discuss key findings and recommendations, use the finding for planning of following year, etc)	Commissioning organization		30 June, 2019

11. Budget

The total budget for this evaluation is USD 28,000

Annex 2: Evaluation Matrix

Evaluation Criteria	Evaluation Questions	Indicators	Data Source and Data Collection Methods
Effectiveness	<p>Did the project:</p> <ul style="list-style-type: none"> - Benefit the targeted primary beneficiaries (women and girls). - The secondary beneficiaries (men and boys). - The local CBOS. - To what extent were the intended project goal, outcomes and outputs (project results) achieved and how? 	<p><i>The reached numbers at the end of the project vs. the planned number. The quality of services provided for the following indicators:</i></p> <ol style="list-style-type: none"> 1. <i>Number of Syrian refugees , vulnerable Jordanian women and SGBV survivors who have access to protection services.</i> 2. <i>Number of local initiatives for prevention and protection of SGBV launched by relevant stakeholders</i> 	<ul style="list-style-type: none"> - <i>AWO's progress and final narrative and financial report.</i> - <i>The results of the 2 surveys.</i> - <i>The answers of the focus group meetings / discussion.</i>

		<p><i>(CBOs, women committees, youth groups).</i></p> <p><i>3. Number of Syrian refugee and Jordanian women and girls in host communities have built their personal and social assets and have improved self-reliance.</i></p>	
<p>Relevance</p>	<p>-Comparing the project strategies to those on national and sectoral levels to ensure alignment.</p> <p>-Whether the project design and choice of activities and deliverables have properly reflected and addressed the needs of the beneficiaries, taking into account UNTF's mandates as well as national and sectoral</p>	<p><i>Project strategy in line with # of national and sector strategies and plans.</i></p> <p><i># of beneficiaries benefiting from the services they received vs. the planned # of beneficiaries who stated the need for more of the same of similar services.</i></p>	<p><i>Review of the AWO strategy, UNTF strategy, UNHCR strategy, national and sector plans and strategies.</i></p> <p><i>-AWO's progress and final narrative and financial report.</i></p> <p><i>-The results of the 2 surveys.</i></p> <p><i>-The answers of the focus group</i></p>

	<p>plans.</p> <p>-Whether the planned and actual activities and outputs of the project were consistent with the intended outcomes and impact.</p>		<p><i>meetings / discussion.</i></p>
Efficiency	<p>-The resources and funds have been used efficiently, leveraging in-house expertise, previous interventions and other resources to optimize the project outcomes.</p> <p>-Whether the project activities been delivered in a timely manner.</p>	<p><i>- The cost of activities vs. number of beneficiaries.</i></p> <p><i>- The use of existing AWO resources to implement the project.</i></p> <p><i>- Deviations in the implementation of the work plan vs. the time schedule.</i></p>	<p><i>Revision of the periodic progress and final financial reports vs. the project budget.</i></p>
Sustainability	<p>Whether the activities have been designed and implemented in such a way to ensure maximum sustainability of their impact, for instance, whether the main stakeholders were actively involved in the initiation, design and implementation of the project especially the local CBOS</p>	<p><i>%of CBO members and community leaders actively engaged in protection and support work; perspectives of participants. FGD</i></p>	<p><i>Focus group discussions and structured interviews with the partner CBOS. Review of progress report to assess the quality of the CBOs capacity building program.</i></p>

Impact	<p>Whether the project contributed to:</p> <ul style="list-style-type: none"> - End violence against women, gender equality and/or women's empowerment whether intended or unintended. - Continued "Life-Skills" sessions to address adolescent girls and boys - Continued "Informal-Education" to assist girls individually and collectively. - Continued Recreational and Vocational Courses as a healing process and economic empowerment to help women when back in their country. 	<ul style="list-style-type: none"> - <i>Number of Syrian refugees , vulnerable Jordanian women and SGBV survivors who have access to protection services.</i> - <i>Number of Syrian refugee and Jordanian women and girls in host communities have built their personal and social assets and have improved self-reliance.</i> 	<p><i>Focus group discussion with the targeted women who benefited from the services provided by the 2 centers over the duration of the 3 years of the project.</i></p>
Knowledge generation	<p>The evaluation will assess the extent to which the project generated knowledge, promising or emerging practices in the field of</p>	<p><i>Application and adaptation of the SOPs to the local context and needs of the beneficiaries by the project staff.</i></p>	<p><i>Revision of the applied SOPs. Structured interviews of the project team; management and</i></p>

	<p>EVAW/G that will be documented and shared with practitioners. This will be done through focusing on new and innovative activities and/or work methodologies which have the potential to be replicated or upscaled.</p>		<p><i>implementing staff.</i></p>
<p>Gender Equality and Human Rights</p>	<p>-Examining whether women and girls felt safe to share information with the main service providers or during data collection.</p> <p>-Assessing whether the data collected was aggregated by sex and other social criteria.</p> <p>-Assessing whether in the data analysis the disaggregated data was used to respond to the resulting needs.</p>	<p><i>- Number of women who felt safe vs. total number of women targeted.</i></p> <p><i>- Recommendations related to human rights and gender issues were adopted in the amended work plans of the project.</i></p>	<p><i>-AWO's progress and final narrative and financial report.</i></p> <p><i>-The results of the 2 surveys.</i></p> <p><i>- The answers of the focus group meetings / discussion.</i></p>

Annex 3: List of Documents Consulted

1. Jordanian National Action Plan (JONAP) for the Implementation of UN Security Council resolution 1325 on Women, Peace and Security 2018 – 2021.
2. JORDAN RESPONSE PLAN for the Syria Crisis 2016-2018.
3. Full-fledged proposal entitled “Improving the well-being of SGBV survivors among Syrian refugees and vulnerable Jordanian Women.
4. Progress Report, Year 1, 01/05/2017 - 31/10/2017.
5. Annual Report, Year 1, 01/05/2017 - 30/04/2018.
6. Progress Report, Year 2, 01/05/2018 - 31/10/2018.
7. AWO’s strategic plan for the years 2019-2021.
8. AWO Financial Statement 2017.
9. Results of the satisfaction survey for the beneficiaries of AWO Centers (Irbid/Mafraq).
10. Statistical Analysis of Men’s Perspective on Gender-Based Violence in Jordan.
11. AWO audited report 2016.
12. UNTF numbers 2017 – 2019.
13. World Health Organization (2003). Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women.
14. Jewkes, R., E. Dartnall and Y. Sikweyiya (2012). Ethical and Safety. Recommendations for Research on the Perpetration of Sexual Violence. Sexual Violence Research Initiative. Pretoria, South Africa, Medical Research Council.
15. Researching violence against women: A practical guide for researchers and activists November 2005.
16. World Health Organization (WHO), ‘Ethical and safety recommendations for researching documenting and monitoring sexual violence in emergencies’ 2007.

Annex 4A: Questions for Beneficiaries' Focus Groups

(Women and Men/Boys)

Please note that some questions do not apply to the men/boys focus groups. These are guidelines and you may add other questions as you see necessary

1. Introductions

We will now go in a circle and I would like each one to tell me a little bit about yourself (including age, place of residence, nationality, marital status, education and whether you are working or not)

2. How did you hear about the centre and their services?

Why did you participate in the center?

What were the services you were most interested in and why?

3. Did you receive similar services in other places, explain.

How were the services provided by AWO similar or different?

4. Which services did you benefit from?

What services did you receive?

How long was your training? / How many awareness sessions did you take? / Did you use the psychosocial services provided by the centre?

5. Were they useful? Which service was the most useful? How did the services you received impact your life? (Ask in genera and make sure to go over each of the services separately as well)

- *For vocational training:* What was your economic situation before coming to AWO? Did you or your husband work? Did the services received from AWO help you generate income? Please provide examples and stories. What was missing in this service?
- *For awareness raising sessions and legal services:* what topics did you learn about in the awareness raising sessions? Did you know about before receiving these services from AWO? (*use what the participants said they learnt and make sure to mention early marriage, GBV, violence and women's rights*). How did this knowledge affect your life? Do you pass this knowledge to others around you in the community or family? If yes, what are their reactions? Did you benefit from this service? Please provide examples and stories . What was missing in this service?
- *For psychosocial services:* were the psychosocial services useful? What did you find most useful about them? Did you feel comfortable using them? Did they help you with coping with life stressors? Please provide examples and stories. What was missing in this service?
- *For legal services:* How did you know about the legal service? Describe the legal service you received from the lawyer. Did you benefit from it and how? Please provide examples and stories. What was missing in this service?

6. What are your recommendations for AWO to improve their services? What can they do differently next time to improve the benefit?

7. How do you view AWO as an organization and the services they provide?

Thank you very much for your participation and your valuable input.

Before we finish, does anyone have any other comments or final thoughts that you would like to add about anything we discussed or even things we did not discuss?

Annex 4B: Semi Structured Interview Questions for the AWO Staff

Please note that not all questions apply to all the staff. These are guidelines and you may add other questions as you see necessary

1. Introductions.

Please tell us about yourself (include job position, educational and professional background and how long they have been working with AWO)

2. What was your role in the project? Please tell us about your duties and the activities that you performed within the project. Describe in detail your work and intervention:

For case managers:

- How are people referred to you?
- What happens in the first session? How do you determine level of risk?
(Please provide us with the intake forms)
- How do you evaluate the beneficiaries' psychological and social state?
- Based on what criteria do you refer beneficiaries and to where? (Also please provide any written record of the organizations your refer to)
- How do you create the intervention plan? Describe one session in detail.
Describe the intervention you usually use including the techniques you most often use.

For outreach staff:

- How do you choose the schools, what is the procedure for that? What are the selection criteria?
- How you determine the needs of the children? Were there things that came out that were not covered by the services? How did you deal with that?
- What is the content of the sessions you provide? How do you deliver them?
- How do you refer cases and based on what?

For centre managers:

- What were the main coordination mechanisms to ensure proper implementation of the project activities?
- What are the procedures related to monitoring? How often do you report monitoring activities? Please show us an example of your reports.
- Did you have a closure plan?
- How did this project affect your life personally?
- Do you have any lessons learned from your experience and your job position?

For lawyer:

- What is your experience and area of work?
- Please describe your work in detail
- How did you reach the beneficiaries?
- What were the main issues and problems you worked with during your work at AWO?

- 3. When you came to AWO, were you given a written job description? If yes, please provide us with that. If no, were you told about your job description?**

Was your role and position in line with your job description? If no, please explain.

- 4. Did you have a clear individual plan derived from the general project plan? If it is written, can you provide us with these documents? If no, how did you plan your work?**

Is there a methodology that you follow for session to session planning?

Are there any manuals or written material that you use?

- 5. Did you understand the main objectives of the project? Did you understand your role in achieving those goals?**

Did your role involve collaborating with other staff? If yes, did you have mutual planning? How often did you meet to plan?

- 6. Do you document your sessions and/or the people you reach or who are referred to you? Please provide us with the forms you use for documentation.**

How do you evaluate your work? Please provide us with any written forms you use for evaluation. How often do you collect evaluation of your work from the beneficiaries?

- 7. Did you receive any training after you started working at AWO?**

What trainings did you receive? Where they useful? Explain

Was the training relevant to your work? Explain

Do you feel that your qualifications and professional background equipped you to perform your role?

Were there trainings that you felt you needed but did not receive?

8. Are you satisfied with the accomplishments of the project and your own contribution?

9. What are the main challenges that you faced?

10. If you can do it all over again, how can you do it differently?

Thank you very much for your participation and your valuable input.

Before we finish, do you have any other comments or final thoughts that you would like to add about anything we discussed or even things we did not discuss?

Annex 4C: Semi Structured Interviews with Partners

(CBOs, NGOs, School and Municipality)

1. Introductions

Can you please tell us about your job position and some information about your organization (*make sure the answer includes the services they provide and the groups they target*)

2. What do you know about the project? What is the nature of your relationship to AWO? What is our role in the project?

3. Were you approached by AWO or did you approach them?

4. What were the services provided by AWO?

5. Were the services provided by AWO useful?

6. Do you consider the services provided by AWO in this project complementary or similar to the services you provide? Give examples.

7. Did AWO provide any capacity building to your organizations and staff? If yes, were they useful?

8. What are your recommendations to improve AWO's work in the future?

9. How do you view AWO as an organization and the services they provide?

Thank you very much for your participation and your valuable input.

Before we finish, do you have any other comments or final thoughts that you would like to add about anything we discussed or even things we did not discuss?

Annex 5: Consent Form for Focus Groups

My name is _____ and I work at the Palestinian Counselling Center which is an organization based in Palestine. Thank you for coming here today.

We are conducting an assessment of the project in which you took part perhaps through taking vocational training or using any of the other services provided by AWO. We would like to hear from you about your experiences, your impressions and whether the project had an impact on your life. The meeting will take approximately an hour and half and I will ask you few questions related to the project. The purpose of this discussion is to evaluate the project in order to improve AWO's work in the future.

Before we begin, I want to mention few things:

- 1- Participating in the discussion is not mandatory. It is completely voluntary and there will be no consequences if you choose not to participate. If you do choose to participate, you can withdraw and leave at any time.
- 2- What you say in these discussions will be anonymous and confidential. You are free to use your real name or provide a pseudo name or not give us any name. What you say will be used in a report and will be disseminated to people connected with the project. We will not mention any real names in the report unless you would like us to.
- 3- In order to document the discussion accurately, I will be using a tape recorder. If you agree to this, recordings will be kept in a safe place. As soon as the recordings are transcribed in written form, they will be deleted.

Does anyone have any questions about any part of what we will be doing?

If you would please, can we go around in a circle and each of you would indicate whether you would like to participate and whether you agree to the recording. (Do not use voice recording if any of the women refuse to be recorded).

Annex 6: Findings from Women's Focus Groups

1. Introductions

Six focus groups were conducted with women: three in Irbid and three in Mafrq. Number of women who participated in the groups was between 9 and 15 depending on the group. There was a diverse age range between 19 and 58. The majority of women were Jordanians and Syrian refugees: in Mafrq, there were more Syrian refugees than in Irbid and their needs and reasons for participating in the project were somewhat different. All the women were living in Irbid and Mafrq. Also, the needs of younger and old women varied among the Jordanians. Most women were married in Irbid but less so in Mafrq which included many young unmarried Jordanian women.

2. How did you hear about the center and their services?

Either through word of mouth (neighbor, sister friend etc...). Many mentioned the Facebook page or from other organizations they visit. Home visits, advertisements on Facebook. Some were seeking courses and asking around whereas others found out about AWO through the awareness raising sessions in CBOs

3. Which services did you benefit from?

A range of services such as sewing, handcrafts, crochet, basket weaving, hairdressing and make up, legal aid and consultations, awareness about rights, psycho-social support and counseling.

4. Were they useful? Which service was the most useful?

All the services obtained were useful. The vocational trainings were most useful as they provided the women with the knowledge and skills to produce and

improve their income. The legal and awareness raising sessions were also very useful and helped empower the women through knowing their rights.

5. Did you receive similar services in other places, explain.

Yes. Most of the women received similar services from other organizations operating in Irbid and Mafrq. Organizations such as IRC, church based organizations and various CBOs offer similar trainings and counselling. However, the trainings offered by AWO were more professional and useful. The women felt that the staff treated them with respect, maintained their privacy and did not discriminate against older participants and against Syrians.

Did the services received from AWO help you generate income, or provided you with coping mechanisms. Give examples.

Income generation: Several women stated that they managed to increase their income as a result of the trainings they received from AWO. This ranged from short term employment in sewing workshops, working from home in tailoring to starting a joint sewing project with other women and providing beauty services from home to friends and family. For some, this became the main source of personal and household income, especially for women whose husband was unemployed or incapable of working. However, in order to find long term employment the vocational training programs need to be longer and more in depth to equip the women with all that is necessary to become professional (see *recommendations below*).

Fighting early marriage and demanding rights: The awareness workshops were very useful, especially for the Syrian Refugees amongst whom early marriage is prevalent. One Syrian refugee explained she gave her oldest daughter in marriage at 14. Now, after learning about the risks of early marriage (such as GBV and higher probability of divorce) through the awareness raising sessions, she refuses to marry her second daughter until she is at least 20 despite pressure from the father. Finding out that women have rights protected by the

law and that there are institutions that provide legal services to Syrian refugees, further endorses her decision. Her daughter was present in the focus group, and explained that coming to AWO strengthened her personality. The impact of the awareness raising sessions extend to others in their circles as the women tell them about laws, their rights, advising them against early marriage and are able to direct them to lawyers whenever needed.

Coping mechanisms: women's coping with life stressors increased through the psychosocial and other services provided by AWO as well as the social bond formed with other women receiving the services. The project provided women with positive coping skills to deal with stress. The lives of most of the women was constrained to the house and their families. By coming to the centers, women gained access to psycho-social services, released stress, formed supportive social relationships with other women and became engaged in the community. This was especially important for older women and Syrian women who fled their communities and came to Jordan without their support networks, often feeling isolated and experiencing discrimination. AWO provided a space where they could meet other women and where Jordanians and Syrians felt "like sisters". The awareness raising sessions and vocational training empowered women who felt their personalities became stronger, that they became more assertive and their relationships with their children improved. Finally, through the individual counseling sessions, women were given the opportunity to release stress and talk about their hardships. Many did not realize for example how depressed they were until they talked to the case managers / counselors. All of the above, points to that the participants gained positive coping mechanisms.

Self-actualization and combating ageism: For Jordanian women, especially older ones, being productive through gaining skills in the vocational training was extremely important and influential in their lives. Without the AWO services, they would spend their free time watching TV and felt extreme boredom. Women also felt a sense of fulfillment because they invested their time productively. One woman described that weaving crochet caused her children to see her in a

different light, as more than just a mother who does the house work. The older women felt that AWO, unlike other organizations welcome older women and that “life is not over when you reach a certain age”. It has become inconceivable for women that these services would stop and this space will disappear.

6. What are your recommendations for AWO to improve their services? What can they do differently to improve the benefit?

The first thing that women mentioned in the focus groups is that the services continue and that AWO remains open.

Vocational training services: All the vocational training courses offered need to be longer and with a clear objective to equip the women with a profession that can help them improve their income. It is recommended that at the end of the training program the women get a certification which could either enable them to advance in their vocational education or find jobs with higher wages. In the future, women recommended that AWO targets a smaller number of women who would get more in-depth training and receive financial support in the form of materials or equipment. Other trainings women desired are accessories, sweets and cleaning products

In Irbid, in which the vocational training was in various crafts and sewing, the women recommended receiving a starter’s kit at the end of the project that would enable women who have no capital to begin working, such as a sewing machine. Also, providing materials is crucial because it drives the cost of the product down and makes their products competitive. At the moment, if the woman buys the materials on her own, the final product would be higher than that in the market and so they reduce the price but make very little profit. Women also recommended that AWO would help them with marketing especially outside of Irbid, as there is a lot of competition in Irbid and there is more demand for their traditional productions in Amman. Finally, women mentioned a need for more sewing machines in the future.

Similar themes emerged from the focus groups in Mafraq: the women explained that the beauty training hours do not meet the minimum required hours to open a salon. This was especially problematic for Syrian refugees who approached AWO out of need for income. More so, the training was not enough to work from home (to serve for example friends and relatives) because they only learnt one type of haircut or one type of dye. More so, they did not have the capital to buy the necessary equipment. The Jordanian women were mostly younger and many came to the training to jumpstart their career or to explore a hobby. They were less concerned with this issue as they can afford to continue training on their own to get a salon license. Many mentioned that the training enabled them to become interns in salons. Such internships were expensive and useless according to one Syrian refugee as she even though she paid money; she was discriminated against and assigned menial tasks only. In conclusion, the vocational training better met the needs of the Jordanian women but less so for the Syrian women.

On the legal aid and awareness services: Both services provided are very useful. It is recommended that the awareness raising sessions be integrated within the vocational training sessions as the women do not usually have the time to commit to coming to only the awareness raising sessions. They also mentioned the following topics that they want to learn about more: raising awareness about medical issues and having a medical checkup day, dealing with children and child protection especially with regards to social media, dealing with extremism and with drug use by youth.

On the psycho-social level: The individual consultations were very useful as they provided an opportunity for the women to release their stress and talk about their hardships. Referrals to other service providers were also useful, especially to the legal services. Because of the stigma associated with receiving psycho-social services, the evaluators were not able to receive more recommendations from the women on this topic as they were not candid about receiving them.

7. How do you view AWO as an organization and the services they provide?

The vast majority of the women agreed that AWO is a very respectable organization with a very good reputation. It is viewed by the majority that it is professional organization that provides very much needed services, is trustworthy and that the staff treats the beneficiaries with dignity and respect. They mentioned also that they listen to the needs of women and adapt to them.

Annex 7: Findings from Focus Groups with Men and Boys

1. Introductions

Two focus groups were conducted with the boys/men; one in Irbid and one in Mafrq. The number of participants in the groups varied between 10 and 16 and the age range was between 14 and 24. They were mostly Palestinian refugees and some were Jordanians and few Syrian refugees. The majority participated in 2-3 awareness sessions and some had more and less. There were usually around 4 boys who constantly participated in the discussion and many were shy or did not have much to say because they didn't take many sessions. Those who did speak however, were able to express themselves well.

2. How did you hear about the centre and their services?

Since most of the participants were boys (very few men), they heard about the centre through awareness sessions in schools and CBOs. Many were related to each other as one participant would bring family members.

3. Which services did you benefit from?

They received awareness-raising sessions related to problem solving and solving conflict (in the family, school and neighborhood), violence including gender-based violence and types of violence, women's rights early marriage and leadership training.

4. Were they useful? Which service was the most useful?

Changes in attitudes about gender roles and women's rights: The awareness raising sessions seem to have challenged deeply grained attitudes and beliefs held by the boys and consequently affected the lives of those around them, especially females even if in minor ways. The boys were outspoken and explicit in discussion about women's issues and rights. It seems that many heard for the first time about women's rights through the intervention and discussed how societal traditions restrict these rights. They expressed viewing women as an important part of society and that men should take part in catering to the needs of women and protecting them. One boy mentioned helping around the house after the intervention and a second one is no longer against his sister working and leaving the house because this is her right. Boys also said they want to participate in initiatives for women's rights.

Improving conflict and problem solving skills: The sessions also improved the participants' life skills like problem solving, especially in Irbid. For example, they learned how to solve social conflict between peers in the school, in the neighborhood and the family and how to solve problems through multiple steps of reasoning. They helped one of their friends who was starting to use drugs by contacting his family and a mental health professional whereas in the past they would have ignored him or called the police on him. The youth felt empowered and they want to take leadership and initiatives in their social circles.

Providing alternatives to risky behavior and promoting acceptance of others: The project had a positive influence on how they spent their free time: "if we weren't here we would be on the streets using drugs and smoking". Another effect is meeting between Palestinians, Jordanians and Syrians and getting to know each other and accepting differences.

5. Did you receive similar services in other places, explain.

Boys did not receive similar services elsewhere and through the services provided by AWO, were hearing for the first time about issues related to gender.

6. What are your recommendations for AWO to improve their services? What can they do differently to improve the benefit?

Boys mentioned wanting more variation in the activities and the place where the activities are implemented to have new experiences.

7. How do you view AWO as an organization and the services they provide?

The beneficiaries spoke highly about the AWO staff saying they are professional, respectful and that they provide important services. What especially attracted them was the dynamic and interactive style in which the workshops were delivered. As a result, they were not lectured like in schools but instead were heard and participated in discussions. They also greatly enjoyed the recreational activities.

Annex 8: Findings from Interviews with AWO Staff

1. Introductions:

Interviews were conducted with vocational trainers (x3), outreach staff (x4), case managers (x2) and the project manager (x2).

2. What was your role in the project?

Vocational trainers: The roles of the vocational trainers were to train the targeted women in arts and crafts and beauty including weaving, accessory making, wax, sewing, crochet, hair dressing and make-up.

Outreach staff: outreach staff conducted house visits and visits to CBOs to raise awareness about the project, promote AWO services and recruit women. Outreach staff was also responsible for community raising campaigns on women's rights, countering GBV and other topics based on the needs of the women. After speaking to the women, outreach would refer women in need to case managers for psychosocial assessment and for economic needs and to the lawyer for legal needs.

In schools, outreach staff organized and implemented classroom based awareness- raising sessions to groups of students (around 20 in each group). The topics included early marriage, violence, bullying, teaching life skills, and alternative masculinity in addition to topics identified based on students' needs.

Case managers: they provided basic psychosocial counseling to groups and individuals. Outreach staff and vocational trainers would refer women in need to the case managers. Sometimes the women would approach the case manager on their own while they are at the centre attending other services. After further assessment, case managers would refer cases to specialized services such as

legal, psychological and cash assistance. Case managers would provide individual consultations to women and provide them with secretive sessions, confidentiality and a safe space to express their concerns. Even though provided five free sessions, most women came once or twice. The role of the case manager was to also give group support sessions and guidance on different topics including self-care, anger management and positive parenting.

Project manager: is responsible to manage, supervise and monitor the overall implementation of the project activities, including supervision of the staff, documentation, reports etc...

Legal services: the legal services were very useful. In addition to giving individual consultations to women, they worked closely with awareness raising and gave sessions about women's rights and institutions that can offer help.

3. Was your role and position in line with your job description?

To a certain extent: There were job descriptions but many of the actual tasks performed were not included in the job description.

4. Did you have a clear individual plan derived from the general project plan?

We did not see any clearly written individual plan derived from the general project plan. However, each staff member had a weekly work plan that was produced during the weekly staff meetings with the group. The weekly plan described the day to day activities and was modified each week but was not documented.

There is also an annual plan about the target number reach but have no planning on a monthly basis.

5. Did you understand the main objectives of the project and your role in achieving those goals?

All staff members understood the overall objective of the project and understood their role in achieving this goal. The outreach staff, case manager and the lawyer were working closely together and knew very well each other's role which was important for crucial referrals.

6. What were the main coordination mechanisms to ensure proper implementation of the project activities?

Weekly staff meetings were major coordination mechanisms as the staff discussed what happened in the previous week and the plan for next week. There are also monthly, 3 monthly, biannual and annual meetings. The staff was very supportive to each other, there is good relationship between them and strong group spirit.

7. How did you assess your work?

The vocational staff evaluated the progress of the women based on oral assessments and observations but there were no systematic assessments.

The M&E for the case managers was more systematic: they had intake forms, referral forms and forms for documenting individual sessions and a termination form. There were good measures for ensuring the confidentiality and secrecy of the files which did not use the real names of women. Forms however need to be revised in the future, as the information they collect is not sufficient for planning psychosocial interventions. Also, the way the psychosocial consultations are evaluated was not effective and therefore, evaluation forms need to be revised and improved in the future.

The project manager monitored and reported statistical information in an excel sheet with data disaggregated by age, sex, nationality etc..

Outreach staff had a good documentation system as they manually filled out forms and then recorded electronically. They collected information on the content of the awareness sessions, the date and attendance. Whenever they recruited women they collected information like phone numbers, age and number of family members etc...

8. What are your educational backgrounds and experience?

The vocational trainers were highly skilled, experienced and able to teach.

The case managers had good qualifications but did not have adequate training to fulfill all of the requirements of their role. This was confirmed by IRC who said that the case managers were not fully trained in and did not implement the IRC case management methodology. Since the case managers were not from the area, women felt more comfortable to approach them.

The outreach staff had good knowledge of the needs of the local community and a good relationship with the various stakeholders. The duration and content of the training was not enough especially that the qualifications of the outreach staff were not relevant to the work they conducted.

One major shortcoming is the lack of supervision for case managers and outreach. Supervision empowers mental health workers, contains and provides professional support. It is crucial to include this in future plans.

9. Are you satisfied with the accomplishments of the project and your own contribution?

The staff is highly enthusiastic and engaged with their work. They have a strong desire to contribute and create change in the lives of the beneficiaries. They were able to form meaningful relationships with the stakeholders, the local community and the beneficiaries. The vocational trainers were however aware that the training was not enough to create economical independence for the women.

The case managers were not satisfied with the training they received. They felt that it was not in-depth enough to ensure they provide good services. The case managers wished they can provide many interventions themselves instead of referring to specialized services.

The outreach staff mentioned that coordination with schools and the municipality took a very long time and should have been done at an earlier stage.

Annex 9: List of Stakeholders Interviewed or Consulted

1. Alianca Por La Solidaridad (APS).
2. International Rescue Committee (IRC).
3. Al-Farouq Charitable Society for Orphans - Irbid camp (CBO)
4. UNRWA women programs centre- Irbid camp (CBO)
5. Alnahda Society for Physically Challenged Persons- Irbid (CBO)
6. Community Centre in Al-Khalidiyah - Mafraq (CBO)
7. Samas Badia Association - Mafraq (CBO)
8. Public school –Mafraq
9. World Vision
10. Quest Scope
11. Irbid Municipality Women’s Empowerment Unit

Annex 10: Findings from Interviews with Partners

(CBOs, NGOs, School and Municipality)

1. Introductions.

Interviews were conducted with the following organizations:

Al-Farouq Charitable Society for Orphans is a charity located in Irbid camp that provides services to Jordanians, Palestinian and Syrian refugees. They target orphans and women through programs such as economic empowerment, vocational training, legal support and awareness-raising on women's rights and responsibilities.

UNRWA Women Programs' Centre is a centre based in Irbid camp and is affiliated to UNRWA. The centre provides services primarily to Palestinian refugee women but also to Syrian and Jordanian women and youth. They provide programs such as vocational training for women, recreational and psychosocial support for women and children. Due to the financial crisis faced by UNRWA, the centre needs to raise their own funds to sustain their activities.

Alnahda Society for Physically Challenged Persons is a CBO that caters for the needs of persons with disabilities. They have around 1000 registered members including women with disabilities. The CBO relies primarily on volunteers to implement their work. General assembly and board of directors are actively involved in the management and the operation of the CBO.

One interview was conducted with a community centre in Al-Khalidiyah, on the outskirts of Mafraq. Women from this CBO participate in the various services provided by AWO in the Irbid centre.

Sama Badia Association began with relief work with Syrian refugees and is now moving towards development, mainly targeting youth through protection

programs. They work with many INGOs and mainly depend on volunteers for running the association.

World Vision is a CBO working in Irbid that aims to empower beneficiaries through improving their life skills using drama with children and creating support groups to vulnerable women. AWO recruited World Vision's beneficiaries, through vocational training and legal services.

Quest Scope is an organization in Irbid that targets youth through education, vocational training and awareness-raising about GBV and early marriage. There is a part time on site psychosocial counselor who provides the awareness-raising and provides individual consultations when necessary. Their work is somewhat similar to that of AWO.

One interview was conducted with the director of a public school in Mafraq. The school has approximately 1200 students attending first grade to high school. Since the influx of refugees to Mafraq, the school has been operating in two shifts: Jordanian girls attend the morning shift and Syrian girls the afternoon shift. AWO provided classroom based interventions in the forms of lectures and workshop on early marriage, protection from GBV and domestic violence. It was the only organization providing such services in the school.

One interview was conducted in the Irbid municipality with the Women's *Empowerment Unit*. The unit was recently activated is still undergoing development and strategic planning. They regularly invite AWO to participate in meetings to form collaborations and compliment each other's work.

2. What is your role in the project?

All of the above were implementing partners and were contacted by AWO to target the women and introduce them to the services the project provides. Most of the women targeted received vocational training, legal services and

psychosocial services either at their own CBO or at AWO (except schools and the municipality). Before providing services, an awareness raising workshop was organized with the target beneficiaries to introduce them to AWO and the services they provide.

3. What is the nature of your relationship to AWO?

Prior to this project, most of the organizations did not have any formal relationships to AWO. All of the organizations were aware that it existed and that it opened branch offices in Mafrq and Irbid and roughly knew of the services that provided in each location.

4. Were the services provided by AWO useful? And how did they benefit your beneficiaries?

The vocational and training courses were too short to equip the women with the necessary tools to continue working or become independent. Awareness raising and legal services were very useful; in particular referral of victims of violence to AWO and receiving legal services related to registration of children. AWO successfully provided participating women with a safe space to discuss common issues. The activities were also socially acceptable by the local community and therefore facilitated the process of leaving the house for many, especially those living in conservative areas.

5. Do you consider the services provided by AWO in this project complementary or similar to the services you provide? Give examples.

In some CBOs the services were complimentary and met the needs of women that the CBOs themselves could not fulfill, especially in relation to case management and legal services. For other CBOs, the services provided were almost identical as those to the CBOs and in some cases AWO was competing with the local CBO. In the school, AWO was the only organization providing awareness-raising sessions.

6. Did AWO provide any capacity building to your organizations and staff?

The CBO capacity building component was not evident in the implementation of the activities. This goal was not clear to the AWO staff and there was no clear strategy on how to build the capacity of CBOs and create sustainability. There were some training but there were not systemic even though CBOs managers mentioned learning by participation in the joint work.

7. What are your recommendations to improve AWO's work in the future?

The first recommendation managers mentioned is for AWO to continue providing their services, albeit with some modifications. One of recommendation is to have a real partnership with AWO that starts with joint planning based on common needs and inviting the CBOs to the coordination meetings.

One of the unmet needs mentioned by CBOs and the municipality (and women) is having longer vocational training that leads towards a certification. Also, since the training provided by AWO was in traditional methods and is provided by many other CBOs, one recommendation is for AWO to provide unique and creative trainings that enable women to compete in the market. The women's empowerment unit of the Irbid municipality recommends that AWO continue their work as they are willing to provide the space to have markets in which the women can sell their products in the future.

Even though psychosocial services were provided by AWO, the municipality and one CBO mentioned the need for specialized services such as individual and family counseling/therapy as these services are not available in the area.

The school recommended continuing the awareness raising sessions there as there is a big need for that, especially that there are many risks to the girls in the school related to sexual abuse and early marriage. They recommended including younger classes and talking about self-protection and change during adolescence in addition to early marriage and GBV.

Other needs mentioned by CBOs are: needs for nurseries especially for women in remote areas as this is a barrier to their participation in the community and to continuing education. Literacy programs are another need as well as raising awareness about medical issues, child rearing and positive parenting. Al-Nahda Society mentioned providing women with disabilities training and leadership opportunities that would encourage their integration in the community and provide them with a platform to voice their needs and concerns and show their potential.

8. How do you view AWO as an organization and the services they provide?

All partners unanimously responded that AWO enjoys a golden reputation. They are viewed by all as a professional, honest, transparent and serious organization and they would like to have future partnerships with them. They are also cooperative, responsive and are influential in meetings and amongst local organizations.

Annex 11: Beneficiary Data Sheet

Table 2: Total Number of beneficiaries reached by the project

Type of Primary Beneficiary	Number
Female domestic workers	
Female migrant workers	
Female political activists/ human rights defenders	
Female sex workers	
Female refugees/ internally displaced asylum seekers	8034
Indigenous women/ from ethnic groups	
Lesbian, bisexual, transgender	
Women/ girls with disabilities	
Women/ girls living with HIV/AIDS	
Women/ girls survivors of violence	713
Women prisoners	
Women and girls in general	12647
Other (Specify here:)	
TOTAL PRIMARY BENEFICIARIES REACHED	21394
Type of Secondary Beneficiary	Number
Members of Civil Society Organizations	
Members of Community Based Organizations	522
Members of Faith Based Organizations	
Education Professionals (i.e. teachers, educators)	
Government Officials (i.e. decision makers, policy implementers)	
Health Professionals (doctors, nurses, medical practioners)	
Journalists / Media	
Legal Officers (i.e. Lawyers, prosecutors, judges)	
Men and/ or boys	3792
Parliamentarians	

Private sector employers	
Social/ welfare workers	
Uniformed personnel (i.e. Police, military, peace keeping)	
Other (Specify here:)	
TOTAL SECONDARY BENEFICIARIES	4314
Indirect beneficiaries reached	Number
Other (total only)	
GRAND TOTAL	25708