

Evaluation of the Preventing and Responding to Gender Based Violence in Jordan Program (WAGE Jordan)

FINAL REPORT

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AMERICAN **BAR** ASSOCIATION

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CONTENTS

1. Executive Summary	4
2. Introduction and Study Background	7
2.1 The Evaluation Objectives	7
2.2 The Evaluation Questions	7
3. Methodology	8
3.1 Desk Research/Secondary Data Collection	8
3.2 Survey	8
3.3 Key-Informant Interviews (KIIs)	9
3.4 Data Quality Control.....	9
3.5 Data Analysis and Reporting	9
3.6 Limitations	9
4. Findings	11
4.1 Relevance.....	11
4.1.1 The Program Design	11
4.1.2 Future Programming	12
4.2 Effectiveness	13
4.2.1 Achieved Program Outputs.....	13
4.2.2 Level of Satisfaction	14
4.2.3 Knowledge Obtained	16
4.2.4 Achieved Outcomes and Results	21
4.3 Impact.....	27
4.4 Sustainability.....	28
4.5 Lessons Learned.....	30
5. General Questions	32
6. Conclusions and Recommendations	33
APPENDIX (I): EVALUATION MATRIX.....	35
APPENDIX (II): DATA COLLECTION TOOLS.....	48

LIST OF FIGURES

Figure (1) Overall level of satisfaction with the trainings.....	14
Figure (2) Level of satisfaction with the mentoring.....	16
Figure (3) Change in knowledge as a result of attending the basic training on GBV.....	17
Figure (4) Change in knowledge as a result of attending the training delivered by SIGI to CBOs on Law and Protection from Domestic Violence.....	17
Figure (5) Change in knowledge as a result of attending the Survivor-Centered Lawyering training ..	18
Figure (6) Change in knowledge as a result of attending the Gender-Based Violence and Survivor-Centered Service Provision training.....	19
Figure (7) Change in knowledge as a result of attending the Facebook Optimization Training.....	20
Figure (8) Change in knowledge as a result of attending the workshop on safeguarding	20
Figure (9) How useful the webinar/ online discussion on GBV was in terms of... ..	20
Figure (10) Extent the organizational capacity has improved as a result of the mentorship activities.	21
Figure (11) Improved outreach and communication strategies as a result of the program by type of improvement.....	24
Figure (12) New forms of collaboration with other organizations and institutions have been undertaken to advance the status of women	28
Figure (13) “Women should have equal rights with men and receive the same treatment as men do”	32
Figure (14) “On the whole, men make better political leaders than women and should be elected rather than women”.....	32
Figure (15) “When jobs are scarce, men should have more right to a job than women”	32

ACRONYMS

ABA ROLI	American Bar Association Rule of Law Initiative
CBO	Community Based Organization
CSO	Civil Society Organization
FGAC	Family Guidance and Awareness Center
GBV	Gender-Based Violence
KAP	Knowledge, Attitudes and Practices
KII	Key-Informant Interview
MMIS	MMIS Management Consultants
OECD DAC Criteria	The Organization for Economic Co-operation and Development - Development Assistance Committee Criteria
SIGI	Sisterhood is Global Institute Jordan
TOR	Terms of Reference
WAGE	Women and Girls Empowered Program

I. Executive Summary

Introduction

Gender-Based Violence (GBV) is violence directed against a person because of their gender¹. The American Bar Association Rule of Law Initiative (ABA ROLI) conducted a program entitled “Preventing and Responding to Gender Based Violence in Jordan” under the Women and Girls Empowered (WAGE) Program. The program aims at enhancing technical expertise and coordination among community-based GBV providers in select regions for high-quality, survivor-centered, trauma-informed, targeted, and holistic solutions for women and their families in Jordan. ABA ROLI contracted MMIS Management Consultants to conduct an endline evaluation, to assess the effectiveness of trainings, mentoring, and other capacity interventions, as well as observed outcomes or changes in target communities.

Methodology

The endline evaluation was done through the use of mixed methodology. Desk research was conducted to inform the development of the data collection tools, as well as providing quantitative data for the analysis. Qualitative interviews were conducted virtually with 15 key stakeholders, and a quantitative survey was conducted by phone with 23 respondents.

Key Findings



Relevance

- The vast majority of respondents, and across the various respondent types, agreed that the program design and activities were suitable to improve CSOs’ and CBOs’ organizational capacity to provide support services to women and girls experiencing or at risk of GBV.
- The vast majority of respondents across the various respondent types agreed that the program adapted and responded to the changing needs of the CSOs and CBOs.



Effectiveness

- All program outputs were achieved and exceeded the set targets.
- Overall, there was a high level of satisfaction with the capacity interventions (trainings, workshops, mentoring). The biggest challenges reported on the activities were the shortened timeline and the location of the in-person training.
- The program was highly successful in providing the caseworkers with new relevant skills and knowledge, and numerous improvements and changes were reported on both the organizational and the individual levels. Improvements were especially reported on: the Case Management System, Communication and Outreach, Psychological Support, Economic Empowerment, and Awareness on GBV.

¹ [What is gender-based violence? | EIGE \(europa.eu\)](https://www.eige.europa.eu/what-is-gender-based-violence/)



Impact

- The program participants reported that the capacity strengthening activities were highly effective and relevant, equipping them with new knowledge and skills that they've utilized in practice.
- Particularly, the new collaborations had an impact for women at risk or exposed to GBV, as referrals were made more immediately, and new services were provided.



Sustainability

- There is evidence of the sustainability of this program as many of the CSOs and CBOs already made structural changes that improved their case management systems, outreach and communications and introduced psychological sessions.
- Important drivers of sustainability is the new collaborations undertaken through the program, as well as utilizing the handed materials such as the mentorship handbook and training materials.
- A main barrier to the programs sustainability is the lack of financial means among the CBOs and lawyers. Another barrier was the shortened timeframe of the program.

Recommendations



Relevance

- It is recommended to continue the participatory and flexible approach during the program planning and implementation. The psychological support sessions and the survivor funds were particularly needed and valued and is recommended to be implemented in future programming.
- ABA ROLI should consider working directly with some of the bigger CBOs as partners, as well as targeting new areas in the north and south of Jordan (Irbid, Ramtha, Tafileh).



Effectiveness

- The relevant content, highly qualified facilitators and participatory approach were key success factors for the capacity interventions effectiveness, and is therefore recommended to be continued in future programming.



Impact

- Conducting capacity interventions in-person is important because this creates a forum where people in the same field exchange knowledge, share experiences and generate collaborations.



Sustainability

- Handing out materials from the mentorship (handbook) and the trainings/workshops (brief summaries and administrative forms) has been a driver for sustainability.
- Providing financial support, such as survivor funds, funds for the development of the associations' infrastructure (meeting rooms), in addition to providing training sessions on how to apply for funding.
- If the project will be replicated within the same timeframe and budget, it is recommended to decrease the number of partners, and follow up closer with a smaller group of selected partners.

2. Introduction and Study Background

Gender-Based Violence (GBV) is violence directed against a person because of their gender². GBV is deeply rooted in gender inequality, and both men and women experience GBV but the majority of victims are women and girls. GBV can be broadly clustered into five main categories: physical violence, sexual violence, emotional/psychological violence, economic violence and harmful traditional practices. Each of these forms require special understanding and measures to be effectively addressed. Moreover, there is an overlap between these different categories, and in many cases, two or more forms of GBV occur concurrently. As for the complexity of GBV and stigma attached to GBV survivors, capacity strengthening of local service providers is key in order to enable them to best support GBV survivors in their communities.

The American Bar Association Rule of Law Initiative (ABA ROLI) conducted a program entitled “Preventing and Responding to Gender Based Violence in Jordan” which was one of ten initiatives under the Women and Girls Empowered (WAGE) Program. The program aims at enhancing technical expertise and coordination among community-based GBV providers in select regions for high-quality, survivor-centered, trauma-informed, targeted, and holistic solutions, and evidence-based preventive remedies for women and their families in Jordan.

ABA ROLI contracted MMIS Management Consultants to conduct an endline evaluation, through the use of mixed methods, to assess the effectiveness of trainings, mentoring, and other capacity interventions, as well as observed outcomes or changes in target communities.

2.1 The Evaluation Objectives

The evaluation aims to assess the following:

- The program’s effectiveness in improving CSO and CBO organizational capacity to provide support services to women and girls experiencing or at risk of experiencing GBV;
- Whether individual capacity building (i.e., trainings, mentorship) has resulted in specific changes at the organizational level; and
- What outcomes, if any, these may have had with women in specific communities of focus.

2.2 The Evaluation Questions

MMIS worked to cover all evaluation questions that fall under the OECD DAC criteria mentioned in the TOR. The evaluation criteria are shown in detail in the evaluation matrix (Appendix I).

² [What is gender-based violence? | EIGE \(europa.eu\)](https://www.eige.europa.eu/what-is-gender-based-violence/)

3. Methodology

Several activities have been conducted by the project team to achieve the assignment objectives. Below is a detailed description of the main activities that were carried out.

3.1 Desk Research/Secondary Data Collection

ABA ROLI team provided MMIS with all the relevant program information and secondary data to conduct the desk review. As a result, MMIS team undertook a comprehensive desk research and literature review of the proposal documents, baseline report, quarterly reports, training and mentoring materials, MEL plan and other all related documents. The desk research informed the development of the evaluation matrix and data collection tools.

3.2 Survey

MMIS developed a survey questionnaire that was approved by ABA ROLI to collect data from the program stakeholders³. A digital form of the questionnaire was developed using Kobo toolbox. For quality assurance, a pilot survey was conducted with a small sample of respondents to identify any potential problems in the data collection tool and process.

The survey was conducted by phone using a mix of in-house full-time employees and part-time free-lance enumerators. A formal training session was held for all the project enumerators at MMIS premises by a Senior Consultant. The training familiarized the enumerators with the program background to help them develop a clear understanding of the program requirements and context. Furthermore, the training covered the developed data collection tools questions in details, explaining the specific required information in each question.

The structured surveys were conducted by phone with the targeted stakeholders, and the data was collected utilizing tablets provided by MMIS. The anonymity of respondents participating in the survey was emphasized and enforced. The questionnaires were submitted to the team leader by the end of each day for verification and review.

A total of 23 respondents participated in the phone-survey, distributed as shown in the table below:

Direct participants in WAGE activities for survey	Attended
SIGI	2
FGAC	2
CBO (SIGI Partner)	8
CBO (FGAC Partner)	6
Lawyer	5
Total	23

³The developed data collection tools can be found in appendix (II).

3.3 Key-Informant Interviews (KIIs)

KII structured guides were developed by MMIS team and approved by ABA ROLI before conducting the interviews⁴. MMIS team conducted the KIIs virtually with the relevant key stakeholders in order to collect qualitative data, different ideas and various perspectives, through an open and dynamic discussion on the relevant topics concerning the program.

MMIS conducted 15 KIIs with key stakeholders, distributed as shown in the table below.

Direct participants in WAGE activities for KIIs	Attended
ABA ROLI staff	2
SIGI staff	4
FGAC staff	2
CBO (SIGI Partner)	1
CBO (FGAC Partner)	2
Lawyer	1
Consultants	3
Total	15

3.4 Data Quality Control

To ensure high quality of data, MMIS followed several procedures and specific instructions at all levels of the data collection process. These included the following:

- Daily contact of the Team Leader with data collection team to identify any concerns
- Verification of completed questionnaires
- Built-in control measures in the database software, such as setting upper and lower limits on certain ranges and other logical limitations on entries.

3.5 Data Analysis and Reporting

A thorough analysis of the gathered data and information was conducted to arrive at findings and conclusions that answer all guiding research questions and issues determined in the study objectives and scope.

Quantitative data was analyzed using excel, and open-ended questions were translated to English. As for the qualitative data, the interviews were transcribed, translated to English and analyzed.

3.6 Challenges and Limitations

In general, there weren't any major challenges or limitations hindering the evaluation. Nonetheless, we list below some minor challenges or limitations faced during the evaluation:

- Limited sample size, particularly for the quantitative survey which could limit the generalizability of the evaluation results.

⁴ The developed data collection tools can be found in appendix (II).

- Availability of certain stakeholders for interviews. The vast majority eventually participated in the evaluation as MMIS utilized a flexible approach that enabled interviewees to participate after working hours and over weekends.

4. Findings

4.1 Relevance

This section explores to which extent the program's objectives and design responded to the beneficiaries' needs. During the KIIs, the stakeholders were asked to what extent they thought the program was relevant for CSOs/CBOs and for women and girls in Jordan that are at risk of or exposed to GBV. The evaluation showed that the CSOs and CBOs found the capacity strengthening activities to be highly relevant for their organizations and for the targeted women.

4.1.1 The Program Design

Several measures were taken by ABA ROLI during the planning and implementation of the program to ensure responding to the beneficiaries needs. In the planning phase, a needs assessment was conducted, in addition to the inclusion of partners, trainers/facilitators in identification of the topics for the training and mentorship activities. Furthermore, it was emphasized by the interviewees that the ABA ROLI team members have strong knowledge and experience in the GBV field which enabled them to identify existing gaps and prioritize different issues.

“We undertook initial rapid research at the beginning of the program. We spoke to the different CSOs, CBOs on what they find challenging, especially when it comes to communicating with their beneficiaries. After that, we designed the activities” (Consultant interviewee)

“We consulted ABA to identify the training topics, and we agreed on the selected ones” (Consultant interviewee)

“In this project, for the first time, we were part of a media campaign. What I mean here is that we were partners in the program planning process. We proposed different topics that were relevant to the interest of the beneficiaries (women who experience violence). We were not only recipients of information; we were part of the design and implementation processes. This had enabled us to become more skilled and selective in cases related to gender-based violence, and be more able to identify media messages that achieve our goals” (CBO interviewee)

ABA ROLI Jordan office developed a monitoring and evaluation system (M&E) as a channel for receiving feedback from their partners. The Jordan office also developed simple reporting forms and reached out through phone calls on a regular basis to assist their partners in the administrative part of the work, and to give them the chance to focus on their own interventions.

“We used to provide ABA with M&E reports throughout the program duration. In those reports, we used to list any challenges we faced, and write down any recommendations and suggestions we have” (CSO interviewee)

The program did also respond to the changing needs of beneficiaries during the implementation period. Changes were made based on the observations and feedback provided by the partners. Examples of changes made were:

- Changing the training venue to a quieter venue to provide a safe-space for psychological support
- Flexibility in dates
- Continuously collecting feedback on the program activities from partners and using it to adjust them (e.g. whether to continue with a topic or move on to the next one)
- Adjusting to the Covid-19 situation depending on the partners' comfort levels (e.g. whether to conduct the activities in person or online)

“We used to convey any comments or feedback we had directly to the ABA team. They listened to us, accepted and understood the comments we had” (CSO interviewee).

“I believe that ABA’s flexibility was a major factor in the project success. They provided us with continuous support throughout the project duration, and always responded to all of our inquiries in a timely manner” (CSO interviewee).

Findings from the interviews with the CSOs and CBOs show that ABA ROLI succeeded in providing a program of high relevance to their needs. They stated that the content of the different capacity building activities / training courses was new and highly relevant.

“We never attended such sessions [psychological de-briefing sessions] in any previous project, and I wish that all future projects include this element which has a positive effect on case workers” (CSO interviewee).

The stakeholders did also emphasize that the capacity intervention activities were most relevant for the women subject to, or at risk of GBV. The program strengthened the capacity of the CSOs/ CBOs, which in turn led to an improvement in the quality and quantity of services provided to those women. Examples given were: more efficient case management, more consultations conducted, higher satisfaction levels among beneficiaries, implementation of yoga-sessions for psychosocial support, more awareness sessions on GBV held for the targeted communities, introduction of economic empowerment for beneficiaries and so on. The level of accomplishment of the outcomes will be further elaborated in the next section of this evaluation report.

4.1.2 Future Programming

In general, the participants were satisfied and found the capacity intervention activities highly relevant to their needs, and wanted more of them in the future. In addition, they would like more topics to be covered in potential future programs. Examples of topics they wanted to learn more about were: how to deal with children facing abuse, abuse in schools, pre-marriage consultations, consultations directed towards the family and more inclusion of men. They also highlighted that they wanted a more in-depth understanding of each topic by having a larger number of training sessions.

One CBO expressed that in the future, they would like to become direct partners to ABA ROLI without the need of a CSO mediating in the middle. They believe that there are a lot of

organizations outside the capital Amman that are capable of doing the work of SIGI and FGAC. Another issue mentioned by this CBO was the need to be included in the monitoring and evaluation aspects from the very beginning of the program; to be introduced to the log frame, M&E templates and other related M&E issues.

4.2 Effectiveness

This section examines to which extent the program achieved its objectives and results. Firstly, the quantitative achievements of the objectives will be outlined. Afterwards, the quantitative, in-depth objectives and results accomplished through this program will be examined.

4.2.1 Achieved Program Outputs

The below table summarize the program outputs.

Output	Target	Achieved
# of roundtable participants	15	17
# of webinar participants	15	34
# of public awareness campaigns conducted on the rights and empowerment of women	4	6
# of CSOs or institutions not captured under WAGE Output 1.1.1 who work to empower women trained and supported.	10	14 ⁵
# of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations	40	79 ⁶
# of CSOs participating in virtual and in-person, non-training, events aimed at increasing technical capacity and engagement with other stakeholders	10	11 ⁷

As shown in the table above, all outputs were met. The program was highly effective as all of the different outputs exceeded the targets.

In the table below, the number of people reached by the intervention providing GBV related services is summarized.

Service	SIGI	FGAC	Total
Health	-	30	30
Legal	37	32	69
Psychosocial counseling	33	80	113
Economic	35	2	37
Empowerment training	-	113	113
Transportation	-	30	30
Shelter	-	12	12
Sessions	-	853	853
Others	5	47	52
Total	110⁸	1,199	1,309

⁵ The count of all CSOs and CBOs that ABA ROLI worked with in this program.

⁶ Unique participants in the trainings (Basic training on GBV, Law and Protection from Domestic Violence, Survivor-Centered Lawyering, Facebook optimization training), and the Safeguarding Workshop

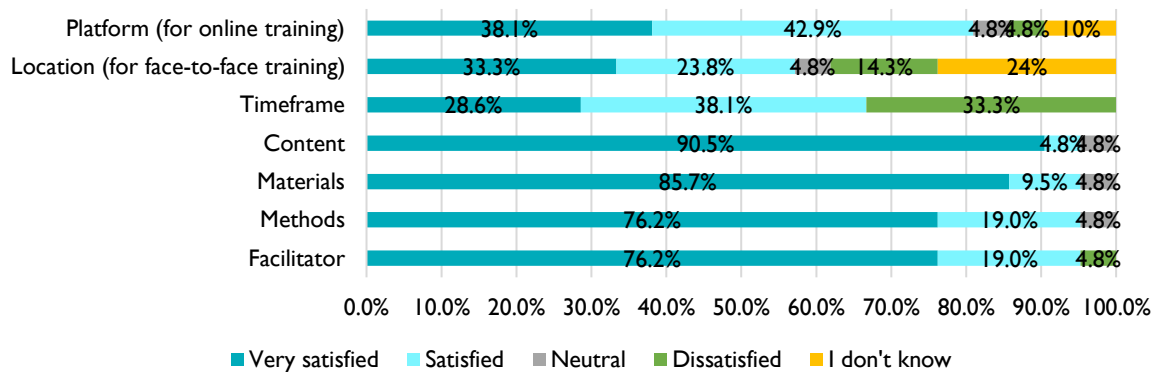
⁷ Number of organizations attending the inter-institutional dialogues.

⁸ The number of services was 110, but the number of cases receiving the services was 87, as some cases received multiple services.

4.2.2 Level of Satisfaction

The survey respondents were asked their satisfaction level with the trainings. If they were neutral or dissatisfied, they were asked to give an explanation.

Figure (I) Overall level of satisfaction with the trainings



As shown in the chart above, the vast majority (95,3%) of the survey respondent were satisfied with the content of the training, the materials, methods and the facilitator.

As previously stated, the participants found the content highly relevant and provided them with new knowledge and skills. This was considered as one of the program’s key success factors. It was also emphasized that there was a high level of engagement and enthusiasm among the participants during the different capacity building interventions.

“Sometimes, the training sessions lasted for two to three hours instead of one hour as it was originally planned. This was because the participants were so enthusiastic and engaged during the sessions and because the topics were requested by them during the discussions that we undertook with them in the program planning phase” (CSO interviewee)

As for the training methodology, one key success factor was that it was highly participatory during the different activities of the trainings/workshops. People working in the same field were given the opportunity to meet and to exchange knowledge throughout this program. This, in turn, created both enthusiasm and legitimacy, and also strengthened the overall network.

“The program’s training techniques and methods were different than any other training I have attended. The training of service providers was not only implemented in a style of receiving information, but helped us exchange experiences with partner associations. The training facilitation was excellent and unique” (CSO interviewee)

“It was helpful to meet with other organizations and to share our experiences. We met with experts and experienced persons and learned a lot from them” (CBO interviewee)

Additionally, the training facilitator was able to create a safe space where people felt free to express themselves and learn from each other.

“The facilitator was good in keeping our attention and encouraging us to interact during the training course” (CBO interviewee)

“Our methodology was; each one teaches one, document review and analysis, presentations,

and role plays. Those highly participatory learning methodologies were mixed into the workshops. At times, participants would point on a particularly interesting point, for example, mandatory reporting. The workshop facilitator would pick that up, and probe with questions to get the participants teaching each other by explaining their experiences. In that case, you had participants from SIGI as a more experienced CSO, sharing their experiences with the CBOs that were represented in the room” (ABA interviewee)

Moving on to the location of the training. For the trainings conducted in-person, the majority of survey respondents were satisfied with the location and venue, however, around 14% were dissatisfied. The main reason for the dissatisfaction was that the size of the training room was too small considering the number of attendees. Other reasons stated was that it was somehow challenging to get there, one also mentioned that it was not gender segregated.

“Getting to the place was very difficult, it required several transportation means, and the place was not large enough to accommodate the number of participants” (CBO survey respondent)

“There is no privacy in the place because the hall is open to the outside. I could not focus with the trainer and my focus was dispersed. Moreover, the hall was small and the number of participants was large” (CBO survey respondent)

“There was no privacy for women, I would have preferred that women sat in a place separate from men” (CBO survey respondent)

As for the online-platform, none had any comments on the platform per se. But the CBO and lawyer interviewees emphasized that they prefer in-person training sessions to stay focused and to encourage more participation.

The biggest concern with the trainings was the timeline. One-third of the survey respondents reported that they were dissatisfied with the timeline. The timeline of the capacity building interventions was reduced to approximately 8 months due to the delayed approvals by the government for foreign funding. The CBO, CSO and lawyer respondents emphasized that there was a need for more training sessions. Several interviewees expressed that the training topics are comprehensive and important but require more “in-depth” coverage which could have been done by increasing the number of training sessions.

“The training needs more time because the training material was big. Three days a month are not enough, it needs five days at least” (CBO survey respondent, and CSO survey respondent)

“I believe the training duration should have been longer because the topics were very important and addressed sensitive issues” (CSO survey respondent)

“Because there were long intervals between each training course and the other, the training lost its effectiveness” (CBO survey respondent)

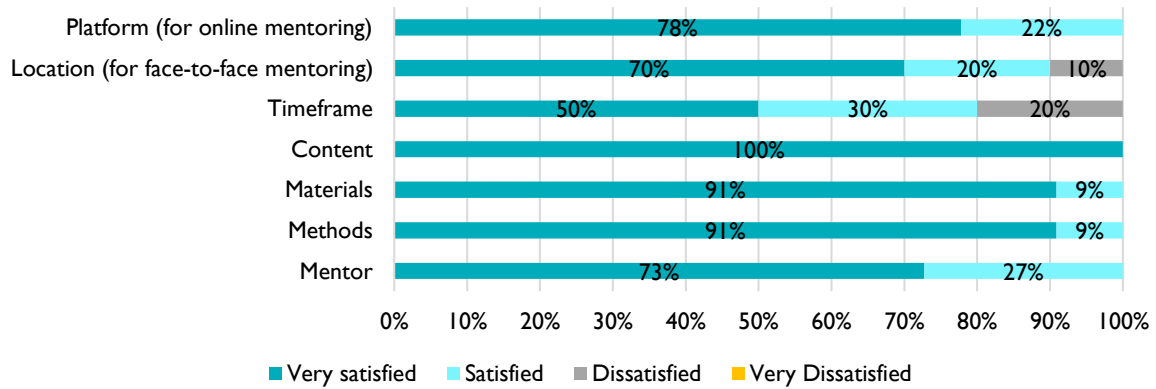
A consultant/ training facilitator recommended that if the project was to be repeated, with the same timeframe and budget limitations, she would focus on having fewer partners to be able to have more in-person and one-to-one engagement.

“I would say that partners were engaged more when we were working with them in person. If in the future, we were to do something different, it would be spending time more in person

in addition to working with a smaller number of partners to be able to follow up with them in a closer way” (Consultant).

Moving on to the level of satisfaction with the mentoring there was, as shown in the chart below, there was a general satisfaction on all levels.

Figure (2) Level of satisfaction with the mentoring



The main challenge related to mentorship, outlined by the survey respondents and the interviewees, was the mentoring timeframe. One out of five reported a dissatisfaction with the timeframe. They expressed that they wanted more time, both the mentees and mentors, to have more mentoring sessions with the mentees.

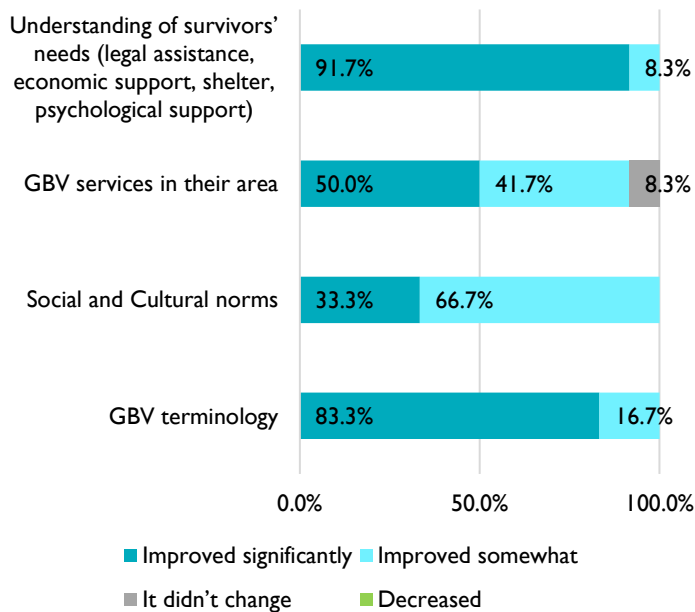
If there was more time on hand, several of the mentors did also express that they would follow up closer. The ABA ROLI team expressed that, with more time on hand, it would be useful to be able to sit-in on the first mentorship sessions and to implement brief evaluations. This was also stated by one mentor.

4.2.3 Knowledge Obtained

This section focuses on the change in knowledge as a result of the capacity development intervention activities. However, the acquired practices/skills will be highlighted further in the next subsections covering the effectiveness dimension in this report.

During the survey, the respondents were asked to rate to what extent their knowledge has improved as a result of attending different program activities, such as trainings, mentorship, workshops ... etc.

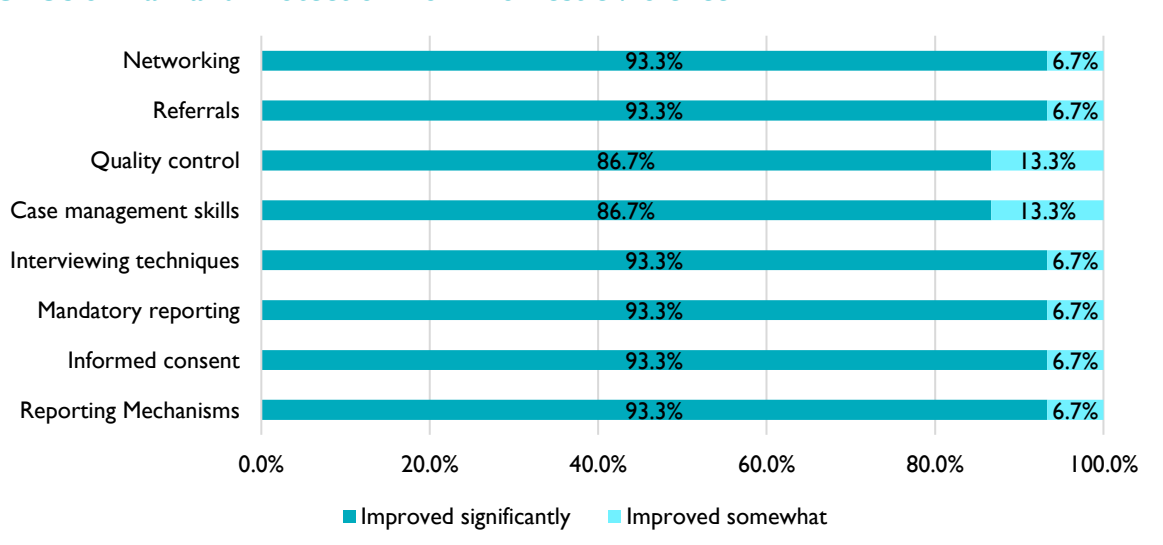
Figure (3) Change in knowledge as a result of attending the basic training on GBV



The basic training on GBV was attended by the CBOs. Therefore, they were asked about the change in knowledge as a result of attending this training.

As displayed in the figure to the left, overall, the training improved the CBOs knowledge significantly. The training did in particular increase the CBOs knowledge of survivors' needs such as legal assistance, economic support and psychological support, as well as the GBV terminology.

Figure (4) Change in knowledge as a result of attending the training delivered by SIGI to CBOs on Law and Protection from Domestic Violence



SIGI, with support from ABA ROLI, provided the CBOs with advanced training in the law on Protection from Domestic Violence; reporting mechanisms, informed consent, mandatory reporting ... etc. As shown in the figure above, the vast majority of the respondents reported that their knowledge has increased significantly in all the topics covered by the training. The increase in knowledge was also emphasized during the interviews.

“We have applied all the concepts that were taught to us, such as case management methods, informed consent, how to receive the case, how the questionnaires work and confidentiality” (CBO interviewee)

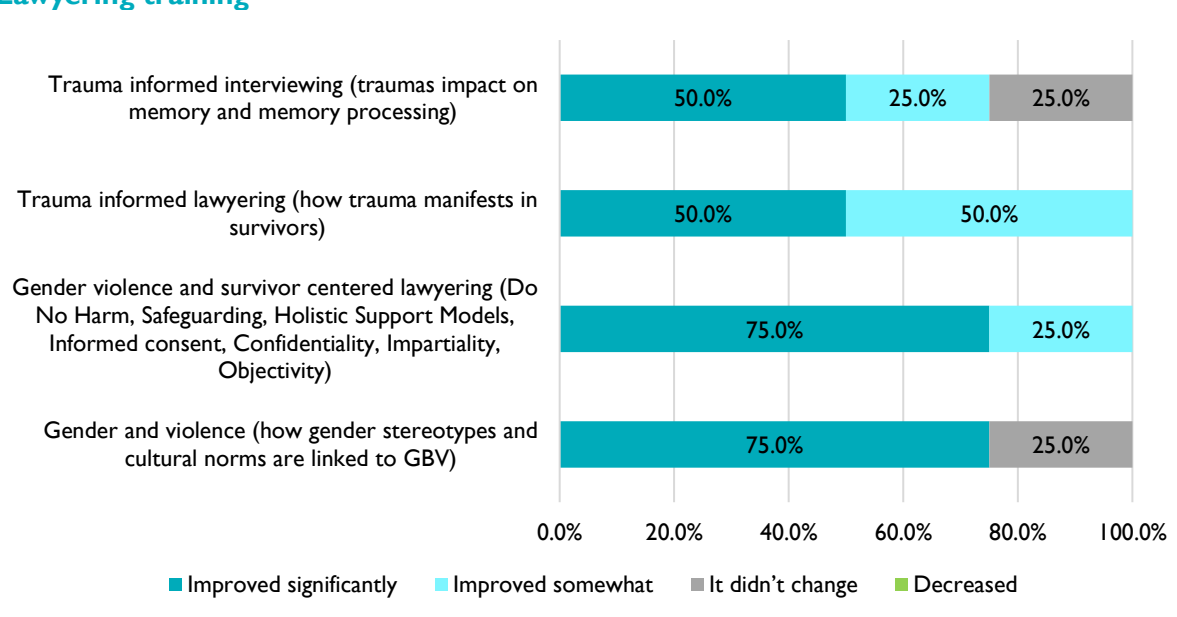
“As a result of participating in the program, there has been a change in our work [as CSOs] due to the development of our understanding of different GBV concepts, the improvement

in the ways we do case management, and the development of our networking skills” (CSO interviewee)

“One of the most important things I learned from the training course we took is the ability to come up with a mechanism for harmonizing between the international convention and implementing the national law on battered women” (Lawyer interviewee)

“I learned how to receive a case, how to file a case, how to fill out the specific forms, how to evaluate the case, how to deal with discretion and how to refer the case to the right parties” (CBO interviewee)

Figure (5) Change in knowledge as a result of attending the Survivor-Centered Lawyering training



The Survivor-Centered Lawyering training was given to lawyers. As shown in the figure above, the majority reported that their knowledge in all topics improved as a result of attending the training. However, several factors were outlined during the KIs and survey as weaknesses in the training. Firstly, the training was perceived as being too theoretical by one-third of the lawyers. Several lawyers, in addition to the trainer, stated that they would prefer if the training focused more on practical application in the Jordanian context. Secondly, it was reported that attending online-courses reduces the participation and interactions. The lawyers said that they prefer face-to-face and a more interactive training courses to increase the benefits gained from attending such courses.

“It [the content of the training] was scientific more than anything else” (Lawyer interviewee)

“I believe that such training topics should be delivered face-to-face with interaction and exercises, and not through lecturing (...). Education is done through practical application, not only theories” (Consultant interviewee)

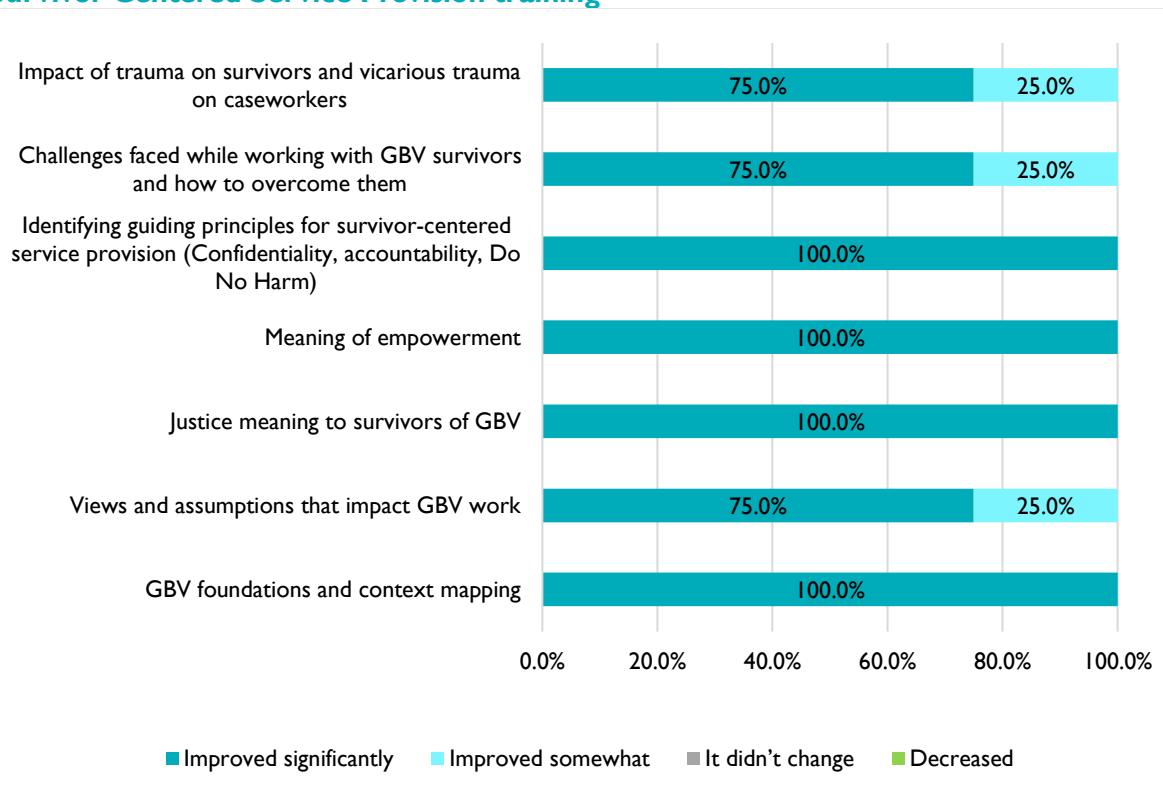
“If the trainer had included certain cases with us in the trainings and activities, the impact would have been better and greater” (CBO interviewee)

Moreover, it was emphasized that lawyers faced structural obstacles which was a bottleneck to reach the objectives of the capacity interventions. It was stated that lawyering on GBV is

difficult due to the existing limitations in the judicial system in Jordan, (e.g., absence of laws specifically addressing vulnerable groups legal issues and cases), in addition to the lack of funding and economic gain for lawyers to take on GBV cases.

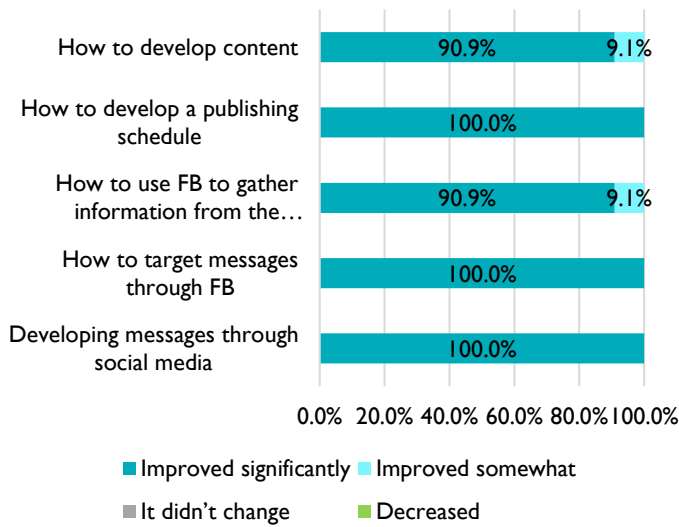
“Frankly speaking, the legal system built in Jordan is prepared to deal with ordinary/normal cases. For the legal cases related to the most vulnerable groups (elderly, people with disabilities), the world has developed a system to deal with it professionally, however, we haven’t reached that yet. We deal with the most vulnerable groups cases using the same laws that were prepared for ordinary people.” (Consultant interviewee)

Figure (6) Change in knowledge as a result of attending the Gender-Based Violence and Survivor-Centered Service Provision training



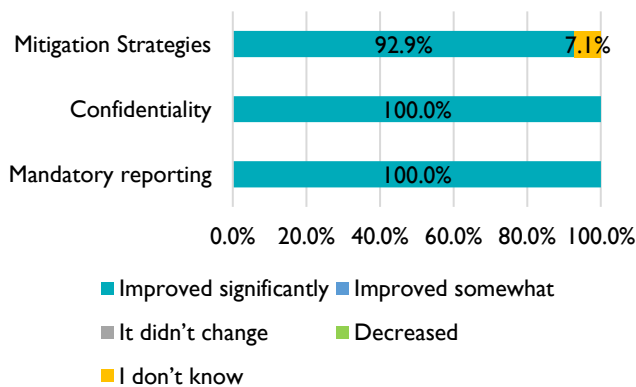
The Gender-Based Violence and Survivor-Centered Service provision training was attended by the CSOs. As shown in the figure above, the vast majority of the respondents reported that their knowledge improved significantly in all topics presented during the training.

Figure (7) Change in knowledge as a result of attending the Facebook Optimization Training



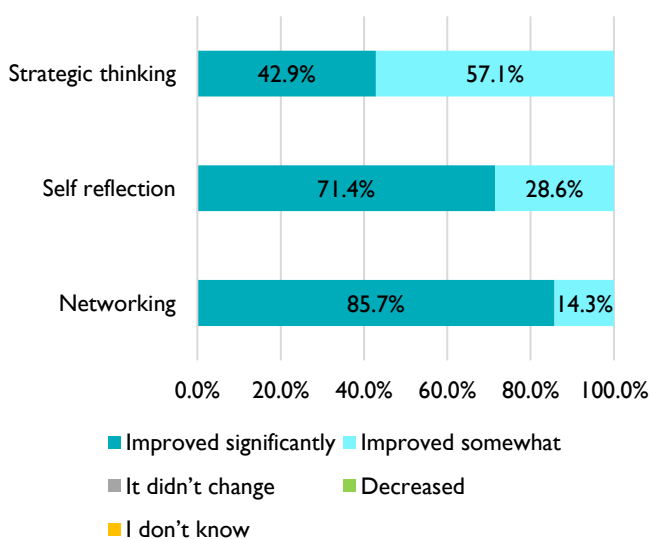
The Facebook Optimization training was given to the CBOs. Nearly all respondents reported that their knowledge improved significantly in all topics of the training.

Figure (8) Change in knowledge as a result of attending the workshop on safeguarding



The workshop on safeguarding was attended by CBOs, CSOs and lawyers. Nearly all respondents stated that their knowledge has improved significantly on the different topics of the workshop.

Figure (9) How useful the webinar/ online discussion on GBV was in terms of...



The online discussions on GBV were attended by the CBOs. The online discussions were particularly useful in terms of developing networking and increasing self-reflection, as reported by the vast majority of respondents.

4.2.4 Achieved Outcomes and Results

This part of the effectiveness section will explore the outcomes and results achieved through this program. Both including changes in practices on the individual and the organizational level. As shown in the table below, all CSOs (100%) were capable of describing at least one way which they have improved their own design, implementation, monitoring, and/or evaluation of women's empowerment interventions during the program.

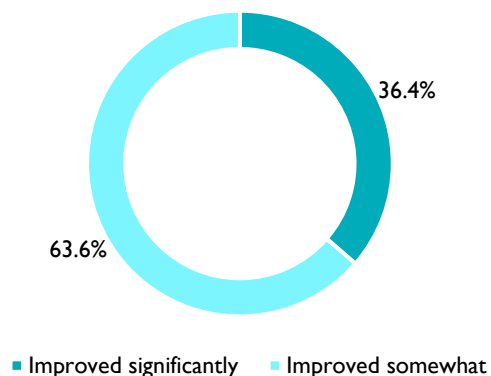
Outcome	Target	Achieved
% of local CSO partners whose staff representatives are capable of describing at least one way in which they have improved their own design, implementation, monitoring, and/or evaluation of women's empowerment interventions during the program	100%	100%

This was also emphasized during the qualitative part of this evaluation. The interviewees found that the program was effective in improving their CSOs/CBOs organizational capacities to provide support services to women and girls experiencing or at risk of experiencing GBV.

All of the CBO survey respondents reported that their organizational capacity has improved as a result of the mentorship activities; around 36% of them reported that it has improved significantly.

Furthermore, all CBOs reported that their individual capacity improved significantly by attending the mentorship activities.

Figure (10) Extent the organizational capacity has improved as a result of the mentorship activities



The rest of this section will focus on the type of changes and or/ improvements reported by the program participants; Case Management, Communication and Outreach, Psychological Support, Economic Empowerment, and Increased awareness on GBV in the targeted communities.

Case Management System

Most of the program participants mentioned in the KIs and the survey that they have strengthened their case management systems, both on an organizational and an individual level, as a result of participating in the programs training and mentorship activities. Firstly, the case management system has improved by using standardized forms for filling out the information of each case and implementing a new filing system.

“We have created special forms to fill in each case information” (CBO interviewee)

“Now, the CBOs have special filing rooms for the cases files. Each case is given a number, and closed cases are being documented and kept inside the filing room” (CSO interviewee)

“We are documenting information about each case in a more detailed way for easy follow-up” (Lawyer respondent)

“I created numbered forms 1.2.3.... Each form contains specific information about the case in order to facilitate the work and follow-up” (CBO survey respondent)

Secondly, the case management system has also improved due to applying procedures that ensure confidentiality. At an organizational level, some respondents explained that they now have a room dedicated to receiving cases and meeting with them. At the individual level of the caseworker, they now use informed consent forms with each case.

“Before the program, we didn’t have a room designated for receiving cases. Now, we have allocated specific rooms to receive the case and for follow-ups. In addition, the rooms enable us to take the privacy and confidentiality aspects into consideration (CBO survey respondent)

“While working with any case, I make sure to keep its information away from any other colleague to maintain the confidentiality and privacy of the case” (CBO survey respondent)

Thirdly, an important change highlighted by the participants was an increase in the number of referrals their CBOs and CSOs are making. 40% of the program participants reported that a new form collaboration undertaken through the program is by referrals. This was attributed to the improvement in their knowledge of the referral system, and the new networks they have established through the program.

“As a result of participating in the program and attending the different training courses, the CBOs capacities have been built, they have broadened their networks and have started referring cases to other organizations. This is a step forward towards joining forces and collaboration between organizations in different geographical locations and governorates” (CSO interviewee)

“We have become more focused with the case in a way that we collect all the necessary data and follow up with it, and are more able to refer it to the appropriate place for help” (CBO survey respondent)

Fourthly, as a result of participating in the program, one CSO mentioned that they have developed a system to monitor and evaluate the satisfaction levels of the women with the services they provided them with.

“Before participating in the program, our focus was mainly on our work in helping the survivors in getting what they need; measuring their level of satisfaction on the services we provide was not among our priorities. But after taking part in this program, measuring the cases’ satisfaction levels with the services we provide became one of our top priorities. As you know, GBV cases are complex, we have legal services, social and many more. We need to see if the women are satisfied with the services and if it has impacted their lives” (CSO interviewee)

As a result of the changes to the case management systems, several of the CSOs and CBOs stated that it resulted in an improved the reputation and level of satisfaction among the women

exposed to/ at risk of GBV.

“As a result of our participation in the program, there has been a change/ increase in the cases satisfaction level regarding the service provided by us” (CSO interviewee)

“For sure, these training sessions have made us as an association, able to deal with the big cases we receive from The Sharia Court. This built our capacity on how to deal with abused cases, how to manage it in a better way and how to fill special forms, referrals (...). This has improved our reputation” (CBO interviewee)

Lastly, the majority of caseworkers in CSOs and CBOs expressed that they did also acquire new skills in classifying/ categorizing and prioritizing the different cases they receive as a result of participating in the program.

“I can now understand the cases much better; I have become more aware of the cases categorization process” (CSO survey respondent).

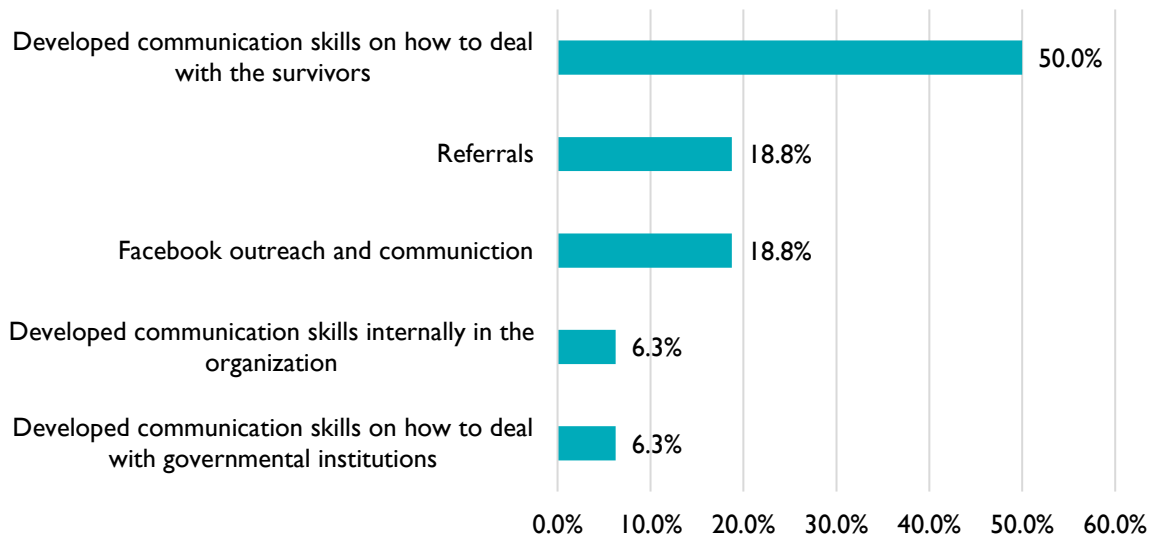
“I am able to receive cases in a better and more confidential manner, and after obtaining the case’s informed consent and evaluating its condition I classify it as serious or normal case” (CBO survey respondent).

Communications and Outreach

One of the main objectives of the WAGE program was to “Raise public awareness about GBV and available services”. Therefore, the participating CSOs and CBOs were given social media and outreach training. The data shows that 81.2% of the CSOs and CBOs were capable of describing at least one way in which they have improved their outreach and communication strategies as a result of the program. All (100%) of the CSO survey respondents and the vast majority (75%) of the CBO survey respondents were able to describe at least one way of improving their outreach and communication strategy.

Outcome	Target	Achieved
% of local CSO and CBO partners whose staff representatives are capable of describing at least one way in which they have improved their outreach and communication strategies as a result of the program	100%	81.2%

Figure (11) Improved outreach and communication strategies as a result of the program by type of improvement



Around half of the CBO and CSO survey respondents reported that they have improved their communication skills with the cases in terms of better understanding them, the ability to guide them in a better way through closer follow-up (mainly reported by the lawyers) and for more immediate referrals (19%).

“I can now understand the body language of the case, and how to manage it from the beginning till the end. I can understand the case, and deal with her in a much better way than before” (CSO survey respondent)

“I created a new way to receive the case by giving her a paper to write down the details that she doesn't feel comfortable talking about out loud. After that, she signs the paper to obtain her approval after reading it out loud to her and ensuring confidentiality” (Lawyer respondent)

“I only used to work in courts and register cases. Now, I communicate with the case to make sure that it receives help from the required authority” (Lawyer respondent)

Around one-fifth of the CSO and CBO survey respondents stated that their organization has implemented new outreach methodologies after attending the training sessions. Mainly by using Facebook to increase their visibility and improve the accessibility for the targeted population.

“After participating in this program, we have learned about the importance of media campaigns and messages for our work. How to build and write proper media content. I believe that now we have the capacity to prepare 50% of the content of any upcoming media campaign. We do now know how to choose the right words and terminology that can be easily understood by all people without compromising the principles of professional media messaging. This is one of the most significant results of participating in this program” (CSO interviewee)

“We have started posting advertisements on our Facebook page and placing our phone number. When a case communicates with us, we get the required information from her and refer her to the appropriate party that will help her” (CBO survey respondent)

“Before participating in the program, I used to receive cases in a random way. Now, I post advertisements on Facebook in a well written way that targets specific segments and draws their attention, and we notice people’s interaction with us” (CBO survey respondent)

The increased visibility accomplished by posting ads on Facebook resulted in more cases reaching out to the CBOs and CSOs. One CBO reported opening a hotline for cases which made it easier for cases to get in touch with the CBO.

“In my opinion, the hotline was the most useful addition as a result of the program as it encouraged women to communicate with us, especially those who are afraid of their husbands and families. The hotline broke a barrier of fear and created a sense of safety” (CBO interviewee)

“Receiving cases through Facebook; this is a new service provided by our center” (CBO survey respondent)

Psychological Support

Almost all of the participating caseworkers highlighted the importance of the psychological support sessions they received, and its positive impact on them, their wellbeing, and the services they provide. Several organizations have even started conducting such activities by themselves for their employees.

“There were training sessions that we attended with Mrs. Reem Abu Kishek focusing on psychological well-being and burnout. Those sessions were extremely helpful. They provided us with the opportunity to release our negative emotions, and had a great impact on us. The CBOs themselves are now trying to implement the activities related to burnout and case workers psychological well-being” (CSO interviewee).

“I benefited from the psychological burnout sessions for employees and service providers. I applied what I learned with my staff, and I noticed very positive reactions, the effect is wonderful!” (CBO survey respondent).

In addition to helping them in their professional life, the caseworkers highlighted the sessions also had a positive impact on their private lives. They are now able to separate work from private life and better cope with the negative emotions and stress faced in their work.

“This training helped us a lot in learning how to deal with negative emotions not only on a professional level but on a personal level too” (CSO interviewee).

“Previously, when I used to suffer from work pressure and burnout, I would go out for a drive in the car or meditate. Now, I have turned to seeking professional help to get rid of the stress” (CBO survey respondent)

“I am now able to separate between my psychological state and that of the case I'm dealing with, so that is does not having a negative impact on me” (CBO survey respondent)

The interviewees also highlighted the importance of the yoga-sessions they have attended during the program and how it helped them recover from job burnout and perform their jobs in a better way.

Economic Empowerment

Many of the caseworkers expressed that they have become more aware of the importance of economic empowerment for GBV survivors. This was a new concept for many of them. The CBOs and CSOs expressed that they had learned how financial support introduces a holistic approach in providing assistance and how it can help them leave an abusive environment. Economic empowerment is now a more integrated part of the two CSOs and four of the CBOs work.

“We started to work on economically empowering the women. For those who wish to start a small business in their houses, we assist them by connecting them with organizations that provide grants or small loans with no interest” (CBO interviewee)

“We introduced the topic of economic empowerment as a main focus area of our association’s work” (CSO survey respondent)

“I believe that economic empowerment helps women in leaving an abusive environment. Either through providing them with a small grant, or by helping them in a small project. I believe that this helps a lot” (CBO interviewee)

The survivor fund introduced through the program was highly valued by the interviewees. The organizations were able to provide financial support to the women in various forms, such as: transportation allowance, medical expenses, and legal services/ lawyer fees to selected cases. The CBOs and CSOs also witnessed its impact on the women exposed to GBV.

“We received a woman who has been exposed to violence from her husband, we decided to empower her economically through the program. As a result, the level of violence she was exposed to has decreased as her husband was abusing her due to his poor financial situation” (CBO interviewee)

“Through the program, economic empowerment was offered to some cases. We helped those cases in establishing small projects to support themselves and their families. We help them in becoming economically independent” (CBO interviewee)

Furthermore, caseworkers from a CSO and a CBO expressed that through the program they became better in selecting and prioritizing the women who are in most need. Financial support was directed towards those specific cases, and the caseworkers witnessed a significant effect on the lives of those women.

Increased Awareness on GBV in the Targeted Communities

The CSOs and CBOs arranged awareness sessions in their communities on GBV. They witnessed a difference in women’s perceptions and behavior after attending those awareness sessions. More specifically, it was reported that the women have become braver in addressing sensitive topics related to GBV.

“There was a big change in the women’s awareness levels regarding violence. Awareness has been created on not giving justifications to the offender, and educating women on how to use alternative behaviors” (CSO interviewee)

“The women who attended the awareness lectures gained knowledge that helped to direct

them in solving their problems. We also directed them where to go to seek help and how to obtain legal advice” (CBO interviewee)

“The program built and strengthened the personalities of women. She became bolder in dealing with her problems and is no longer scared to address it. Women before were scared from the society's perceptions, for example perceptions of divorced women... They are now bolder and braver” (CSO interviewee)

4.3 Impact

This section explores to which extent the intervention has generated significant effect on a “higher-level”⁹.

One of the main findings mentioned by the vast majority (81%) of the program participants was that their network has expanded throughout the project duration; they reported improving their networking skills as well as developing their current networks. This does not mean that there were no existing networks before the implementation of the program, as the CSOs already had CBO partners, but the participants highlighted that these networks were strengthened as the program created a forum for people working in the same field to meet. Multiple platforms were created for them under the program to communicate through (WhatsApp groups ... etc.)

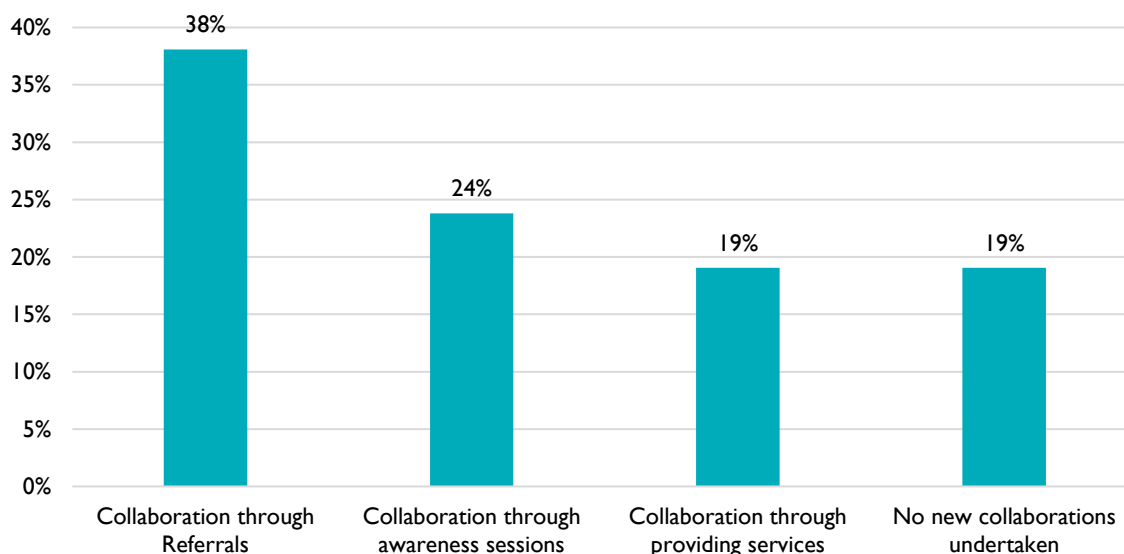
“There has been a significant change at the personal and institutional level by creating a full network of caseworkers, specialists and lawyers that could cooperate with each other” (CBO interviewee).

“We are now working as a team and have one goal; we have enhanced our referrals system with other local and national organizations” (CSO interviewee)

“SIGI and FGAC have worked with their own CBOs, but that relationship has been strengthened. It's more like a professional sharing of experience now. A WhatsApp group was brought together to discuss training times and to send materials. This group became even a referral pathway for them. So, we would see on the WhatsApp groups referrals happening, and in the workshops where everyone was brought together. A case worker would get a phone call and contact everyone. Like a quick crisis management group and cases would be handled within hours. This happened because they were in the same space and because of the trust they have to each other. They have realized that there are a lot of resources within this group that should be taken advantage of” (ABA interviewee)

⁹ The OECD DAC evaluation criteria refers to the intervention's ultimate significance and potentially transformative effects – holistic and enduring changes in systems or norms.

Figure (12) New forms of collaboration with other organizations and institutions have been undertaken to advance the status of women



The vast majority (81%) of the program participants has undertaken new forms of collaborations with other organizations/ institutions to advance the status of women. The types of new collaboration are by conducting referrals (38%), collaboration on providing awareness sessions (24%) and collaboration on providing services (19%).

Another impact mentioned by the CSOs was how the program has strengthened their capacity to provide more integrated and holistic services.

“The program taught us the importance of providing integrated services; legal services, mentorship, social, psychological, financial services ... etc. We have now become more capable of providing comprehensive and integrated services to those women. This had a great impact on increasing the women’s self-confidence and building their trust in us and in the partner CBOs. A lot of women are still in contact with us even after their cases have been closed; they have trust in our services and seek our consultation and advice in different topics on a regular basis. All of this had a great impact on us as a team and increased our self-confidence in our ability to help those women in possible any way (CSO interviewee)

4.4 Sustainability

This section investigates if the program benefits are likely to last after the WAGE program ends. Many CBOs and CSOs believed that the positive effects of the program activities will continue once the program is over; there is evidence that this is already happening as new techniques on case management is introduced, the implementation of psychological support for caseworkers (de-briefing sessions) and for women (yoga activities) continued, and new outreach materials is being posted on social media platforms (e.g. Facebook ... etc.)

However, the most central aspect of the program’s sustainability, according to the interviewees, is the network that has been strengthened and the referrals that have already started as a result of it.

The written materials, such as the mentorship handbook and materials from the training

sessions, such as the administrative forms, were highlighted as useful tools for the sustainability of the program. Several CBOs and CSOs stated that they are continuously using the mentorship handbook, and the handed materials, as a reference for their work. The CSOs highlighted that the mentorship handbook gives the essential information in a brief manner, which made it easy to put in use, and to adapt to their work in practice. This was also perceived as timesaving for the partners.

“The mentorship handbook consists different forms that are already designed, this has been extremely helpful and saved time and effort in creating new ones” (CSO interviewee)

As for barriers for sustainability, three key factors were highlighted. Firstly, the timeframe was seen as limiting the number of one-to-one follow up and check-ins during the mentorship. Both the mentors and the mentees stated that it would possibly have had a positive impact on the sustainability if the mentorship was over a longer period of time, with closer follow-ups. Secondly, a lack of financial means was seen as a main obstacle for sustainability. This was highlighted by CSOs, CBOs and lawyers.

“After the program has ended, we don’t have the financial resources to provide the same services that we used to provide during the program. This has led some cases to feel disappointed and think that we do not provide the same services to everyone (CSO interviewee)

“The partner CBOs do not have enough financial resources. The program strengthened their ability to refer GBV survivors to our CSO because there was financial support provided to them. I believe that direct, un-conditional funding is vital for the sustainability of such program” (CSO interviewee)

“We sometimes try to connect with certain organizations to get funding, because in our associations we do not have financial resources to help women in legal matters” (Lawyer interviewee)

A third challenge for sustainability, as well as being a bottleneck in the capacity strengthening activities itself, was “to get the right people to attend the activities”. It was stressed during the interviews that throughout the program implementation there was a need for someone from the CBOs and CSOs top management to attend the activities because they are the ones who will make things happen.

“We spent a lot of time trying to explain the importance of having certain people in the room, it didn’t always work. Sometimes, it means that you should have someone from top management, because the reality of these organizations, if top management wants something done, it’s going to get done. We are very intentional about the profile of the people we need to have in the room. We try to explain the rationale behind it.” (ABA interviewee).

4.5 Lessons Learned

This section investigates the lessons learned from the program, aiming to inform future programming.

ABA's ROLI team were highly qualified in managing this program, even with its tight timeline. The findings showed that their extensive experience on GBV, familiarity with women's rights in Jordan and the main players in this field, familiarity with the Jordanian culture, in addition to understanding the civil society organizations and the way they work were all factors that contributed to the success of the program. The participating CSOs, CBOs and consultants acknowledged this and expressed their gratitude for ABA ROLI's staff.

"I believe that ABA's flexibility was a major factor in the project success and in the minimal number of challenges we faced. They provided us with continuous support throughout the project duration, had trust in our staff and always responded to all of our inquiries in a timely manner." (CSO Interviewee)

"ABA staff had trust in our judgement when it came to cash distribution and money allocation for different cases and how we prioritized it. Ms. Nada from ABA was amazing; she was helpful, supportive and very professional." (CSO Interviewee)

"ABA team were great to work with! They trusted what we were doing and were engaged. It felt like a very collaborative process. Laura and Nada were engaged and had a lot to offer. They made good suggestions on how to do things in a salient and agile way. They were responsive and provided feedback on time. They were always ready to chat when we needed, and they trusted us. I think that it was a nice working relationship. They saw us as the experts in what we were doing. That was great!" (Consultant Interviewee)

Another success factor was working with two well-known and highly-respected CSOs in Jordan; SIGI and FGAC. Both CSOs have over two decades of experience working in their local communities giving them legitimacy amongst the local community. Additionally, they have the required skills and knowledge- sharing their experiences with the participating CBOs, focusing on those in remote areas, and transferring their knowledge in addressing GBV survivors' needs through the different program activities. Furthermore, this enabled the CSOs to reflect on and improve their own weaknesses/limitations.

Also, the selected consultants were highly praised by the CBOs, CSOs and lawyers; they mentioned that they have learned a lot from those consultants which reflected positively on their work on GBV related topics.

"The trainer/consultant was wonderful and we learned a lot from her. We have never attended such sessions in any previous project, and I wish that all future projects include this element which reflects positively on case workers." (CSO Interviewee)

"Judge Jihad was excellent, and there were good things we learned from him as he is an Attorney General and is exposed to a lot of cases in real life" (Lawyer interviewee)

One key success factor was how the program addressed GBV in a comprehensive and holistic way, including a variety of capacity strengthening activities: legal, social, and psychological. The

capacity strengthening activities were also given by a mixed-methodology of trainings, mentorship, workshops ... etc.

Finally, the programs' starting date was delayed due to the foreign funding approval. This had an impact on the program duration; the short duration of the program was highlighted several times by the different interviewed CSOs, CBOs and lawyers. One key lesson learned, according to ABA ROLI staff, is not to rely heavily on foreign funding approval to come through before the bulk of activities can start. Alternative funding mechanisms/options should be considered to avoid delays in similar future interventions.

“The face-to-face training duration on legal counseling was not sufficient in terms of time. However, ABA team created an online platform for everything related to the law on gender-based violence” (Lawyer interviewee)

“The individual capacity building courses were intense; I wish we could've spent more time in the training and done more exercises” (CBO interviewee)

“The program design was excellent and met the needs of beneficiary women and girls in Jordan, but we needed a longer duration” (CSO interviewee)

5. General Questions

As a part of the final evaluation, ABA ROLI requested to include some additional general questions to the interviewees on GBV. The survey respondents were asked to what extent they agreed or disagreed with the following statements.

Figure (13) “Women should have equal rights with men and receive the same treatment as men do”

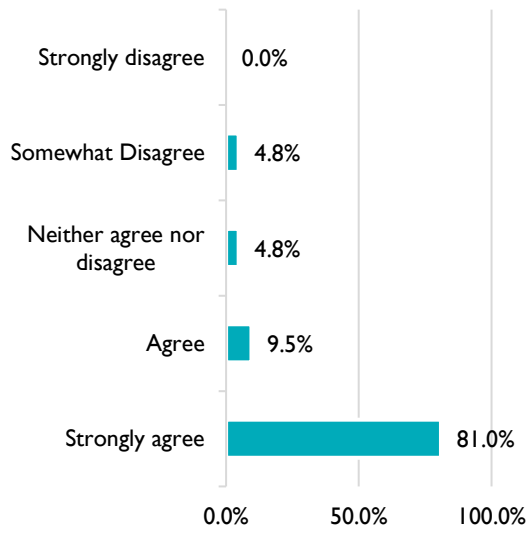


Figure (14) “On the whole, men make better political leaders than women and should be elected rather than women”

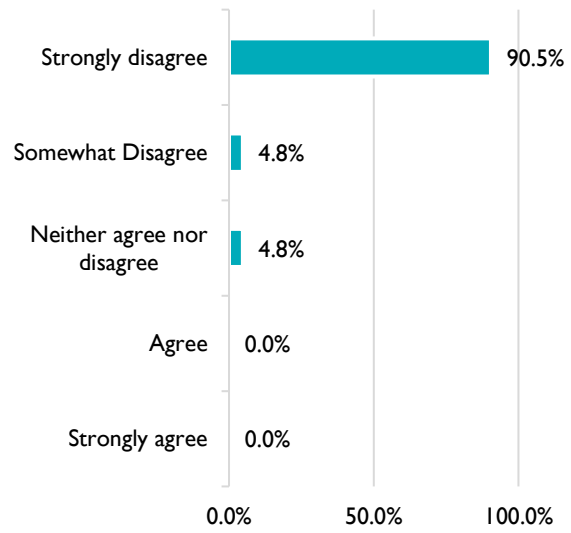
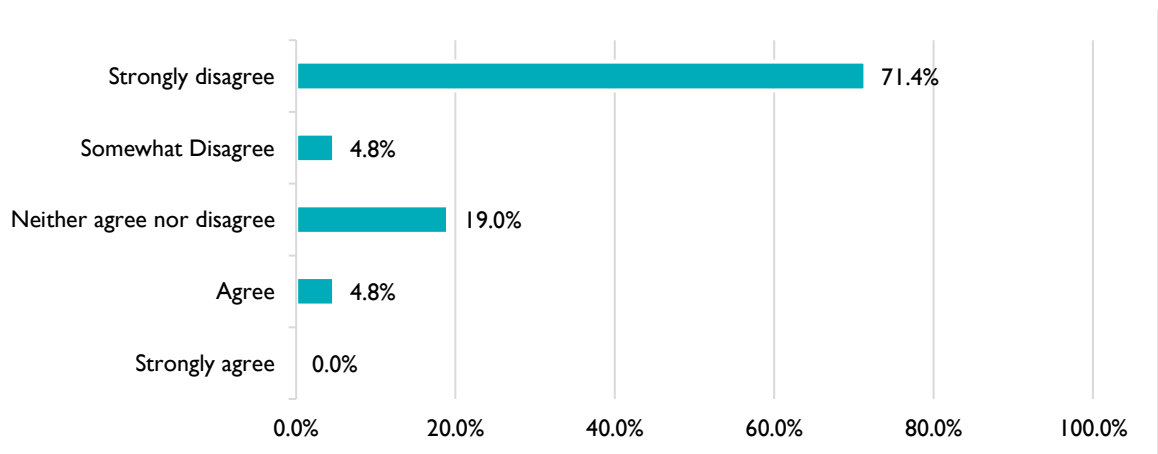


Figure (15) “When jobs are scarce, men should have more right to a job than women”



6. Conclusions and Recommendations



Relevance

Overall, the vast majority of respondents, across the various respondent types, agreed that the program design and activities were suitable to strengthen CSOs and CBOs capacity to raise community awareness on GBV. As such, ABA ROLI should consider continuing and expanding program activities and similar interventions in the future, especially since the need for addressing GBV and providing services to women experiencing or at risk of GBV continues to be of paramount importance in Jordan.

Moreover, according to the program partners (SIGI, FGAC as well as the consultants), they were satisfied with their participation in the planning of the project. They particularly appreciated ABA ROLI's flexibility, trust and two-way communication. Furthermore, the CSOs reported participating in the monitoring and evaluation phases, as ABA ROLI provided easy reporting forms and reached out to them through phone calls. This participatory and flexible approach is therefore recommended to be continued in future programming. However, in future programming, ABA ROLI is recommended to also consider working directly with some of the bigger CBOs as partners in the program.

The interventions were viewed as so relevant by the participants that they expressed their interest in having a more "in-depth" knowledge and understanding of the covered topics. This could be addressed by increasing the number/duration of trainings/ mentorship activities. Furthermore, they highlighted that they would like to have more training and mentorship session on additional topics. The CBOs also mentioned that there is also a need of such programs outside of Zarqa/Amman areas, and emphasized that it is also needed in the Northern parts of Jordan (Irbid and Ramtha) as well as the Southern parts (Tafileh).

The psychological support sessions and the survivor funds were highlighted as something new and there is a continuous need for them. Therefore, ABA ROLI is recommended to continue implementing similar components in any future programming.



Effectiveness

The evaluation shows that the program outputs are achieved, and exceeds the target. Based on the feedback collected, it appears that the program was highly successful in providing the CSOs, CBOs and lawyers with new relevant skills and knowledge that would help them in providing services to women exposed to/ or at risk of GBV, as well as improving their outreach and communication work. The program participants particularly pointed out that the program helped them in improving their case-management skills, strengthened their skills in communication and outreach, as well as providing new services such as psychological support, economic support/empowerment, awareness sessions. As such, future interventions can adopt similar approaches given their effectiveness in the local context.

One of the main weaknesses of the project was the limited timeline. The participants wanted

more in-depth activities and more frequent follow-ups. However, it is important to note that despite the limited timeline, the project was reported to have high effectiveness in achieving the programs objectives.



Impact

The program participants reported that the capacity strengthening activities they received were highly effective and relevant. It equipped them with much needed knowledge and skills which they were able to utilize in practice. As such, it is recommended to follow and scale similar approaches for future interventions, as their impact on the participants and relevant stakeholders was very positive as evident by the collected data.

On a higher-level, a significant strengthening of the network of practitioners was reported. This in turn has increased the number of referrals and accessibility to services for women exposed to or at risk of GBV. Future programming should therefore focus on meeting in person throughout the activities' implementation, as this creates a forum where people in the same field can exchange knowledge, share experiences and build relations.



Sustainability

There is already evidence of the sustainability of the program, as most reported having introduced new/ or improved their current case management systems, conduct communication and outreach and has implemented psychological sessions. Furthermore, the new collaborations were seen as a main driver of sustainability. Additionally, the handed materials from the mentorship (mentorship handbook) and training (case management files, communication and outreach materials) are still being used by several organizations, beyond the lifetime of the program. To develop and hand out brief materials and administrative forms is therefore recommended to be done in future programs also.

The biggest barrier for the sustainability is lack of funds/ financing. Many were satisfied with the survivor fund, but do not have the financial resources to continue providing this service, even if it is perceived as much needed. For future programming, it is recommended to continue providing survivor funds. Also, it was suggested to provide financial support by, for example, building a case room, building meeting rooms ... etc. It might also be an idea to provide the CBOs with training on how to apply for funding.

If the project will be replicated within the same timeframe and budget, it was also recommended to decrease the number of CBO partners, and follow up closer with a smaller group of selected partners.

APPENDIX (I): EVALUATION MATRIX

Evaluation Criteria	Evaluation Questions	Data Source	Data Sample
Effectiveness	EQ1: To what extent have the capacities of CSOs and CBOs improved in knowledge, attitudes, and practices (KAPs) for inclusivity as a result of program-supported training, mentorship activities, and workshops?		
	<ul style="list-style-type: none"> • How effective were the strategies/ approaches to improve the capacities of the CSOs? In what way? 	Klls	ABA ROLI
	<ul style="list-style-type: none"> • How effective were the strategies/ approaches to improve the capacities of the CBOs? In what way? 	Klls	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> • How useful were the materials that were given to you by the program to carry out the activities? <ul style="list-style-type: none"> - Training materials - Workshop materials - Mentorship materials 	Survey	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • Please provide us with your satisfaction level on the training: <ul style="list-style-type: none"> - Facilitator - Methods - Materials - Content - Timeframe • For those who were dissatisfied, please provide us with the reasons for your dissatisfaction. 	Survey	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • Take me through the different trainings you attended. What was good, and where is it room for improvements? 	Kll	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • Please provide us with your satisfaction level with the mentoring: <ul style="list-style-type: none"> - Mentor - Methods - Materials 	Survey	CBO partners

	<ul style="list-style-type: none"> - Content - Timeframe • For those who were dissatisfied, please provide us with the reasons for your dissatisfaction. 		
	<ul style="list-style-type: none"> • Please provide us with your satisfaction level with the preparation phase of the mentoring <ul style="list-style-type: none"> - Overall - Handbook - Timeframe 	Survey	SIGI, FGAC
	<ul style="list-style-type: none"> • If you received the <i>Survivor-Centered Lawyering</i> training course, please describe the extent your knowledge or skills have changed regarding: <ul style="list-style-type: none"> - Gender and violence (how gender stereotypes and cultural norms are linked to GBV) - Gender violence and survivor centered lawyering (Do No Harm, Safeguarding, Holistic Support Models, Informed Consent, Confidentiality, Impartiality, Objectivity) - Trauma informed lawyering (how trauma manifests in survivors) - Trauma informed interviewing (traumas impact on memory and memory processing) 	Survey	Lawyers (SIGI and FGAC)
	<ul style="list-style-type: none"> • If you received the training <i>Gender-Based Violence and Survivor-Centred Service Provision</i>, please describe the 	Survey	SIGI, FGAC

	<p>extent your knowledge or skills have changed regarding:</p> <ul style="list-style-type: none"> - GBV foundations and context mapping - Views and assumptions that impact GBV work - Justice meaning to survivors of GBV - Meaning of empowerment - Identifying guiding principles for survivor-centered service provision (confidentiality, accountability, Do No Harm) - Challenges faced while working with GBV survivors and how to overcome them - Impact of trauma on survivors and vicarious trauma on caseworkers 		
	<ul style="list-style-type: none"> • If you received the basic training on GBV, please describe the extent your knowledge or skills have changed regarding: <ul style="list-style-type: none"> - GBV terminology - Social and cultural norms - GBV services in their area - Understanding of survivors' needs (legal assistance, economic support, shelter, psychological support) - Interviewing techniques - Case management skills - Quality control - Referrals 	Survey	CBO partners

	<ul style="list-style-type: none"> - Networking (identify opportunities for better coordination among service providers) 		
	<ul style="list-style-type: none"> • If you received the <i>Facebook Optimization Training</i>, please describe the extent your knowledge or skills have changed regarding: <ul style="list-style-type: none"> - Developing messages through social media - How to target messages through FB - How to use FB to gather information from the communities - How to develop a publishing schedule - How to develop content 	Survey	SIGI, FGAC, CBO partners, lawyers
	<ul style="list-style-type: none"> • In your opinion, what were the key factors for success of the training courses CSOs/CBOs have attended? 	Kills	SIGI, FGAC, CBO partners, lawyers, ABA ROLI
	<ul style="list-style-type: none"> • Have you used/ applied the skills you gained from the program? How? In what context? (Probe: When? By who? Where? Effect?) 	Kills	SIGI, FGAC, CBO partners, lawyers
	<ul style="list-style-type: none"> • Do you have any recommendations for future capacity interventions? 	Kills	SIGI, FGAC, CBO partners, lawyers, ABA ROLI
	<ul style="list-style-type: none"> • If you attended the workshop on safeguarding to what extent did it change your knowledge regarding? <ul style="list-style-type: none"> - mandatory reporting - confidentiality - mitigation strategies 	Survey	SIGI, FGAC, CBO partners, lawyers
EQ2: To what extent did the Program achieve planned program outcomes? Are there any unanticipated outcomes observed/felt?			

	<ul style="list-style-type: none"> • To what extent has the following improved as a result of the mentorship activities? <ul style="list-style-type: none"> – Individual capacity – Organizational capacity (such as case management processes) 	Survey	CBO partners
	<ul style="list-style-type: none"> • How will you evaluate the mentorship? What was good, and where is it room for improvement? (probe; mentors, method, material, content, timeframe, platform) 	Kills	CBO partners
	<ul style="list-style-type: none"> • What were the objectives/ outcomes you outlined for the mentoring activities? To what extent were these achieved? (probe; for each specific objective. Individual level? Organizational level?) 	Kills	SIGI, FGAC
	<ul style="list-style-type: none"> • What were the key factors for success for the mentorship activities (if any)? 	Kills	SIGI, FGAC, CBO partners, ABA ROLI
	<ul style="list-style-type: none"> • Do you have any suggestions on how to improve the mentorship activities in the future (if any)? 	Kills	SIGI, FGAC, CBO partners, ABA ROLI
	<ul style="list-style-type: none"> • If you attended a roundtable session on GBV, to what extent have the objectives been achieved? Please elaborate. Please give us examples. <ul style="list-style-type: none"> – What were the key factors for success for the roundtable sessions (if any)? – Do you think that the roundtable sessions were conducted frequently enough? Please elaborate. 	Kills	SIGI

	<ul style="list-style-type: none"> - Have you faced any challenges while attending the roundtable sessions? Please give us examples. - Do you have any suggestions on how to improve the mentorship activities in the future (if any)? 		
	<ul style="list-style-type: none"> • If you attended any webinar on GBV, how useful was it in terms of: <ul style="list-style-type: none"> - Networking - Self-reflection - Strategic thinking 	Survey	SIGI, FGAC, CBO partners, lawyers
	<ul style="list-style-type: none"> • What management mechanisms did the program put in place to ensure that the program outcomes were achieved? 	Klls	ABA ROLI
	<ul style="list-style-type: none"> • What measures were taken to ensure that the partners-maintained quality in the delivery of the program activities? 	Klls	ABA ROLI
	<ul style="list-style-type: none"> • What were the major factors that contributed to achieving the program outcomes (if any)? 	Klls	ABA ROLI
	<ul style="list-style-type: none"> • Were there any unanticipated outcomes? Please give examples. <ul style="list-style-type: none"> - What were the factors that contributed to yeilding these unanticipated outcomes? 	Klls	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> • # of roundtable participants 	Program documentation of participating CSOs	SIGI

	<ul style="list-style-type: none"> • # of webinar participants 	Program documentation of participating CSOs	ABA ROLI
	<ul style="list-style-type: none"> • # of public awareness campaigns conducted on the rights and empowerment of women. 	Program documentation of participating CSOs	ABA ROLI
	<ul style="list-style-type: none"> • # of CSOs or institutions not captured under WAGE Output 1.1.1 who work to empower women trained and supported. 	Program documentation of participating CSOs	ABA ROLI
	<ul style="list-style-type: none"> • # of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations 	Program documentation of participating CSOs	ABA ROLI
	<ul style="list-style-type: none"> • # of CSOs participating in virtual and in-person, non-training, events aimed at increasing technical capacity and engagement with other stakeholders 	Program documentation of participating CSOs	ABA ROLI
EQ3: Has individual capacity building (trainings, mentorship) resulted in specific changes at the organizational level?			
	<ul style="list-style-type: none"> • Were there any changes at the organizational level that resulted from the individual capacity building? <ul style="list-style-type: none"> – If yes, what were those changes? Please give us examples. – How have these changes improved your work? – If there were no changes, please tell us why. 	Kills	SIGI, FGAC, CBO partners, ABA ROLI, Lawyers
	<ul style="list-style-type: none"> • % of local CSO and CBO partners whose staff 	Survey	SIGI, FGAC, CBO partners

	representatives are capable of describing at least one way in which they have improved their outreach and communication strategies as a result of the program		
	<ul style="list-style-type: none"> • % of local CSO partners whose staff representatives are capable of describing at least one way in which they have improved their own design, implementation, monitoring, and/or evaluation of women's empowerment interventions during the program. 	Survey	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • Has there been a change in the quality of GBV services you provide throughout participating in the program? In what way? 	Kills	SIGI, FGAC, CBO partners, Lawyers
	<ul style="list-style-type: none"> • Has there been an increase in the number of GBV services you provide as a result of participating in the program? In what way? 	Kills	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • # of new or tailored services or processes related to the delivery of services developed over the project period as a result of data collected from GBV survivors? 	Survey	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • % of partners undertaking new forms of collaborations with other organizations and institutions to advance the status of women 	Survey	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • What were the main challenges that you faced during the capacity building trainings (if any)? 	Kills	SIGI, FGAC, CBO partners, ABA ROLI

	– Were you able to overcome these challenges? How?		
Relevance	EQ4: Does the project, by providing capacities to these CSOs and CBOs, address dire reach and access issues of the most vulnerable women and girls in Jordan?		
	<ul style="list-style-type: none"> To what extent did the program design address the needs of the targeted women/ beneficiaries? Please elaborate. 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> To what extent was the program able to build participating CBOs and CSOs capacities to meet the needs of the targeted women/ beneficiaries? Please elaborate. 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> How did the program adapt and respond to changing needs of beneficiaries during the project implementation period (if any)? Please give examples. 	Kills	ABA ROLI
	<ul style="list-style-type: none"> How was the program response aligned to the COVID-19 situation in Jordan? 	Kills	ABA ROLI
	<ul style="list-style-type: none"> Was there sufficient participation of key stakeholders in the planning and M&E activities of the program? Why/ why not? 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> In your opinion, what could be improved in the project to ensure its relevance to the needs of the targeted women/ beneficiaries? 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> # of people reached by the intervention providing GBV services: <ul style="list-style-type: none"> – Health – Legal 	Quarterly reports, Kills	SIGI, FGAC, CBO partners

	<ul style="list-style-type: none"> - Psycho-social counseling - Economic - Shelters - Hotlines - Others 		
Impact	EQ5: How have specific communities and populations targeted through the program been positively impacted by observed changes (if any)?		
	<ul style="list-style-type: none"> • What were the intended positive effects of the project on the targeted women/ beneficiaries? Please give examples. Please elaborate what were the needs? And to what extent where they met? <ul style="list-style-type: none"> - Who benefited the most in these efforts? - Who benefited the least in these efforts? 	Kills	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • What were the unintended positive effects of the project on the targeted women/ beneficiaries? 	Kills	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • What were the unintended negative effects of the project on the targeted women/ beneficiaries? 	Kills	SIGI, FGAC, CBO partners
Sustainability	EQ6: Are there indications (proxies or leads that show) that CSOs and CBOs supported under the program would be able to sustain awareness of women's rights in communities of focus?		
	<ul style="list-style-type: none"> • Was the program designed to ensure the sustainability of its activities and interventions? <ul style="list-style-type: none"> - If yes, how? - Could it have been designed in a better way? Please elaborate 	Kills	ABA ROLI
	<ul style="list-style-type: none"> • Do you think the positive effects of the program activities will continue once 	Kills	SIGI, FGAC

	<p>the program is over? And why?</p> <ul style="list-style-type: none"> - Is there any evidence of this already happening? 		
	<ul style="list-style-type: none"> • Do you believe the CSOs and CBOs have the technical and financial capacity to maintaining the benefits of the program in the long run? Please describe what inhibitors or enablers exist for them to do so? 	Kills	ABA ROLI
	<ul style="list-style-type: none"> • Do you believe the CSOs and CBOs are committed to maintaining the benefits of the program in the long run? Please describe what inhibitors or enablers exist for them to do so? 	Kills	ABA ROLI
	<ul style="list-style-type: none"> • What skills have you learned through this program that will help you moving forward in your work (regardless of availability of funding)? 	Kills	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • Are you planning to maintain and/or undertake new forms of collaboration with other organizations and institutions to advance the status of women after the project ends? Please elaborate, 	Kills	SIGI, FGAC, CBO partners
	<ul style="list-style-type: none"> • How can the sustainability of such programs be improved / are there any factors that could have improved the sustainability of the program? 	Kills	SIGI, FGAC, CBO partners, ABA ROLI
Lessons learned	Questions about lessons learned		

	<ul style="list-style-type: none"> • What aspects of this program do you consider to be the best practices that can be implemented in future interventions? 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> • In your opinion, what could have been implemented differently to result in better outcomes of the projects in terms of relevance, effectiveness, efficiency, sustainability and impact? <ul style="list-style-type: none"> – What are the main bottlenecks and barriers that can be addressed to future planning? 	Kills	SIGI, FGAC, ABA ROLI
	<ul style="list-style-type: none"> • What would you say are the most important lessons learned that resulted from this program? <ul style="list-style-type: none"> – What factors need to be in place before the program can be replicated? 	Kills	SIGI, FGAC, ABA ROLI

APPENDIX (II): DATA COLLECTION TOOLS