



“UN Women Project on Social Cohesion, Service Delivery and Gender Equality”

Final Evaluation

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List of Acronyms

AYA	AYA for Consultancy and Development
CBO	Community Based Organization
FCPS	Family and Child Protection Society
FGAC	Family Guidance and Awareness Center
GEERAS	Global Evaluation Reports Assessment and Analysis System
GEHR	Gender Equality and Human Rights
HCSP	Host Community Support Platform
IATF	Inter-Agency Task Force
IRD	International Relief and Development Inc.
JD	Jordanian Dinar
JEFE	Jordanian Education for Employment
JRP	Jordan Response Plan
JWU	Jordanian Women Union
KHCC	King Hussein Cancer Center
MOPIC	Ministry of Planning and International Cooperation
NGO	Non-Governmental organization
NRP	National Resilience Plan
OECD/DAC	Organization for Economic Cooperation and Development (OECD)
SGBV	Sexual and gender-based violence
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOSAT	United Nations Operational Satellite Applications Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAF	Vulnerability Assessment Framework
WASL	We are Social Leaders

Executive Summary

The Syria crisis is now extending into its sixth year. Since the outbreak of the conflict in 2011, more than 7.6 million Syrians have been internally displaced and over 4.1 million have fled to neighbouring countries – which has stretched the absorptive capacities of the key social services of these Governments. As vulnerability deepens, refugees and those Jordanians living in host communities are increasingly turning to negative coping mechanisms to help meet their basic needs. In February 2015, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in Jordan and the Government of Japan signed an agreement to support a one-year project with the overall objective, 'to foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities in Irbid and Zarqa. The project ran from August 1 2015 to July 31 2016.

In May 2016, UN Women Jordan contracted an evaluation consultant to conduct the final evaluation to assess the performance and results of the project. The evaluation looks at work undertaken from August 2015 to July 2016. The evaluation is intended both as an accountability tool as well as a learning opportunity. The primary users of the evaluation are UN Women and the Government of Japan to better understand project results to date and efficiency of fund use.

The evaluation was undertaken in three phases – the inception phase, a data collection phase, and a data analysis and reporting phase. It used a non-experimental design, using a mixed method approach. More than 700 individuals (53 males and 647 females), including beneficiaries, non-beneficiaries and project stakeholders, were consulted as part of the evaluation. The overall approach to the evaluation is utilization-focused, with a view to also assessing the gender equality and human rights responsiveness of the project. To ensure the validity of data, and as part of the process of synthesizing information derived from different data sources, the evaluation team used data triangulation and complementarity. Through

this participatory process a total of 401 surveys (373 F and 28 M), 16 focus group discussions (FGDs) and 18 in depth interviews (IDIs) were conducted.

Key Findings:

Relevance. *The project was highly relevant in meeting the social and economic needs of both female Syrian refugees and host communities.* Interventions were in line with the Jordan Response Plan (JRP) for the Syria Crisis 2015 and they also influenced the livelihood and gender aspects of the JRP 2016-2018. Stakeholders found the intervention relevant as it provided social protection, employment and livelihood opportunities. At the time of evaluation, it was determined that the social cohesion activities were more relevant than economic empowerment trainings due to the fact that women were still being placed in employment opportunities also due to the well-established framework used for bringing communities together by UN Women and contractors and the quality of such interventions. These social cohesion interventions enhanced the coping capacities of vulnerable women refugees and, data highlights that they did succeed in fostering social cohesion between Jordanian and Syrian women.

With regards to project management, partners consistently reported that UN Women had listened and endeavoured to respond to their needs as they arose. However, the project does not have a written theory of change and there was limited collaboration or engagement on the different project interventions between project stakeholders.

The intervention was aligned with UN Women's priorities at national and global levels. While the broad approach was contextually appropriate (targeting poverty pockets) there was some limitation in targeting the poorest of the poor when it came to economic opportunities as it targeted only Jordanian women as per the plan. On the ground, the project extended a few opportunities to Syrians who benefited from the intervention – but the economic interventions was built to target Jordanians only due to the context when the project was developed. Beneficiaries had to pay their own transportation to attend social cohesion sessions

however that, they still came to the sessions which indicates the high relevance of such intervention.

Effectiveness. *The project successfully achieved its stated results and even exceeded targets in many areas.* The target population was highly satisfied with the project. Particularly strong contributions were made through interventions that gave women access to safe spaces and allowed their participation in different community initiatives. The placement of women in economic opportunities was just beginning at the time of evaluation because the first 6 months of these interventions had focused on identification of beneficiaries, signing of agreements with the private sector to place women, and women undertaking a three month-upskilling for work readiness. Therefore, there was therefore not enough time to assess their impact. However, the evaluation found that the value of such interventions go beyond financial benefits – with women enrolled in the economic elements of the programme stating that it had helped them build their employability and social capital. With regard to safe spaces, while families – in particular men - saw the safe spaces as ideal places for women to come and recharge. However they noted that they were rarely involved in the project interventions writ large. While it may not be appropriate to open the safe spaces or economic opportunities to them, they should be targeted with different types of interventions to raise their awareness of the project’s objectives – e.g. through discussion groups and support groups.

Towards the end of the project, at least 300 people (with a specific focus on women and female youth) benefit from enhance delivery of social services at target communities. This is the result of soft and hard infrastructure upgrades in four health centres in the project locations. Staff at both managerial and field levels are highly motivated and have been able to effectively mobilize women without any financial incentives. Donor visibility was clear at the partners and beneficiaries’ levels, with the logo of donor on all publications related to the project. Lessons learned from other projects/experiences of UN Women were used to manage the fund within a limited timeframe.

Efficiency. *UN Women made successful efforts to use available project resources strategically and efficiently through utilizing fund through different partners to conduct different interventions.* It was also largely successful in avoiding the pitfalls of being seen to interfere in politics by differentiating between refugees and host communities. The project supported women’s protection issues through detection and referral mechanisms, however, standard operating procedures for such spaces need to be developed. One of the main challenges for efficiency was the connectedness between the different partners and interventions. Jordanian women were the primary targets for the project’s economic component.

Management structures and approaches used by UN Women were clear and appropriate. The technical competencies and dedication of social cohesion trainers were highly valued by beneficiaries. At the same time, women indicated a preference to have more special trainers for the economic empowerment work provided by INJAZ and Jordan Education for Employment (JEFE). Team dynamics between the three partners working at the same locations at field level needs to be strengthened and lines of communication should have been created through UN Women. This happened as there was limited staff and the start of the project.

Sustainability. The project created a number of conditions likely to support the sustainability of the results generated. Creating safe spaces in communities where such spaces were absent and linking women to such spaces run with low operational costs as it is within the CBO venue and without any financial rewards is considered as a powerful sustainability factor. Enhancing both social and human capital through social cohesion and soft skills are among personal assets improved by project interventions which are likely to continue. Moreover, UN Women has committed to follow up for a year with the 50 entrepreneurs who had already benefited from INJAZ technical and financial support. It was, however, difficult to determine the financial capital sustainability of JEFE beneficiaries, as women are only recently being placed within employment opportunities. However women who had undertaken the training provided by JEFE did note that they believed that the trainings had

strengthened their employability. Overall, there are promising initiatives where careful attention to replication and scaling-up would be key to sustainability.

Impact. Given the short-term nature of the project and the results achieved by the evaluation period, it would be unfair and unrealistic to expect significant impact. This was recognised by the evaluation terms of reference, which did not request efforts to track impact. However, the project has contributed to making tangible progress on the road to impact in the area of gender equality and women's empowerment. Evaluation data, highlighting human and social capital, strongly indicate that work in safe spaces contributed to positively influencing existing behavioural change processes, women's mobility to participate in training and capacity-building interventions. There were particularly strong contributions to strengthening women's social protection and meaningful engagement in community life through advocacy activities conducted outside safe spaces. Due to the short term nature of the intervention, it is not possible to conclude whether or not interventions minimized domestic and gender-based violence (GBV) among the beneficiary population. However, the project clearly invested in educating beneficiaries which enhanced awareness of different kinds of violence against them. UN Women's investments in building strategic relationships, while time consuming, are viewed quite positively, and have gone some distance to improve the cost effectiveness of actions taken.

A number of emerging good practices demonstrated by the project are highlighted throughout the report. The evaluation team recommends providing continued support to the project in view of its potential and promise to ensure gains made during the last year are consolidated.

The following actions-oriented recommendations are set out at three levels. At **policy level**, UN Women and other agencies should provide women – when appropriate - with more space in platforms such as community gatherings to express their voice and needs to duty bearers. At **implementation level**, UN Women should hold an initial meeting

with all project partners to discuss the overall goal of the project and provide an opportunity for networking to create synergies between the different project stakeholders. Safe spaces should be equipped to welcome and host disabled beneficiaries. Drafting a theory of change for the project is also important. Contents of the social cohesion training should be collected into one curriculum. There should also be a final in-kind reward for women who completed the full social cohesion training, as a contribution towards the costs they incurred and to enhance their financial income. Finally, the modality of targeting the poorest women -who benefited from social cohesion component- with economic opportunities should be explored, as the current modality is relevant to the less vulnerable women “university graduates”. At **management level**, an advanced protection capacity-building process should target the social workers of community-based organizations (CBOs), not only to enhance their knowledge but also confidentiality, referral and counselling practices. The existing results monitoring system should be revised so reporting system should be unified starting from the partners' level to be in line with the office strategy. Revision of modality of monitoring women workers placed into the new jobs, ensure decent work conditions. Finally, accountability systems should be strengthened with systematic feedback sessions conducted with beneficiaries.

INTRODUCTION

In May 2016, UN Women Jordan hired an evaluation consultant to conduct the final evaluation of a Government of Japan and UN Women Jordan project, *Promoting social cohesion through women's economic empowerment and protection initiatives in Irbid and Zarqa*. A draft of this report has been revised based on feedback from UN Women and the Evaluation Reference Group.¹ This final evaluation report summarizes key evaluation findings, conclusions and forward-looking recommendations derived from the evaluation.

Evaluation purpose and scope

The purpose of the evaluation is to assess the performance and results of the aforementioned project, and capture good practices and relevant lessons learned. The evaluation is intended both as an accountability tool, as well as a learning opportunity. As such, in addition to an overall assessment of the project, it provides forward-looking recommendations with regard to UN Women's Jordan programming in the thematic areas of humanitarian response and women's economic empowerment.

Specifically, as per the evaluation the terms of reference ([Annex I](#)), the evaluation aims to:

1. Assess the relevance of the intervention approach to contributing to women's social protection and economic empowerment;
2. Assess the effectiveness and efficiency of the project in progressing towards the achievement of results, for women and households in Irbid and Zarqa;
3. Determine whether a human rights based approach and gender equality principles are integrated adequately in UN Women's approach to foster social cohesion and resilience by promoting women's economic empowerment; and
4. Identify and validate important lessons learned and provide actionable recommendations for the design and implementation of future projects.

The evaluation covers the entire timeframe of the project which ran from August 2015 until July 2016. The intended primary users of the evaluation are UN Women including the project team to learn from both challenges and good practices to influence similar future programmes. The Government of Japan, also a primary user, will see from an external standpoint the project's relevance, progress and how funds were used efficiently to achieve the project's objectives.

Project context

The Syria crisis is now entering into its sixth year. Since the outbreak of the conflict in 2011, more than 7.6 million Syrians have become displaced internally and over 4.1 million have fled to neighbouring countries, of whom, *as of July 2016*, 657,433 are registered persons of concern in Jordan.² Refugee households left their homes with few possessions. They have since coped by liquidating their belongings, and relying on humanitarian assistance and finding opportunities to earn income through the black market. With more than 500,000 Syrian refugees residing outside camps, pressure on social, economic, and municipal infrastructure and services has intensified and placed a significant burden on the Government of Jordan and host communities, many of which were already among Jordan's

¹ The Evaluation Reference Group consists of representatives of UN Women and the Government of Japan, as well as external reference person with an evaluation background.

² Syria Regional Refugee Response Inter-agency Information Sharing Portal, UNHCR, 4 July 2016
http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=69.

most disadvantaged.³ Poor and vulnerable Jordanians, and especially female-headed households, are facing severe and deepening economic pressures, particularly in northern and central Jordan which host the largest numbers of refugees. As poverty deepens, refugees and Jordanians in host communities are increasingly turning to negative coping mechanisms, including a reliance on child labour and early marriage, to help meet their basic needs.⁴ The situation has aggravated social tensions between Syrian refugees and host communities in Jordan, threatening to undermine social cohesion and generate an increase in protection incidents and concerns.⁵

According to the Vulnerability Assessment Framework (VAF) welfare model, 86% of Syrian refugees are living below the Jordanian poverty line of 68 JD per capita per month, and are rated as highly or severely vulnerable. The proportion of Syrians to Jordanians in the Mafraq sub-district is 38%, with 15.7% in the Irbid sub-district and 6.4% in Qasaba. The highest number of Syrians is still in Amman.⁶

The level of economic participation of Jordanian women is generally low, although there has been a slight improvement in their participation in the labour market over the past decades. However, this improvement is still limited; in fact, the rate of economic participation of women did not exceed 15% in 2012, compared with 61.3 % of men, according to the Department of Statistics for the year 2012. Female workers employed in the public sector formed about a fifth of the total employees in this sector in 2012, while in the private sector female workers constitutes 17.4 %. The percentage of female business owners or those who are self-employed did not exceed 4 % of the total business owners or freelance workers.⁷ More recently these economic pressures tend to disproportionately affect already vulnerable populations, especially women. Compared to a national unemployment rate of 13.6% for Q4 2015, the female national unemployment rate rises to 23.0%, a 3.9% increase from Q4 2014. This number jumps to a staggering 73.3% for women with a bachelor's degree or higher; meanwhile, women's economic participation remains low at a 12.4%. For the Governorate of Zarqa, the female unemployment rate climbs even higher to 30.2%, while the female participation rate falls to 7.8%. The primary obstacles to economic participation women that have been noted in interviews in Zarqa and Mafraq are mainly lack of access to financial capital, lack of access to markets, and socio-cultural norms restricting women's movement outside of the home. As such, gender related bias exists in the economic structure of employment and production distorts women's economic participation in the labour force. Women are also among the least resilient to shocks and stresses affecting their livelihood security, especially as these women-headed households even had limited income-earning opportunities before the crisis. In addition, these groups are lacking in confidence and sense of belonging to their communities, feel marginalized, and risk for the community stability.

Furthermore, vulnerability in Jordan is driven by the increasing numbers of high unemployment and rising poverty which has a more profound impact on the female population. The unemployment rate for Jordanian women is 22.1%, compared to 12.9% for men. Women's wages are often lower than that of their male counterparts, resulting in a higher representation of female-headed households amongst Jordan's poorest families.⁸ With tensions escalating between Syrian refugees and Jordanian

³ Jordan NRP Proposed Priority Responses to Mitigate the Impact of the Syria Crisis on Jordan and Jordanian Host Communities, 2014-2016.

⁴ http://www.unicef.org/jordan/UNICEFJordan_EarlyMarriageStudy2014-E_COPY_.pdf

⁵ Beyond the camps: Impact of the Syrian Refugee Influx on Jordanian Host Communities, a Perception Study conducted by UN Women in partnership with Queen Zein Al-Sharaf Institute (2014).

⁶ VAF key findings, welfare <http://data.unhcr.org/syrianrefugees/download.php?id=9005>

⁷ National Committee for Women's Affairs and the Jordanian Hashemite Fund for Human Development, 2012. Women's right to enter the labour market and choose the field that she wants to work in, and a policy paper, the regional enterprise to empower women economically, Amman, Jordan;

⁸ Jordanian Department of Statistics, unemployment in Jordan in the first quarter of 2015.

nationals, the need to urgently respond to the negative impact of the crisis is pronounced. This was given a priority through the Livelihoods and Food Security Sector Specific Objective 2 of the *Jordan Response Plan "JRP" 2016-18 "Increased income generation and employment for vulnerable Jordanian men and women leading to sustainable economic development"* which was a project targeting through working with Jordanian population in the poverty pockets on the economic empowerment component.

In response the Government of Jordan, in coordination with the United Nations (UN) and international organizations established, in September 2013, the Host Community Support Platform (HCSP), now called the (Jordan Response Platform to the Syria Crisis) for improving access to services, strengthening social cohesion and building resilience. The National Resilience Plan (NRP) 2014-2016 was also developed, followed by a new version of the JRP to the Syria Crises 2016-2018 which aims to coordinate the development response. The JRP is structured around the various social services and economic characteristics government and aid actors consider as key sectors, namely: water, employment and livelihoods, health, education and municipal support. The plan seeks to meet the humanitarian needs of Syrian refugees and of the Jordanian population impacted by the crisis. This includes inclusive and participatory approaches with special attention paid to the promotion of social cohesion and the reduction of social tensions, in close cooperation with youth and women. Challenges to social cohesion in host communities in Jordan are two-fold. First, there is the emergence of community-level challenges which negatively impact social cohesion between the host community and refugee populations, but also more generally within communities as the population grows and resources become strained. These tensions are exacerbated by the widely-held community beliefs that refugees are responsible for the deterioration of living conditions within the community. This attribution instils more negative feelings towards the Syrian refugee population in general, further hampering social cohesion. Improved relations with and perceptions of Syrian refugees are necessary in order for communities to come together and collaboratively resolve issues to bring about unity and convergence. The second broad challenge to social cohesion identified by the HCSP is the limited communication between citizens and local administration. The inability of municipalities to address many visible problems in the communities they represent is decreasing the confidence that citizens have in their local institutions, and weakens the social contract between citizens and the government.⁹ UN agencies including UN Women support initiatives to improve social cohesion by increasing the number and scope of impact mitigation projects that benefit both Jordanians as well as Syrians in areas with high concentrations of refugees, along with greater investment in shared services such as livelihoods, employment, education, health and water and sanitation with the aim of reducing tensions and maintaining protection space in Jordan as part of the commitment against the JRP.

9 Understanding Social Cohesion and Resilience in Jordanian Host Communities, June 2014 http://www.reach-initiative.org/wp-content/uploads/2014/06/REACH_Understanding_Social_Cohesion_and_Resilience_in_Jordan_Host_Communities.pdf

Project background and framework

In February 2015, UN Women Jordan and the Government of Japan signed an agreement to support a one-year project with the overall objective “to foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities in Irbid and Zarqa”.

The target of the project was to reach an average of 2,000 beneficiaries directly - 200 through employment opportunities, 500 through social cohesion services, 300 through economic empowerment trainings, and 1000 through soft skills and leadership skills. Beneficiaries were to include 1750 females and 250 males (4% in Mafraq, 46% in Irbid and 50% in Zarqa), on ground and based on the evaluation findings, the project reached 1870 females and 130 males in those areas with the planned geographical distribution and this includes 406 Syrian women. The project reached 20,000 beneficiaries indirectly through advocacy and awareness raising. Job creation targeted 220 Jordanian living in host communities (188 Jordanian women, 30 Jordanian men and 2 Syrian women) with 20 persons more than the planned number. The main project stakeholders were women (both Syrian refugees and Jordanian living in host communities), their families (including men and boys), the project team, partner CBOs, local governmental authorities in Jordan, and donor and other international and national organizations working in Mafraq.

Figure 1: Locations of the interventions areas



UN Women implemented the project both directly and through four contractors - AYA, JEFE, INJAZ and REACH. The project responds to the priorities identified under the Jordan NRP 2014-2016 and the JRP for the Syria Crisis 2015, in particular the objectives under social protection and livelihoods.

The project has a main outcome, which is “to foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities”

The project has four outputs:

1. The provision of safe spaces and life skills training to enhance participation and household/community level decision-making for women and girls in host communities.
2. Implementation of income generating opportunities and livelihood activities through quick, community impact projects for women living in host communities.
3. Enhanced access to service delivery through engagement with municipal service delivery structures and mechanisms, including support to local government.
4. Provision of strategic and technical support to coordination structures and processes to ensure that gender equality principles are implemented in the overall humanitarian and resilience response in Jordan.

While the project does not have a written theory of change, the implementation approach focused on two components (social cohesion) and (economic empowerment) to foster resilience for both Syrian and Jordanian host communities. Economic component targeted primarily Jordanian women living in

marginalized communities with less access to employment, and social cohesion targeted primarily both Syrian and Jordanian women living in such communities. The project design included building women's understanding of social protection measures and empowering them to seek these entitlements. It also included advocating for women's access to local education and health services, and economic empowerment.

The project had a number of work areas including:

- Working with national partners to enhance social cohesion through the provision of livelihood support consisting of supporting women's employment opportunities, business development, vocational training and similar activities linked to community mobilization in Irbid and Zarqa;
- Addressing the immediate protection risks of women, girls, boys and men in host communities by linking them to mechanisms working to prevent and respond to sexual and gender-based violence.
- Working with local municipalities, service providers and women's groups to strengthen women's access to basic social services; and
- Providing technical and strategic support to coordination structures and processes to ensure gender principles were implemented in the overall humanitarian response in Jordan, with targeted support to ensuring women's representation and meaningful participation in community mobilization, including evidence-based research.

Both UN Women directly and the four contractors contributed to these different project outputs.

1- AYA focused on the social cohesion component targeting Syrian and Jordanian women. Together they participate in training sessions on different topics, they conduct local community initiatives and they discuss together all issues freely and safely at the established safe spaces. This component has no financial support services provided for women to participate. On ground, AYA partnered with four local non-governmental organizations (NGOs)¹⁰ to support the extension of such services to vulnerable Jordanian and Syrian women in 4 local communities in Irbid and Zarqa.

2- JEFE provided job opportunities for university students/graduates (120 Jordanian women, aged 20-27 years old) in both Irbid and Zarqa. It was challenging to involve Syrian women in this component because of the legality of Syrian refugees to work in Jordan. So this component targeted Jordanian women as per the project plan. JEFE beneficiaries received technical training including:

- 60 hours of life-skills training to equip women with critical professional skills such as interpersonal communication, teamwork, leadership, developing relationships and professional ethics;
- 10 days of English language training for programme participants to develop the necessary communication skills to perform efficiently in the workplace;
- A week of political engagement and anti-violence training to support women's political representation and engagement in local level decision-making, applying a gender-based violence early warning system to ensure supporting gender equality does not result in backlash, and to ensure referrals of any protection cases to service providers in the area
- 120 hours of data entry and secretarial training to equip participants for secretarial job placements.

¹⁰ Khawla Bint Al-Azwar, Family Guidance and Awareness Center (FGAC), Ramtha Charitable Association and Family and Child Protection Society (FCPS).

- 3- INJAZ provided entrepreneurial training to support young entrepreneurs. It consisted of 12 theoretical and practical training sessions in universities in targeted governorates, and a contribution of seed money for 100 social enterprise projects developed by the students (US\$600 per project). Those beneficiaries include two Syrian women and 30 Jordanian men and the rest (68) are Jordanian women.
- 4- The fourth contractor was REACH, which is a joint initiative of IMPACT, its sister-organization ACTED and the United Nations Operational Satellite Applications Programme (UNOSAT). It was created in 2010 to facilitate the development of information tools and products that enhance the humanitarian community's decision-making and planning capacity. UN Women contracted REACH to undertake a review of women's access to basic social services in Jordan's refugee host communities in Irbid and Zarqa Governorates to understand women's and girls' access to selected services; challenges inhibiting access; and differences in levels of access related to geographical location, age and nationality. Which will fill a knowledge gap to influence future interventions.

Evaluation Framework

The evaluation complies with the United Nations Evaluation Group (UNEG) Norms and Standards, adheres with UN Women's Evaluation Policy and used the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Framework for evaluating interventions. The project has been assessed against the five key parameters of relevance, effectiveness, efficiency, sustainability and impact ([Annex 3](#)). In its design, the evaluation is both utilization focused and gender responsive as it integrates such principles in its evaluation questions, tools, processes and analysis of the effects of the project. The evaluation was carried out by a lead evaluator and his team who supported the data collection process. To ensure that the evaluation approach and report were consistent with UN Women global standards, the evaluator reviewed the Global Evaluation Reports Assessment and Analysis System (GEERAS) to comply with the guidance throughout the different steps of the evaluation. The Evaluation Reference Group was involved throughout the process.

- Utilization-focused:

The evaluation was planned and conducted to maximize utilization of findings by intended users. The evaluator applied such focus throughout the evaluation process; during the inception report, a "stakeholder mapping" was conducted, during the field work the targeted users of the evaluation report were invited to review progress and draft deliverables also support the development of evaluation recommendations. The evaluation team also aimed to write the evaluation report in clear, understandable language, followed by report editing through an external English editor. The evaluator also conducted face to face meeting to present the findings, also a PPT to help stakeholders more readily access findings and recommendations if cannot read the whole report.

- Gender and Human Rights-responsive evaluation:

The evaluation team followed the UNEG Norms and Standards for Evaluation and abided by the UNEG Ethical Guidelines and Code of Conduct. GEHR was integrated in each stage of the evaluation:

- **Inception phase:** The UNEG guidance document 'Integrating Human Rights and Gender Equality in Evaluations' in the UN System was used by the evaluator as a reference. In accordance with the GEHR approach, relevant international and national conventions and

treaties. Also the GEHR approach influenced the development of the stakeholder mapping based on the classification of (duty bearers and right holders); this provided the basis for determining which stakeholders would be involved in the evaluation, how and to what extent. Additionally, an ERG was established at the start of the evaluation as one means to ensure their perspectives and validation of evaluation findings.

- **Implementation:** The GEHR approach was utilized throughout the development of the evaluation methodology, criteria, questions (integration of GEHR related questions in each criteria), data collection was desegregated by sex, location, CBOs. Also consideration of power in gender relations female interviewers were the primary data collectors for women. In addition to the inclusivity of the approach in targeted both primary beneficiaries, secondary beneficiaries and non-beneficiaries.
- **Reporting and Dissemination:** Started with a gender sensitive analysis for the data, drafting the report in user friendly modalities with involvement of the ERG.

The evaluation team was committed to respecting its obligations with regards to non-discrimination, access to information, and ensuring the meaningful participation of project and evaluation stakeholders. The stakeholder mapping exercise was conducted in full collaboration with project management to ensure the involvement of different stakeholders. Interviewers were female to make women more comfortable in addressing potential sensitive issues.

Evaluation Process



The evaluation was conducted in three phases:



1. Inception phase (May 2016). This phase focused on developing a preliminary understanding of the project based on documentation review and consultations with UN Women. The evaluation methodology was then elaborated, with a specific focus on the development of data collection tools. A stakeholder analysis was conducted which identified the key stakeholders to be interviewed. The phase culminated in an evaluation inception report which was approved by UN Women and the Evaluation Reference Group.
2. Data collection phase (May/June 2016). The evaluation team collected data in two waves, during the last week of May and the last week of June. Data collection in June concluded with a face-to-face interview with UN Women management to discuss and confirm findings.
3. Data analysis and reporting phase (June/July 2016). During this final phase the evaluation consultant analysed and synthesized data following the questions and indicators outlined in the evaluation matrix ([Annex 3](#)). This phase culminated in the drafting of this evaluation report for presentation to relevant stakeholders.

Evaluation methodology

The evaluation used a non-experimental design, utilizing a mixed method approach with a simple random sample of the project direct beneficiaries in the absence of counterfactuals, complemented with interviews and focus groups discussion with the different stakeholders including data triangulation at the different levels of stakeholders. The mixed methods approach combined structured interviews, monitoring data and focus group discussions. This approach aimed to maximise the number of project participants included in the evaluation, while at the same time exploring more complex issues through qualitative data collection. It also allowed for triangulation of data.

Evaluation process at a glance

700 individuals were consulted
(53  males and 647  females)

401 survey:
 373  28
16 FGDs
18 IDIs

4 Contractors:
AYA
JEFE
INJAZ
REACH

Evaluation team
(Lead evaluator 
+  +  +  Co evaluators
+ 10  team members)

1
Year
Project

Mixed
methods
approach

3
Implem.
locations

4
Main
results

The assessment started with a stakeholder analysis of project duty bearers and rights holders in collaboration with UN Women project team ([Annex 2](#)) to influence evaluation methodology.

The end line assessment adopted a participatory approach involving relevant project stakeholders in planning (through discussions with the project team), data collection (involvement of partners to ensure project beneficiaries were accurately identified) and analysis (to provide feedback and validate results). It drew on primary and secondary information to assess the effectiveness and efficiency of the different interventions and document different aspects of the programme's quality and accountability at different stakeholders' levels. Overall, more than 700 individuals (53 males and 647 females) were consulted. This includes both the quantitative and qualitative arms.

Secondary information was gathered through a desk review of the wide range of documents including the JRP, Convention Relating to the Status of Refugees 1951, project proposal, progress reports etc... All documents reviewed are listed in ([Annex 7](#)).

The collection of primary information meant the collection of both quantitative and qualitative data as detailed below.

1. Quantitative data

Quantitative data was collected through one-to-one interviews with a sample of the project beneficiaries of components implemented by the three main partners (AYA, INJAZ and JEFE). The interviews assessed:

- Changes in the role of women and girls in decision-making processes in host communities, with reflections on women's empowerment inside the family and family dynamics;
- Improvements in access to service delivery in host communities (health and educational services);
- Improvements in access to economic opportunities for vulnerable women (i.e. those most in need and disabled) in host communities;
- Access of women living in host communities to legal support and protection referral mechanisms within their communities;
- Access of Syrian and vulnerable host community women, girls, boys and men to formal and informal trainings on women's rights, social cohesion and women's role in civic engagement; and
- Levels of satisfaction and accessibility to trainings and economic opportunities for women provided through the project.

Sample design and selection

- For the quantitative tool, the sample design considered was a cross sectional design that aimed to collect data from a sample of the total targeted population. A simple random sample was used taking into consideration (sex, partners and geographic disaggregation).
- The project targeted 2000 beneficiaries (women and men) who would benefit from activities aiming to build women's active participation in decision-making processes within their communities, including through community mobilization and civic-engagement activities. A simple random sample of 401 persons were selected for interview (373 women and 28 men).
- The project targeted 2000 beneficiaries through the activities implemented by the three partners – 1200 by AYA, 500 by INJAZ and 300 by JEFE.
- The sample size was based on the equation:
$$= (Z\text{-score})^2 * \text{Std. Dev} * (1\text{-StdDev}) / (\text{margin of error}).$$
- Using the above formula with a 95% confidence level, "0.05" standard deviation, and a margin of error (confidence interval) of +/- 5%. The representative sample size will be 323 cases. As a quality

measurement, taking into consideration a 10% non-response rate, lead to a 20% (66 cases) increase in the total number interviewed. The total sample size was therefore = 401 cases.

- The strategy was ideal as having the full list of beneficiaries enabled the evaluation team to select a random sample.

Socio-demographic profile of sample

Overall the sample (401) beneficiaries, 373 females and 28 males reflecting the overall ratio among the targeted population. The sample was largely comprised of single, educated, Jordanian women. Nonetheless, there were no statistical significance differences with respect to education levels and nationality. However, there was significant statistical difference between education level and sex, as all of the men had university degrees versus 61% of the women; only 15% of Syrian women had a university degree vs. 73% of Jordanian women. This likely reflects the following facts.

- 1- Two of the three contractors (INJAZ and JEFE) specifically targeted Jordanian university students, and JEFE was targeted only women.
- 2- Syrian women were only targeted by AYA.
- 3- Men were only targeted by INJAZ. And all of them are university students

Table 1 provides a breakdown of the selected sample disaggregated by contractors (almost 34% were AYA beneficiaries, 40% JEFE beneficiaries and 26% INJAZ beneficiaries).

Table 1: No. of beneficiaries in sample by CBO

NGO	Project target		Sample selected	
	N	%	N	%
AYA	1200	60	136	33.9 ¹¹
JEFE	500	25	159	39.7
INJAZ	300	15	106	26.4
Total	2000	100	401	100

Table 2 shows the demographics of the interviewed sample of beneficiaries (45% were from Zarqa, 51% from Irbid and about 4% from Mafraq) as AYA and JEFE are working only in Zarqa and Irbid and only INJAZ targeted a few beneficiaries from Mafraq. The sample included 93% females, 83% of which were Jordanian and 16% were Syrian. The percentage of Syrians in sample reflected the fact that Syrians comprised 17% of the project participants through one partner (AYA) which was responsible for the social cohesion component. AYA targeted 52% Jordanian and 48% Syrian as shown in table 3. It is important to highlight that Syrian population was very low as a project target, so it was also low in the sample. Sample was random, using primary supported with the alternative lists.

11 There was a challenge in reaching AYA's beneficiaries, as lists were scattered and developed over different stages, however the consultant was able to gather them all with support of UN Women project coordinator

Table 2 also shows the marital status of beneficiaries - 66% were single, most likely because two partners targeted university students, while almost 30% were married. In terms of level of education, almost 64% had university degrees, 20% completed secondary education and only 2% were illiterate. The high percentage of beneficiaries with university degrees did not represent the surrounding refugee and host community populations, but reflective of JEFE and INJAZ targeting university students (Table 4). On demographics aspect, it was noted that all males participated at the program are university graduates, however for the overall project beneficiaries, almost 3 out of each 4 Jordanian participants are university graduates.

Table 2: Demographics of interviewed sample of beneficiaries

Location	N	%
Zarqa	180	44.9
Irbid	206	51.4
Mafraq	15	3.7
Gender	N	%
Female	373	93.0
Male	28	7.0
Nationality	N	%
Jordanian	334	83.3
Syrian	65	16.2
Other	2	.5
Social status	N	%
Single	266	66.3
Married	117	29.2
Separated	15	3.7
Widowed	3	.7
Education	N	%
Illiterate	8	2.0
Primary	21	5.2
Prep	31	7.7
Secondary	83	20.7
University	255	63.6
Higher education	3	.7
Total	401	100

Education		Gender		Total
		Female	Male	
Illiterate	N	8	0	8
	%	2.1%	0.0%	2.0%
Primary	N	21	0	21
	%	5.6%	0.0%	5.2%
Prep	N	31	0	31
	%	8.3%	0.0%	7.7%

Secondary	N	83	0	83
	%	22.3%	0.0%	20.7%
University	N	227	28	255
	%	60.9%	100.0%	63.6%
Higher education	N	3	0	3
	%	.8%	0.0%	.7%
Total	N	373	28	401
	%	100.0%	100.0%	100.0%

Education		Nationality			Total
		Jordanian	Syrian	Other	
Illiterate	N	2	6	0	8
	%	.6%	9.2%	0.0%	2.0%
Primary	N	6	15	0	21
	%	1.8%	23.1%	0.0%	5.2%
Prep	N	12	19	0	31
	%	3.6%	29.2%	0.0%	7.7%
Secondary	N	68	14	1	83
	%	20.4%	21.5%	50.0%	20.7%
University	N	244	10	1	255
	%	73.1%	15.4%	50.0%	63.6%
Higher education	N	2	1	0	3
	%	.6%	1.5%	0.0%	.7%
Total	N	334	65	2	401
	%	100.0%	100.0%	100.0%	100.0%

Table 3 shows that only INJAZ targeted men as part of the primary beneficiaries. Other partners did not target males directly, resulting in the total percentage of females to males as 93% to 7%.

Table 3: Gender and nationality of beneficiaries targeted by partner NGOs

Gender		AYA	JEFE	INJAZ	Total
Female	N	136	159	78	373
	%	100.0%	100.0%	73.6%	93.0%
Male	N	0	0	28	28
	%	0.0%	0.0%	26.4%	7.0%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%
Nationality		AYA	JEFE	INJAZ	Total
Jordanian	N	70	158	103	331
	%	51.5%	99.4%	97.2%	82.5%

Syrian	N	65	1	2	68
	%	47.8%	.6%	1.9%	17.0%
Other	N	1	0	1	2
	%	.7%	0.0%	.9%	.5%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%

Table 4: Education status of beneficiaries targeted by partner NGOs

Education		NGO		
		AYA	JEFE	INJAZ
Illiterate	N	7	1	0
	%	5.1%	0.6%	.0%
Primary	N	21	0	0
	%	15.4%	0.0%	.0%
Prep	N	31	0	0
	%	22.8%	0.0%	.0%
Secondary	N	53	29	1
	%	39.0%	18.2%	.9%
University	N	22	128	105
	%	16.2%	80.5%	99.1%
Higher education	N	2	1	0
	%	1.5%	0.6%	.0%
Total	N	136	159	106
	%	100.0%	100.0%	100.0%

Qualitative data collection

The evaluation team conducted interviews and focus group discussions with direct and extended/indirect project beneficiaries, with non-beneficiaries as a comparison group. Discussions with direct stakeholders included men and women who benefitted from training and economic empowerment components of the project. Indirect beneficiaries interviewed included families of women, partner NGOs, community leaders, local authorities, trainers, in addition to the donor and UN Women. Non-beneficiaries from both Irbid and Zarqa were also interviewed to get an external view on the project relevance and the inclusiveness of the project services to the different population, also to check those who participated in the intervention and those who didn't. The sample for the qualitative component was purposive, "homogenous sample" of families, one with husbands of women beneficiaries, one with children (boys) and one with children (girls) who are similar in terms of age, gender, background, CBOs working with, in order to explore issues specific to the particular group of interest. Also for other stakeholders, "Expert sampling" was used based on the stakeholder mapping conducted prior to the field work; this approach was used to glean knowledge from such individuals who have particular expertise. A full list of all stakeholders interviewed is included in [\(Annex 8\)](#).

In total, **16 FGDs** were conducted with groups of 8-12 persons in addition to **18 IDIs**. This includes 3 FGDs with men and 13 with women, in addition to 8 IDIs with men and 10 with women. ([Annex 8](#))

The economic empowerment component of the project was delayed until June 2016, by which time the evaluation process had already started. By mid-July 2016, 100 persons had been reached and others already identified to participate in the economic empowerment component. Implementation was expected to continue in August 2016 (after the end of the evaluation timeline) for one year under the support of another program of UN Women. To evaluate this component, the consultant conducted four FGDs with those who had recently started benefitting from economic opportunities. The FGDs include one male and three female groups, in proportion to the project overall target. Two of the three FGDs with women were with women who had obtained secretary jobs through JEFE and two entrepreneurship initiatives through INJAZ. Primary findings for this component were explored as part of the evaluation findings.

Round table meeting

A roundtable meeting attended by project team, partners, and was hosted by the UN Women Response, Recovery and Resilience team (RRR). The purpose of this meeting was to discuss initial findings presented by the consultant.

Ethical considerations

During this study the following ethical considerations were followed:

- **Based on rights and ethics:** The evaluators respected the human rights and dignity of participants “Do no harm practice” and complied with ethical standards including ensuring confidentiality.
- **Informed consent:** Informed consent was obtained to ensure that participants fully understood the aim of the evaluation, what its direct and indirect benefits were and what risks they may be subjected to during the evaluation including emotional distress. They were informed what they could do / who they could contact if necessary. A voluntary approval by the participants was a prerequisite to interview them.
- **Transparency:** The evaluation team provided full information as to the purpose and intent of the evaluation; key findings will be shared with the CBOs through UN Women office.

Quality assurance

The following quality checks were undertaken:

- The quantitative survey was developed in collaboration with the Evaluation Management Group (EMG), based on the project documents in order to capture the needed data.
- Before the tools were implemented, a pilot phase was conducted to assess the utility of the tool in ensuring the reliability and validity of the data to be collected.
- Questionnaires were reviewed by field editors during data collection to ensure they were completed.
- The completed questionnaires were collected every day by the lead evaluator for data input.
- Throughout the fieldwork, close communications were maintained between the lead evaluator, the fieldwork team and project management.
- All individual and group interviews followed interview protocols established by UNEG, and questions were tailored to the respective stakeholders and aligned with the overall evaluation framework.

Evaluation questions and matrix

During the inception phase of the evaluation, an evaluation matrix ([Annex 3](#)) based on the OECD/DAC evaluation criteria was developed with questions to address each of the five strategic evaluation areas. Results against each of the project indicators are outlined in the results chain matrix in ([Annex 6](#)). The tools used are detailed in ([Annex 4](#)), while the implementation timeline is detailed in ([Annex 5](#)). Finally, the list of documents reviewed is available in ([Annex 7](#)).

Limitations

Limitations to the evaluation process included:

- The delays of some components, such as the economic empowerment component and medical equipment reaching the King Hussein Cancer Centre (KHCC) which limited the ability of the evaluation to assess the effect of such components.
- Due to the complexity of the programme, the understanding of the context was developed over the inception phase supported by the discussion with the different stakeholders. This understanding changed the way of tackling evaluation questions, as only one partner is targeting Syrian, and only one partner is targeting men. As a mitigation, the evaluator keeps a close communication with the project team and partners to understand roles and develop the methodology in a participatory way.
- No baseline survey was conducted at the project start-up, which meant there were limitations in comparing the baseline with end line on certain parameters. A mitigation strategy was conducted by reviewing secondary documents which include a brief pre-test conducted by AYA, which made available a baseline value against certain indicators. Additionally, a qualitative component with non-beneficiaries was conducted to validate some of those findings.
- The project lasted one year; some components were still being implemented at the time of the evaluation. As such, the evaluation assessed results to date emerging from the completed elements of the project, as well as the progress and likelihood of achieving results by the end of project of those components that were on-going.

FINDINGS

This section presents the main findings of the evaluation and is structured around the evaluation criteria: relevance, efficiency and effectiveness. References to sustainability and impact are made where relevant. For each, sub-evaluation criteria are covered based on the research questions taking into account all information collected against project indicators.

Relevance and design

Relevance to the needs and priorities of beneficiaries

To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?

Finding 1: The project was highly relevant in meeting the social needs of both Syrian women refugees and those Jordanian women living in host communities, as well as the also economic needs of the Jordanian women.

The social context within which the project is located is very complex. Both the quantitative and qualitative data highlighted a consensus (from both men and women interviewed) on the relevance of the project in meeting needs of both female Syrian refugees and Jordanian women living in host communities. Of the beneficiaries interviewed, an average of 76% (76.4% of all women interviewed and 71.5% of all men interviewed) see intervention as highly relevant for women and 23% see that it is needed. None of the interviewed beneficiaries stated that the intervention was not relevant.

Table 5: Evaluation of the program relevance by beneficiaries

Relevance	N	%
Highly relevant	305	76.1
Relevant to some extent	92	22.9
Do not know	4	1.0
Total	401	100.0

Social cohesion is not simply a product of access to services, but also includes elusive dynamics of community relations and individual perceptions. The evaluation equally found the non-financial services “training component” as relevant as the access to job opportunities, mainly secretary jobs. These include social cohesion interventions through the legal and protection services provided by AYA, economic empowerment trainings provided by INJAZ and job readiness trainings provided by JEFFE.

In order to assess if and how those in the (relevant to some extent) category were different than those who considered it highly relevant, we conducted a regression model. This model consider the relevance as the dependent variable and other independent variables that contributed to how relevant they considered the project includes (CBO, education, nationality, sex). Results showed a significant relationship in this model and that both CBOs, sex and nationality have an effect on the relevance, however there was no statistically significant relationship between education and relevance. As denoted in the below regression model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.302	4	26.575	20.788	.000 ^b
	Residual	506.247	396	1.278		
	Total	612.549	400			

a. Dependent Variable: relevance

b. Predictors: (Constant), Education, Gender, Nationality, NGO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.282	.519		10.183	.000
	Nationality	-.712	.176	-.225	-4.038	.000
	Gender	-.828	.241	-.171	-3.436	.001
	NGO	-.618	.100	-.387	-6.155	.000
	Education	.055	.070	.047	.795	.427

a. Dependent Variable: relevance

Finding 2: While the broad approach was contextually appropriate (targeting poverty pockets) there was some limitation in targeting the poorest of the poor when it came to economic opportunities as it targeted only Jordanian women as per the plan.

Jordanian young women benefitted most from income generating opportunities due to the projects explicit focus on young women (aged 18-26), in order to bring them to entry job level as fresh graduates.

"I am a university graduate from the faculty of engineering. JEFE provided me with English courses and soft skills which are very relevant to my needs, but when it comes to job placement, all they can provide is a data entry job. I hope they can build the jobs based on my qualifications, as it will be difficult for me to continue in this job with my qualification"

Female, 23 years old, JEFE beneficiary

Older Jordanian women stated that they were culturally restricted from engaging in any economic activity outside the home. Interestingly, as shown in Table 6, social cohesion activities conducted by AYA (85%) were considered more relevant than economic empowerment trainings, i.e. "the social cohesion training was rated by those who participated in it as being more relevant than EE trainings by those who participated in them" this was because beneficiaries expressed greater satisfaction about the trainers and contents of the social cohesion activities.

"The social cohesion trainers are wonderful. I come here just to enjoy, they helped me to feel more relaxed and comfort. It gave me the chance to know new people"

Female, 43 years old, AYA beneficiary

Finding 3: At the time of evaluation, it was determined that the social cohesion beneficiaries see their activities more relevant than economic empowerment beneficiaries see the relevance of their component. This is due to the fact that women were still being placed in employment opportunities also due to the well-established framework used for bringing communities together by UN Women and contractors and the quality of such interventions.

However, for INJAZ trainings for entrepreneurs, beneficiaries requested additional trainers to avoid reliance on one trainer conducting the training, they said during a focus group “trainers are good but not the experts in all training fields”. For JEFE activities, beneficiaries found the data entry training (the main job assigned for beneficiaries) was relevant to their experience levels – as the majority had no work experience, but not their aspirations for more ‘senior’ positions. When discussed further with project management, they confirmed that this is the entry level job fitting their job experience and qualifications, which is almost zero after graduation.

“The training on We are Social Leaders (WASL) was good. Trainers are good. However, some trainings are so specialized that needs more qualified trainers who can be an expert in such topics, especially when it comes to business planning and financial forecasting”

Female, 25 years old, INJAZ beneficiary

However, on the ground the project extended a few opportunities to Syrians who benefited from this intervention. Beneficiaries had to pay their own transportation to attend social cohesion sessions however that, they still came to the sessions which indicates the high relevance of such intervention.

Table 6: Evaluation of relevance of the program for each partner beneficiaries and Sex

Relevance		AYA	JEFE	INJAZ	Total
Highly relevant	N	115	111	79	305
	%	84.6%	69.8%	74.5%	76.1%
Relevant to some extent	N	21	45	26	92
	%	15.4%	28.3%	24.5%	22.9%
Do not know	N	0	3	1	4
	%	0.0%	1.9%	.9%	1.0%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%

Table 7: Evaluation of relevance of the program by Nationality and Education

Relevance		Nationality			Total
		Jordanian	Syrian	Other	
Highly relevant	N	250	53	2	305
	%	74.9%	81.5%	100.0%	76.1%
Relevant to some extent	N	80	12	0	92
	%	24.0%	18.5%	0.0%	22.9%
Do not know	N	4	0	0	4
	%	1.2%	0.0%	0.0%	1.0%
Total	N	334	65	2	401
	%	100.0%	100.0%	100.0%	100.0%

Relevance		Education						Total
		Illiterate	Primary	Prep	Secondary	University	Higher education	
Highly relevant	N	6	18	28	62	189	2	305
	%	75.0%	85.7%	90.3%	74.7%	74.1%	66.7%	76.1%
Relevant to some extent	N	2	3	3	20	63	1	92
	%	25.0%	14.3%	9.7%	24.1%	24.7%	33.3%	22.9%
Do not know	N	0	0	0	1	3	0	4
	%	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	1.0%
Total	N	8	21	31	83	255	3	401
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Away from the financial component, a Syrian woman, 36 y., in one of the safe spaces at Khawla ben Al Azwar CBO said about the project:

“I believe that this chance should be shared with all women like me in the community. It will help them to be more relaxed and involved in the community. Now I know new friends, both Syrian and Jordanian”

Finding 4: social cohesion interventions enhanced the coping capacities of vulnerable women refugees and, data highlights that they did succeed in fostering social cohesion between Jordanian and Syrian women

Safe spaces of AYA component, are places for women to go for specialized protection services including social support, counselling sessions, knowledge and skills training on protection issues including SGBV, access to safe multi-sectorial SGBV response services, psychosocial services, and referrals to specialized legal and medical services as appropriate. While almost 50% of attendants were Syrian, the beneficiaries intermingled, so discrimination based on identity or their nationality.

“Once we are in here, we don’t see Jordanian or Syrian inside this safe space. We are just women spending a nice time together”

Jordanian woman, 28 years old – Zarqa safe space

“I brought them Syrian food and they enjoyed it. We used to eat together, discuss together and share concerns, fears and successes”

Syrian woman, 35 years old, Zarqa safe space

“We come to every training not only to attend but to talk, to share and to build friendships. I feel support and confidence when I share with my friends and I invite my neighbours to come to the space”

Syrian woman, 40 years old, Ramtha safe space

When asked about the relevance of the project, the social worker of the CBO said:

“This intervention is highly relevant. Yes we faced challenges at the start of the programme to recruit women as the topic was quite new, and for women we don’t give any transportation allowances for them to come, so it was difficult. Later when they attend the social cohesion trainings, they feel attached to the programme and how the safe space is important for them to cope with the current challenges. They invite their friends and come even before the session’s time and many of them asked us to do more frequent training”.

Social worker – Khawla Bent Al-azwar, CBO

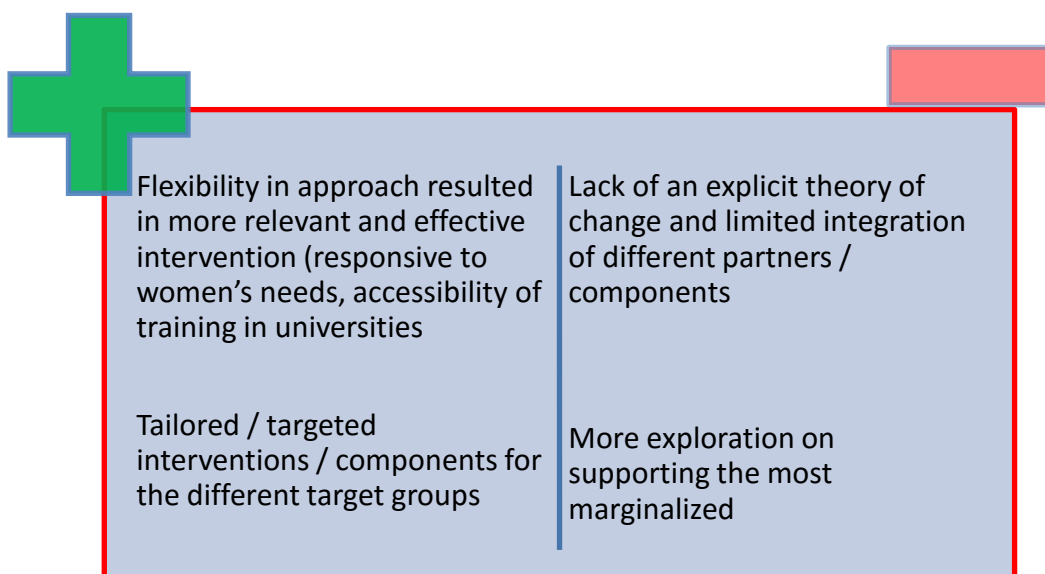
Good practice

Despite the relative short duration of the project’s work inside the safe spaces, the number of people who visited the space expanded dramatically. When safe spaces started in January 2016 almost 20 women visited per month. By May 2016, the space hosted more than 200 women per month. The quality of the social cohesion trainers and the contents of the training meant it was possible to build trust for such a safe environment for women.

Strengths and weaknesses of project design

How relevant was the project design and Theory of Change for achieving the desired outcomes?

Finding 5: The project does not have a written theory of change and there was limited collaboration or engagement on the different project interventions between project stakeholders.



UN Women shaped the project to address the issue of social cohesion and women’s economic empowerment through increased access to protection services, economic recovery opportunities and enhanced capacities for meaningful participation in their communities. This broad approach was appropriate for the context with some concerns from Syrian women (mainly project non-beneficiaries) from not being able to participate in the economic empowerment component. Syrian beneficiaries (Under AYA) did not raise this concern, as they are not aware of such component that being implemented under (JEFE or INJAZ) in other locations. Jordanian women and two Syrian women

benefited from the economic opportunities. Social cohesion activities were effective to the level that they even had to pay their own transportation to attend social cohesion sessions and they did. On the other hand, only Jordanian university students benefitted from economic opportunities and while they come from Jordan's most marginalised areas, they are not the most marginalized or the poorest of the poor in such communities. However, challenges remain on how to support the poorest of the poor to integrate into the Jordanian economy. On the skills level, 32 Syrian women attended such trainings. For the project design, INJAZ beneficiaries appreciated the accessibility of training inside universities which made it easier for university students to participate. As the intervention was the first of its kind for UN Women Jordan, there was no theory of change for the project.¹² The project has a results framework that helped management track progress towards achieving the project outcomes. However, the overall results framework of the project was not the same for the different partners. As such each partner was working on one result with a specific results framework with limited connectedness/integration between different partners. With regards to project management, partners consistently reported that UN Women had listened and endeavoured to respond to their needs as they arose.

UN Women is seen by implementing contractors and local CBOs as a flexible donor, as it showed flexibility towards conduction of unplanned interventions needed and requested by beneficiaries to achieve the overall programme mandate. One of the examples on this is to approve an unplanned one day of women gathering into a park where women from the 4 local CBOs come together and interact and change feedback on project implementation.

Partnerships for success

To what extent is the intervention aligned with relevant UN Women frameworks for gender equality and women's empowerment?

Finding 6: Interventions were in line with the Jordan Response Plan (JRP) for the Syria Crisis 2015 and they also influenced the livelihood and gender aspects of the JRP 2016-2018 through adding the gender lens to this strategy through the MOPIC request from UN Women to engender the strategy and support the review of proposals to include the gender lens.

UN Women worked with a range of organisations to achieve the project's results including JEFE, AYA, INJAZ and REACH. In addition, UN Women collaborated with a number of UN partners such as the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children Fund (UNICEF), the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Population Fund (UNFPA) to strengthen gender mainstreaming within UN coordination structures and Government of Jordan planning frameworks and in the direct implementation of humanitarian and development response to the Syria crisis in Jordan. Such partnerships enhanced synergies, partnerships and alliances with various stakeholders, including line ministries, JNCW and local government, which was relevant to the components of the project. The intervention was aligned with UN Women's priorities at national and global levels.

UN Women provided leadership and participated in key humanitarian/resilience forums to ensure the provision of gender expertise as needed. Working groups, clusters and coordination forums included the Inter-Agency Task Force (IATF), the Vulnerability Assessment Framework (VAF) working group, the

¹² Theory of change is a tool comprised of a series of hypotheses that are linked at 'goal' level and, at a lower level, between outputs and outcomes comprising a series of sub-hypotheses.

Sectoral Gender Focal Points Network; the Cash-for-Work Working Group, the Protection Working Group, the SGBV Sub-Working Group, the Social Protection Task Force, the Livelihoods Task Force, the United Nations Development Assistance Framework (UNDAF) results group (refugees, social equity and gender theme groups) and the Food Security Sector Working Group. In addition, UN Women provided technical input into the national planning and appeals processes for the Syria response in Jordan through the JRP 2016-2018, including building the capacity of the Ministry of Social Development to serve as chair of the Social Protection Task Force which ensured a gender lens in the JRP 2016-2018.

UN Women also conducted two gender mainstreaming trainings for the UN Country Team and Humanitarian Country Team – one for Amman level focal points and a second for partner in Mafraq. The Mafraq training focused on operationalizing gender-mainstreaming principles in project design, implementation and evaluation and was undertaken over two-days. Participants developed enhanced knowledge and skills in: gender equality and gender mainstreaming concepts; tools and strategies for effective gender equality programming; and gender mainstreaming of a different range of planned activities including legislation development, policy development, and programme design and implementation. Furthermore, it provided a forum for participants to share experiences and good practices.

UN Women's Comparative Advantage

What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

Evaluation data obtained during the document review and consultations with stakeholders including local governmental authorities as well as the donor indicated that UN Women was well positioned to implement the project as it is the only UN agency with an explicit mandate to monitor the implementation of commitments on women's economic and social rights.

UN Women was therefore able to:

- Build on its strong reputation, and knowledge and existing relationships with partners with access to the Mafraq Governorate. The relationship between AYA and the local CBOs was enhanced by the UN Women partners' assessment that was conducted prior to the partnerships agreement which added to the fairness of the process.
- Conduct unplanned interventions needed and requested by beneficiaries that they raised during some sessions to achieve the overall programme mandate. An example was to conduct a full day of interaction between women from the 4 CBOs to come together into a fun day.
- Use the knowledge and technical background of the UN Women on GBV to enhance the capacity of one the local CBOs on GBV and women protection issues consequently enhancing the quality of such interventions as expressed by CBOs and beneficiaries

Effectiveness

To what extent were the expected results achieved? What were the enabling factors contributed to the achievement of results and what actions need to be taken to overcome barriers that limit the progress?

Finding 7: The project successfully achieved its stated results and even exceeded targets in many areas. Particularly strong contributions were made through interventions that gave women access to safe spaces and allowed their participation in different community initiatives.

Results - From Outputs to Outcomes

Based on the secondary documents review and primary data collection, the project fully achieved all of its planned outputs and contributed to outcomes. The evidence of such findings is at ([Annex 6](#)) that summarizes the project indicators, baseline values, targets and end line findings

Output 1: The provision of safe spaces and life skills training to enhance participation and household/ community level decision-making for women and girls in host communities.

End line results showed that 60.2% of women believed they had a role in decision-making processes, compared to 28% at baseline conducted through AYA partner before they started their social cohesion intervention, exceeding the target 20% change. In practice, this was also clear when it comes to the local campaign on community service led and coordinated by women supported by the local CBOs. The project established/revitalized the project target of four safe spaces and provided 2200 beneficiaries with life skills – social cohesion and soft skills activities (compared to a target of 1200), 93% of whom were female. The project also conducted gender equality and women’s protection advocacy campaigns which targeted over 20,000 beneficiaries as planned. Such campaigns, conducted locally in safe space locations, focused on key issues of gender equality including protection-related issues.

Output 2: Income generation opportunities and livelihood activities, through the provision of quick and community impact projects, are implemented for women living in host communities.

A total of 30 men and 190 women benefited from economic empowerment opportunities, compared to the 200 originally targeted by the project. Furthermore, 900 women (860 Jordanian and 40 Syrian) benefited from economic skills building compared to the 150 targeted due to the modality of working towards this component with different partners. The end line results also showed a change, from 26% at the baseline to 52%, in the percentage of women who believed they had the ability, capacity and interest to engage in income-generating activities.

Output 3: Enhanced access to service delivery through engagement with municipals service delivery structures and mechanisms, including support to local government.

A knowledge product was developed addressing challenges that women face in accessing social services.¹³ Four partnerships were developed to enhance women’s access to medical and social services and eight meetings were held between leaders and community members. UN Women established a partnership with KHCC by providing medical equipment to KHCC in Mafraq, additionally,

¹³ This was a house hold survey conducted by UN Women, to assess the accessibility of women to the local services (Health, education, transportation etc..) this assessment was conducted by REACH under the funds of this project

the project provided medical equipment to three local health clinics operating in (Mafraq, Zarqa and Amman) under Jordanian Women Union (JWN).

Output 4: To provide strategic and technical support to coordination structures and processes to ensure that gender equality principles are implemented in the overall humanitarian and resilience response in Jordan.

UN Women conducted a gender analysis of key stakeholders, and developed 20 briefs/research papers on gender in humanitarian action and resilience in Jordan; such briefs were developed in partnership with other UN bodies and it influenced the JRP 2016-2018. This also included the gender and livelihoods paper for donors prior to the conference Supporting Syria and the region (London, February 2016); briefing notes on financing for gender equality, gender and livelihoods (working level humanitarian group); a gender and international accountability paper; and a transactional sex briefing note. UN Women also hired two technical experts to provide technical assistance in key humanitarian/resilience forums to ensure gender expertise was provided as needed. It also conducted eight capacity-building trainings for national legislation and decision-makers, compared to the planned five trainings targeted by the project.

Finding 8: The target population was highly satisfied with the project. Families – in particular men - saw the safe spaces as ideal places for women to come and recharge.

At the outcome level: Foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities.

The targeted population was highly satisfied with the project implementation. Four centres were opened and supported to provide safe spaces for women. As a result, potential conflict between Syrians and host communities was also minimized as a result of the open dialogue established through the social cohesion component. This was confirmed through different elements of the qualitative arm that includes the FGDs with beneficiaries, and IDIs with stakeholders as highlighted by the previous quotes of both Syrian and Jordanian women. The outcome related to enhanced access to social protection measurements has shown promising results.

The project provided two kinds of economic empowerment opportunities through two partners:

- 1- INJAZ provided economic opportunities for 50 entrepreneurs' initiatives, to start up community-based initiatives. Each initiative is composed of a group between 2-4 university students, in total 100 persons were part of this, (2 Syrian women, 30 Jordanian men and 68 Jordanian women). INJAZ provided an average 400 JOD to each initiative and UN Women committed to provide technical support for one year, beyond the timeframe of the project.
- 2- JEFE provided job opportunities for 120 young Jordanian women in different companies, as data entry persons or secretaries, following "life skills, English language and computer skill" trainings.

Factors supporting or hindering the achievement of results

Finding 9: Staff at both managerial and field levels are highly motivated and have been able to effectively mobilize women without any financial incentives. Lessons learned from other projects/ experiences of UN Women were used to manage the fund within a limited timeframe.

The dedication of project staff and their awareness of the topic was a main factor driving the achievement of the projects' results. UN Women's ability to build partnerships with other actors

inside Mafraq (such as local health authorities, local governmental authority of Mafraq) and their flexible approach in dealing with challenges faced by the different partners also contributed to the results.

How effective have the interventions been in fostering dialogue and discussion between different groups in the areas where they have been implemented?

Accountability

Finding 10: Accountability system needs strengthening however donor visibility was clear at the partners and beneficiaries’ levels, with the logo of donor on all publications related to the project.

With regards accountability, the evaluation found there to be no official complaint response mechanism within the safe spaces. Rather, the process was ad-hoc with no written steps to express dissatisfaction, or make a suggestion or complaint about any of the project interventions. Of the beneficiaries questioned, 62% confirmed they had been involved in designing and suggesting activities on the interventions’ design. When analyzed according to partner, 84% of beneficiaries of the entrepreneurship component led by INJAZ reported being involved with design and planning, compared to 76% on social cohesion by AYA. Only 35% of JEFE beneficiaries found their activities provided enough preparation for data entry jobs without proper consultation with beneficiaries. So the involvement was mainly in changing some of the activities as training sessions etc., but not a modality of operation as they do not have the full picture of the project.

Table 8: Beneficiaries’ involvement in planning for interventions

Involvement in planning		AYA	JEFE	INJAZ	Total
Yes	N	103	55	89	247
	%	75.7%	34.6%	84.0%	61.6%
No	N	23	76	11	110
	%	16.9%	47.8%	10.4%	27.4%
To some extent	N	10	28	6	44
	%	7.4%	17.6%	5.7%	11.0%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%

With regards donor visibility, it was clear that all partners at local level know who the project donor is and donor’s logo is on all publications related to the project, so it was clearly that partners recognized that these initiatives were only possible as a result of support from the Government of Japan.

Improvement of local services

Finding 11: Except for the distribution of medical equipment to local health centers seen towards the end of the project, there was limited evidence of improvements in health or education services in local communities.

Thirty percent of project beneficiaries confirmed that the project contributed to an improvement of local health services, compared to 37% who indicated no change at all. For local education services, 35% confirmed that the project contributed to an improvement of such services, compared to 30% who reported no change at all. Reasons behind this low level of improvement, as the project did not directly target education services, also for health services, it was mainly that providing the medical equipment and such upgrades provided to the local health clinics reached the clinics at the last month of the project (after the conclusion of the evaluation field work), so its effects could not be captured in this evaluation and should be captured few months after the conclusion of the project.

There was an increase in the level of improvement in local health and education services compared to the other two locations. This is because CBOs in Zarqa created partnerships with the local health authorities and had an agreement with KHCC to refer cases for treatment which affected satisfaction of many beneficiaries for such services “Table 9”.

Table 9: Evaluation of improvement of local health and education services by beneficiaries by location

Improvement in health services		Zarqa	Irbid	Mafraq	Total
Yes	N	69	48	3	120
	%	38.3%	23.3%	20.0%	29.9%
To some extent	N	26	58	5	89
	%	14.4%	28.2%	33.3%	22.2%
No change	N	57	83	7	147
	%	31.7%	40.3%	46.7%	36.7%
Do not know	N	28	17	0	45
	%	15.6%	8.3%	0.0%	11.2%

Improvement in education services		Zarqa	Irbid	Mafraq	Total
Yes	N	76	55	6	137
	%	42.2%	26.7%	40.0%	34.2%
To some extent	N	36	63	3	102
	%	20.0%	30.6%	20.0%	25.4%
No change	N	46	69	6	121
	%	25.6%	33.5%	40.0%	30.2%
Do not know	N	22	19	0	41
	%	12.2%	9.2%	0.0%	10.2%
Total	N	180	206	15	401
	%	100.0%	100.0%	100.0%	100.0%

While the project sought to work with duty bearers, mainly in health and education services, the ability to create tangible partnerships with local authorities was still in the development stage. Partners started collaborating with key service providers at the local municipality level in Zarqa and Irbid to identify and implement strategies to strengthen women’s access to social services at the local level. In addition, UN Women established a partnership with King Hussein Cancer Center (KHCC) by providing medical equipment to KHCC in Mafraq, additionally, the project provided medical equipment to three local health clinics operating in (Mafraq, Zarqa and Amman) under Jordanian Women Union (JWN). Medical equipment will therefore be used by community members living in

Mafraq area to enhance the access of targeted population to medical services. At the time of the evaluation, there had been no tangible improvement in local health services as equipment had yet to reach JWU and the KHCC - but there was clear evidence that the equipment had been procured in responding to local needs, as determined by an earlier needs assessments. The assessment of the effectiveness of the intervention is therefore not evident thus far, but would need to be monitored within a few months.

Key actors made meaningful contributions through their involvement in the different interventions of the project at community level. Towards the end of the project, at least 300 people (with a specific focus on women and female youth) benefited from enhanced delivery of social services to target communities. This is the result of soft and hard infrastructure upgrades in four health centers in the project locations

Male participation

Finding 12: Men were rarely involved in the project interventions. While it may not be appropriate to open the safe spaces or economic opportunities to them, they should be targeted with different types of interventions to raise their awareness of the project’s objectives.

Quantitative data shows that 79% of the targeted population reported receiving formal training on social cohesion and economic empowerment. The percentage was highest among JEFE beneficiaries, 64% of whom reported receiving financial services training.

Table 10: Services provided for beneficiaries by each partner

		AYA	JEFE	INJAZ	Total
Formal training	N	101	145	71	317
	%	74.3%	91.2%	67.0%	79.1%
Financial services	N	6	101	2	109
	%	4.4%	63.5%	1.9%	27.2%
Nothing	N	2	0	1	3
	%	1.5%	0.0%	.9%	.7%
Just information	N	96	136	44	276
	%	70.6%	85.5%	41.5%	68.8%
Total	N	136	159	106	401

AYA and JEFE did not include men as primary beneficiaries and only INJAZ involved young university male students in the project interventions. The total percentage of male participants was limited to less than 7% of the primary beneficiaries (number) and all of them were targeted by INJAZ under the entrepreneurship component. The need to involve men came out during many qualitative discussions from both women and men. It was felt that men should not be involved in safe spaces or access to micro-finance, but they should be aware of what is going on with their female family members at those trainings or advocacy work through the community service local initiatives. This was expressed by a male participant in the FGD,

“We need to be aware of what you are doing with our wives, so it is important for us to know”

Even women agreed on this,

“Our husbands should be part of this programme. They should know where we are going and what are we doing, without their involvement it is difficult for us to come here”

Woman – Safe space – Irbid

“Without informing and contacting head of households, we can’t get women into such space. However, we did not provide any training sessions for those males, I think it is important and needed.”

Social worker – Khawla Ben Alazwar CBO

From the above statement, we can indirectly see that the programme did not largely influence men’s practices related to the changes in their attitudes on women’s participation. This is also confirmed by the earlier finding which emphasised that the change was mainly in the knowledge and self-awareness of women, and the limited participation of men delayed the transformation of such knowledge into practices.

For the economic empowerment component, males were part of the beneficiaries as INJAZ targeted university students that include both males and females. Other than this, men were not directly targeted through the project interventions. They found it relevance, however for effectiveness, they cannot confirm as they did not start the actual implementation.

Beneficiaries’ satisfaction

The evaluation questioned beneficiaries on their satisfaction of CBO follow-up on how they feel about the project and their needs (during project implementation). In total about 65% of all beneficiaries rated the follow-up as excellent, while 4% said that there was no follow-up at all. The highest satisfaction rate (78%) was among beneficiaries of the social cohesion component led by AYA. JEFE rates were slightly lower, while INJAZ received the lowest rating (Table 11).

Table 11: Beneficiaries’ satisfaction about NGO follow up

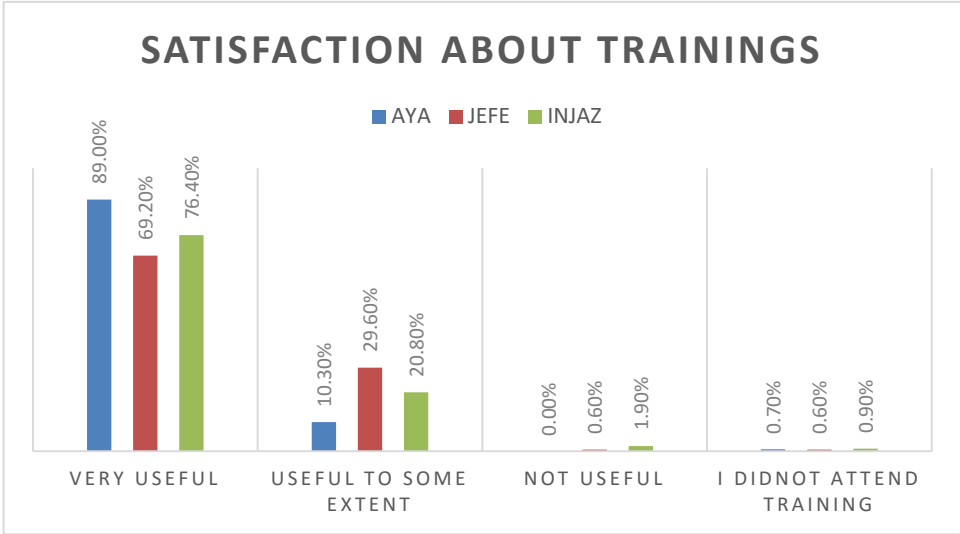
Satisfaction about NGO follow up		AYA	JEFE	INJAZ	Total
Excellent	N	106	102	54	262
	%	77.9%	64.2%	50.9%	65.3%
Good/average	N	23	51	48	122
	%	16.9%	32.1%	45.3%	30.4%
No follow up	N	7	6	4	17
	%	5.1%	3.8%	3.8%	4.2%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%

When asked to explain the reasons for their satisfaction, beneficiaries gave a number of answers. For AYA beneficiaries the main reason was follow-up by CBOs with them in the safe space and the quality of training sessions. On the other hand, one of their concerns was that materials were scattered and not organized and they want a standard curriculum. JEFE beneficiaries were satisfied with training contents, including English language training, and the job placement programme however they are not fully satisfied with the types of jobs.

Reasons why beneficiaries were dissatisfied also differed from one group to another. AYA beneficiaries were dissatisfied because they did not receive transportation allowances for them to travel to the safe

space (discussed in details under efficiency). JEFE beneficiaries were dissatisfied that job placements were limited to data entry positions, regardless of their educational background or qualifications. They also felt that the trainings were conducted at the lowest cost possible with no or very little materials which affected the outcome of the training. INJAZ beneficiaries were dissatisfied with the timing of trainings which occurred during university lectures and that trainers were not necessarily experts on the topics they facilitated. In terms of satisfaction levels from the training component, 78% said the trainings were very useful, 21% said they were useful and less than 1% said they were not useful.

Figure 2: Beneficiaries satisfaction about training component



To what extent was a gender equality and human rights based approach incorporated in the design and implementation of the project?

Finding 13: GEHR based approach was not fully integrated in the design and implementation of the project. Tackling women’s economic and social rights needs to include strengthening rights-holding groups to better organize, document and voice their positions in national processes.

Integration of Gender Equality and Human Rights Based Approach

The evaluation examined how rights holders and duty bearers are affected by interventions including how rights holders are able to access and exercise their rights and how duty bearers’ capacity to fulfil their human rights obligations is strengthened. In order to ensure that gender equality/human rights issues were included as part of the scope and object of the evaluation, integration of gender equality/ human rights was included as a specific criterion and within the evaluation matrix, specific human rights based and gender sensitive indicators were included where relevant.

Good practices:

1. 19 UN Country Team and Humanitarian Country Team local implementing partners participated in training on gender mainstreaming by UN Women as part of efforts to build the capacity of different duty bearers.
2. JEFE signed pre-commitment letters with three private businesses rating their commitment to hire the young women who graduated from the training programme.

During the inception phase, the evaluation team conducted an inclusive stakeholder analysis, which included a strong focus on human rights and gender equality. The stakeholder analysis entailed a rigorous mapping and gender equality/human rights based analysis of evaluation stakeholders including rights holders, duty bearers, and marginalized groups, and identified potential power dynamics between these groups. ([Annex2](#))

This involved a disaggregation of target groups of women and men. The evaluation team developed evaluation methods and data collection processes responsive to gender equality/human rights issues including measures to mitigate potential barriers and sources of exclusion, such as unequal power relations and discriminatory practices, norms and values inherent within communities and the wider society.

Data collection tools developed by the evaluation team also integrated gender equality and human rights, in particular the interview protocols and surveys developed, and a mixed-methods approach was applied. Throughout all phases of the evaluation, the evaluation team was guided by a participatory approach in order to ensure the inclusion of evaluation stakeholders in the evaluation design and implementation.

Reviewed documents and consultations with stakeholders showed that throughout project implementation UN Women facilitated meaningful dialogue between duty bearers and rights holders of the project “as detailed through stakeholder mapping” to highlight that human rights not only create entitlements for rights-holders, but they also create duties for the Jordanian government which is required to ensure the fulfilment of human rights by acting in a way that enables rights-holders to enjoy the rights to which they are entitled in the area of health and education in Mafraq. This resulted in development of local community services initiatives led by women and supported by the local duty bearers. UN Women also engaged in such dialogues through each partner separately emphasising the message that achieving sustainable progress and results with regard to gender equality that demands a human rights-based approach. This was not a new approach for partners, however it enabled them to create or enhance new/existing partnerships with local duty bearers.

The situation of deprived women, and the structural causes of exclusion and poverty, cannot be addressed without providing those women with a voice and space to participate in decisions affecting them, the project started such process by mobilizing women to claim their rights through different interventions including the local community services initiatives. Those with the power to shape lives (Duty bearers) must be accountable to the (rights holders) including the most deprived, which is not the case of the project when it targeted university students with economic empowerment component if inequities are to be overcome, which is one of the recommendation of this evaluation. It was clear based on the discussion with both women “rights holder” and government local authority “duty bearers” that if progress towards equity is made without accompanying progress in other areas fundamental to human rights, and poverty alleviation, it is likely that the gains will only be short-term.

On the other hand, as the partner CBOs are mainly led by local women activists, such cadre call for the integration of a gender perspective in development activities, with the ultimate goal of achieving gender equality.

Evidence from the project operational work suggests that the realization of women’s economic and social rights needs to include strengthening rights-holding groups (women with support of local CBOs) to better organize, document and voice their positions in national processes. The findings also noted that increased engagement with men and boys is needed at project local level in order to increase understanding and cultural support for women’s economic rights.

Inclusion of refugees, marginalized and disabled populations

For economic empowerment opportunity, the project reached 218 Jordanian women and two Syrian women. For the social cohesion intervention led by AYA, 575 (48%) of beneficiaries were Syrian.

When asked if the project targeted the marginalized population, non-beneficiaries said:

“Training and safe spaces are open for all, so anyone can join. But the economic empowerment component was only limited to university students or specific age group with specific level of education, so it didn’t target us”. Woman – FGDs with non-beneficiaries - Irbid

When asked about the involvement of marginalized populations, 54% of beneficiaries said that the disabled and marginalized populations had been involved in the project. When analysed, data confirmed that 75% of the interviewed beneficiaries found social cohesion activities targeted the most marginalized population, whereas only 50% found this to be the case of the economic empowerment component (Table 13). However based on the primary data collection and secondary data review for monitoring system, the project benefited less than 10 disabled persons, and there was no marginalization index utilized to assess beneficiaries’ status.

Table 12: Involvement of marginalized population as perceived by beneficiaries

Did the project involve marginalized population?		AYA	JEFE	INJAZ	Total
Yes	N	101	66	50	217
	%	74.3%	41.5%	47.2%	54.1%
No	N	24	29	29	82
	%	17.6%	18.2%	27.4%	20.4%
Do not know	N	11	64	27	102
	%	8.1%	40.3%	25.5%	25.4%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%

Those with disabilities participated in the social cohesion component and CBOs tried to create disabled friendly safe space environments by being located on the ground floor or building special stairs. Of the four safe spaces, only one is not disabled friendly, however the other three are not well established as a disabled friendly spaces. One beneficiary said:

“I have a disabled daughter who I want to involve in such safe space. When I tried to bring her, it was so difficult to get her to the third floor without any physical assistance. So if we can have elevator here, it will make it easy for me to bring her.” A mother of disabled girl – Zarqa area

Project management and efficiency

To what extent did the management structure of the intervention support efficiency for programme implementation? Were there obstacles at country level that limited the progress on results?

Finding 14: The project supported women’s protection issues through detection and referral mechanisms, however, standard operating procedures for such spaces need to be developed. Technical competencies of social cohesion trainers were highly valued by beneficiaries.

Protection and confidentiality issues

The project supported women’s protection through detection and referral mechanisms as part of the activities run in the safe spaces. Beneficiaries in all four safe space locations used such services and reported it to be functioning. However, the services do not have written standard operating procedures and it is up to the management’s understanding to decide if a case be referred or not. Some locations consider psychological support services to be part of the referral system, while others only consider gender based or domestic violence as a case for referral. Consequently, the documentation of such cases differed, with some CBOs reporting dealing with 120 cases in one month compared to only four cases since the start of the project in another CBO. Of the beneficiaries interviewed, 29 beneficiaries (7%) (all are women) said that they needed protection services provided by the project, only 9 out of them got such service (Table 12).

Table 13: Need and access to protection services

Needs to protection services		AYA	JEFE	INJAZ	Total
Yes	N	13	9	7	29
	%	9.6%	5.7%	6.6%	7.2%
No	N	122	149	98	369
	%	89.7%	93.7%	92.5%	92.0%
Do not know	N	1	1	1	3
	%	.7%	.6%	.9%	.7%
Total	N	136	159	106	401
	%	100.0%	100.0%	100.0%	100.0%
Access to protection services					
Yes	N	4	4	1	9
	%	30.8%	44.4%	14.3%	31.0%
No	N	9	5	6	20
	%	69.2%	55.6%	85.7%	69.0%
Total	N	13	9	7	29
	%	100.0%	100.0%	100.0%	100.0%

There has been a clear increase in social worker’s knowledge of protection issues and social cohesion. However, at the level of attitude and practices still there is a gap. During a focus group discussion with management of one CBO, the key social worker said:

“We respect confidentiality. We have recorded all protection cases detected and referred, and only two persons have the access to such documents. At the same session, she told me one case was facing domestic violence from her husband and she wanted to divorce, we supported her...”

After she completed her statement she turned to the head of the CBO and said, do you know that this person is ... and she said all information to him”.

This highlights that, while staff are aware of the issue of confidentiality, there are some areas for improvement in its implementation.

Is the relation between input of resources and results achieved appropriate and justifiable (cost-effectiveness)?

Finding 15: UN Women made successful efforts to use available project resources strategically and efficiently through utilizing funds through different partners to conduct different interventions.

Transportation allowance issues

INJAZ and JEFE conducted the economic empowerment component and provided transportation allowances for participants to attend trainings. However, AYA did not provide any financial allowance for participants to attend the social cohesion component. This was a challenge for the local CBOs who previously provided participants with allowances to participate in the trainings. One social worker from Rabat El Byout CBO said:

“This was a challenge at the start of the project. We discussed this with AYA, we even were afraid that we will not achieve the target as women will not be motivated to join such sessions without any financial rewards. This was our initial assumption. It took us a while to be able to convince women to come and see, and when they just attend one or two sessions, life changed, they come without calling them, they come even earlier than the session’s time, they invited their friends and neighbours to come, they even asked us if we can arrange similar sessions for their husbands”.

However, this wasn’t the case in all locations. The head of Ramtha CBO said:

“I can see that people are coming just for the sessions, and this is good, but we are dealing with a vulnerable population, so if a woman needs to take transportation to come to the safe space, it will cost her at least 2 JODs per day. This is not just one time every month, they come 2 or 3 times per week, so it will cost them more than 25 JODs per month. This amount may not be an issue for Jordanian women, but for Syrian women it is an issue. How can she convince her husband to give her this amount to join other women in safe spaces? One of the strategies adopted by the women was to come 3-4 in one taxi and divide costs, but still difficult for them, so safe space is mainly accessible to the nearby women”.

When discussed with AYA management, the project coordinator said:

“This was our approach from day one. We do not want women to run from a place to another for the sake of allowance, so we adopt the no allowance policy so we are sure that they come just for the contents and services provided. Our initial target was 500 and we were able to reach 1200 women, so this is an indicator of the efficiency of the services we provide. For the cost issues related to transportation, we dealt with this through two strategies. Firstly, to select our partner CBOs in the centre of communities, so it is accessible to large number of women, so we target only the nearby communities. Secondly, we try to provide them with in-kind support, so we arranged

a couple of recreational activities for them, e.g. Travel to one of the parks, organize a free medical campaign etc., but we are open for any suggestion to improve such approach.”

UN Women’s management of project interventions

Finding 16: UN Women was highly efficient in tackling the comparative advantage of each contractor in their area of expertise. The process of contractors’ selection was transparent and based on financial and technical assessment.

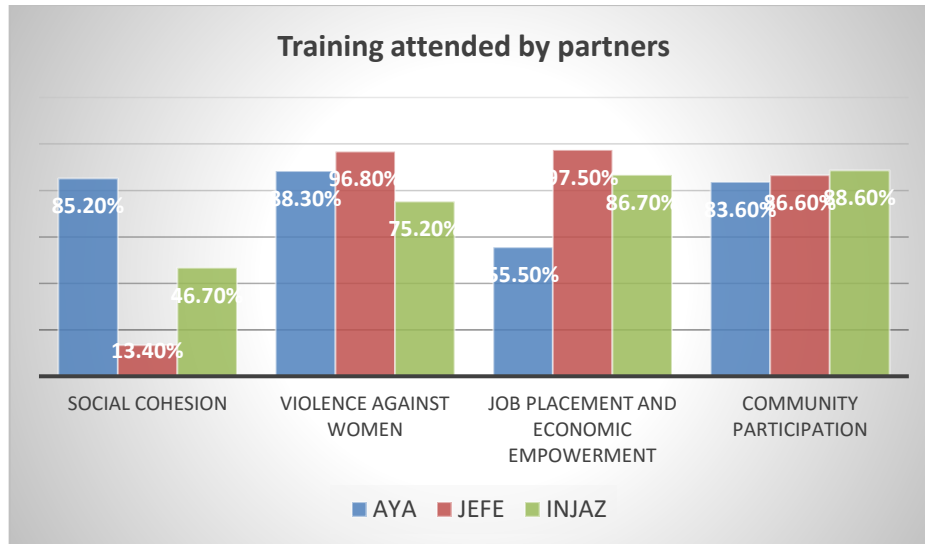
UN Women was efficient in using funds and dividing it among the different interventions led by different contractors. Funds were allocated according to the comparative advantage of each partner in their area of expertise. The process of contractors’ selection was transparent and based on financial and technical assessment, including earlier experiences in such interventions and access to local communities. However, UN Women’s administrative procedures, such as the cycle of selecting partners, getting approval to issue requests for proposals, forming a selection committee, issuing contracts, etc. meant it took almost four months to set up such partnerships which affected the implementation timeline.

REACH undertook a review of women’s access to basic social services in Jordan’s refugee host communities in Irbid and Zarqa Governorates. Through primary and secondary qualitative and quantitative data, the review aimed to understand women’s and girls’ access to selected services; challenges inhibiting access; and differences in levels of access as a result of geographical location (rural, urban), age (children, youth, adults, elderly) and nationality. However, the results of the review were not considered in the evaluation as the results were only just starting to be seen. But it will be used as a tool to fill a key knowledge gap in Jordan and will be used by partners, the Government of Jordan and donors in the design and structure of support to Jordan, in addition as a key advocacy tool for enhancing women’s access to basic services. Moreover, the research will influence UN Women’s future interventions – though its key aim is the aforementioned (to serve as a public knowledge product and drive effective advocacy – which UN Women will lead in 2016-17).

This project was led by the UN Women Recovery Advisor who manages the interventions with support from a project coordinator who is responsible for day-to-day implementation with the different partners. The project coordinator changed throughout the project.

There is, an agreement between UN Women and each partner that they conduct trainings on essential topics. For example, AYA conducted training on social cohesion and financial management. INJAZ and JEFE conducted trainings on violence against women, social cohesion and community participation, in addition to financial management trainings. However, each partner focused on both his primary area in addition to other project’s areas, which enhanced the efficiency in reaching a larger number of beneficiaries using the same resources. As per the below figure, 85% of AYA participants reported attending social cohesion training, 88% attended violence against women training, 84% attended community participation training and 55% attended economic empowerment training. Of participants in the JEFE component, 97% attended job placement and economic empowerment training (the main focus of JEFE’s work), 97% attended violence against women training, 87% attended community participation, and 13% attended social cohesion training. For INJAZ, 75% of participants reported attending job placement and economic empowerment training; 87% attended community participation (INJAZ main focus); 75% attended violence against women training; and 47% attended social cohesion training.

Figure 3: Types of trainings attended by different beneficiaries



Monitoring and reporting

During project implementation, UN Women made efforts to continuously strengthen project monitoring and reporting mechanisms. However, a baseline was not established at the start of the project, except a small assessment conducted by AYA for the social cohesion component and a market assessment conducted by JEFE to explore job opportunities in targeted areas. An improvement was seen towards the end of the project as a result of the new project coordinator’s participation in field monitoring. Having participated in monitoring visits the project coordinator was able to: provide recommendations on the quality and content of training sessions; collect evidence on progress; and monitor the submission of progress reports and the achievement of project targets. A change in the modality of working with partners was also seen, although evidence is still decentralized (at the partner level) rather than collected to represent data for one project. There is no formal monitoring mechanism in place for monitoring women workers placed into the new jobs to ensure decent work conditions.

The original logframe was revised at the start of the project. However, the majority of indicators are quantitative, gender sensitive and most indicators are specific, measurable, assignable, realistic and time-related (SMART). Tools for assessing qualitative indicators were visible and the same set of questions used during the baseline were used to assess progress. To assess project progress, UN Women’s mid-term report to the Government of Japan, as well as updates and invitations to project main events, were used. A change in the focal point of the project on the donor side created a gap in communication. The new focal point welcomed more frequent communication saying:

“I hope we always keep having frequent involvement at the project progress through meetings with UN Women to update us on progress, or through emails. Recently UN Women management invited us to an event with the health minister, this is a very good step and we would love to see more of that”

Japan Embassy Secretary and project focal point

Research and stakeholder involvement

As detailed previously, UN Women worked with AYA, INJAZ and JEFE to implement the project components and contracted REACH to undertake a review of women’s access to basic social services in Jordan’s refugee host communities in Irbid and Zarqa Governorates. UN Women also worked with KHCC and JWU to provide medical equipment and enhance access to medical services in underserved areas in Mafraq. Such research influenced the efficiency of utilizing funds in the current project (e.g. purchasing the needed medical equipment), and will fill in the knowledge gap to influence the development of future programs. UN Women will disseminate the finding of this research to other UN organizations and entities working in Mafraq which will be a resource that promote efficient utilization of resources.

Good practice:

UN Women and project partners were successful in building partnerships at different levels, which was a factor to bring unplanned opportunities to women through various partnerships. For example, partnering with KHCC through UNOPS to support delivery of medical equipment enhanced women’s access to health services. Partnering with JWU through local clinics also helped provide reproductive health counseling and treatment of communicable diseases within targeted communities.

In addition, UN Women provided trainings on: men and masculinities for regional HIV counseling and testing leaders; gender mainstreaming for health service providers ensuring women’s access to services in Zarqa and Irbid; and advocacy and leadership for women leaders in Zarqa and Irbid.

At the partner-level, CBOs in Zarqa partnered with a local health clinic to refer cases requiring medical assistance and AYA provided psychological services for referred protection cases through the safe spaces. Local authorities also participated in events as stated by the AYA team below:

“During the kick off meeting, we invited the governor of Irbid Governorate and he attended the opening ceremony, which gave us a big push and ease many logistic for us” AYA CEO

Sustainability

Finding 17: Enhancing both social and human capital through social cohesion and soft skills are among personal assets improved by project interventions which are likely to continue as the trained women will act as a knowledge reference for their local community.

Investing in human capital

The project created a number of conditions likely to support the sustainability of the results generated. The trainings conducted by the three main partners were a targeted investment in the knowledge and skills of beneficiaries. Such training improved the capacity of beneficiaries and its effect is likely to be sustained as expressed by women who delivered the message to their neighbors and use the knowledge when encountered to a relevant protection/legal situation. However, mobilization of the affected population and organizing them to represent their demands requires time and a sustained effort. During one focus group discussion, a JEFE beneficiary said:

“The capacity building process is great. We came mainly because of your promise that you will provide job opportunities but now, with such skills we gained, we feel more confident, and even if I will not get a job, I will be OK, as I already got a lot. But of course, getting a job is also great”.

Another JEFE beneficiary said

“They taught me how to write my CV, how to do a job interview, this is something that I will not forget and will help me in my future”

Finding 18: Creating safe spaces in communities where such spaces were absent and linking women to such spaces run with low operational costs as it is within the CBO venue, and without any financial rewards is considered as a powerful sustainability factor.

Learning for sustainability

The project interventions is highly relevant, however it requires considerable time and investment in terms of strategic realignment and approach to be absorbed and utilized by the entire community, so the concept of gender equality and women empowerment in such humanitarian context is not intentionally prioritized by people, however they can see the effect of the change happening to them as a result of the project. So such change needs reinforcement and with time and with support community mobilization to raise women voice it will give its goal. . Realization of outcomes related to economic interventions is difficult to achieve in the short span of one year.

Learning during the project cycle ensured the sustainability of the interventions. For example, only Jordanians benefitted from economic opportunities. Refugees do not have the right to officially work in Jordan without a work permit which less than 5% of the existing refugees in Jordan have, thereby limiting their job opportunities.

UN Women partnered with JWU to support health services in their clinics in Irbid and Zarqa. The clinics provide services to the public and Syrian refugees in particular relating to reproductive health, counseling and treatment of communicable diseases. Such equipment will be managed by the local partners to keep serving the medical needs of the local community. UN Women was also very successful in creating appropriate safe spaces for women. Women feel safe in such spaces, they attend without any financial rewards and are satisfied with the services. Some CBOs are planning to sustain running costs of the safe spaces and trainers through the core budget of the CBO ensuring the continuation and sustainability of this intervention.

Moreover, UN Women has committed to follow up for a year with the 50 entrepreneurs who had already benefited from INJAZ technical and financial support. It was, however, difficult to determine the financial capital sustainability of JEFE beneficiaries, as women are just recently being placed within employment opportunities. However women who undertaken the training provided by JEFE noted that trainings had strengthened their employability. Overall, there are promising initiatives where careful attention to replication and scaling-up would be key to sustainability (e.g. Disabled friendly safe spaces and referral system in place).

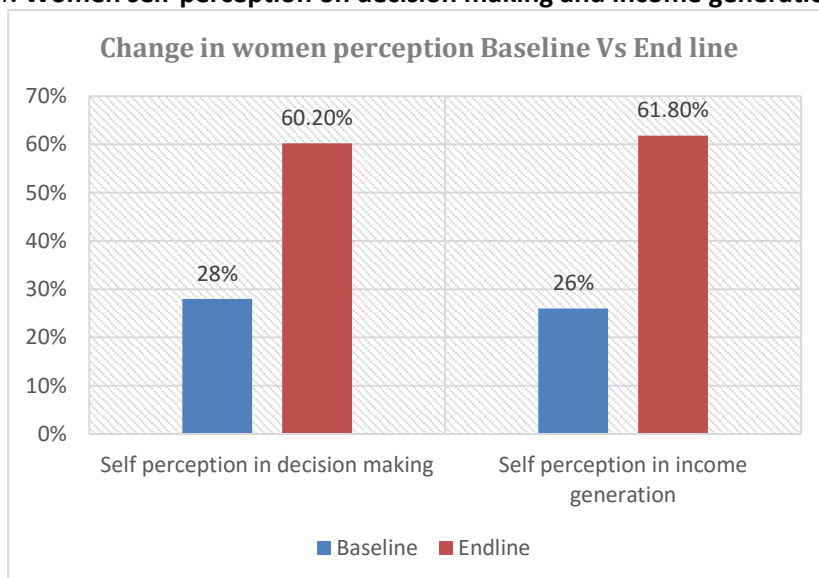
What were the unintended effects, positive or negative - if any, of the intervention? In which ways did they affect the different stakeholders?

Finding 19: Evaluation data, strongly indicates that work in safe spaces contributed to positively influencing existing behavioral change processes. There were particularly strong contributions to strengthening women’s social protection and advocacy work conducted outside safe spaces.

Unintended positive and negative effects

Given the short-term nature of the project and the results achieved by the evaluation period, it would be unfair and unrealistic to expect significant impact. This was recognized by the evaluation terms of reference, which did not request efforts to track impact. However, the project has contributed to making tangible progress on the road to impact in the area of gender equality and women’s empowerment. In the project context, the confidence women developed as a result of participating in the meetings and trainings organized by UN Women partners is visible throughout all aspects of the project and it improved women’s access to social protection and their self-perception. Therefore, beyond any financial component, the project impacted the social aspect of women’s life positively. As per the evaluation findings, there was a change in women’s perception of their role in family decision-making processes as measured by the set of questions that shows the average of change was 60.2% during the end line compared with 28% during the baseline. Additionally, there was a change in how women perceived their ability, capacity and interest to engage in income-generating activities which was measured at 62% compared to 26% at the baseline results.

Figure 4: Women self-perception on decision making and income generation abilities



What was the effect of the project on its wider environment, the long-term social change at the community level?

In terms of impact, the evaluation found a number of contextual factors that limited the extent to which the project was able to ensure longer term impact including: a challenging legislative environment that limits livelihood opportunities for refugees; conservative values within the target population¹⁴; and limited basic services (electricity, water, larger dwellings and solid waste management)

Due to the short term nature of the intervention, it is not possible to conclude whether or not interventions minimized domestic and gender-based violence (GBV) among the beneficiary population. However, the project clearly invested in educating beneficiaries which enhanced awareness of different kinds of violence against them. UN Women's investments in building strategic relationships, while time consuming, are viewed quite positively, and have gone some distance to improve the cost effectiveness of actions taken.

Overall, consulted stakeholders widely agreed that considerable progress has been made in a relatively short time and that more efforts are needed to build on these successes to influence the willingness of key actors to address issues of conflict, enhance gender equality, and to further improve women's economic empowerment in Mafraq.

¹⁴ an evaluation of this was not within the scope

LESSONS LEARNED, CONCLUSIONS AND RECOMMENDATIONS

Lessons learned

A number of emerging good practices and challenges demonstrated by the project have been highlighted throughout this report. Based on these, the following are lessons learned gained through the experience of the project:

- Connectedness between the project different components is important and the different stakeholders need to engage in regular meetings from the start of the project to discuss progress, network and look at the effects of project synergies.
- While the project targets mainly women, the involvement of other family members including men in activities is a key factor for the project's success to keep them engaged meaningfully and ensure their understanding and support for women. This was expressed clearly and repeatedly by women beneficiaries, also by men who were part of one of the project component at Zarqa CBO. However, few men participated in the interventions.
- Flexibility in project implementation allowed for a diverse range of interventions. That said, interventions should also take into consideration the project beneficiaries needs and suggestions to feel ownership and continuous improvement.

Conclusions

Relevance

Conclusion 1: In principle, UN Women in Jordan is well placed to foster social cohesion through economic empowerment at country level. Recent efforts by the entity resulted into influencing the JRP 2016-2018 through adding the gender lens provided the strategic GE conceptual framework in such plan.

As an end to the Syrian crisis remains distant, Jordan faces a number of immediate challenges and a substantial strain on its government, social services, economy and general resilience. The need for on-going support to the communities hosting refugees and most vulnerable households, remains a priority for the Government of Jordan and the international community.

The project works with vulnerable communities to address the crucial need of viable livelihood opportunities. It is very relevant in meeting the immediate needs of the beneficiaries given the socio-economic context of the selected areas and the profile of women being targeted by the project. It is in line with the JRP to the Syria Crisis 2015 and also influenced the JRP 2016-2018 on both livelihood and gender aspects.

Conclusion 2: The project was highly relevant in meeting the social needs of both Syrian women refugees and those Jordanian women living in host communities, as well as the also economic needs of the Jordanian women. UN Women could potentially be a knowledge hub and thought-leader for human rights-based and gender-responsive work in response to Syria crisis.

Project beneficiaries found the project to be highly relevant as it expanded their social protection, employment and livelihood opportunities. It enhanced gender equality and women's socio-economic rights and reduced conflicts in such communities. The evaluation found many strengths and no significant weaknesses in the overall design of the project.

These social cohesion interventions enhanced the coping capacities of vulnerable women refugees, data highlights that they did succeed in fostering social cohesion between Jordanian and Syrian women. With regards to project management, partners consistently reported that UN Women had listened and endeavoured to respond to their needs as they arose.

Effectiveness

Conclusion 3: The project successfully achieved its stated results and even exceeded targets in many areas. UN Women created strategic partnerships that enhanced the project effectiveness.

The project has consciously focused on improving social cohesion between Syrian and host communities. However, providing women access to economic opportunities was very complex and targeted only Jordanian beneficiaries with limited focus on vulnerability. Efforts to generate women entrepreneurship are at an early stage because of the time limit to implement the current set of strategies. So for the entrepreneurship component, while there have been many activities to build women's skills, there is an absence of strategies to link them to markets. Strong contributions were noted in relation to strengthening women's social protection and meaningful engagement in community life.

Efficiency

Conclusion 4: During the implementation phase, UN Women undertook intentional efforts to mainstream both social cohesion approach along with economic empowerment intervention for both Syrian and Jordanian host communities living in Mafraq, to improve resilience in a vulnerable context where people are struggling to afford housing and other basic living costs.

The findings in this report highlight the importance of mainstreaming both social cohesion approach along with economic empowerment intervention for both Syrian and host communities, to improve resilience in the long term. Municipalities are faced with challenges to fulfil their mandates, enhance the confidence and trust between Syrian and host communities, and strengthen the social contract between local administration and citizens. In such a context, integration between social cohesion and economic empowerment is a must, especially in a context that has witnessed many vulnerable Jordanians and Syrians struggling to afford housing and other basic living costs. When much of the populace is focused on meeting their most immediate urgent needs, building social cohesion without ensuring economic empowerment will not be easily achieved.

Conclusion 5: UN Women flexibility and professional management were the principle means by which UN Women enhanced the efficient implementation of the project. However integration between different levels of partnerships is becoming more strategic and critical for efficiency.

The project is being implemented by a very committed team but there is no clear approach for setting up enterprises and cooperatives, nor is the role of partners - their functions, roles and advantages - clear. It appears as if the strategizing for the project has not involved everyone involved in delivering the strategy. Taking into consideration and implementing lessons learned from other projects/experiences of UN Women to this project was a key factor in managing this project within such

a limited timeframe. UN Women was successful in using available project resources strategically, however the current set of strategies and activities are relatively not aligned to each other. Management efforts by the UN Women project team were appropriate and contributed to the effective implementation of planned interventions. Current mechanisms of monitoring seem to be effective and task oriented, learning from such monitoring visits influences some changes in the project cycle.

Impact

Conclusion 6: Evaluation data, highlighting human and social capital, strongly indicate that work in safe spaces contributed to positively influencing existing behavioral change processes, women's mobility to participate in advocacy and capacity-building interventions.

Whether these are helping the promotion of the broader project goal needs to be examined on a regular basis. Strategies for advocacy with state and non-state actors have to be expanded to create supportive structures for enforcement of Syrian women workers rights. Currently the project is at too much of an early stage to demonstrate impact at the level of improved income levels. However, access to social protection measures has led to women's groups mobilizing around better understanding of protection issues, opening discussions on domestic violence and developing a sense of solidarity.

Sustainability

Conclusion 7: The project created a number of conditions likely to support the sustainability of the results generated. Some interventions are run on low costs which promote sustainability.

The investment in women knowledge and social capital was a factor that will support the sustainability of the project effects. The kind of changes envisaged by the project requires time and sustained inputs over a longer period. The project has the potential to make significant gains given investment of time and thought leadership.

Recommendations

At the end of the project year, the project is at a 'take-off' stage as far as its key objectives are concerned. The evaluation team recommends providing continued support to the project in view of its potential and promise to ensure gains made during the last year are consolidated. The following actions-oriented recommendations are set out at three levels.

At policy level:

- UN Women and other agencies should provide women as rights holder– when appropriate- with more space on platforms such as “Community gathering” to express their voice and needs to duty bearers to claim the work rights for all women.

At implementation level:

- UN Women should hold an initial meeting with all project partners to discuss the overall goal of the project and provide an opportunity for networking to create synergies between the different project stakeholders.
- UN Women should make it a practice to develop a theory of change for all of its projects; it will allow UN Women and partners to clearly know what should be long term and short term objectives of the project; strategies flowing from the same and the degree of alignment between objectives, strategy, outcomes, indicators and activities. Revisiting the assumptions inherent behind each outcome would enable the project team to assess the soundness of the overall strategy and effectiveness of current activities.
- Safe spaces should be equipped to welcome and host disabled beneficiaries. Many women expressed that they have disabled friends but they are not able to join because of the infrastructure. As an action, assessment should be conducted by AYA to assess which spaces are possible to be improved.
- The contents of the social cohesion training should be collected into one curriculum to be developed with a TOT approach, so it enabled the CBOs to run it independently. Same for JEFE trainings, a curriculum should be shared with participant, such curriculum can act as a suitability factor for both CBOs and for beneficiaries.
- There should also be a final in-kind reward for women who completed the full social cohesion training, as a contribution towards the costs they incurred and to enhance their financial income.
- Finally, the modality of targeting the poorest women -who benefited from social cohesion component- with economic opportunities should be explored, as the current modality is more relevant to the less vulnerable women “university graduates”.

At management level:

- An advanced protection capacity-building process should target the social workers of community-based organizations (CBOs), not only to enhance their knowledge but also confidentiality, referral and counselling practices.
- The existing results monitoring system should be revised so reporting system should be unified starting from the partners’ level to be in line with the office strategy.
- Revision of modality of monitoring women workers placed into the new jobs, ensure decent work conditions. Finally, accountability systems should be strengthened with systematic feedback sessions conducted with beneficiaries.

ANNEXES

Annex 1: TOR

National Consultant Evaluation Specialist: UN Women Project on Social Cohesion, Service Delivery and Gender Equality

Background

The UN Women Country Office in Jordan was established in December 2012 to address and support the challenges and opportunities to promoting gender equality and women's empowerment in Jordan. The country office focuses on a number of programmatic initiatives, including: enhancing women's economic empowerment; making gender equality priorities central to national, local and sectoral planning and budgeting; expanding women's voice, leadership and participation; ending violence against women; strengthening implementation of the women, peace and security agenda and supporting the national response to the Syria crisis. Since 2011, the conflict in Syria has displaced approximately 11 million Syrians, 4 million residing outside of Syria, and 628,160 Syrian refugees registered with UNHCR in Jordan with 82,107 living in Za'atari refugee camp in the northern Governorate of Mafra. In response to this growing crisis, UN Women has implemented a country project funded by the Government of Japan aimed at Promoting Social Cohesion through Women's Economic Empowerment and Protection Initiatives in Irbid and Zarqa.

In doing this, UN Women works in Irbid and Zarqa to foster social cohesion and resilience through the provision of community-based economic empowerment initiatives and strengthened access to services, targeting vulnerable women living in host communities. This is reaching on average of 3,000 people directly (a minimum of 200 through employment opportunities, a minimum of 2000 through service delivery and protection spaces, a minimum of 500 through social cohesion work), and 20,000 through advocacy and awareness raising. This work is done in the following ways –

- Working with national partners to enhance social cohesion through the provision of livelihood support consisting of supporting women's employment opportunities, business development, vocational training and similar activities. This is linked to community mobilization to broaden social participation, as well as the promotion of life skills and self-reliance activities in Irbid and Zarqa;
- Addressing the immediate protection risks of women, girls, boys and men in host communities by linking them to mechanisms working to prevent and respond to Sexual and Gender-based Violence (SGBV);
- Working with local municipalities, service providers and women's groups to strengthen women's access to basic social services;
- Providing technical and strategic support to coordination structures and processes to ensure gender principles are implemented in the overall humanitarian response in Jordan, with targeted support to ensuring women's representation and meaningful participation in community mobilization, incl. evidence-based research.

The specific objective and outputs for the project are

Objective: To foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities in Irbid and Zarqa.

Output 1: The provision of safe spaces and life skills training to enhance participation and household/ community level decision-making for women and girls in host communities.

Output 2: The provision of income generation opportunities and livelihood activities, including through the provision of quick and community impact projects, for women living in host communities.

Output 3: Enhanced access to service delivery through engagement with municipals service delivery structures and mechanisms, including support to local government.

Output 4: To provide strategic and technical support to coordination structures and process to ensure that gender equality principles are implemented in the overall humanitarian and resilience response in Jordan.

The project began implementation in August 2015 and will close in July 2016. To this end UN Women is seeking an evaluator to assess progress towards achieving results with the aim of informing future programming in this area.

Duties and Responsibilities

Evaluation Purpose, Objectives and Scope

The overall purpose of this evaluation is to assess the extent to which the project has resulted in progress (or lack thereof) towards intended and/or unintended results regarding gender equality and support for the empowerment of women in Irbid and Zarqa. This final evaluation is being undertaken by UN Women to demonstrate results and accountability, provide credible and reliable evidence for decision making, and contribute important lessons learned about normative, operational and coordination within the area of gender equality and the empowerment of women. The target audiences for this evaluation are the key stakeholders, UN Women and the Government of Japan. While this evaluation is being conducted at the end of the project period, it will have both summative and formative elements. The evaluation will assess progress towards results as well as inform UN Women's strategy on supporting the Government of Jordan to combat the impact of the Syria crisis – in particular in the areas of employment and service delivery. As the evaluation is funded by project funds, it will need to be completed in line with the end of the project by July 31, 2016. The evaluation will assess implementation in Irbid and Zarqa. The evaluation should look at all of the activities funded under the project, but can focus in depth on issues of employment, protection and social cohesion.

The objectives of the evaluation are to:

- Assess the relevance of the intervention approach to contribute to women's protection and empowerment;
- Assess the effectiveness and efficiency of the project in progressing towards the achievement of results, for women and households in Irbid and Zarqa;
- Determine whether the human rights approach and gender equality principles are integrated adequately in UN Women's approach to foster social cohesion and resilience by promoting women's economic empowerment; and

- Identify and validate important lessons learned and provide actionable recommendations for the design and implementation of future projects.

Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners. The evaluation will be based on gender equality and human rights principles, as defined in the UN Women Evaluation Policy[1], adhere to the United Nations norms and standards for evaluation in the UN System[2], and follow guidance from the UN Women Evaluation Handbook[3] and the UNEG guidance: Integrating Human Rights and Gender Equality in Evaluations[4].

The evaluation methodology will employ mixed methods and an innovative approach for capturing results, such as through the use of participatory tools to ensure that the views of traditionally excluded groups of women are represented in the evaluation. The evaluation will take into consideration the complexity of evaluation subject and context.

Evaluation Questions

The evaluation will assess results to date emerging from the project, bearing in mind that work under the project remains on-going. To this end it will seek to answer the following questions:

How effective have the interventions been in fostering dialogue and discussion between different groups in the areas where they have been implemented?

Is UN Women's approach with respect to the design and implementation of the project aligned with human rights and gender equality principles (based on internationally agreed norms) and addressing the underlying causes of gender inequality? To what extent has the project shown initial progress towards the realization of gender equality and women's rights?

The extent to which national actors – government and non-government have been engaged to build capacities on issues of gender equality and women's rights? To what extent are the interventions undertaken sustainable after the end of the project?

To what extent have the different employment models used in the project been effective in supporting the political, economic and social empowerment of (participants)? To what extent have the different models been innovative in their approach?

Management of Evaluation

The evaluation will be managed by the UN Women Country Office for Jordan. A core group comprised of the project manager, the monitoring and evaluation focal point, and the regional evaluation specialist will provide input on the first draft of the deliverables. The Jordan CO will also establish a broader evaluation reference group to help ensure that the evaluation approach is robust and relevant to staff and stakeholders, ensure a balanced perspective on the evaluation products, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference group will provide input to the key deliverables: inception report and draft and final reports. The reference group will be composed of UN Women senior

management and key external stakeholders, UN Women's contractors and partners, and the Government of Japan.

Deliverables

The proposed timeframe and expected products will be discussed with the consultant and refined in the inception report. The Independent Evaluation Office reserves the right to ensure the quality of products submitted and will request revisions until the product meets the quality standards as expressed by the Jordan CO and as set forth in UN Women Evaluation Handbook Tool 14 GERAAS Evaluation Report Quality Assessment checklist [\[5\]](#).

Deliverable 1: Inception Report

Description: Based on a review of relevant project documents, consultations with the project team and a limited number of key stakeholders, and a stakeholder mapping, the consultant will produce an inception report which will present a refined scope, a detailed outline of the evaluation design and methodology, and evaluation questions. The report will include an evaluation matrix and a detailed work plan. A first draft report will be shared with the IEO and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.

Timeframe: After 1 month

Deliverable 2: Draft Evaluation Report

Description: A first draft report will be shared with the UN Women for initial feedback. The second draft report will incorporate the Evaluation Management Group feedback and will be shared with the Evaluation Reference Group for feedback and validation. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts. The report should include infographics/tables/pictures/graphs to display data collected in an innovative and reader-friendly format.

Timeframe: After 2.5 months

Deliverable 3: PowerPoint presentation

Description: A PowerPoint presentation detailing the findings of the evaluation will be shared with UN Women for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The PPT presentation will be delivered with the draft evaluation report summarizing the key findings, conclusions and recommendations with the team either presenting it to the ERG or just share it electronically. The evaluation team will incorporate the feedback received into the draft report.

Timeframe: At the end of 3 months

Deliverable 4: Final Evaluation Report

Description: The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.

Timeframe: At the end of 3 months

[1] UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12) <http://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>

[2] United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

[3] <http://genderevaluation.unwomen.org/en/evaluation-handbook>

[4] UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, 2014. <http://www.uneval.org/document/detail/1616>

[5] Accessible online:
<http://genderevaluation.unwomen.org/~media/files/unwomen/gender%20evaluation/handbook/tool%2014%20-%20geraas%20evaluation%20report%20quality%20assessment%20checklist.ashx>

Annex 2: Stakeholder analysis

Category	Who	What "Role"	Why	How "method"	When "stage 1, 2, 3" ¹	Priority
Duty bearers “decision makers” authority over the intervention	Zarqa and Irbid (Mafraq gov.) Health Gov. local authority	Gov.	Understand relevance	IDI	2	High
	King Hussein Cancer Center	Gov.	Understand relevance	IDI	3	Mid
Duty bearers who have direct responsibility for the intervention	UN W PM	Implementer	Understand the achievements (efficiency)	IDI	1	High
	INJAZ PM	Partner	Understand the role and achievements	IDI	1	High
	AYA PM	Partner	Understand the role and achievements	IDI	1	High
	UN Women Jordan CO adviser	Lead	Understand the impact	IDI	3	High
	JEFE PM	Partner	Understand the role and achievements	IDI	1	High
	Donor (Japan)	Donor	Understand the interest in the intervention	IDI	2	High
	REACH	Partner	Understand the role and achievements	IDI	1	High
Secondary duty bearers	4 local CBOs (AYA)	Implementer	Check and confirm findings on ground	4 IDIs	2	Mid
	3 JEFE employment placed	Partner	Check the status	2 IDI	2	Low
	50 entrepreneur projects (INJAZ)	Implementer	Check the status	2 IDI	2	Low
Right holders (intended and unintended beneficiaries)	Life skills (1200) /300 social cohesion AYA) + INJAZ500 + JEFE300	Beneficiaries (social cohesion)	Main target – check all findings	401 Survey + 4 FGDs	2	High
	Economic empowerment targeted: (200) JEFE150, INJAZ50	Beneficiaries (economic emp.)	Main target – check all findings	4 FGDs (2 in each location)	2	High
	Families of beneficiaries	Secondary bene.	Understand the effect on family dynamic	2 FGDs	3	Mid
	Syrian refugees and host communities	Unintended beneficiaries	Understand the effect and their collaboration with host communities	4 FGDs with AYA soc. f.	3	Mid
Non benefited right holders	Syrian refugees	Non beneficiaries		FGD	3	High
	Community members in Zarqa and Irbid	Non beneficiaries		FGD	3	Mid

Stage 1: (first two days of the first wave of data collection), Stage 2: The rest of the 1st wave, Stage 3: The second wave after analyzing the 1st wave data

Annex 3: evaluation matrix

Evaluation Question	Sub-Questions	Collection Methods	Data Source	Sample covers the Q
Relevance				
To what extent was the intervention relevant to the needs and priorities as defined by host communities and refugees?	Relevance of the project to the people work in Mafraq "Irbid & Zarqa"? The relevance of working on social cohesion?	FGDs with beneficiaries + non beneficiaries +survey IDIs with the (UN Women, AYA, local authorities and donor)	Primary data collection + Secondary data	5 FGDs and 6 IDIs + 355 survey
How relevant was the project design and Theory of Change for achieving the desired outcomes?	How outputs lead to outcomes on ground? Data analysis by males and females?	Document review Survey IDIs with (donor, project team)	Primary + secondary documents	Survey "355" + 3 IDIs
To what extent is the intervention aligned with relevant UN Women frameworks for gender equality and women's empowerment?	Inclusiveness of the project to women and men? Advocacy work on gender and economic empowerment. What are the gaps and challenges in applying a HRBA and GE during implementation?	IDI with project team FGDs with beneficiaries + non beneficiaries IDI with "AYA, INJAZ, JEFE"	Primary data collection + Secondary data	5 IDIs 5 FGDs
What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?	Added value of UN Women work with host communities on social cohesion?	IDIs with (Donor, local authority and UN Women program manager). FGDs with beneficiaries.	Primary data collection	3 IDIs + 4 FGDs
Effectiveness				
To what extent was a gender equality and human rights based approach incorporated in the design and implementation of the project? Were	To what extent the interventions benefit right-holders?	Document review 3 IDI with the (Project manager, the local authority "governmental" and	Primary data collection + Review of	3 IDIs + 4 FGDs + quantitative survey

efforts taken to include various groups of stakeholders, including those who are likely to be most marginalized?	To what extent the interventions strengthen the capacity of duty bearers to fulfil obligations and responsibilities? To what extent the interventions contribute to the social and economic change for most marginalized groups? Extent to which duty bearers and rights holders were able to participate in the design and implementation of project?	project donor). 4 FGDs with beneficiaries Quantitative survey with beneficiaries	secondary documents	
To what extent are the objectives of the programme being attained (or likely to be attained?)	Assess the end-line values against the targets (Check the Results chain matrix, developed by consultant)	Document review All IDI All FGDs Quantitative survey	Primary data collection	18 IDIs + 16 FGDs + 355 survey
How effective have the interventions been in fostering dialogue and discussion between different groups in the areas where they have been implemented?	Satisfaction about the work dynamics e.g. power relations, networks, community building among different stakeholders	FGDs with beneficiaries All IDIs with stakeholders	Primary data collection	18 IDIs + 8 FGDs
Efficiency				
To what extent did the management structure of the intervention support efficiency for programme implementation?	Beneficiaries satisfaction on the project implementation Quality of services delivered	Review of the project governance documents Satisfaction survey FGDs on project implementation and satisfaction	Primary data collection + secondary documents	8 FGDs + 355 survey
Is the relation between input of resources and results achieved appropriate and justifiable (cost-effectiveness)?	Consultations with the beneficiaries on the implementation strategies included marginalized groups? Challenges faced during implementation	Review project progress reports IDIs with all stakeholders	Primary data collection + Review of secondary documents	18 IDI

To what extent have the different models been innovative in their approach? To what extent the national actors – government and non-government have been engaged	Participation of beneficiaries in the planning and implementation Transparency in selecting beneficiaries without any discrimination against specific group?	2 IDI with the (Project manager) FGD with beneficiaries Quantitative survey with beneficiaries	Primary data collection + secondary documents	2 IDIs + 4 FGDs + quantitative survey
Impact				
To what extent was gender equality and women’s empowerment advanced as a result of the intervention?	How the interventions contributed to the development of the capacities of “duty-bearers” to meet their obligations and/or of “rights-holders” to claim their rights? Extent to which gender dynamics have changed as a result of the project intervention	IDI with the (Gov. local authority, donor, project team, partners). FGD with beneficiaries Quantitative survey with beneficiaries	Primary data collection + Review of secondary documents	12 IDIs + 6 FGDs + 355 survey
What was the effect of the project on its wider environment, the long-term social change at the community level?	Change in the social cohesion and acceptance between Syrian and host communities	FGD with beneficiaries and non-beneficiaries. Quantitative survey with beneficiaries	Primary data collection + secondary documents	8 FGDs + 355 survey
What were the unintended effects, positive or negative - if any, of the intervention? In which ways did they affect the different stakeholders?	Review the project Key Performance Indicators monitoring system and how this inform decision-making process? Un-intended positive or negative effects of the project on stakeholders?	Secondary documents review 6 IDI with the (PM, donor, partners) 4 FGD with beneficiaries Quantitative survey with beneficiaries	Primary data collection + Review of secondary documents	6 IDIs + 4FGDs + 355 survey
Sustainability				

<p>To what extent has the project supported the development of an enabling environment for tangible change on gender equality and human rights?</p>	<p>Are the resources available to maintain the project?</p> <p>What are the structural changes in community and gender relations that would likely affect long term sustainability?</p> <p>What are the administrative, financial and technical mechanisms on ground that maintain sustainability?</p>	<p>3 IDI with the (Project manager, local coordinator and donor)</p> <p>6 FGD with beneficiaries</p> <p>Quantitative survey with beneficiaries</p>	<p>Primary data collection + Secondary data</p>	<p>3 IDIs+ 6 FGDs + 355 survey</p>
<p>What is the ability of target communities to maintain the higher level of livelihood standards that have been obtained through our programme/project intervention?</p>	<p>Beneficiaries satisfaction on the project and ideas around project sustainability</p>	<p>FGDs with beneficiaries, their families and non-beneficiaries</p> <p>Quantitative survey with beneficiaries</p>	<p>Primary data collection + Secondary documents</p>	<p>8 FGDs + 355 survey</p>
<p>To what extent are the interventions undertaken sustainable after the end of the project?</p>	<p>To what extent is the project able to respond to changing and emerging women priorities and needs inside host communities?</p>	<p>3 IDI with the (Project manager, local coordinator and donor)</p> <p>6 FGD with beneficiaries</p> <p>Quantitative survey with beneficiaries</p>	<p>Primary data collection + Secondary data</p>	<p>3 IDIs+ 6 FGDs + 355 survey</p>

Annex 4 Quantitative and qualitative tools (English and Arabic)

English version:

Quantitative questionnaire - End of the project

Form No:

Age: Gender: Female Male Nationality: Jordanian Syrian
Other

NGO: AYA JEFE INJAZ Marital Status Single Married Separated
Widowed

How many people living in the same house with you (you eat and drink together)
individual

Educational Status: Illiterate literacy Elementary Preparatory Secondary / high school
University Post graduate degree

From the following statements, how far you rate your belief:

1. The nature of man to bring change is greater than women:

Totally agree Agree to some extent Do not agree Do not know

2. Women have active role in community participation

Totally agree Agree to some extent Do not agree Do not know

3. Women have the ability to communicate with decision-makers in the local community

Totally agree Agree to some extent Do not agree Do not know

4. Women's participation is limited and in making a change in the community

Totally agree Agree to some extent Do not agree Do not know

5. Every mother is the leader of her own home.

Totally agree Agree to some extent Do not agree Do not know

6. In Arab societies, leaders are always men

Totally agree Agree to some extent Do not agree Do not know

7. Do you feel any positive change in quality of health services in your area during the last
year?

Yes Yes to some extent No change Do not know

8. Do you feel any positive change in quality of educational services in your area during last year?

Yes Yes to some extent No change Do not know

9. The what extent do you feel that you have the ability to achieve better financial income compared to last year as a result of the project

Yes income better now To some extent somewhat less income Do not know

10. Did you need any protection services or legal services over the past year?

Yes No I do not know

11. (If yes to the previous question) Has the project provided such service to you? Yes No

12. Did you attend trainings related to:

a. Social integration	Yes	No	I do not know
b. Violence against women	Yes	No	I do not know
c. Training for Rehabilitation of jobs	Yes	No	I do not know
d. Community involvement	Yes	No	I do not know

13. Do you have a need for a particular training session that you did not get? Yes, what (.....)
No

14. What is the extent of your satisfaction with the trainings you obtained?

Very useful useful to some extent Not useful Did not Attend training

15. Have you ever participated in awareness campaigns through this project?

Yes No I did not know about campaigns

16. Do you have a Syrian neighbors living with you at the same community? Yes No Do not know

17. Over the last year did the project change your relationship with your neighbors "Syrian / Jord.?"

Yes, become more positive worsened not changed Do not have such neighbors

18. What was the project impact on the dynamics between members of the same society?

Impact positively Little impact No impact Do not know

19. The extent to which this project was appropriate to the needs the women?

Highly relevant Relevant to some extent We do not need it Do not know

20. The extent to which this project was appropriate to the needs of men

Highly relevant Relevant to some extent We do not need it Do not know

21. Did the project involve/integrate marginalized groups such as "poorer - disabled" in its activities

Yes No Do not know

22. How far you are you satisfied with the NGO follow up with you during the project duration?

Excellent Good/ Average They did not follow up

23. Have you been consulted in the implementation of project activities Yes No
Somewhat

24. Do you see that the participants' selection was fair and inclusive?

Totally agree To some extent No Do not know

25. What are the services that you obtained through the project?

Training Financial services Nothing Extra knowledge and
information

Arabic version

استبيان كمي - نهاية المشروع

رقم الاستمارة:.....

السن:	النوع: انثى ذكر	الجنسية: اردنية سورية اخرى	الجمعية: INJAZ JEFE AYA	تعليم عالي
الحالة الإجتماعية	اعزب	متزوج	منفصل	
كم عدد الافراد الذين يعيشون معك في نفس المنزل (تأكلون وتشربون معا)	فرد			
الحالة التعليمية:	امى	محو امية	ابتدائى	اعدادى
مامدى قناعتك بالتالى			ثانوى - متوسط	جامعى
1. ان طبيعة الرجل على احداث التغيير أكبر من طبيعة المرأة على ذلك	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
2. للنساء دور فعال في المشاركة المجتمعية	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
3. تمتلك النساء القدرة على التواصل مع صانعي القرار في المجتمع المحلي	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
4. ان مساهمة المرأة محدودة وبسيطة في احداث التغيير في المجتمع	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
5. كل ام هي قائد بيتها.	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
6. في المجتمعات العربية يكون القادة دوما رجال	موافق تماما	موافق الى حد ما	غير موافق	لااعرف
7. هل تشعرين باى تغير ايجابى فى جودة الخدمات الصحية فى منطقتك فى العام الماضى	نعم	الى حد ما	لا تغيير	لااعرف
8. هل تشعرين باى تغير ايجابى فى جودة الخدمات التعليمية فى منطقتك فى العام الماضى	نعم	الى حد ما	لا تغيير	لااعرف
9. الى اى مدى تشعرين/ين بأنه اصبح لديك القدرة على تحقيق دخل مالى افضل من السابق نتيجة لهذا المشروع	افضل حاليا	الى حد ما	لا تغيير	لااعرف
10. هل احتجت الى اى خدمات حماية او خدمات قانونية خلال العام الماضى	نعم	لا	لااعرف	
11. هل قام المشروع بتوفيرها لك؟	نعم	لا	لااعرف	
12. هل حضرت تدريبات متعلقة بالتالى				
a. الدمج الاجتماعى	نعم	لا	لااعرف	
b. العنف ضد المرأة	نعم	لا	لااعرف	
c. تدريب للتأهيل لفرص العمل	نعم	لا	لااعرف	
d. المشاركة المجتمعية	نعم	لا	لااعرف	
13. هل كانت لديك حاجة الى موضوع تدريبي معين ولم تحصلى عليه	نعم ماهو(.....)	لا		
14. ماهو مدى رضاك عن التدريبات التى حصلت عليها	مفيدة للغاية	مفيدة الى حد ما	غير مفيدة	لم احضر
15. هل شاركت فى حملات توعية داخل المجتمع عن طريق هذا المشروع	نعم	لا	لااعرف	عن الحملات
16. هل لديك جيران سوريين يعيشون معك فى نفس المجتمع	نعم	لا	لااعرف	
17. على مدار العام الماضى هل غير المشروع علاقتك بجيرانك السوريين/الاردنيين	اصبحت اكثر ايجابية	لا لم تتغير	ليس لدى احتكاك بهم	
18. هل اثر هذا المشروع بالايجاب على الترابط بين افراد المجتمع الواحد	نعم	لا	لااعرف	
19. الى اى مدى كان هذا المشروع ملائم لاحتياج السيدات	ملائم للغاية	ملائم لحد ما	لا نحتاج له	لااعرف
20. الى اى مدى كان هذا المشروع ملائم لاحتياج الرجال	ملائم للغاية	ملائم لحد ما	لا نحتاج له	لااعرف
21. هل ساعد المشروع فى اشراك ودمج الفئات المهمشة مثل "الاكثر فقرا - المعاقين" فى أنشطة المشروع	نعم	لا	لااعرف	
22. مامدى رضاك على متابعة الجمعية لك خلال فترة المشروع	ممتازة	جيدة/متوسطة	لم يتابعوا	
23. هل كان يتم استشارتكم فى تنفيذ أنشطة المشروع	نعم	لا	الى حد ما	
24. هل ترين انه تم اختيار المشاركين فى المشروع بصورة عادله وبدون تحيز	نعم بشدة	الى حد ما	لا	لااعرف
25. ماهى الخدمات التى حصلت عليها من خلال المشروع	تدريبات	خدمات مالية	لاشئى	معرفة ومعلومات

Bank of questions for the Qualitative tool - English

FGDs and IDIs (main skeleton)	Results related
What do you know about the project and its components?	Introductory questions
What was your role in this project?	
What was the (positive or negative) effect of the project on you and your family?	
You do you describe your satisfaction about the project?	
What was the relevance of the project interventions for you and your community?	Output 1
Were men part of the project? How do you describe their participation? Do you value it? How?	
Was there any advocacy work conducted through the project? Who led it? Women participated?	
Was there any economic empowerment benefits from the project? How?	
Was there any change happened to women personality? How do you describe it? And why?	
Did the project affect women interaction inside homes? How?	Output 2
Did the project affect the income of women? Positive, negative, no change? How and Why?	
What was the social and economic changes happened to you and your family as a result of the project (if any) and how?	
How do you describe the social cohesion activities conducted, relevance? Effectiveness?	
Was there any change (positive /negative) on the quality of governmental local health and education services over the last year? How?	Output 3
What did you benefit from this project?	
What are the different interventions you got from the project? How relevant / effective was it?	Output 4
Was there any financial benefit you got (directly or in directly) through this project?	
What was the added value of working with UN Women in this project?	Cross cutting
How was the selection of the beneficiaries of this project? Inclusion? Disabled? Most marginalized?	
What was the biggest challenges in this project? What was the biggest success?	

Arabic

	Results related
	Introductory questions
ماذا تعرف عن المشروع وماهى مكوناته؟	
ماهو دورك فى هذا المشروع؟ كيف ساهمت نحو اهداف المشروع؟	
ماأثر المشروع (ايجابى وكذلك سلبى) على الحياة فى مجتمعكم؟	
الى اى مدى ترى ان المستفيدين راضيين عن هذا المشروع؟	
	Output 1
مااهمية المشروع بالنسبة لك وبالنسبة للواقع المجتمعى المحيط؟ اعط امثلة؟	
هل شارك الرجال فى هذا المشروع؟ كيف كانت مشاركتهم؟ هل ترى انه يجب ان يكون لهم دور؟ ماهو؟	
هل هناك اى مكون من مكونات الدعوة وكسب التأييد تم تنفيذه فى المشروع داخل المجتمع لتمكين المرأة؟	
كيف استفدتم من المشروع فى مجال بناء القدرات والتوظيف؟	
هل هناك اى تغير طراً على شخصية السيدات المشاركات فى المشروع؟ كيف تصف هذا التغير؟	
	Output 2
كيف اثر المشروع على شخصية المرأة فى حياتها وداخل اسرتها؟	
هل تغير دخل السيدات المشاركات فى المشروع؟	
ماهى النتائج الاقتصادية والاجتماعية التى حدثت نتيجة للمشروع واثرت عليك؟ وعلى اسرتك "ايجابية اوسلبية". كيف؟	
هل تعيشون مع سوربين داخل المجتمع؟ وهل كانت هناك انشطه مع السيدات السوريات لتعزيز التآلف بينكم داخل المجتمع الواحد؟	
	Output 3
هل تغيرت جودة الخدمات الحكومية فى المنطقة الخاصة بكم نتيجة للمشروع؟	
كمستفيدات من المشروع – ما هى الخدمات التى اکتسبتموها عن طريق هذا المشروع؟	
	Output 4
هل تم توفير تدريبات لكم على النوع الاجتماعى ؟	
هل تم تقديم دعم لكم من خلال تحليلات الفرص الاقتصادية المتعلقة بالنوع الاجتماعى داخل المجتمع؟	
	Cross cutting
ما القيمة المضافة التى يقوم بها برنامج الامم المتحده عن طريق هذا المشروع فى مجتمعكم (ماذا يميزه عن غيره من الهيئات)؟	
ماهى مواصفات اختيار المستفيدين – كم عدد المعاقين والمهمشين؟	
ماكبر التحديات التى واجهت المشروع؟	

Annex 5: Evaluation timeline and deliverables

Day	Task	Responsibility
Sunday 15 th May	Draft Inception report	Ahmed
Wednesday 18 th May	Any comments on the inception report	Jordan CO
Saturday 21 st May	Final inception report + Training of the data collectors on tools and quality checklist	Ahmed + his team
Sunday 22 nd	AYA field work and tools testing	Ahmed
Monday 23 rd – 31 st	Field work and data collection	Ahmed + the team
Sunday 19 th June	Finalization of data entry + draft analysis (Identifying gaps in the data)	Ahmed
Saturday 25 th - Wednesday 29 th	Second wave for data collection to fill the gaps if needed + discussion with project team	Ahmed
Sunday July 3 rd	Draft report	Ahmed
Sunday 3 rd July - Thursday 14 th July	Comments on the draft report	Evaluation reference group
Sunday 24 th July	Final report and presentation	Ahmed

Deliverables:

The consultant will provide the following deliverables:

- Draft evaluation report
- **End line report**
- Provide a soft copy of the English **power point presentation.**
- Provide a soft copy of all electronic files and raw data
- Provide a soft copy of the raw data on SPSS file

Annex 6: Results chain

Project overall objective / outcome				
To foster social cohesion and resilience through the provision of community-based economic empowerment initiatives, targeting vulnerable Jordanian host communities in Irbid and Zarqa.				
Output 1:	Indicators	Base. L	Target	End.
The provision of safe spaces and life skills training to enhance participation and household/ community level decision-making for women and girls in host communities.	Change in women's perception of their role in decision making processes as measured by pre-test/ post-test self-perception survey.	28%	20% women show positive shift in self-perc.	60.2%
	# of centers supported by UN Women	0	4	4
	# of women and men benefitting from life skills activities. (disaggregated by youth)	0	2000	2200
	# of people reached by Advocacy campaigning on key issues of gender equality, including on issues related to protection	0	20000	20000
Output 2:				
Income generation opportunities and livelihood activities, through the provision of quick and community impact projects, are implemented for women living in host communities.	Change in women's self-perception regarding their ability, capacity and interest in engaging in income generation activities as measured by pretest/ post-test.	26%	20% women show positive shift in self-perc.	51.9%
	# of women benefitting from employment opportunities	0	200	220
	# of women benefitting from economic skills building	0	150	900
	# of people engaged through building social cohesion between Syrian and Jordanian women and men	0	500	1200
	Change in the level of trust between community members	NA	15% increase	NA
Output 3:				
Enhanced access to service delivery through engagement with municipals service delivery structures and mechanisms, including support to local government.	# of services targeted with short term support	0	2	2
	# of partnerships developed on enhancing women's access to social services.	0	3	4
	# of knowledge products addressing women's access to social services.	0	1	1
	# of women reached through service delivery	0	500	2200
	# of meetings held between leaders and community members	0	5	8
Output 4:				
To provide strategic and technical support to coordination structures and process to ensure that gender equality principles are implemented in the overall humanitarian and resilience response in Jordan.	Provision of gender analysis to key stakeholders	0	Updated gend. A.	Yes
	# of notes, briefs, research papers on gender in humanitarian action and resilience in Jordan	0	10	20
	# of technical experts hired to provide technical assistance participating in key humanitarian/resilience forums to ensure the provision of gender expertise as needed.	0	1	2
	LOA with JNCW	0	1	0
	# Of capacity building trainings for national legislation and decision making.	0	5	8

Annex 7: List of documents reviewed

- Convention Relating to the Status of Refugees (1951)
- Project proposal, logframe, and project indicators
- Implementation plan and agreements with partners
- Project governance documents (MOU with partners, MOU with UNOPS, amendments of partner agreements)
- Work plans for different partners
- Annual progress reports for UN Women and partners
- Beneficiaries lists (Database with names of beneficiaries per CBO)
- Progress report of partners
- Jordan response Plan 2015
- UNHCR data on Syrian refugees
- Communication with partners (Amendments of some activities, targets, scope)
- REACH assessment conducted under the project
- AYA baseline report

Annex 8: List of stakeholders interviewed

In total, 16 FGDs conducted with group of (8-12 persons in each group) and were as below:

- (4) FGDs with men and women got soft skills trainings in both (Irbid and Zarqa)
- (4) FGDs with men and women benefited from employment opportunities
- (4) FGDs with women benefited from the social cohesion component (2 with Syrian and 2 with Jordanian)
- (2) with families of beneficiaries, mainly “head of household” of women involved in social cohesion component
- (2) FGDs with non-beneficiaries selected from the surrounding communities.

In-depth interviews (IDIs): In total, 18 IDIs were conducted as below:

- (5) IDIs with Project focal point of (JEFE, AYA, INJAZ, JNCW, REACH)
- (1) IDIs with local governmental health key person in (Mafraq governorate) – Head of Mafraq clinic
- (4) IDIs with the women benefited from local employment opportunities
- (2) IDIs with the project team at UN Women – Project coordinator and RRR adviser
- (1) IDI with King Hussien Cancer Centre representative
- (1) IDI with donor – Economic programme officer
- (4) Local CBOs / AYA “Community leaders” - CEOs of the CBOs