



Joint Grants Evaluation

Grantee-Specific Report for Tafileh Women Charitable Society



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BACKGROUND

EVALUATION PURPOSE

USAID CIS commissioned INTEGRATED to carry out a Task Order with four sub-tasks to assess the relevance, appropriateness, coherence, effectiveness and sustainability of a selection of gender equality and female empowerment (GEFE)-focused grants. The Joint Grants sub-task relevant to this synopsis covered *data collection and analysis* of five GEFE-focused grants, grouped into a single scope and reported in one document, the Joint Grants Data Analysis Report.

Following completion of the assessment of the five grants, USAID CIS and INTEGRATED facilitated a grantee presentation to share overall findings and held a separate side meeting with each grantee to discuss grant-specific findings, conclusions, and recommendations. This report was generated for the Tafileh Women Charitable Society based on the main report, supplemented with grantee-specific analysis.

EVALUATION QUESTIONS

The key questions posed during this evaluation were:

RELEVANCE, APPROPRIATENESS, COHERENCE

A. To what extent were the project's anticipated outcomes/results relevant to the women issues identified in the project description? To what extent was the project relevant to beneficiaries' needs?

B. Were the project outputs/ activities appropriately sensitive to the local socio-cultural context? To what extent? Did the project take appropriate measures to address risks, challenges and potential negative consequences to women beneficiaries?

C. Was the project goal aligned with the GoJ national agenda, law, policies and strategies and international obligations? Was the project goal relevant to USAID Jordan gender policies and priorities?

EFFECTIVENESS

D. Did the project achieve all anticipated activities and outputs? Was USAID CIS flexible and responsive to the organization's requests for changes/adaptations to planned outputs? What were factors that enabled or hindered the achievements of the project's outputs?

E. Was the project able to realize all anticipated outcomes/results? What were factors that enabled or hindered achievements of the project's outcomes/results?

F. To what extent did the grantee understand and apply a human rights-based approach to grant management? A gender-sensitive approach?

COORDINATION, COOPERATION

G. Did the project coordinate/cooperate with civil society organizations and relevant government institutions involved in likeminded programs?

EFFECTIVENESS OF CIS CAPACITY BUILDING

H. Did the organization benefit from institutional development assistance or technical assistance?

SUSTAINABILITY

I. Will the benefits/outcomes that resulted from the project' activities sustain following grant closure? Which ones and why?

PROJECT BACKGROUND

USAID CIS extended a grant for JOD 121,524 to TWCS to implement the Al-Amal Center for Family Counseling project. The USAID CIS grant implementation period spanned the period from December 1, 2014- to February 28, 2018. The project goal was to enhance women capacities in Tafileh governorate in dealing with gender-based violence and other family issues by providing counseling services for women. The Center provided counseling services mainly for women to enable them to address family hardships and problems, and tackle gender-based violence and other family issues. The center also reached out to women, families and youth at the age of marriage and provided them with training and awareness sessions on legal rights and on the benefits of family guidance.

EVALUATION DESIGN AND METHODS

The evaluation used a mixed-method approach.

1. Document review covered the review and analysis of TWCS's project information and data.
2. Key Informant Interviews were conducted with key informants drawn from government entities, national and religious institutions, community leaderships, local CBOs and national civil society organizations.
3. Group Interviews were implemented with CIS staff and TWCS staff and a member of the board of directors.
4. Focus Group Discussions (FGDs) were conducted with beneficiaries and service users.

LIMITATIONS

The evaluation team faced a number of limitations during the assignment. One of the main shortcomings was that there was a selection bias in the sampling. TWCS selected all key informants and beneficiaries and arranged all the meetings.

There were two additional key challenges. The grantee team faced difficulties in articulating outputs vs outcomes vs impact. To address this, the evaluators simplified the relevant questions during the interviews. Another key challenge was the quality of project documentation. Generally, it was difficult to capture a full picture of the project from project reports, which simply listed out activities and outputs.

FINDINGS

RELEVANCE, APPROPRIATENESS, COHERENCE

A. To what extent are the project's anticipated outcomes/results relevant to the women issues identified in the project description? To what extent is the project relevant to beneficiaries' needs?

Sociocultural Context

Generally in Tafileh, there is limited awareness on women's rights; there is limited space for women's participation and decision-making within the family and community; gendered roles and negative stereotypes prevail; there is limited access to and control over resources; violations of women's rights are tolerated within families and society; and gender-based violence (GBV) is pervasive and under-addressed.

Women and men identified the factors that they believed contributed to these issues. Two of the major elements influencing the pervasiveness of GBV were found to be tradition and culture and tribal law, particularly where it intercedes to protect familial and tribal interests, sometimes at the expense of women. One of the scenarios mentioned often during the evaluation was the access of women to inheritance. Though this is a right guaranteed to them under the law, male family members often collaborate to ensure that female family members receive less than - or none of - their inheritance.

Tafileh was considered by informants to be remote; respondents mentioned that opportunities for work were few and women were bound by a sociocultural context that would not allow them to move for work, though it was more acceptable to leave their governorates in pursuit of a university education.

Some people also referred to Tafileh as a "forgotten area", meaning forgotten by the government and donors in terms of resources, infrastructure and opportunities. The high rates of unemployment, poverty and drug use were also highlighted.

According to beneficiaries, TWCS's Al Amal Center's counseling services challenged the social and cultural "taboo" of searching for answers to familial and marital problems outside of the family. It is seen as taboo because it is widely believed that what happens inside a home is supposed to remain private, not shared with anyone, let alone strangers. This type of information-sharing is perceived as having the potential to bring shame on the husband or father. Project awareness activities also addressed the "hasty signing of the marriage contract" and other key GBV issues in the community.

Identification of Needs

According to project documents and as verified by the grantee, beneficiaries and USAID CIS, TWCS depended on its prior knowledge of the Tafileh context to identify needs.

B. Were the project outputs/ activities appropriately sensitive to the local socio-cultural context? To what extent? Did the project take appropriate measures to address risks, challenges and potential negative consequences to women beneficiaries?

Risk Analysis

A documented, thorough risk analysis was not undertaken. There were no reported cases of harm in the project, either to women or to community; however, the potential to do harm while providing GBV counseling services was present. For the measures that TWCS took to minimize that harm, please see the *Measures to Address Risks, Challenges and Potential Negative Consequences* and *Quality of TWCS GBV Services* sections below.

Measures to Address Risks, Challenges and Potential Negative Consequences

The project took measures to address risks, challenges and potential negative consequences. It prioritized confidentiality and anonymity within activities where women were sharing sensitive information. To address the financial challenges that may have prevented women from accessing some activities, Al Amal Center reimbursed women for transportation costs. The project also considered that women may have to be home during certain times of the day – in the afternoons when their children were home from school for example – and took that into account when deciding on the timings of activities. In addition to the provision of a hotline, which limited the potential risks and challenges to women seeking services, TWCS also watched the children of mothers during counseling sessions at the center to allow for privacy. The CBO involved community and religious leaders and/or government officials in their project to increase credibility, minimize resistance and gain grassroots support.

Resistance in Community

The project reported resistance from some males (and females, though to a lesser extent) in the community towards the participation of their female family members. This was due to a variety of reasons; some thought project activities were a waste of time, and others believed that they would embolden women or raise their awareness on issues that went against cultural or religious norms.

In TWCS, male heads of CBOs and male community members refused to participate in two project activities. The Amal Center management attributed this to patriarchal attitudes and an unwillingness to break the status quo.

The project did not report this resistance as a major challenge or obstacle, but it did prevent a number of women from participating.

C. Is the project goal aligned with the GoJ national agenda, law, policies and strategies and international obligations? Is the project goal relevant to USAID Jordan gender policies and priorities?

Alignment with National and International Agendas.

The project was aligned with the Jordanian Constitution, the Jordan National Strategy for Women, the National Framework for Family Protection and the National Law for Family Protection. It also worked within the framework of the Convention on the Elimination of all Forms of Discrimination against Women.

During the evaluation, the Center Manager mentioned one or two agendas that the Center's work was aligned with, in general terms and in response to a question on them. Even when providing an overview of their organization, TWCS did not relate their work to the specific principles of any of these agendas.

Alignment with USAID Gender Policies

The project falls under CDCS IR 4.1: Changes in Discriminatory Social Norms and Practices Promoted/Encouraged and IR 4.3: Access to Women- and Girl-Centered Services Expanded, under Special DO 4: Gender Equality and Female Empowerment Enhanced. When asked, the TWCS team remembered that they had been trained on gender concepts in general, but none of them mentioned specific USAID gender policies or related their work to them. It was not expected that the organizations would know of the gender policies, as USAID CIS had not included information on them in the trainings.

EFFECTIVENESS

D. Did the project achieve all anticipated activities and outputs? Were there any changes to the originally planned activities and outputs? Was USAID CIS flexible and

**responsive to the organization's requests for changes/adaptations to planned outputs?
What were factors that enabled or hindered the achievements of the project's outputs?**

Changes to Project Activities

The project achieved planned activities and outputs to a large extent. Generally, where changes were made to project activities, they were a result of the situation on the ground and did not affect the overall project implementation or outcomes. One example was TWCS's planned placement of trained counselors in partner CBOs in Tafileh. This activity did not materialize for different reasons, including the unwillingness of (male-headed) CBOs to house the activity. In at least one instance, the Al Amal Center staff attributes this unwillingness to the patriarchal views of the head of the CBO and his negative attitude towards gender equality programs.

Responsiveness of Grantee to Beneficiary Feedback

TWCS's decision to include men in its awareness sessions on hasty signing of the marriage contract, was a direct response to the requests of female beneficiaries who reported that male family members had the final decision on how long a couple could take to get to know each other before signing the marriage contract. Another example was when TWCS was informed by stakeholders of the need for greater awareness on child protection. Though not an originally planned activity, TWCS facilitated the implementation of the Salhouf project – a Jordan River Foundation CP initiative – in public schools. The activity reached over 2,000 children, and by all accounts, was very beneficial in raising awareness and identifying a few cases of child abuse, which were then handled by the schools through the MoE's child protection processes.

Responsiveness of CIS to Grantee

TWCS reported that USAID CIS was flexible in its responses to changes in the project. It found USAID CIS to be very accommodating, adding that in some cases, it would have done the CBO well to listen to USAID CIS in the first place instead of realizing later on that the donor had been correct. The grantee mentioned the example given above, about the inclusion of men in project activities (which USAID CIS had wanted to do, but TWCS had not initially seen the benefit of doing), to illustrate the point.

Credibility of Grantee

Consistent across the feedback from stakeholders, partners and beneficiaries, was their trust in TWCS and in their work. The reputation and credibility that the grantee enjoyed in the field enabled women's access; women reported that fathers, husbands, brothers and sons were more likely to 'allow' their female family members to visit the Center and take part in activities.

According to Hala Ghosheh, USAID CIS's Gender Advisor, the women heading and working in CBOs are seen as role models, particularly in areas where examples of strong, working women who positively impact their communities are limited. This is evidenced by feedback from beneficiaries and partners who mentioned how much they had learned from the manager and staff of TWCS.

Approach to Increasing Access

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

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

Engagement of Religious and Community Leaders and Government Officials

To lend credibility to their efforts, and increase the acceptance of the community – especially men – to their messages, TWCS involved religious and community leaders, as well as government officials in their program. TWCS systemized this approach, involving female preachers in awareness sessions, advocating with local imams to speak to families about allowing young couples time to get to know each other before signing the marriage contract and forging relationships with MoSD, MoH, MoE and the Ministry of Islamic Affairs at the local level.

Approach to Awareness Raising and Capacity Building

By all accounts, TWCS's awareness sessions were varied, interesting and interactive. Information was passed on to other women and men in the community. Other CBOs reported that women were contacting them and requesting that they arrange awareness sessions with the Center. Another indicator of the quality of the sessions was that there was an increase in calls to the hotline after the sessions were done. Awareness sessions were well-attended; many times, more participants showed up than the Center had budgeted for. TWCS also used Tafileh Technical University Radio for outreach and to engage the community.

Quality of TWCS GBV Services

Women report that confidentiality is very high and a primary concern of center staff. They report feeling comfortable and safe in the Center. The Center is in the center of town, easily accessible by public transportation and surrounded by other public spaces accessed by females such as the health center and the main bus station. This, coupled with the fact that the Center offers services other than GBV counseling and support, means that a woman's presence in the area, and even within the center, does not immediately raise suspicions that she is seeking counseling.

There is a case management system within the Center; intake and referral are documented, follow-up is tracked and all documents are under lock and key. TWCS refers women to the Justice Center for Legal Aid, the Family Protection Unit, and a psychiatrist, though he is only available once every two weeks. The Military Hospital in the area also has a psychiatrist, but confidentiality, according to the Center staff, is almost non-existent. The Family Protection Unit in the area is also not very helpful, according to both beneficiaries and Al Amal team.

According to the staff, there no SOPs guiding the TWCS GBV work. An *Al Amal Staff Charter* was built with USAID CIS staff support.

One CBO head said in an interview that she models some of her approaches after TWCS. She said the Al Amal Center gave a "logical approach" to women to solve their problems. There is an understanding among stakeholders of what Al Amal Center does, the reach that it has and the quality of its work. Stakeholders commented on the team spirit and high organization within the Al Amal team, as well their loyalty to the Center and to the work. The "manner" of the Center staff, the smiling faces and the friendly atmosphere, were some of the factors that people mentioned as one of the reasons for its success.

Working with Men

When TWCS realized the importance of working with men, it began to target them in activities. TWCS used youth centers and male-led CBOs or schools to reach out to men in the community and invite them to participate in awareness sessions. The CBO reports that three men have also made use of the counseling services it offers.

E. What were the project's anticipated outcomes/results? Was the project able to realize all anticipated outcomes/results? What were factors that enabled or hindered achievements of the project's outcomes/results?

Realization of Project Outcomes

The project reported positive outcomes at both the individual and family/community levels. At the individual level, possible life-saving benefits, or, at the very least, benefits that improved quality of life were realized by TWCS with the provision of counseling and referral services for survivors of GBV. Beneficiaries of the project also reported increased knowledge and awareness, particularly through the awareness sessions and changes in behavior and improved life skills, as a result of both the awareness sessions and counseling services.

At the community and familial levels, beneficiaries reported improved communication with family members, particularly husbands, fathers, brothers and sons. The project also reported a cascading benefit to female and male family and community members, namely the communication of knowledge and awareness to female and male family members, neighbors and friends.

While the project achieved all outcomes, some challenges to their achievement were exacerbated by the following:

- **Grantee Expectations**

TWCS sometimes had high expectations of either their own ability to deliver, or the capacity or interests of their partners. One example was TWCS' plan to embed counselors in partner CBOs and their subsequent discovery that some of the CBOs were not interested in collaborating in this manner. See also "Coordination with Civil Society Organizations, Relevant Ministries and Government Institutions" below.

- **USAID CIS Expectations**

According to USAID CIS staff, they had advanced their approaches over the USAID CIS project lifespan and had high expectations regarding the quality of what the five grantees grouped under this evaluation could deliver with regards to gender sensitivity and human rights-based approach. They felt that sometimes, the standards of the quality they expected might perhaps have been too high for the grantees to attain. At the same time, USAID CIS also reports that they cautioned TWCS to be realistic and lower their expectations of what activities could be implemented within the timeframe and context they were working in, and to plan carefully to ensure that high quality services were being offered and that no harm was done.

- **Sociocultural Hindrances**

A thorough gender analysis was not undertaken. There were some challenges to implementation faced by the grantee that perhaps could have been identified through gender analysis early on and addressed in project design. For example, gender analysis might have alerted TWCS as to the value of including men in project activities and the acceptance, or lack thereof, of communities in Tafiheh towards GBV services.

- **Measuring Women's Empowerment**

All evidence points to the fact that new knowledge and skills have been gained through the project, but it is difficult to measure whether women are fully acting – or will fully act - on that knowledge. According to Hala Ghosheh, USAID CIS's Gender Advisor, women's participation and empowerment are built gradually, cannot be attributed to any one factor, and can only be measured with a strong baseline and detailed information gathering. It is also important for grantees to consider whether some of the efforts that have begun with the women will continue if and when the grantees are no longer guiding or supporting them.

F. To what extent did the grantee understand and apply a human rights-based approach to grant management? A gender-sensitive approach?

Human Rights-Based Approach

There is some understanding of equality, participation and engagement among the grantee, as evidenced by their ability to engage many of their community, religious and government stakeholders. However, their approaches do not appear to be systemized. For example, there was an assumption made by the team that CBO heads would house counselors in their organizations and that male community leaders would be willing to speak about family violence issues on the radio. There is no indication that these stakeholders were involved in any way in project design or that they had been approached before they were needed for these specific activities, which they ultimately refused to engage in.

Beneficiaries are seen as such; they are not considered partners, but receivers of services, and there is a common theme among the staff that they are more knowledgeable than the beneficiaries of their programs.

There was no effort made to include people of different nationalities or persons with disabilities. However, TWCS did reach women whom might not have otherwise had access to their centers or activities. The CBO made a concerted effort to reach remote areas of the governorate by taking some of its activities offsite and offering the hotline services to women throughout Tafileh and beyond.

Gender Sensitivity

The organization is working within the framework of women empowerment and rights and has not yet shifted to a power dynamics gender approach. The concept of “gender” is still not fully understood by the grantee, both in their own opinion and that of USAID CIS, though the staff remembered receiving some training on gender concepts. As mentioned previously, a gender analysis was not undertaken for the project and therefore no real attempt was made to study the social norms, roles and responsibilities of women and men in the target population and the effects they may have on their ability to fully access and participate in the project and /or the potential positive or negative consequences that might arise from the participation of women, men, boys and girls.

TWCS provides services mostly for women; however, it now realizes the importance of also including men and is exerting greater effort in that direction.

COORDINATION, COOPERATION

G. Did the project coordinate/cooperate with civil society organizations and relevant government institutions involved in likeminded programs?

Coordination with Civil Society Organizations, Relevant Ministries and Government Institutions

TWCS coordinated and cooperated heavily with like-minded civil society organizations and government institutions at the local levels and, to some extent, the national level. For the CBO, cooperation and coordination helped it gain access into communities, gave credibility to its work, supported its referral mechanism, provided its staff with capacity building opportunities, aided it in disseminating its messages and allowed it to bring local and national expertise into its awareness-raising activities.

In the beginning, TWCS had high expectations for how the center would be received by beneficiaries, Tafileh’s civil society and government institutions. There was an expectation that women would flock to the Center and that civil society in Tafileh would be interested in working together with the Center, sharing information and cooperating for the good of the community, but that was not immediately the case. Coordination and cooperation were slow processes and took a

lot of work. However, within three years, TWCS managed to build networks and referral mechanisms with JCLA, MoSD, MoH, MoE, the Ministry of Islamic Affairs, TTU radio station, the National Center for Woman and Child Health and other CBOs. The CBO found the Tafileh CDC under JOHUD to be unwilling and uninterested to partner with them.

TWCS also reported that their efforts supported and strengthened the efforts of relevant ministries. The Salhouf program, implemented with the Ministry of Education, raised the awareness of children, teachers and families on protection issues. TWCS also involved the Ministry of Islamic Affairs in its programming which, according to both the grantee and the preachers, helped disseminate “correct” religious information and build the capacity of the preachers themselves.

According to Center staff, attempts to form relationships with the National Center for Family Affairs and the Nour Al Hussein Foundation were not successful. The partnership with the Jordan River Foundation for the implementation of Salhouf was productive, but it also took more time and effort than TWCS had expected in order to get JRF on board.

EFFECTIVENESS OF USAID CIS CAPACITY BUILDING

H. Did your organization benefit from institutional development assistance, capacity building or technical assistance under the grant?

Institutional Development Assistance, Capacity Building and Technical Assistance

TWCS reports improved financial management and internal control systems, improved project performance management, improved organizational management and improved sustainability, as well as counselling and service delivery standards.

The grantee also reported overall self-confidence, strengthened reputation and weight at the local level and an improved understanding of institutional strengths and weaknesses.

SUSTAINABILITY

I. Will the benefits/outcomes that resulted from the project’ activities sustain following grant closure? Which outcomes will be sustained and why?

Enhancement of Sustainability

As a result of USAID CIS funding, the grantee reported the following indicators of CSO sustainability:

- Improved organizational capacity. TWCS was particularly active and successful in identifying and seeking to build local constituencies.
- Financial viability. The grantee reported improved financial management.
- Advocacy capacity. TWCS created partnerships with local governments.
- Media presence. TWCS aired a 12-week radio program on issues of domestic violence and family counseling.

TWCS built the USAID CIS-funded project on a similar, smaller, previous activity, and expressed its interest in taking the experience gained from the project and capitalizing on it.

Impediments to Sustainability

The Center staff is very concerned about sustainability. Their knowledge and capacity, particularly regarding GBV and counseling, lies with one or two people. Because of the nature of the Al Amal Center’s work, the staff feels it is impossible to hand over some of the responsibilities to someone who is not highly qualified, and it has been very difficult for them to identify such a person.

TWCS is aware that it is necessary to train a second-line support team to ensure that knowledge is institutionalized but is unsure how to go about it. Capacity building has cost the CBO in terms of

time and money, with little success, as evidenced by the training of 10 counselors, none of whom the staff feel they are able to depend on, mostly due to lack of confidence in trainee qualifications (though all were university graduates with counseling degrees). For most young female staff in any CBO, traveling long distances, to Amman for example, staying overnight for trainings, or continuing to work after getting engaged or married is difficult, if not impossible in the socio-cultural context in which they live.

Additionally, without funding, the Al Amal Center will not be able to continue; it has no sustainable source of income. Since the USAID grant ended, TWCS has agreed to cover one staff member until June 2018, but there is no clear vision of what will happen beyond then.

CONCLUSIONS

The project was relevant to the issues identified in the project descriptions and the context in which it was implemented. It responded to specific needs in the communities which were identified through the knowledge of the grantee of the issues on the ground. While the project took into account the specific challenges, risks and potential negative consequences to women accessing and participating in activities; it did not undertake a thorough, documented risk analysis, although, because of the nature of the activities, there was a potential to do harm. There was some community resistance to the project, and, though it was not a major obstacle, some women were prevented from participating.

The project was aligned with national and international agendas, though staff did not systematically relate their work to them. The project also fell under the goals of the USAID Jordan Country Development Cooperation Strategy 2013-2019.

TWCS achieved their planned activities to a large extent. Where changes were made to project activities, they were a result of the situation on the ground and did not affect overall project implementation or outcomes. The grantee was flexible in responding to beneficiary feedback and the reality of the field and adjusting activities accordingly. USAID CIS was generally flexible and responsive to the organization's requests for changes.

The project achieved most of its planned outputs. There were many reasons for this, including the fact that the grantee enjoys high credibility in their community, that the project was creative in increasing women's access to activities, that the project engaged religious and community leaders, as well as government officials, and that the project was resourceful in its approach to awareness raising and capacity building. There was a delay in the achievement of some outputs, mainly due to miscalculations of timeframes and administrative delays.

The project raised awareness on women's rights, increased women's access to information and resources and challenged gender roles and stereotypes. TWCS realized life-improving, and perhaps life-saving outcomes. There were some challenges to implementation that may have affected the quality of outcomes. The grantee initially had higher expectations of either its own capacity to implement or the capacity or interests of its stakeholders. USAID CIS also had high expectations of the quality of what the grantee could deliver in terms of HRBA and gender sensitivity and was concerned about the Center maintaining high quality GBV services. Gender analysis was not undertaken and the extent of "women's empowerment" remains difficult to measure.

There is some understanding of HRBA principles among the grantee staff, but it is not systemized and they do not relate this to applying a human-rights based approach. Gender sensitivity is not systemized within the grantee in general, and therefore was not systemized within the project. The grantee provides services only for women, but men can play a critical role in decision-making around delivery of services and can influence women's access to and use of such services. Men may also have need for similar services, and they can be affected by the results of projects and services.

The organization coordinated with civil society organizations, relevant ministries and government institutions on the local level. These coordination mechanisms were one of the keys to the project's successes.

TWCS is technically and administratively better off than it was before the project.

Due to improvements in organizational capacity, financial viability, advocacy capacity, media presence, and the cascading effect of knowledge transfer among beneficiaries, there are indications that some project outcomes will be sustained. However, there are also some impediments to

sustainability, including a lack of succession planning and knowledge transfer among the staff, a lack of funding and challenges related to recruiting and retaining young female staff, due to sociocultural limitations on mobility and domestic (household) expectations and demands.