

# Final Evaluation Report of Enhancing Women's Participation in the Solid Waste Management Sector in Jordan

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## ABBREVIATIONS AND ACRONYMS

CBOs	Community-Based Organizations
CPD	Country Programme Document
FGDs	Focus Group Discussions
FPEC	Future Pioneers for Empowering Communities
IPs	Implementing Partners
JREDS	The Royal Marine Conservation Society of Jordan
MoE	Ministry of Environment
MoLA	Ministry of Local Administration
MoSD	Ministry of Social Development
NGOs	Non-Governmental Organizations
OECD/DAC	Economic Cooperation and Development/Development Assistance Committee
PMF	Performance Measurement Framework
SDGs	Sustainable Development Goals
SWM	Solid Waste Management.
UNDP	The United Nations Development Programme
UNEG	United Nations Evaluation Group
UNSDF	UN Sustainable Development Framework
WEE	Women's Economic Empowerment
WEE Project	Enhancing Women Participation in the Solid Waste Management Sector in Jordan

# **Final Evaluation Report for the End of Project Evaluation of Enhancing Women's Participation in the Solid Waste Management Sector in Jordan**

## **EXECUTIVE SUMMARY**

### **Introduction**

The evaluation of the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project has been conducted to comprehensively assess its impact, effectiveness, and sustainability. The purpose of this evaluation is multifaceted. Primarily, it aims to evaluate the project's contribution to gender equality and women's economic empowerment within the targeted municipalities of Northern Jordan. Additionally, it seeks to assess the project's alignment with national priorities, Sustainable Development Goals (SDGs), and the strategic objectives of the United Nations Development Programme (UNDP). This evaluation comes at a crucial juncture to analyze the outcomes and strategies employed during the project's implementation period, from March 2020 to September 2023.

### **Purpose and Objectives of the Evaluation**

The primary purpose of this evaluation is to evaluate the extent to which the intervention has achieved its intended outcomes and objectives, identify key strengths and weaknesses, and generate actionable recommendations for improving gender mainstreaming efforts within the SWM sector.

Additionally, the evaluation addresses relevant questions regarding the project's relevance, coherence, effectiveness, efficiency, sustainability, and adherence to human rights principles, inclusion, and gender equality.

Through a comprehensive analysis of the project's methodologies, interventions, and outcomes, this evaluation endeavors to provide valuable insights for guiding future programming and policy decisions, improving project implementation strategies, and maximizing the impact of interventions aimed at addressing gender disparities in environmental management.

### **Audience and Intended Uses**

The primary audience of this evaluation includes stakeholders involved in gender equality, environmental sustainability, and international development initiatives. Specifically, it targets policymakers from the Ministry of Local Administration (MoLA), Ministry of Environment (MoE) and the Ministry of Social Development (MoSD), donor officials from Global Affairs Canada, implementing partners such as Future Pioneers for Empowering

Communities (FPEC) and The Royal Marine Conservation Society of Jordan (JREDS),, civil society organizations including women's groups and environmental NGOs, UNDP representatives, Joint Services Council for Irbid Governorate, head of targeted municipalities, and community members in Jordan particularly those residing in the targeted municipalities of Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed.

These stakeholders seek to understand the project's achievements, challenges, and lessons learned to inform future interventions, policies, and resource allocation decisions. The evaluation results are expected to guide strategic planning, advocacy efforts, and capacity-building initiatives aimed at promoting women's empowerment and sustainable development in Jordan.

### **Description of the Intervention**

The "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project is a multi-faceted intervention grounded in the recognition of pressing social and environmental issues, aimed at promoting gender equality, environmental sustainability, and economic empowerment in five targeted municipalities in Northern Jordan: Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed.

Implemented over a period of 42 months between 2020 and 2023, the project encompasses a diverse range of activities aimed at promoting gender equality within the SWM sector, including capacity-building workshops, awareness campaigns, research studies, policy advocacy, and institutional strengthening initiatives.

### **Evaluation Scope and Objectives**

This final evaluation report presents a comprehensive assessment of the intervention, which was implemented over the period from March 2020 to September 2023. The evaluation covers five target municipalities in Northern Jordan, including Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed. The evaluation was conducted to examine the project's performance across various evaluation criteria, including relevance, coherence, effectiveness, efficiency, sustainability, human rights, gender equality, inclusivity for persons with disabilities (PWD), and environmental sustainability.

By analyzing the project's outcomes and impacts through these lenses, the evaluation aims to provide valuable insights into its overall success in achieving its objectives and delivering sustainable benefits to the target communities.

## **Evaluation Approach and Methods (Methodology)**

The evaluation adopted a participatory and mixed-methods approach, drawing on principles of contribution analysis and feminist evaluation. This approach was chosen to align with UNDP's methodological guidelines, which prioritize inclusivity, gender responsiveness, and empowerment.

Document review, interviews, focus group discussions, field visits, and data analysis were employed to gather and analyze data. Drawing from the Theory of Change approach facilitated a comprehensive understanding of the project's logic and anticipated outcomes. Additionally, the feminist evaluation approach ensured the centralization of gender perspectives and women's voices throughout the evaluation process.

Special attention was given to addressing cross-cutting issues such as gender equality, disability, vulnerability, and social inclusion throughout the evaluation process. UNDP's method for assessing cross-cutting themes provided a framework for integrating these considerations into the evaluation design and analysis, ensuring that diverse perspectives and experiences were adequately represented and analyzed.

This approach was essential for capturing the project's impact on different groups within the target communities and identifying areas for improvement in line with UNDP's commitment to sustainable and inclusive development.

## **Key Findings**

**Relevance:** The project's objectives were found to be highly relevant to the needs and priorities of the target communities and aligned with national and international development agendas. However, there were instances where the project's design could have been more responsive to local contexts and community preferences.

**Effectiveness:** The project demonstrated effectiveness in raising awareness, building capacity, and promoting women's participation in the SWM sector. Women's empowerment initiatives yielded positive outcomes, although challenges remained in sustaining these gains beyond the project duration.

**Efficiency:** Project implementation was generally efficient, with resources allocated effectively to achieve intended outcomes. However, certain administrative processes and bureaucratic hurdles impeded the timely delivery of project activities.

**Sustainability:** While the project made significant strides toward institutionalizing gender equality principles within the SWM sector, concerns were raised regarding the long-term sustainability of project interventions. Greater emphasis on capacity-building and stakeholder engagement is recommended to ensure sustained impact.

**Gender Equality:** The project made noteworthy contributions to promoting gender equality and women's empowerment in the SWM sector. However, persistent gender stereotypes and cultural barriers continue to hinder women's full participation and leadership in decision-making processes.

**Inclusivity for Persons with Disabilities (PWD):** Despite efforts to promote inclusivity, challenges were encountered in ensuring the meaningful participation of persons with disabilities in the project activities. Greater attention to accessibility and tailored support mechanisms is warranted to address these barriers effectively.

**Environmental Sustainability:** The project significantly contributed to environmental sustainability by promoting waste recycling, composting, and other eco-friendly practices. However, more comprehensive efforts are needed to address broader environmental challenges and mitigate the adverse impacts of climate change.

**Outcomes:**

The project has contributed to tangible improvements in waste management practices, evident through reduced littering and increased awareness of resource efficiency among community members. These outcomes signify progress towards sustainable environmental management and healthier living environments.

Gender mainstreaming efforts have led to enhanced women's participation in waste management and advocacy activities, fostering greater gender equity and empowerment within communities. Women's organizations have been equipped with the skills and resources to lead campaigns and advocate for their rights effectively.

While challenges persist, the project's overall outcomes reflect a positive trajectory toward environmental sustainability and social inclusion, laying a foundation for continued efforts in addressing environmental issues and promoting community resilience.

**Recommendations**

Based on the findings and conclusions of the evaluation, several recommendations are proposed to enhance the effectiveness, sustainability, and impact of similar interventions in the future.

These recommendations focus on strengthening equipment procurement processes, enhancing gender mainstreaming efforts, exploring opportunities for interconnecting projects within the same targeted communities, enhancing multi-stakeholder collaboration, enhancing sustainability planning, addressing cross-cutting issues, and strengthening knowledge sharing and learning.

## **Lessons Learned**

The evaluation process yielded several key lessons learned that can inform the design and implementation of similar interventions in the future.

These lessons highlight the importance of contextual understanding, gender-sensitive approaches, multi-stakeholder collaboration, adaptive management, empowerment through participation, and robust monitoring and evaluation.

## **Conclusion**

The evaluation findings affirm that the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project has successfully achieved its stated objectives. Through a combination of strategic interventions, capacity-building initiatives, and advocacy efforts led by UNDP, the project has successfully empowered women and promoted gender equality within the SWM sector. The project's success in enhancing women's participation, strengthening institutional capacities, and advocating for gender-responsive policies underscores its relevance and effectiveness in addressing pressing development challenges.

While celebrating these accomplishments, it's essential to recognize areas where further improvement is warranted. Despite its successes, the project encountered challenges, such as limited participation from certain marginalized groups (persons with disabilities), and difficulties in sustaining certain initiatives beyond the project duration. These aspects highlight the need for continued efforts to enhance inclusivity, sustainability, and scalability in future interventions.

As the project concludes, valuable lessons emerge, informing strategies for future programming and policy formulation. By leveraging these insights, stakeholders can build upon the project's achievements, addressing remaining gaps, and maximizing its long-term impact. By adopting an effective approach that acknowledges both successes and areas for improvement, the project's legacy can be further enhanced, contributing to sustained progress in gender equality and environmental sustainability in Jordan.



# **Final Evaluation Report for the End of Project Evaluation of Enhancing Women's Participation in the Solid Waste Management Sector in Jordan**

## **INTRODUCTION**

The evaluation of the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project has been conducted to comprehensively assess its impact, effectiveness, and sustainability. The purpose of this evaluation is multifaceted. Primarily, it aims to evaluate the project's contribution to gender equality and women's economic empowerment within the targeted municipalities of Northern Jordan. Additionally, it seeks to assess the project's alignment with national priorities, Sustainable Development Goals (SDGs), and the strategic objectives of the United Nations Development Programme (UNDP). This evaluation comes at a crucial juncture to analyze the outcomes and strategies employed during the project's implementation period, from March 2020 to September 2023.

The primary purpose of this evaluation is to assess the contribution of the WEE project towards enabling women in targeted communities to become a vehicle for women's economic empowerment and to enhance voice and agency of women in target communities in the decision-making process. The evaluation also seeks to address whether the channels used were effective and explore other options that may support design of future interventions in the same area. Additionally, the evaluation will seek to address whether the project was able to contribute to green growth-related policy change that is gender-informed and responsive.

Additionally, the evaluation addresses relevant questions regarding the project's relevance, coherence, effectiveness, efficiency, sustainability, and adherence to human rights principles, inclusion, and gender equality. Through a comprehensive analysis of the project's methodologies, interventions, and outcomes, this evaluation endeavors to provide valuable insights for guiding future programming and policy decisions, improving project implementation strategies, and maximizing the impact of interventions aimed at addressing gender disparities in environmental management.

The primary audience of this evaluation includes stakeholders involved in gender equality, environmental sustainability, and international development initiatives. Specifically, it targets policymakers from the Ministry of Local Administration (MoLA), Ministry of Environment (MoE) and the Ministry of Social Development (MoSD), donor officials from Global Affairs Canada, implementing partners such as Future Pioneers for Empowering Communities (FPEC) and The Royal Marine Conservation Society of Jordan (JREDS), civil society organizations including women's groups and environmental NGOs, UNDP representatives, Joint Services Council for Irbid Governorate, head of targeted municipalities, and community members in Jordan particularly those residing in the targeted municipalities of Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed.

These stakeholders seek to understand the project's achievements, challenges, and lessons learned to inform future interventions, policies, and resource allocation decisions. The evaluation results are expected to guide strategic planning, advocacy efforts, and capacity-building initiatives aimed at promoting women's empowerment and sustainable development in Jordan.

The intervention being evaluated was implemented in five target municipalities in Northern Jordan: Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed. It encompasses a diverse range of activities aimed at promoting gender equality within the SWM sector, including capacity-building workshops, awareness campaigns, research studies, policy advocacy, and institutional strengthening initiatives. These activities were implemented in collaboration with relevant government partners such as MoLA, Joint Services Council for Irbid Governorate and WEE Units at the targeted municipalities, non-governmental organizations such as FPEC and JREDS, women's groups including the Cooperative and Community Based Organizations (CBOs) in the targeted areas, and other key stakeholders with a focus on empowering marginalized women economically and socially, addressing barriers to their active participation.

This report is structured to provide a comprehensive overview of the evaluation process, findings, and recommendations. It encompasses detailed analyses of the intervention's outcomes, outputs, activities, inputs, and processes, detailed descriptions of the intervention components, the methodology employed for data collection and analysis, key findings and recommendations, and lessons learned. The report aims to serve as a valuable resource for stakeholders involved in gender mainstreaming and environmental management efforts, enabling them to make informed decisions, enhance program effectiveness, and advance gender equality within the SWM sector. Through rigorous examination and synthesis of data, this report aims to facilitate evidence-based decision-making and contribute to the ongoing dialogue on gender equality, women's empowerment, and sustainable development in Jordan.










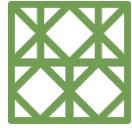


## **DESCRIPTION OF THE INTERVENTION**

The "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project is a multi-faceted intervention grounded in the recognition of pressing societal and environmental issues, aimed at promoting gender equality, environmental sustainability, and economic empowerment in five targeted municipalities in Northern Jordan: Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed. Implemented over a period of 42 months between 2020 and 2023.

The project collaborated with various stakeholders, including the implementing agency, FPEC and JREDS, the donor, Global Affairs Canada, and relevant government bodies such as the MoLA, Joint Services Council for Irbid Governorate and WEE Units at the targeted municipalities.

### **Targeted Locations and Community-Based Organizations (CBOs)**

The intervention under evaluation encompasses a diverse range of activities implemented across five municipalities, in collaboration with various community-based organizations (CBOs) and cooperatives, to promote gender equality within the solid waste management (SWM) sector and the green economy. Each municipality, along with the corresponding CBOs and the nature of the project, is detailed below:

	<b>Aquaponics Farming</b> Princess Basma Center (JOHUD) Tabaqet Fahal		<b>Green reusable eco-friendly bags</b> Al Sheikh Hussein Association Tabaqet Fahal
	<b>Handicrafts from banana leaves and wastepaper</b> Ghosn Al-Ban Association Khalid Bin Alwaleed		<b>Supporting Community Use of Environmentally Friendly Equipment &amp; Renewable Energy</b> North Shouneh Association Muath Bin Jabal
	<b>Packaging Made of Recycled Material</b> Tilal Al-Manshiya Women Association Muath Bin Jabal		<b>Sorting Facility &amp; Plastic Pelletizer/ Recycling</b> Ruwwad Al Aghwar Cooperative Muath Bin Jabal
	<b>Food Repurposing</b> Wadi Al Rayyan Association Shrhabeel Bin Hasna		<b>Recycling of textile/clothes and Second-hand Clothing</b> Al-Aydi Al-Karimeh Association Shrhabeel Bin Hasna
	<b>Plastic Recycled and Upcycled Products</b> Nisaa Aloun Association for Women Empowerment Deir Abi Saeed		<b>Producing Mosaic from Recycled and Upcycled Glass</b> Al-Koura Association for PWD Empowerment Deir Abi Saeed
	<b>Composting Plant and Sorting Facility</b> Tubneh Women Cooperative Deir Abi Saeed		<b>Plastic Recycled and Upcycled Products</b> Al-Koura Women's Association Deir Abi Saeed

## Project Outputs and Outcomes

Below are the intended outputs and outcomes of WEE Project:

- Corporate outcome and output UNSDF 2: People especially the most excluded and vulnerable proactively claim their rights and fulfil their responsibilities for improved human security and resilience.
- CPD Output2.1: Employment opportunities and livelihoods strengthened, for stabilization, and return to sustainable development pathways.
- Output 2.2: Capacities at national and sub-national levels strengthened to promote local economic development (LED) and deliver basic services.

<b>Ultimate Outcome</b>	Improved economic well-being of rural women, social stability, and reinforcement of local economies in Northern Jordan		
<b>Intermediate Outcome</b>	1100: Improved effectiveness of women organizations to actively represent and support women voices in decision-making processes.	1200: Increased participation by women in the local economy, particularly in the solid waste sector.	1300: Enhanced gender informed and responsive policy making in Solid Waste Management at community and national levels.
<b>Immediate Outcomes</b>	1118: Enhanced skills of women organisation to mobilize women and synthesize their demands and voices. 1120: Improved capacity of women organisations to develop processes and governance in the design and planning of their operations that respond to gender specific considerations. 1130: Strengthened women organisations capacity to represent women voices and address negative gender and social norms that perpetuate gender inequalities in decision making and realisations of rights at household and community level using SWM as a point of entry.	1210: Improved attitudes on women's economic participation. 1220: Enhanced women's knowledge and skills to generate innovative income generating ideas using solid waste. 1230: Increased provision of employment and entrepreneurial opportunities, within SWM, for women to participate in the local economy. 1240: improved understanding by women of their economic rights and of handling GBV resulting from economic engagement.	1310: Strengthened capacity {knowledge and skills) of local and national level government staff (men and women) to integrate gender equality considerations in SWM national strategy and action plan. 1320: Increased availability of evidence-based knowledge on gender issues within environmental in general and SWM in particular. 1330: Increased promotion of knowledge and skills about gender mainstreaming among local authority elected and staff members {men and women) in general and in SWM in particular.

### Theory of Change and Assumptions

Jordan faces significant challenges regarding women's participation in the labor market and economic activities. Despite high rates of women's enrollment in education, their effective engagement in the workforce remains low, especially in rural areas with limited access to income sources and microfinance opportunities. Structural barriers such as transportation constraints, lack of childcare services, and gender pay gaps hinder sustainable participation in economic aspects. Moreover, high unemployment rates, particularly among women, underscore the urgency of interventions to address these challenges.

The project aimed to contribute to improving the quality of life of women in Northern Jordan, particularly in SWM sector. The project was designed based on several key assumptions and contextual factors:

### Population Dynamics:

With a population of around 10 million, Jordan shows gender disparities in various socio-economic indicators. Women represent 47.1% of the population but face significant obstacles in accessing economic opportunities and participating in decision-making processes. Despite high enrollment rates in education, women's labor force participation remains low, contributing to high unemployment rates among females, especially those with college and university degrees.

### Economic Challenges:

Jordan's economy faces high unemployment rates and low labor force participation, particularly among women. Limited access to income sources, microfinance, and entrepreneurial opportunities contributes to economic vulnerabilities, especially in rural areas. Gender-based disparities in employment and entrepreneurial activity underscores the need for targeted interventions to promote women's economic empowerment.

### Project Rationale:

The project strategically targets SWM as an avenue for women's economic empowerment despite initial perceptions of the sector's suitability. Leveraging UNDP's expertise in SWM and gender-sensitive programming, the project aims to address critical development challenges while tapping into the economic potential of SWM initiatives. By engaging with existing SWM projects and building upon successful models, the project seeks to overcome socio-cultural barriers and create sustainable economic opportunities for women in targeted municipalities.

### Assumptions:

- **Capacity of CBOs:** CBOs possess the capability to engage with women in areas related to women's rights and economic empowerment.
- **Government Collaboration:** Government organizations, including the MoLA, demonstrate collaborative efforts to facilitate the implementation of the initiative.
- **Partnership Engagement:** Partnerships established between municipalities, joint services council, cooperatives, and NGOs facilitate coordinated efforts to advance women's empowerment and SWM initiatives.
- **Community Leadership:** Community leaders are willing and open to advocate for women's rights and support initiatives aimed at enhancing women's economic participation.
- **Government Priorities:** Gender equality and women's empowerment are recognized as priority development areas by the government.
- **Data Availability:** Reliable data and statistics, specifically related to gender and women, are accessible to inform project planning, implementation, and monitoring.
- **Decentralization Law Impact:** Increase representation of women in governorate and municipal councils under the new Decentralization Law enhances opportunities for gender-responsive policy making and local development.

## Risks:

- **Technical Capacities:** Weak technical capacities at mid-level management of governmental and NGOs.
- **Community Resistance:** Resistance to change among local community members could affect the adoption of gender-responsive practices and initiatives.
- **Coordination Challenges:** Insufficient coordination among relevant stakeholders and partners may lead to duplication of efforts, resource wastage, and inefficiencies in project implementation.
- **Staff Turnover:** Turnover of staff in municipalities may result in the loss of institutional memory and disrupt project continuity and effectiveness.
- **Political and Security Instability:** Unpredictable political and security situations.

## **Selection of Project Locations**

The selected project locations in Northern Jordan, encompassing poverty pockets with high unemployment rates, were chosen strategically to address these pressing challenges. Three municipalities in Northern Shouneh (Tabaqet Fahel, Mo'ath Bin Jabal and Sharhabeel Bin Hasna) had benefit from UNDP's SWM initiatives, laying a foundation for similar interventions to enhance women's economic empowerment. Additionally, an additional municipality within Irbid Governorate were identified (Dair Abi Said and Khaked Ben Alwaleed municipalities), expanding the project's reach to areas with socio-economic vulnerabilities.

## **Vulnerable Communities and Marginalized Groups**

The project placed a strong emphasis on supporting vulnerable communities, particularly marginalized groups facing intersecting socio-economic challenges in Northern Jordan. In these areas, women, in particular, confront compounded barriers to economic empowerment, marked by limited access to resources, financial services, and justice mechanisms. Female-headed households, women with disabilities, and those belonging to socio-economically disadvantaged backgrounds are especially vulnerable to exclusion from mainstream economic opportunities. Moreover, the project recognizes vulnerable women Syrian refugees within communities.

## **Environmental Dimension**

In addition to promoting gender equality and economic empowerment, the project focused on environmental sustainability by implementing activities such as waste recycling, composting, and renewable energy initiatives. These efforts aimed to mitigate environmental pollution and contribute to the conservation of natural resources.

## **Project Outcome and SDGs**

The WEE aligns closely with several Sustainable Development Goals (SDGs) and the Country Programme Document (CPD) Outcome as follows:

### SDG 1: No Poverty

The project targets poverty pockets in Northern Jordan, where women face limited access to income-generating opportunities. By empowering women economically through participation in SWM sector, the project contributes to poverty reduction, aligning with SDG 1's objective of eradicating poverty.

### SDG 5: Gender Equality

One of the primary focuses of the project is to promote gender equality by empowering marginalized women economically and socially. It aims to enhance the participation of women in decision-making processes, increase their involvement in the local economy, and address gender-specific barriers, thus directly contributing to the attainment of SDG 5.

### SDG 8: Decent Work and Economic Growth

The project endeavors to increase women's participation in the local economy, particularly in the SWM sector, by providing them with employment and entrepreneurial opportunities. By fostering sustainable livelihoods and promoting economic growth in rural areas, the project aligns with SDG 8 aiming to promote inclusive and sustainable economic growth, full and productive employment, and decent work for all.

### SDG 11: Sustainable Cities and Communities

The project operates in municipalities in Northern Jordan and seeks to strengthen the capacity of local communities to manage solid waste effectively. By promoting sustainable practices within the SWM sector and enhancing community resilience, the project contributes to the advancement of SDG 11, which focuses on making cities and human settlements inclusive, safe, resilient, and sustainable.

### SDG 12: Responsible Consumption and Production

The project emphasizes the importance of responsible waste management practices, including recycling, composting, and the promotion of circular economy principles. By encouraging sustainable consumption and production patterns, particularly within the SWM sector, the project aligns with SDG 12 which has an objective of ensuring sustainable consumption and production.

### **Implementation Strategy**

The project's implementation strategy was meticulously planned to address identified needs and challenges comprehensively. Through rigorous needs assessments, tailored training programs, and guided project proposal development, the strategy aimed to equip CBOs/Cooperatives and women beneficiaries with the requisite skills and resources for meaningful engagement in SWM and green business activities. Close collaboration between stakeholders ensured effective oversight and support throughout the implementation phase, facilitating adherence to project objectives and timelines.

## **Key Interventions**

The project unfolded through a series of planned activities, each designed to address specific needs and challenges identified during the initial assessment phase. Key elements of the implementation strategy included:

**Needs Assessment:** Rigorous assessments were conducted to identify the training needs of partner CBOs and potential beneficiaries. These assessments formed the basis for the development of tailored training programs and project proposals.

**Capacity Building:** Extensive technical training sessions were organized covering various aspects of SWM, green business concepts, and project management. These capacity-building efforts aimed to empower CBOs and women participants with the requisite skills and expertise to drive meaningful change in their communities and improve women's socioeconomic wellbeing. In addition, sessions and workshops to enhance advocacy and leadership skills of women's organizations were conducted, covering gender mainstreaming, advocacy strategies, and project management.

**Project Proposal Development:** CBOs were guided through the process of developing green business proposals aligned with project objectives and community needs. Through iterative feedback and support, these proposals were refined and ultimately funded for implementation.

**Project Oversight and Support:** Throughout the implementation phase, close collaboration between FPEC, UNDP, and partner organizations ensured effective project oversight, compliance with procurement procedures, and timely support for technical and logistical challenges encountered.

**Enterprise Development:** Provides financial support to CBOs and cooperatives to establish green businesses led by women, focusing on waste recycling, composting, and sustainable livelihoods.

**Policy Advocacy:** Collaborates with government entities to advocate for gender-responsive policies in SWM and the green economy, promoting inclusive regulations and institutionalizing gender equality principles.

Through these interventions, the project aims to empower women, promote sustainable SWM practices, and advance gender equality in Jordan's Northern municipalities. The detailed analysis of the intervention's logic, implementation processes, and outcomes forms the basis for assessing the merits of the evaluation methodology and understanding the applicability of the evaluation results.



## **EVALUATION SCOPE AND OBJECTIVES**

This final evaluation report presents a comprehensive assessment of the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project, which was implemented over the period from March 2020 to September 2023. The evaluation covers five target municipalities in Northern Jordan, including Muath bin Jabal, Tabaget Fahil, Sharhabeel bin Hasana, Khalid bin Al Waleed, and Deir Abi Saed. The evaluation was conducted to examine the project's performance across various evaluation criteria, including relevance, coherence, effectiveness, efficiency, sustainability, human rights, gender equality, inclusivity for persons with disabilities (PWD), and environmental sustainability. By analyzing the project's outcomes and impacts through these lenses, the evaluation aims to provide valuable insights into its overall success in achieving its objectives and delivering sustainable benefits to the target communities.

The main goal of the project, which is to enhance the socio-economic well-being of women in Northern Shouneh, is a central focus throughout the evaluation. The assessment also considers the outputs of the project, including but not limited to Output 1100: Improved effectiveness of women organizations to actively represent and support women voices in decision-making processes, Output 1200: Increased participation by women in the local economy, particularly in the solid waste sector, and Output 1300: Enhanced gender informed and responsive policy making in Solid Waste Management at community and national levels.

Through the analysis of these key evaluation criteria, the evaluation provided a comprehensive understanding of the project's performance, achievements, challenges, and lessons learned. The findings and recommendations aim to inform future programming, policy development, and decision-making processes, contributing to the advancement of inclusive and sustainable development in Jordan.

### **Evaluation Criteria and Key Areas of Inquiry**

Building upon the initial objectives outlined in the inception report and Terms of References, the final evaluation sought to achieve the following objectives:

- Assess the success of the project towards achieving the intended intermediate and immediate outcomes as per the project design.
- Assess the effectiveness of the approaches and strategies used under the WEE project towards Women's Economic Empowerment in the SWM Sector.
- Assess change in perception regarding employment in the SWM Sector.
- Assess to what extent the intervention has contributed to positive changes in the lives of beneficiaries. Short-term and likely longer-term.
- Assess if there have been any unintended or negative changes that can be attributed to the intervention.
- Are there any lessons learned/good practices identified thus far that could inform future similar interventions?
- The evaluation will also cover how cross cutting issues such as gender equality, equity, disability inclusion, women empowerment and human rights have been addressed and make recommendations for increased mainstreaming of these cross-cutting issues as required.

The project was assessed across various evaluation criteria and key areas of inquiry. These criteria and areas of inquiry, along with their respective objectives, were identified to guide the evaluation process. The sub-evaluation questions corresponding to each criterion and key area of inquiry are included in the evaluation matrix annex.



### RELEVANCE

The evaluation assessed the extent to which the project's goals, objectives, and interventions remained aligned with the evolving needs and priorities of the target communities and stakeholders. It examined whether the project addressed pertinent socio-economic challenges and contributed to addressing the identified needs of women in the SWM sector.



### COHERENCE

The evaluation analyzed the overall coherence and synergy of project interventions with national and subnational development priorities, as well as with the broader UNDP strategic framework. It assessed the degree to which the project complemented and reinforced existing initiatives and strategies in Jordan's SWM sector.



### EFFECTIVENESS

The evaluation evaluated the degree to which the project achieved its intended outcomes and objectives within the specified timeframe and budget. It examined the extent to which project interventions led to positive changes in women's economic empowerment, gender equality, and SWM practices in the target municipalities.



### EFFICIENCY

The evaluation assessed the efficiency of project implementation in terms of resource utilization, timeliness of delivery, and cost-effectiveness. It examined whether project activities were executed in an economic and timely manner, maximizing the use of available resources to achieve desired results.



### SUSTAINABILITY

The evaluation examined the project's sustainability by assessing the likelihood of continued benefits and impacts beyond the project's duration. It analyzed the extent to which project interventions were institutionalized, community-owned, and capable of being maintained or scaled up by local stakeholders.



### HUMAN RIGHTS

The evaluation assessed the project's adherence to human rights principles and its impact on the enjoyment of human rights, particularly for marginalized and vulnerable groups such as women, indigenous communities, and persons with disabilities. It examined whether the project promoted equal access to opportunities, non-discrimination, and respect for fundamental freedoms.



The evaluation analyzed the project's effectiveness in promoting gender equality and empowering women within the SWM sector. It evaluated whether project interventions addressed gender disparities, challenged stereotypes, and facilitated women's meaningful participation and leadership in SWM activities.



The evaluation examined the inclusivity and accessibility of project activities for Persons with Disabilities (PWD), assessing whether project interventions considered and accommodated the diverse needs of PWD. It assessed the project's effectiveness in promoting the participation and integration of PWD in SWM initiatives, ensuring their equal access to benefits and opportunities.



The evaluation assessed the project's contribution to environmental sustainability and natural resource management in the target municipalities. It evaluated whether project interventions promoted sustainable waste management practices, reduced environmental pollution and degradation, and enhanced overall environmental quality in the project area.

## **EVALUATION APPROACH AND METHODS (METHODOLOGY)**

### **Overview**

This section provides a detailed description of the methodological approach employed during the evaluation of the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project. It outlines the rationale behind the selection of specific methods and approaches, demonstrates how they addressed the evaluation questions and objectives, and highlights the measures taken to ensure the integration of cross-cutting issues such as gender equality, disability, vulnerability, and social inclusion.

### **Methodological Approaches and Methods**

The evaluation adopted a participatory and mixed-methods approach, drawing on principles of contribution analysis and feminist evaluation. This approach was chosen to align with UNDP's methodological guidelines, which prioritize inclusivity, gender responsiveness, and empowerment.

Document review, interviews, focus group discussions, field visits, and data analysis were employed to gather and analyze data. Drawing from the Theory of Change approach facilitated a comprehensive understanding of the project's logic and anticipated outcomes. Additionally, the feminist evaluation approach ensured the centralization of gender perspectives and women's voices throughout the evaluation process.

Special attention was given to addressing cross-cutting issues such as gender equality, disability, vulnerability, and social inclusion throughout the evaluation process. UNDP's method for assessing cross-cutting themes provided a framework for integrating these considerations into the evaluation design and analysis, ensuring that diverse perspectives and experiences were

adequately represented and analyzed. The following outlines the key components of the evaluation approach and methods:

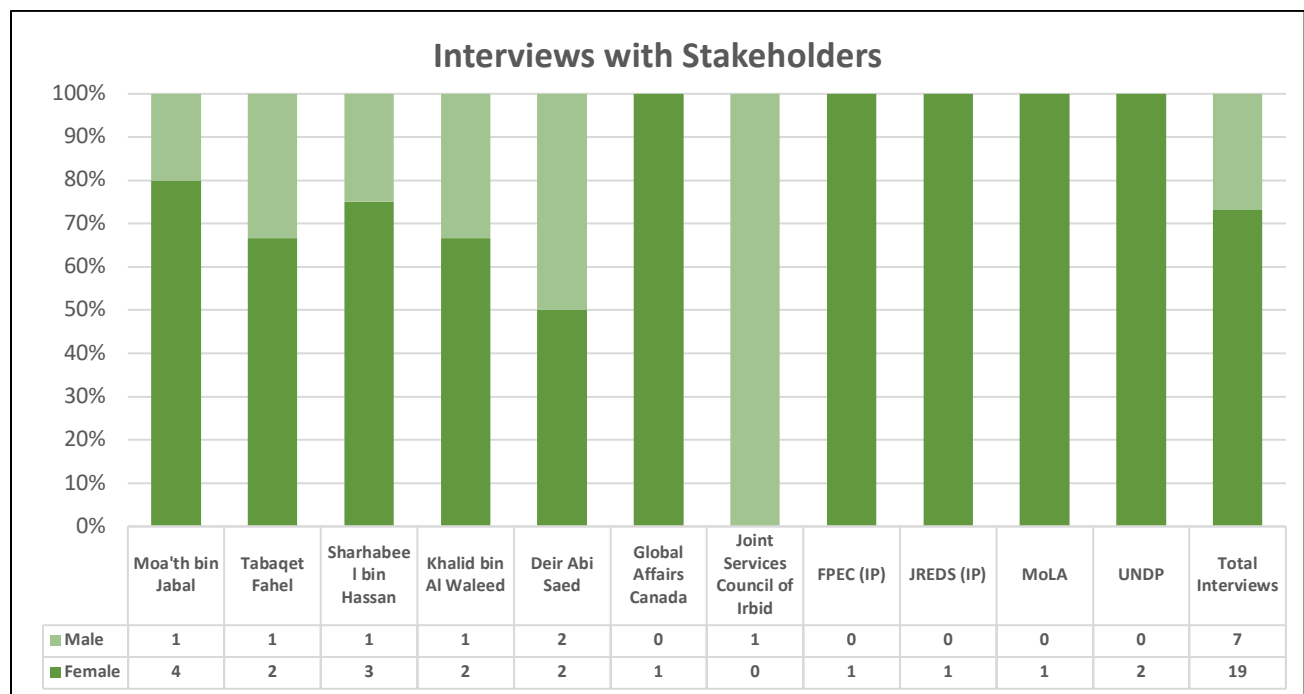
### Data Collection Methods and Tools

**Document Review:** A thorough review of project-related documents was conducted, including the project document, Theory of Change, Performance Measurement Framework (PMF), annual work plans, activity designs, annual project reports, and relevant national strategies and policies. This method provided essential contextual information and insights into project design, implementation, and outcomes. The evaluation commenced with an extensive review of project-related documents, including the project proposal, implementation plan, progress reports, monitoring and evaluation data, and relevant policy documents. The list of documents reviewed is provided in Annexes.

**Key Stakeholder Interviews:** A total of 26 semi-structured interviews were conducted with key stakeholders involved in the project. 23 interviews were conducted in person, while the remaining 3 interviews were conducted online. Out of the 26 interviews, 19 were with female stakeholders and the rest were with male stakeholders.

Stakeholders were mapped based on their roles and involvement in the project, with specific focus on each municipality. Interviews were conducted with the head of municipality, the WEE Units at the municipality, and the head of CBOs in each municipality.

Additionally, separate meetings were held with implementing partners, the donor, MoLA, the Joint Services Committee of Irbid, and UNDP. The meetings with both IPs (FPEC and JREDS) were conducted initially to obtain a better understanding of the project's dynamics and implementation. The list of key stakeholders interviewed, along with gender disaggregation, is provided in Annexes.



**Focus Group Discussions (FGDs):** Five FGDs were organized, with one conducted in each municipality. The participants for each FGD comprised CBO workers, beneficiaries of the project, members from the local communities, and staff from the respective municipalities. Participants were selected in coordination with the head of CBOs and the of municipalities, ensuring a representative and diverse group of participants reflecting the community's stakeholders.

**Field Visits:** Field visits were conducted to project sites and beneficiary communities in five municipalities, covering a total of 8 locations, representing 67% of all project locations.

Specifically, visits were made to:

- 2 locations in Municipality Muath bin Jabal
- 2 locations in Municipality Tabaget Fahil
- 2 locations in Municipality Sharhabeel bin Hasana
- 1 location in Municipality Deir Abi Saed
- 1 location in Municipality Khalid bin Al Waleed

These visits facilitated firsthand observation of project activities, validation of reported outcomes, and a deeper understanding of local contexts and challenges. They provided an opportunity for direct engagement with project beneficiaries and stakeholders, thereby enhancing the credibility of the findings.

### **Integration of Cross-Cutting Issues**

Special attention was given to addressing cross-cutting issues such as gender equality, disability, vulnerability, and social inclusion throughout the evaluation process. The following measures were implemented:

**Gender Considerations:** Gender-sensitive data collection and analysis methods were employed to ensure the inclusion of diverse perspectives and experiences of men and women. Interviews and FGDs were conducted separately with men and women to create a safe and conducive environment for sharing.

**Disaggregated Data:** Data collection instruments included specific questions aimed at capturing disaggregated data based on gender, age, disability status, and other relevant characteristics. This facilitated a nuanced understanding of differential impacts and vulnerabilities among different groups.

**Outreach to Diverse Stakeholder Groups:** Efforts were made to engage a diverse range of stakeholders, including women's organizations, persons with disabilities, marginalized groups, and community leaders, in the evaluation process. This ensured the representation and inclusion of diverse voices and perspectives.

### **Merits of the Methodological Approach**

The selected methodological approach offered several merits in terms of comprehensiveness, credibility, and relevance. By combining multiple data collection methods, the evaluation was able

to triangulate findings and enhance the reliability of results. The participatory nature of the approach fostered stakeholder engagement and ownership, contributing to the validity and utility of the evaluation findings. Moreover, the integration of cross-cutting issues ensured that the evaluation captured the complexities of gender dynamics, disability inclusion, and social equity, thereby providing a holistic assessment of project impacts.

Overall, the methodology employed in the evaluation was designed to maximize the use of available resources and address time constraints while ensuring robustness, rigor, and relevance in data collection and analysis. This approach enabled the evaluation to effectively address the evaluation questions and achieve its intended purposes, thereby providing valuable insights and recommendations for future programming and policy development.

## **DATA ANALYSIS**

### **Procedures Used for Data Analysis**

The data analysis process employed in this evaluation was systematic and rigorous, aimed at deriving meaningful insights to address the evaluation questions effectively. The data analysis involved a thorough examination of data collected through various methods, including interviews, focus group discussions (FGDs), document reviews, and field visits. The analysis aimed to derive meaningful insights into the project's achievements, challenges, and impacts across key evaluation criteria. The following procedures were followed:

**Data Cleaning:** Prior to the analysis, all collected data underwent thorough cleaning to identify and rectify any inconsistencies, errors, or missing values. This step ensured the accuracy and reliability of the dataset.

**Data Coding:** Qualitative data, including interview transcripts and focus group discussions, were coded using a thematic coding approach. Codes were applied to segments of text representing key themes, concepts, or patterns identified during the data review.

**Quantitative Analysis:** Quantitative data, such as survey responses and monitoring indicators, were subjected to statistical analysis using appropriate techniques. Descriptive statistics, inferential statistics, and regression analysis were utilized to examine relationships, trends, and patterns in the data.

**Cross-Referencing:** Qualitative and quantitative data were cross-referenced to triangulate findings and validate results. This process involved comparing themes identified in qualitative analysis with quantitative trends and vice versa, enhancing the reliability and credibility of the findings.

### **Steps and Stages of Analysis**

The data analysis process consisted of several key steps and stages, including:

**Initial Review:** Data were initially reviewed to gain a comprehensive understanding of the dataset and identify potential areas of focus for analysis.

**Thematic Analysis:** Qualitative data were analyzed thematically, with recurring themes and patterns identified across interviews, focus groups, and document reviews.

**Quantitative Analysis:** Quantitative data were analyzed using statistical software, with descriptive statistics generated to summarize key indicators and inferential statistics applied to examine relationships and associations.

**Comparative Analysis:** Findings from qualitative and quantitative analyses were compared to identify converging or diverging trends and insights.

**Validation:** Preliminary findings were validated through member checking and peer review, involving consultation with key stakeholders to ensure the accuracy and validity of interpretations.

### **Appropriateness of Analyses to Evaluation Questions**

The analyses conducted were closely aligned with the evaluation questions, focusing on key areas of inquiry related to project outcomes, impacts, and processes. Qualitative analyses delved into the nuances of stakeholder perspectives, experiences, and perceptions, while quantitative analyses provided empirical evidence of project achievements and effects.

### **Addressing Weaknesses and Limitations**

Throughout the analysis process, efforts were made to identify and address any weaknesses or limitations in the data. Below are weaknesses and limitations faced during the evaluation:

#### Lack of Knowledge and Availability of Head of Municipalities for Interviews:

Limitation: Some heads of municipalities exhibited limited knowledge about the project, posing challenges in scheduling interviews and obtaining their input.

Mitigation Measures: Briefings on the project and discussion points were shared with heads of municipalities prior to scheduled meetings. Flexible scheduling options were offered, and multiple follow-up attempts were made to arrange interview sessions.

#### Limited Participation of CBOs in Field Visits:

Limitation: Certain CBOs were unable to participate in field visits, impacting the depth of data collected and insights gained from community-level perspectives.

Mitigation Measures: Alternative methods, such as remote interviews or virtual engagements, were explored to involve CBOs unable to attend field visits. Efforts were made to leverage existing relationships and networks to encourage CBO involvement and facilitate information sharing.

#### Challenges in Data Collection during the interviews and FGDs:

Limitation: Ensuring active participation and eliciting comprehensive responses from all FGD participants proved challenging, potentially resulting in incomplete data.

Mitigation Measures: Facilitators received additional training on fostering participatory discussions and ensuring inclusivity during FGDs. Clear guidelines and prompts were provided to stimulate discussion. Follow-up inquiries and individual consultations were conducted to supplement any gaps in information identified during the FGDs.

#### Risk of Missing Data During Interviews:

Limitation: Long discussions during interviews posed a risk of missing crucial data points or insights.

Mitigation Measures: Audio recording was implemented for all interviews to ensure comprehensive data capture. This allowed for thorough review and analysis post-interview, minimizing the risk of overlooking important information shared during discussions.



## ETHICAL CONSIDERATIONS

Ethical considerations were paramount throughout the evaluation process. Ensuring participants voluntary participation and confidentiality. Measures were also taken to minimize any potential harm or discomfort to participants, particularly when discussing sensitive topics such as gender equality or discrimination.

## THEORY OF CHANGE DISCUSSION

The discussion of the Theory of Change for the WEE project in Jordan focusing on the assumptions, risks, and implications as follows:

### 1. Assumptions

**Capacity of CBOs:** The evaluation suggests that while some CBOs demonstrated strong engagement and capacity in women's empowerment activities, further support and capacity-building efforts may be needed to enhance the capabilities of CBOs across the board.

**Government Collaboration:** The evaluation highlights varying levels of collaboration from government organizations, with some demonstrating strong support and others showing limited engagement. Understanding the factors influencing government collaboration can inform strategies to strengthen partnerships and ensure greater alignment with project objectives.

**Partnership Engagement:** Feedback from the performance analysis indicates that partnerships between municipalities, the joint services council, cooperatives, and CBOs have been instrumental in driving project initiatives forward. However, challenges such as differing priorities and communication gaps have been identified, suggesting the need for enhanced coordination mechanisms.

**Community Leadership:** The evaluation underscores the importance of community leadership in facilitating women's empowerment efforts. However, additional support and awareness-building needed to fully support these initiatives.

**Government Priorities:** The evaluation suggests that while gender equality and women's empowerment are recognized as development priorities by the government, translating these priorities into concrete actions and policies at the local level remains a challenge. Engaging with government stakeholders to strengthen commitment and institutionalize gender-responsive approaches is essential.

**Decentralization Law Impact:** The evaluation highlights the potential of the new Decentralization Law to enhance opportunities for gender-responsive policy making. However, feedback suggests that further monitoring and advocacy efforts are needed to ensure that increased representation of women translates into meaningful participation and influence in decision-making processes.

### 2. Risks:

**Technical Capacities:** The evaluation identifies gaps in technical capacities, particularly in areas related to SWM. Investing in targeted training and skill development programs can help address these gaps and strengthen project implementation.

**Community Resistance:** While overall community engagement has been positive. However, strategies to address any resistance and foster community buy-in should be tailored to local contexts and sensitivities.

**Coordination Challenges:** Feedback from the performance analysis highlights challenges related to coordination and communication among project stakeholders. Strengthening coordination mechanisms, such as regular meetings and joint planning sessions, can help mitigate duplication of efforts and enhance synergies across project activities.

**Political and Security Instability:** The evaluation underscores the need to anticipate and address potential disruptions due to political and unforeseen challenges, such as boycotts of some shopping centers that are key purchasers of project products. Developing contingency plans and maintaining open channels of communication with local authorities and community leaders can help mitigate risks associated with unstable environments

## EVALUATION FINDINGS

Overall, the evaluation findings underscore the significant impact of the project in promoting gender equality and women's empowerment in the SWM sector. Through targeted interventions, capacity-building initiatives, and advocacy efforts, the project has succeeded in creating an enabling environment for women's active participation and leadership in SWM activities, ultimately contributing to more inclusive and sustainable development outcomes.



### Relevance

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#### Findings

The project's relevance to the principles of gender equality, women's empowerment, and a human rights-based approach is evident through its comprehensive efforts to address the needs of beneficiaries in Jordan. Through a detailed analysis of project documents and interviews with stakeholders, several key findings emerged regarding the relevance of the project:

**Addressing The Beneficiaries Needs:** The evaluation findings implicitly address the question of how well the project addressed the beneficiaries' needs. Through the examination of project documents and stakeholder interviews, it became evident that the project was closely aligned with the needs of the beneficiaries, particularly women in rural communities. Various interventions, such as capacity-building activities and advocacy efforts, were specifically designed to address the barriers and challenges faced by women in these communities.

Moreover, the increased engagement of women in decision-making processes, community events, and economic activities indicated that the project's interventions resonated with the beneficiaries' needs and priorities. This active participation demonstrated that the project effectively responded to the identified needs by empowering women and facilitating their inclusion in various spheres of community life.

However, while the evaluation findings did not explicitly quantify the extent to which the projects addressed the beneficiaries' needs, the evidence gathered through interviews, FGDs, and document analysis strongly suggests that the project activities were relevant and responsive to the needs of the targeted communities, particularly women.

**Suitability:** The evaluation findings underscore the significance of considering the specific locations and contexts where women are situated to ensure the suitability of project interventions. The project strategically targeted rural communities in Northern Jordan where women face socio-economic challenges, including limited access to economic opportunities and decision-making platforms. By focusing on these areas, the project aimed to address the unique needs and priorities of women living in rural settings.

The project's interventions, such as capacity-building workshops, economic empowerment initiatives, and advocacy campaigns, were tailored to the specific needs of women in rural communities. For example, training programs equipped women with skills and knowledge relevant

to their local contexts, empowering them to actively participate in income-generating activities related to solid waste management. Additionally, advocacy efforts aimed to amplify women's voices and address gender disparities in decision-making processes at the community level.

Through these targeted interventions, the project effectively supported women in improving their livelihoods during the project period, enhancing their economic empowerment, and promoting gender equality within their families and communities. The suitability of the project activities in addressing the needs of women in selected rural locations in Northern Jordan underscores the importance of context-specific approaches to achieve meaningful impact and sustainability.

**Empowerment of Women in Leadership:** The project has been instrumental in fostering the empowerment of women in leadership roles, particularly among leaders of participating CBOs. Through capacity-building workshops, mentorship programs, and networking opportunities, women have been provided with the necessary tools and support to develop and refine their leadership skills. Participants in interviews and FGDs have highlighted a noticeable increase in women's ambition for success and excellence. One significant outcome of this empowerment is the increased participation of women in elections, municipal councils, and other leadership positions. Several women who have benefited from the project's interventions have expressed their intentions to run for office in upcoming parliamentary and local elections. This demonstrates a tangible shift in attitudes and aspirations among women leaders, who now see themselves as viable candidates for positions of political and community leadership.

**Active Participation of Women:** The project has contributed to the more active participation of women in the communities where it was implemented. Women have been increasingly engaged in decision-making processes, community events, and economic activities, signaling a positive shift toward gender inclusivity and empowerment. For instance, one head of a CBO in Deir Abi Said shared a powerful testimony of her journey towards increased engagement in the Solid Waste Management (SWM) sector. She said ““Because of the project, I entered the SWM sector and went to places where scraps and other solid waste are sold, which was limited to males. But with the confidence I gained, I was able to prove myself and encourage all workers in this project to break two major cultural limitations, that this sector is limited to males and working in the SWM sector is not a shame”. This statement expressed how the project provided her with the opportunity to enter a domain traditionally dominated by males.

Prior to her involvement in the project, she noted that the SWM sector was largely perceived as a male-dominated field, and women faced cultural barriers to participating in activities such as collecting and handling solid waste. However, through the support and encouragement she received from the project, she gained the confidence to challenge these cultural norms and break down gender barriers.

With newfound confidence and determination, she actively engaged in SWM activities, including visiting places where scraps and other solid waste are sold, which were previously considered off-limits to women. By demonstrating her capabilities and determination, she not only proved

herself in a male-dominated industry but also inspired other women to join her in breaking cultural limitations.

Furthermore, she emphasized the importance of changing societal perceptions about working in the SWM sector, dispelling the stigma associated with such roles. Her story serves as a testament to the project's success in empowering women to defy gender stereotypes, assert their rights, and actively participate in economic activities that were once considered exclusive to men.

Through stories like hers, it becomes evident that the project has sparked a positive shift towards gender inclusivity and empowerment in the communities where it was implemented. Women are increasingly becoming key decision-makers, active participants in community events, and contributors to economic activities, thereby fostering more equitable and inclusive societies.

**Increased Representation of Women:** The project has facilitated increased representation of women in various spheres of community life. Women's voices are being heard more prominently in discussions on social and economic issues, reflecting their growing influence and agency. CBOs and Municipalities members who participated in the interviews and FGDs acknowledge the project's success in increasing the participation of women in leadership roles, particularly within CBOs.

There is a noted ambition among women to succeed in various domains, including municipal councils and elections, reflecting the project's impact on empowering women which signals progress towards gender equality and human rights.

The donor's official, who participated in the interviews, also recognizes the project's alignment with its objectives of promoting gender equality, women's empowerment, and human rights. The donor's official stated that "By providing training programs on advocacy, leadership, and project implementation, organizing community sensitizations to challenge negative gender norms, supporting women's group business opportunities, and facilitating knowledge sharing and workshops on gender mainstreaming, the project seeks to empower women to actively participate in decision-making processes and increase their engagement in the local economy, particularly in solid waste management.

Through these efforts, the project aims to foster gender equality, women's empowerment, and inclusive policy-making in Jordan, ultimately contributing to the fulfillment of women's rights and the reinforcement of local economies".

The project's focus on enhancing the economic well-being and social empowerment of rural women resonates with the donor's commitment to supporting initiatives that advance human rights and gender equality.



### Findings

The project's alignment with government priorities, national strategies, and international frameworks aimed at achieving Sustainable Development Goals (SDGs), as well as country program outputs and outcomes, and the UNDP Strategic Plan is evident through its multifaceted approach to enhancing women's economic empowerment and social inclusion. The positive economic returns observed among women beneficiaries during the project period align well with Jordan's goals of promoting gender equality, economic growth, and sustainable community development.

Insights from interviews with the MoLA, UNDP and the donor indicate that the project is well-integrated into key national strategies and initiatives, including:

**National Strategy to Improve Municipal Solid Waste Management Sector:** The project aligns with the objectives outlined in the national strategy, contributing to the enhancement of solid waste management practices at the local level.

**Guidebook for Local Solid Waste Management Plans:** By assisting municipalities in developing and implementing local waste management plans, the project supports the objectives outlined in the guidebook, thereby promoting more efficient and sustainable waste management practices.

**Policy for Gender Equality and Social Inclusion:** The project's focus on women's empowerment and gender mainstreaming aligns with the government's policy objectives to promote gender equality and social inclusion in various sectors, including waste management.

**REFORM MATRIX of JORDAN 2021:** The project supports initiatives outlined in the reform matrix, particularly those aimed at increasing female participation in the workforce and mainstreaming environmental considerations.

Additionally, the project is aligned with other interventions supported by UNDP such as improving solid waste management & income creation in host communities (Rehabilitation of Al Ekaider Landfill), as well as other organizations such as the International Labour Organization (ILO) and the German Agency for International Cooperation (GIZ), to promote human rights and gender equality. This collaborative approach enhances synergies and maximizes the impact of interventions aimed at advancing gender equality and sustainable development. For instance, the project shares common objectives with ILO and GIZ led initiative within the Decent Work for Women Programme (W4W) in Jordan in empowering female workers and promoting gender equality in the labor market. Through capacity-building activities and advocacy efforts, the project aims to enhance women's economic participation and leadership roles, similar to the goals of W4W. Moreover, both initiatives work towards improving measures to address gender-based issues, ensuring safer and more inclusive working environments for women.

The project's success in enhancing women's economic empowerment has the potential to inform and contribute to national and subnational strategies or plans in Jordan. Specifically, the project's outcomes align with priorities outlined in national strategies related to gender equality, economic

development, and sustainable community development. For example, the project's focus on enhancing women's participation in the workforce and promoting gender mainstreaming resonates with objectives outlined in Jordan's National Strategy for Human Resource Development and the National Plan for Women's Development. Additionally, the project's efforts to address solid waste management issues align with broader environmental sustainability goals outlined in Jordan's National Environmental Strategy.

From the perspective of the donor, the project's integration with national strategies and its collaborative approach with other interventions supporting human rights and gender equality are commendable. The project's coherence with government priorities and international frameworks reflects its effectiveness in addressing key development challenges and contributing to Jordan's progress towards achieving its socio-economic objectives.

Scaling up or replicating the project's approach would indeed serve as a positive factor for Jordan's progress on economic modernization. The project has demonstrated tangible impacts on women's economic empowerment, including increased participation in the labor market, enhanced leadership skills, and improved livelihood opportunities. By expanding the project's reach to more communities and scaling its interventions, Jordan can accelerate its efforts towards economic modernization and inclusive growth. The project's emphasis on sustainable development practices, such as SWM, also aligns with broader national objectives of environmental sustainability and green economy initiatives.

However, the lack of collaboration between CBOs and limited project interconnection identified under the efficiency criteria also impacts the coherence of the project. Strengthening collaboration among CBOs and exploring opportunities for interconnecting projects within the same targeted communities are essential for enhancing internal coherence and complementarity.

By fostering closer collaboration and coordination among stakeholders, the project can ensure that activities align more closely with broader development objectives and stakeholder priorities, as facilitating mutual support and resource-sharing among CBOs can promote synergy and efficiency in project implementation, leading to more coherent and impactful outcomes.

In summary, the project activities are well-integrated to ensure coherence and a synergistic approach, both internally and externally. Internally, there is evident synergy and cooperation among the various interventions under the project. For example, during field visits, observations revealed strong collaboration among project staff, partner organizations, and community stakeholders in implementing project activities. This internal coherence ensures that project interventions complement each other and work towards common goals, thereby maximizing impact and effectiveness. Additionally, external coherence is demonstrated through the project's alignment with national strategies, international frameworks, and partnerships with other initiatives and interventions in the area. These collaborative efforts enhance synergies and contribute to a comprehensive approach towards achieving gender equality, sustainable development, and economic modernization in Jordan.



## Effectiveness

### Findings

The project has demonstrated significant effectiveness in several areas, contributing to the improvement of economic and social conditions for women within the targeted communities. Notable features of the project include:

**Achievements Highest in Economic Empowerment:** The project has substantially improved the economic and social status of women within the communities during the project period. Before the project's initiation, many women faced economic hardships, limited employment opportunities, and societal marginalization. However, after the project's implementation, there has been a notable transformation in the lives of women beneficiaries. For instance, the project aimed to hire 660 women from the community, providing them with employment opportunities in various roles related to SWM. At the same time, the project aimed to increase the level of confidence among women in accessing decision-making and leadership roles, particularly in the SWM sector. The target confidence level was set at 4 on a scale of 1 to 4, with 1 being the lowest. The actual data consistently reflects a confidence level of 3 across reporting periods. Despite this, maintaining a level of confidence at 3 out of 4 is still indicative of a positive impact on women's empowerment.

Moreover, the performance analysis of project outcomes revealed that women who participated in project activities experienced increased income levels, improved access to resources, and enhanced decision-making power within their households. Many women reported feeling more respected and appreciated by their families and communities due to their newfound economic independence and contributions to household income. This is supported by a head of municipality who noted, "Because of the project, the number of social issues reported to the municipalities were reduced significantly. Women who worked in the project became financially independent during the project duration, enhancing their position in their families and reducing internal conflicts accordingly."

Additionally, the project's focus on capacity-building and skills development for women in leadership roles further contributed to their economic empowerment. By providing training programs on advocacy, leadership, and project implementation, the project enabled women to take on leadership positions within their communities and participate more actively in decision-making processes.

**Effectiveness of Community-Based Organizations (CBOs):** The utilization of local community organizations as representatives of women within the communities has been beneficial in fostering acceptance for project activities and goals. However, alongside these successes, logistical challenges have emerged that need addressing to ensure continued effectiveness.

One notable logistical challenge arises from transportation and storage issues faced by projects like the Composting Plant and Sorting Facility in Deir Abi Saeed. Delivering orders proves challenging due to the considerable cost and distance between the facility and customers, highlighting the need for closer storage solutions. Additionally, other projects within the initiative



encounter similar logistical challenges, such as securing land for the project in addition to difficulties in transporting materials to/from project sites or accessing adequate storage facilities for project supplies. Addressing these logistical challenges is essential to optimize the effectiveness of the projects.

**Limitations in Equipment Procurement:** Challenges related to the procurement and functionality of project equipment were observed in several locations. Most CBOs reported to the evaluation significant issues with the quality and maintenance of equipment provided, impacting project outcomes. The procurement process lacked adequate transparency and quality control measures, resulting in the acquisition of substandard equipment. Additionally, insufficient training in equipment operation and maintenance worsens the problem. As an example, many of the equipment in the Composting Plant and Sorting Facility in Deir Abi Saeed doesn't work. Also at least one machine in the Recycling of textile/clothes and Second-hand Clothing project in Shrhabeel Bin Hasna and Handicrafts from banana leaves and wastepaper project in Khalid Bin Alwaleed doesn't work. CBOs tried to contact the dealer/manufacturer to arrange the maintenance of these equipment with no success.

**Stakeholder Roles and Responsibilities:** The roles and responsibilities of stakeholders were communicated effectively in most cases, contributing to smooth project implementation. However, improvements are needed in areas such as procurement processes and stakeholder involvement in decision-making to enhance project effectiveness and women empowerment as well. For example, one project highlighted an equipment issue where physical strength was required to operate it, making it unsuitable for women. Another project found that the scale purchased was not suitable for their needs, as it was designed for small weights whereas they dealt with heavier solid waste. Additionally, several projects faced difficulties in reaching equipment dealers or manufacturers for repairs due to limited engagement in procurement from the outset.

Furthermore, there were instances where stakeholders felt that the procurement process did not adequately consider the specific needs of the project. For example, in projects focused on food repurposing, the choice of flooring material for kitchen installations was deemed unsuitable for the project's nature.

Improving stakeholder engagement in procurement processes is essential to address these challenges and ensure the selection of equipment and materials that align with project objectives and operational requirements. By involving stakeholders early in procurement decisions, projects can enhance the effectiveness of their interventions, as well as women empowerment, and mitigate risks associated with equipment suitability and maintenance. Additionally, fostering collaboration between stakeholders and equipment suppliers can facilitate smoother implementation and contribute to the overall success of the project.

**Model for Economic Empowerment:** The project model, which was utilized by CBOs, proved to be effective in enhancing the economic independence of women considering the opportunities provided for skill development, entrepreneurship, and participation in income-generating activities. Feedback from both the head of CBOs and beneficiaries emphasized the significance

of selecting CBOs from their communities. They highlighted that the familiarity with the CBO and its leaders gave confidence to the families regarding women's participation in project activities. One beneficiary stated, "Choosing the CBO from our community made a difference. My family felt comfortable with me working there because they know the CBO and its leader."

However, it's worth noting that two out of the five head of municipalities expressed the opinion that channeling projects and funds directly to municipalities could be more beneficial. They cited the municipalities' capabilities in implementing project activities as a reason for this preference. As one municipality head expressed, "Directing projects and funds to municipalities could enhance efficiency. We have the capacity to implement activities effectively."

While the model of utilizing SWM sector for economic empowerment showed promising potential, observations from interviews and FGDs revealed emerging challenges. In targeted areas, new competition emerged from similar projects initiated by private individuals. This heightened competition placed pressure on the projects, particularly in terms of securing an adequate supply of solid waste materials. This challenge was particularly evident in the Plastic Recycled and Upcycled Products project in Deir Abi Saeed. The project struggled to secure waste plastic for its operations due to challenges in securing sufficient raw materials. Consequently, the project was compelled to purchase plastic granules instead of relying on collecting them from the local area.

These observations underscore the need for projects to navigate evolving dynamics within the SWM sector and adapt strategies to address emerging competition. Securing a consistent supply of solid waste materials is crucial for the sustainability and success of economic empowerment initiatives within the SWM framework.

**Marketing Challenges:** Marketing of project products has been challenging, requiring further capacity building for community organizations in modern marketing techniques. Limited knowledge and resources hindered the effective promotion and distribution of project products, impacting revenue generation and sustainability. The lack of marketing expertise and access to digital platforms further exacerbated the problem.

As an example, for the Recycling of textile/clothes and Second-hand Clothing in Shrhabeel Bin Hasna, the evaluation revealed a lack of tailored marketing and pricing strategies aligned with the preferences and purchasing behaviors of the targeted customer base, whether they reside within the community or in other cities. This mismatch between marketing strategies and customer needs has impeded the project's ability to attract and retain customers, underscoring the importance of refining marketing approaches to enhance product visibility and appeal.

Further analysis of the results framework with an assessment of the final achievements for each indicator is presented in the performance analysis of project outcomes section.



## Efficiency

### Findings

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**Alignment with Timelines and Resource Utilization:** The project demonstrated effectiveness in delivering planned results within the allocated timeframes. Financial resources were efficiently utilized in achieving planned outcomes within the stipulated timeframes which played a pivotal role in driving project progress and advancing women's economic empowerment objectives. Financial resources, totaling CDN \$7,015,400 over the project duration from 2020 to 2023, were allocated across various budget categories. The utilization percentages for each year of the project were as follows: 9.4% in 2020, 45.3% in 2021, 37.2% in 2022, and 8.1% in 2023.

The majority of the budget was allocated towards monthly incentives for women beneficiaries, highlighting the project's commitment to fostering economic empowerment through direct financial support. Additionally, significant investments were made in procuring essential project equipment, ensuring the necessary resources were available to facilitate project activities effectively. This included tools for waste management such as sorting equipment, composting units, recycling machinery, sewing machines, cooking appliances, and agricultural tools.

Other expenses, including operational running costs and financial and technical support, were also vital in maintaining project momentum and providing necessary assistance to beneficiaries and implementing partners.

However, delays in procuring and delivering the equipment were experienced, primarily attributed to factors including the impact of COVID-19 and challenges related to importing and shipment issues. These delays disrupted project timelines and affected the timely commencement of training programs and other project activities.

However, feedback from CBO leaders and beneficiaries during interviews and FGDs highlighted shortcomings in the technical training provided on the equipment. While efforts were made to pass on necessary skills, participants expressed concerns about the adequacy of training sessions, citing gaps in knowledge and proficiency in equipment operation and maintenance.

Furthermore, challenges were encountered in managing equipment repairs, with difficulties reported in engaging dealers or local manufacturers for timely servicing and maintenance. This affected the effective utilization of equipment and contributed to operational inefficiencies, impacting project progress and outcomes.

Despite these challenges, the project remained committed to optimizing resource utilization and enhancing efficiency in project implementation. Efforts were made to address procurement and logistical issues, streamline training programs, and improve support mechanisms for equipment maintenance and repair.

**Strategic Allocation of Human Resources:** Human resource allocation was strategically managed to achieve project outcomes by providing comprehensive capacity-building initiatives for CBOs. These efforts encompassed coaching sessions aimed at enhancing organizational structures and intensive Human Resources training covering policies, procedures, and job descriptions. This investment in capacity building contributed to strengthening the institutional capabilities of CBOs and ensuring effective project implementation.

For instance, the project implemented capacity-building initiatives facilitated by FPEC, aimed at enhancing the skills and knowledge of CBOs. These initiatives included strategic planning workshops covering various topics such as financial management, monitoring and evaluation, project management, SWM, Green Business concepts, and gender integration focusing on practical knowledge and tools to implement project activities effectively.

Furthermore, a Project Steering Committee, comprising representatives from key stakeholders such as UNDP, MoLA, MoE, and Global Affairs Canada, was established to oversee project activities. This committee played a vital role in providing guidance, oversight, and strategic direction to project implementation efforts, ensuring alignment with project objectives and stakeholder priorities.

However, some of CBO leaders expressed concerns regarding the perceived excessive workforce numbers within their organizations, averaging around 60 persons per project. They highlighted the challenges of managing such a large workforce within limited premises or small-scale project activities. One CBO leader remarked, "If we had 30 beneficiaries instead of 60, we would do better." This feedback underscores the importance of optimizing human resource allocation to enhance operational efficiency and project effectiveness.

**Challenges and Obstacles:** The COVID-19 pandemic presented significant challenges to project implementation, causing delays and disruptions in the project duration from 36 to 42 months. In addition, Procurement processes for equipment by the implementing partner resulted in delays in equipment delivery, training, and operational difficulties, hindering project progress. In response to the COVID-19 pandemic, the project swiftly adapted its approach to support affected communities in the targeted communities. A rapid survey provided insights into the pandemic's socio-economic impact, leading to additional interventions such as community-based health initiatives. Despite challenges, the project maintained its commitment to empowering women through engagement with CBOs and government entities. Efforts to address economic impacts were integrated into existing activities, demonstrating resilience and agility in achieving long-term empowerment and sustainability.

**Effectiveness of Monitoring and Evaluation:** The UNDP effectively managed the project and implemented robust monitoring and evaluation system. These systems included detailed annual work plans that outlined activities and allocated resources, ensuring clarity and accountability. Regular reporting mechanisms, such as annual reports submitted to track progress toward outcomes and outputs enabled effective oversight and decision-making. Oversight was conducted through the Project Steering Committee, the project's highest oversight body. Continuous coordination and communication with the participating entities were emphasized,

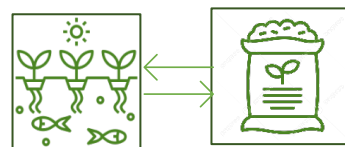
ensuring effective project management and oversight, and demonstrating dedicated capacity and commitment to achieving project goals.

**Project Interconnection:** Exploring opportunities for interconnecting projects within the same targeted communities could enhance efficiency and resource utilization. Collaboration between CBOs could facilitate mutual support and shared resources, benefiting project sustainability. By leveraging each other's strengths, these projects can create a more sustainable, impactful, and economically viable outcome for the communities involved. Examples of potential interconnections include:

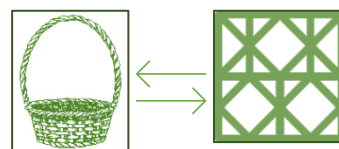
**Connecting Packaging Projects with Food Repurposing Initiatives:** By linking projects specializing in good quality packaging with those focused on food repurposing, surplus food products can be efficiently packaged for distribution or sale, reducing waste, and generating additional income for women's groups involved.



**Coordinating Aquaponics Farming with Organic Waste Management:** Integrating aquaponics farming projects with initiatives aimed at organic waste management can create a closed-loop system where organic waste serves as fertilizer for aquaponics systems, enhancing agricultural productivity and sustainability while minimizing environmental impact.



**Complementing Handicrafts made from locally sourced banana leaves with intricate Mosaic Artwork created from recycled glass** will add aesthetic value and uniqueness to the products and can open up new market opportunities. However, distance between the two CBOs need to be considered.



## Sustainability

### Findings

**Effective Exit Strategy:** The project was designed with a focus on sustainability beyond the funding period, relying on the economic viability of project activities to provide long-term benefits to targeted beneficiaries and vulnerable populations, contributing to their economic empowerment and social inclusion. In addition, UNDP attempted to interlink these projects with various entities through multiple activities, including bazaars, to ensure project continuity.

**Consideration of Sustainability in Project Design:** While the project design emphasized post-project sustainability, certain risks and obstacles challenge the long-term viability of project outputs such as increasing competition in the solid waste management sector, driven by growing awareness of its economic significance, poses a sustainability risk. In addition, there are unforeseen challenges, such as boycotts of some shopping centers that are key purchasers of project products, further complicating sustainability efforts.

Suspension of incentive payments post-project has adversely affected many CBOs, leading to a reduction in workforce and operational capacity. Consequently, some CBOs now operate with minimal staff. However, others have adopted alternative approaches, such as commission-based incentives or revenue distribution among workers based on item sales, to sustain operations.

**Risk Factors for Sustainability:** While the project considered the importance of marketing and soft skills and included them in the capacity building initiatives, in addition to assigning marketing and media assistance for each project, however lack of modern and advanced marketing and pricing techniques impacted the projects' ability to sustain themselves, in addition to issues such as poor equipment quality or inadequate training on equipment usage significantly affect the sustainability of many projects.

Financial constraints are considered a significant obstacle to sustaining the projects beyond the funding period. Many CBOs lack sufficient financial resources to support ongoing project activities independently. The reliance on external funding sources, coupled with limited revenue generation capacity, inhibits their ability to sustain projects over extended periods.

Furthermore, institutional capacities within CBOs require continuous development to ensure effective project management and implementation. While efforts have been made to strengthen capacities through training and support, ongoing investment in skill development and organizational capacity building is necessary to enhance sustainability.

Despite these challenges, there is widespread acceptance and support for the projects within the communities. The positive reception from community members indicates strong ownership of project initiatives, which is crucial for sustainability. Community engagement and participation play a vital role in ensuring the relevance and success of project activities, fostering a sense of ownership and collective responsibility.



## Human Rights

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### Findings

**Overcoming Discrimination:** Participants in interviews and FGDs noted that the project has contributed to overcoming discrimination, particularly concerning women's rights. For example, workshops and training sessions conducted as part of the project provided women with knowledge and skills to assert their rights and challenge discriminatory practices.

Through empowerment programs, women gained confidence and agency to participate more actively in decision-making processes, thereby challenging traditional gender norms and roles. Additionally, the project facilitated dialogues and community discussions on gender equality and women's rights, fostering greater awareness and understanding among community members. These efforts contributed to creating a more inclusive and equitable environment where discrimination based on gender is confronted and addressed.

In the context of the project's efforts to address gender equality and women's empowerment, the project conducted a survey to assess Knowledge, Attitudes, and Perceptions (KAP) towards women's participation, representation, and leadership, especially within the SWM sector. In the years 2021 and 2022, six community sessions were organized with women in the four municipalities to discuss their economic rights and labor laws. The outcomes were encouraging, with nearly 75% of the women respondents reporting increased awareness and exercise of their rights at household and community levels. Building on these efforts, an end line assessment conducted in 2023 revealed further progress, with approximately 91% of women reporting awareness and active exercise of their rights within their households and communities. This demonstrates a significant improvement in empowering women with knowledge and agency to assert their rights and participate more actively in decision-making processes, thereby contributing to their economic empowerment and social inclusion.

**Barriers to Inclusion:** The intervention has helped to break down barriers to the inclusion of marginalized groups in society. Through targeted activities, such as training sessions on women's human rights issues, the project has empowered women in Moa'th bin Jabal, Tabaqet Fahel, Sharhabeel bin Hassan, and Deir Abi Said municipalities.

An example of barriers to inclusion addressed by the project is highlighted through the campaigns organized by participating women in four different municipalities. In Dar Abi Saeed Municipality, a campaign titled "Special needs inclusion in public schools affects women getting better job opportunities" was conducted. Women utilized the tools and skills acquired through project training sessions to advocate for safe educational environments for children with special needs. This campaign involved various advocacy techniques, including video presentations, open discussions, and debate interactions, to raise awareness and push for policy changes.

Similarly, women-led CBOs in Muath Ben Jabal and Khalid Ben Al Waleed municipalities collaborated on a campaign focusing on "Marketing and promoting women's rights and their role in SWM within the tourism sector." This joint effort involved engaging influencers and stakeholders from different community levels to amplify the message and advocate for gender equality in the tourism industry.

**Training on Women's Human Rights:** The project successfully conducted eight community-level trainings on human rights issues for women participants in the designated municipalities. Activities such as conducting socio-economic analysis and baseline assessments have provided valuable insights into the impact of project activities on improving attitudes towards women's economic participation.

As an example, campaigns in Sharhabeel Bin Hasana and Tabaqet Fahil municipalities addressed issues such as "women's rights to have safe nurseries to facilitate better job opportunities" and "Women's engagement issues in the SWM sector," respectively. These campaigns served as platforms for women to voice their concerns and advocate for their rights in areas critical to their economic empowerment. Through these initiatives, the project effectively addressed barriers to inclusion by empowering women to advocate for change and challenge societal norms.



## Gender Equality

### Findings

**Capacity Building for Women Organizations:** Women organizations underwent comprehensive capacity assessments during the planning phase, following which tailored training programs were developed. These programs focused on enhancing leadership and management abilities, advocacy, lobbying, consensus-building, managing dialogue, and public speaking. Equipped with these skills, women's organizations successfully organized four campaigns across four different municipalities.

**Awareness Sessions and Advocacy Campaigns:** Various outputs, such as Output 1131, 1132, 1324, 1331, 1332, and 1333, contributed to raising awareness and advocating for gender equality. Awareness sessions were held to address negative gender norms and power relations, accompanied by a community perception survey to identify pertinent issues. Additionally, capacity-building workshops were conducted to empower women's organizations to design and implement evidence-based awareness campaigns. National and local advocacy campaigns were also organized, collaborating with partners from the private sector and academia, to advocate for the importance of women's participation in the economy and the solid waste management (SWM) sector.

**Project Focus on Women:** Participants highlighted that the project predominantly targeted women, making it challenging for men to be involved in the initiatives. Consequently, women's organizations faced difficulties in including men, particularly for tasks requiring physical labor. While the project aimed to promote gender equality overall, participants noted varying degrees of impact. For instance, despite women's active participation in agriculture in the Jordan Valley, societal norms limited their empowerment and independence. Some participants also mentioned that requiring a university degree for the composting plant in Deir Abi Saed adversely affected opportunities for other women to benefit from the objectives of the project.

**Capacity Building and Awareness Campaigns:** Despite the challenges mentioned above, the project facilitated capacity-building initiatives and advocacy campaigns to address gender disparities. Women organizations received training programs focusing on leadership, advocacy, and public speaking. Additionally, awareness sessions were conducted to challenge negative gender norms and promote inclusivity.



## Persons with Disabilities PWD

### Findings

**Project Design and Inclusion:** Participants reported that the project design did not adequately consider the inclusion of persons with disabilities (PWDs). Only a few cases were allowed to participate, which negatively affected those with disabilities. This exclusion particularly impacted PWD-focused organizations involved in the project, as they were unable to represent and advocate for their community effectively.



While the project emphasized inclusivity, it faced challenges in adequately accommodating the needs of persons with disabilities (PWDs), impacting their participation. For instance, despite efforts to encourage PWDs' involvement, including accommodating a deaf woman in the sorting facility of Muath bin Jabal, she ultimately faced difficulties continuing due to inadequate support. Additionally, the selection of the Al Koura Association for PWD in Al Koura aimed to include this specific group, yet further efforts may have been needed to fully address their needs and ensure meaningful participation.

**Limited Participation of PWDs:** Despite attempts to promote inclusivity, PWDs encountered barriers affecting their participation in the project activities. These barriers ranged from physical accessibility challenges to the lack of tailored support and accommodations. Consequently, the representation and engagement of PWDs remained limited resulting in limited representation and engagement of PWDs.

The project's failure to consider PWDs led to their exclusion from participation, hindering their ability to benefit from project initiatives. This exclusion perpetuated existing inequalities and marginalized the voices and needs of PWDs within project activities and outcomes.



## Environment

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### Findings

**Reduction in Littering:** There has been a noticeable decrease or elimination of littering in public areas and streets since the implementation of the project. This reduction can be attributed to increased awareness among people in the targeted areas about the economic importance of waste that can be reused or sold.

**Solid Waste Management:** The implementation of the project has resulted in a reduction in the volume of solid waste sent to landfills. As an illustration, consider a specific project aimed at recycling plastic into plastic bags. Initially, the project intended to utilize recycled plastic as raw material; however, due to challenges with the procured equipment, the project shifted towards sourcing raw materials from the market.

While this adjustment aimed to maintain project momentum, it introduced new challenges. Specifically, one of CBOs encountered difficulties with MoE, which imposed restrictions that hindered their ability to sustain the project seamlessly. These restrictions may include regulatory hurdles, compliance issues, or other regulatory constraints that complicate the project's continuation. Therefore, while the project succeeded in reducing solid waste sent to landfills, the shift in raw material sourcing introduced unforeseen obstacles that affected the project's sustainability and operational efficiency.

**Improvement in Surroundings and Living Conditions:** The project has contributed to an improvement in the surroundings and living conditions of the targeted areas. This improvement is evident through the reduction in littering and the more efficient management of solid waste, which has resulted in cleaner and healthier environments for residents.

**Environmental Awareness and Action:** The project's efforts to raise awareness about waste management and resource efficiency have led to tangible changes in behavior, resulting in reduced littering and better waste management practices. This indicates a positive shift towards more environmentally sustainable habits within the community.

## **PERFORMANCE ANALYSIS OF PROJECT OUTCOMES**

### **Ultimate Outcome 1000: Increased gender equality and women's empowerment in Solid Waste Management (SWM) sector**

The evaluation findings for Ultimate Outcome 1000 highlight substantial progress in increasing gender equality and women's empowerment in the SWM sector. The project succeeded in enabling women to generate income and achieve personal savings, contributing to their economic empowerment.

Additionally, it maintained a consistent level of confidence among women in accessing decision-making and leadership roles, indicating sustained empowerment efforts. However, there is room for further improvement to reach the target confidence level of 4 and to increase the number of women achieving economic empowerment through income generation and savings. Ongoing efforts should focus on addressing any barriers or challenges faced by women in advancing their roles and economic status within the SWM sector.

#### **Income Generation and Savings:**

The project aimed to empower women in the SWM sector by enabling them to generate income and achieve personal savings. While the target was set at 1060 women/women-headed households (WHH) generating annual income allowing for savings, the actual data shows progress with 565 individuals achieving this outcome.

The project successfully facilitated income generation for 660 women, demonstrating significant progress towards economic empowerment. Among the beneficiaries working in the sorting facility, many women were able to generate income for the first time through the project.

#### **Confidence in Accessing Decision-Making Roles:**

The project aimed to increase the level of confidence among women in accessing decision-making and leadership roles, particularly in the SWM sector. The target confidence level was set at 4 on a scale of 1 to 4, with 1 being the lowest. The actual data consistently reflects a confidence level of 3 across reporting periods.

Both mid-line and end-line assessments indicated that women maintained a consistent level of confidence, suggesting that while there was no decline, there was also no significant improvement in confidence levels over time. Despite this, maintaining a level of confidence at 3 out of 4 is still indicative of a positive impact on women's empowerment.

### **Intermediate Outcome 1100: Enhanced Gender Informed and Responsive Policy Making in Solid Waste Management (SWM) at Community and National Levels**

Intermediate Outcome 1100 demonstrates significant progress in enhancing gender-informed and responsive policy-making in SWM at both community and national levels. The project successfully empowered women-led organizations to advocate for gender equality through targeted

campaigns and ensured their active participation in SWM action plan review sessions. By equipping these organizations with the necessary skills and opportunities for engagement, the project has contributed to fostering inclusive and gender-responsive policies and practices in the SWM sector. Ongoing support and collaboration with women-led organizations will be essential to sustain and further advance these efforts in the future.

**Gender Equality Campaigns by Women-Led Organizations:**

The project targeted running 2 gender equality campaigns by women-led organizations but significantly surpassed this goal by organizing 4 campaigns in the reporting period.

Women organizations were effectively equipped to plan and execute these campaigns through a tailored training program aimed at enhancing their leadership, advocacy, and communication skills. The capacity assessments conducted prior to the training program likely informed its content, ensuring relevance to the needs of the organizations.

The successful execution of 4 campaigns across different municipalities demonstrates the proactive engagement of women-led organizations in advocating for gender equality in SWM.

**Participation in SWM Action Plan Review Sessions:**

The project aimed to have women organizations present and actively contribute to the agenda in 4 local and national SWM action plan review sessions. This target was fully met, with women organizations participating in all 4 sessions.

The decision made in the previous reporting period to conduct gender-sensitive SWM local plans in 4 municipalities facilitated the involvement of women organizations in the review sessions. This inclusion ensured diverse perspectives in the planning and decision-making processes related to SWM.

Active participation of women's organizations in these sessions indicates their effective representation of women's voices and interests in SWM policy discussions at both local and national levels.

**Intermediate Outcome 1300: Enhanced Gender-Informed and Responsive Policy Making in Solid Waste Management (SWM) at Community and National Levels**

Intermediate Outcome 1300 demonstrated significant progress in enhancing gender-informed and responsive policy-making in SWM at community and national levels. Through capacity strengthening, development of gender-sensitive plans, advocacy for gender mainstreaming, the establishment of WEE Units, and training programs for government staff, efforts were made to integrate gender equality considerations into SWM strategies and promote women's equal participation in decision-making processes.

**Inclusion of Gender-Focused Needs Assessment in Sector Plans and Budgets:**

The target was to ensure that sector plans and budgets clearly outline allocations for gender-focused needs assessments and gender-responsive considerations. While the baseline indicated no such inclusion, the actual data for the reporting period shows significant progress.

In the previous reporting period (2021/2022), there was a partial achievement as evidenced by the development of 4 gender-sensitive municipal plans. These plans likely began to incorporate gender-focused needs assessments and considerations.

In the current reporting period (2022/2023), the target was fully met with sector plans and budgets clearly outlining allocations for gender-focused needs assessments and gender-responsive considerations. This achievement signifies a notable advancement in gender-informed and responsive policy-making in SWM at both community and national levels.

As an example, efforts were made to sensitize MoLA staff on gender equality through the development of a gender mainstreaming toolkit. Moreover, the project significantly enhanced knowledge and skills related to gender mainstreaming among local authority staff through targeted training sessions.

**Capacity Strengthening of Government Staff:**

The UNDP supported the strengthening of the capacities of government staff such as staff of MoLA and WEE Units at the municipalities, to integrate gender equality into SWM strategies. This intervention likely contributed to enhancing the skills and knowledge of government personnel, enabling them to effectively incorporate gender considerations into SWM policies and strategies.

Capacity-strengthening initiatives are crucial for building sustainable mechanisms for gender mainstreaming in policymaking. By empowering government staff with the necessary skills, the project has laid a foundation for continued progress in promoting gender equality in SWM.

**Increased Availability of Evidence-Based Knowledge on Gender Issues:**

The project also focused on increasing the availability of evidence-based knowledge on gender issues within environmental sectors and SWM. This initiative is essential for informed decision-making and policy development.

As an example, the project's collaboration with the National University College of Technology exemplifies its commitment to increasing the availability of evidence-based knowledge on gender issues within environmental sectors and SWM. Through this partnership, a comprehensive research initiative was undertaken to investigate gender-related challenges and opportunities in the context of environmental management and SWM. The research included a gender-sensitive assessment of SWM national strategies and local action plans, providing valuable insights into the gender dynamics shaping policy and practice in the sector.

By generating and disseminating evidence-based knowledge, the project contributes to raising awareness and understanding of gender dynamics in the SWM sector, thereby fostering more effective and responsive policies and strategies.

### **Immediate Outcome 1110: Enhanced Skills of Women Organizations to Mobilize Women and Synthesize Their Demands and Voices**

Immediate Outcome 1110 demonstrated progress in enhancing the skills and capacities of women's organizations to mobilize women, synthesize their demands, and advocate for their rights. Through leadership and management training, support in identifying priorities, technical and financial assistance, and engagement in coalition building, women's organizations were empowered to play a more significant role in advancing gender equality and women's empowerment at the community level. However, ongoing support and capacity-building efforts were needed to address existing challenges and ensure sustained impact.

#### **Training on Public Speaking, Advocacy, and Lobbying Techniques:**

The target was to train women organization representatives on public speaking, advocacy, and lobbying techniques. The actual data for the reporting period shows significant progress, with 71 representatives trained, and meeting the target set.

Capacity assessments and needs assessments were conducted to identify areas for improvement, ensuring that the training programs were tailored to address the specific needs of women's organizations. By enhancing the skills of organization representatives, the project empowers them to effectively mobilize women and amplify their voices in decision-making processes.

#### **Workshops on Women's Rights and Facilitation Techniques:**

Workshops were facilitated for women working in CBOs and Cooperatives on women's rights and facilitation techniques.

The average level of knowledge among women participants regarding women's rights and facilitation techniques was rated at 3 out of 4, meeting the target set for the reporting period.

These workshops provided women with valuable knowledge and skills, enabling them to advocate for their rights and effectively facilitate discussions on women-related issues, including their engagement in solid waste management.

#### **Dialogue Sessions to Understand Women's Concerns and Priorities:**

Dialogue and discussion sessions were held to understand women's concerns, demands, and priorities, particularly in the SWM sector.

The target of convening 4 dialogue sessions to solicit feedback from women was achieved, indicating successful engagement with women to gather their inputs and insights.

These sessions serve as important platforms for women to voice their opinions and contribute to shaping policies and initiatives in the SWM sector.

### **Technical and Financial Support Provided to Women Organizations:**

The target of 25% of trained women reporting contributions in dialogues for policy changes was met, indicating the effectiveness of the support provided in empowering women to engage in advocacy and policy dialogue.

By offering support schemes and orientation workshops, the project facilitates the active participation of women's organizations in advocating for policy changes and promoting women's voices in decision-making forums.

### **Immediate Outcome 1120: Improved Capacity of Women Organizations to Develop Processes and Governance**

Overall, Immediate Outcome 1120 highlighted the critical need to enhance the capacity of women's organizations to develop effective processes and governance structures. By addressing capacity challenges, promoting sustainability, and providing targeted support, women's organizations could strengthen their ability to advocate for women's rights, mobilize communities, and drive positive change at the grassroots level. Ongoing monitoring and evaluation were essential to track progress and identify areas for further improvement.

### **Development and Adoption of Institutional Development Plans:**

The actual data indicates that all planned institutional plans for CBOs were successfully developed and adopted. These plans were based on comprehensive needs assessments and organizational capacity evaluations, ensuring that they address specific gaps and areas for improvement identified within the organizations.

The training programs implemented to enhance leadership and management abilities, understanding of women's rights, advocacy, and other skills were aligned with the identified needs, facilitating the successful development and adoption of institutional plans.

### **Participation in Local and National Events:**

Women from CBOs and Cooperatives were trained in advocacy, negotiations, and communication skills to effectively convey their messages on challenges facing them.

The target of 10 trained women participating in local and national events was met, indicating successful engagement and representation of women's voices in various forums.

By empowering women with communication and advocacy skills, the project enables them to actively participate in decision-making processes and advocate for gender-responsive policies and initiatives, including those related to solid waste management.

### **Training on Designing, Implementing, and Monitoring Gender-Responsive Projects:**

Training was provided to women's organizations on designing, implementing, and monitoring gender-responsive projects using SWM.

All participating women CBOs received training in these crucial areas, ensuring that they are equipped with the necessary skills and capacities to implement projects that address gender-specific considerations in solid waste management.

By enhancing their project management skills, women's organizations are better positioned to develop and implement initiatives that effectively respond to the needs and priorities of women and men in their communities.

### **Financial Support for Enhancing Services and Outreach:**

A financial support scheme was designed and implemented to enhance the services and outreach of women's organizations. This support scheme, along with orientation workshops and monitoring activities, ensured that women's organizations had the necessary resources and guidance to expand their services and effectively reach their target beneficiaries.

Financial support plays a crucial role in strengthening the capacity of women's organizations to deliver impactful programs and initiatives, ultimately contributing to improved gender equality and women's empowerment in solid waste management.

### **Immediate Outcome 1130: Strengthened Women Organizations' Capacity**

Overall, Immediate Outcome 1130 demonstrated significant progress in strengthening women's organizations' capacity to represent women's voices and address gender inequalities. Through targeted interventions and community engagement, awareness of women's rights and participation increased, contributing to positive changes at household and community levels.

**Indicator Performance:** The actual data for the indicator "Percentage of women participants reported awareness and exercise of their rights at household and community level" exceeded both the annual target and the end-of-project target, reflecting the success of the interventions implemented under Immediate Outcome 1130.

**Output Achievement:** All planned outputs under Immediate Outcome 1130 were successfully completed, including awareness sessions, training programs, and advocacy campaigns aimed at addressing negative gender norms and promoting women's rights and participation in public life.

**Community Engagement:** Various activities engaged community members, including men, women, girls, and boys, to address negative gender norms and empower women. These activities included community meetings, training programs for men, and media campaigns launched on various platforms.

### **Immediate Outcome 1210: Improved Attitudes on Women's Economic Participation**

Overall, Immediate Outcome 1210 demonstrated significant progress in improving attitudes toward women's economic participation through targeted training sessions, local advocacy campaigns, and responsive interventions in light of the COVID-19 pandemic. These efforts have contributed to fostering a supportive environment for women's economic empowerment and gender equality in the designated municipalities.

**Training Sessions:** All planned training sessions on women's human rights were successfully conducted, fulfilling the output indicator of providing community-level training on human rights issues for women participants in the designated municipalities.

**Local Advocacy Campaigns:** The target of holding four locally led campaigns to promote women's economic participation was exceeded, with a total of nine campaigns successfully



conducted. These campaigns addressed various aspects of women's economic empowerment and contributed to changing attitudes towards women's economic participation.

**COVID-19 Response:** The rapid survey and impact assessment conducted in response to the COVID-19 crisis provided valuable insights into the changing socio-economic landscape and its impact on women. This assessment informed targeted interventions to mitigate the adverse effects of the pandemic on women's economic participation.

### **Immediate Outcome 1220: Enhanced Women's Knowledge and Skills to Generate Innovative Income-Generating Ideas Using Solid Waste**

Overall, Immediate Outcome 1220 successfully enhanced women's knowledge and skills to generate innovative income-generating ideas using solid waste. By equipping women with technical expertise, fostering innovation, and promoting entrepreneurship, the project facilitated women's empowerment and contributed to sustainable development in the targeted municipalities.

**Training and Awareness:** All planned training sessions on the 5Rs concepts were successfully completed, with 100% of beneficiaries receiving training. Additionally, community-level awareness sessions and workshops were conducted to promote the economic empowerment aspects of the project and encourage women's participation in SWM.

**Assessment and Analysis:** Various assessments, including situational analysis, SWAT analysis, and detailed surveys, provided valuable insights into the SW value chain and opportunities for women's employment. These assessments informed targeted interventions and development plans to address identified gaps and improve women's participation in SWM.

**Innovation and Entrepreneurship:** Women participants were actively engaged in ideation workshops and provided technical assistance to develop their income-generating ideas. Through these efforts, women gained entrepreneurial skills and explored innovative business opportunities within the SWM sector.

**Impact and Progress:** The project demonstrated significant progress in enhancing women's knowledge, skills, and attitudes towards solid waste management and green economy principles. The establishment of green business group projects further contributed to increasing women's participation in the local economy and promoting sustainable livelihoods.

### **Immediate Outcome 1230: Increased Provision of Employment and Entrepreneurial Opportunities for Women in Solid Waste Management (SWM)**

Immediate Outcome 1230 successfully increased the provision of employment and entrepreneurial opportunities for women in SWM, contributing to gender equality, economic empowerment, and sustainable development in the targeted municipalities. Through capacity building, technical assistance, and the establishment of income-generating projects, women were

empowered to actively participate in the green economy and contribute to local development initiatives.

**Assessment and Evaluation:** Assessments were conducted to evaluate income-generating ideas submitted by CBOs, ensuring the viability and sustainability of the proposed projects. Additionally, screening and evaluation processes were undertaken to select the best ideas for implementation.

**Technical and Financial Assistance:** Technical and financial assistance was provided to women-led CSOs, NGOs, and CBOs to support the creation of sustainable livelihood opportunities. This assistance included capacity-building initiatives, access to finance, and mentoring support throughout project implementation.

**Establishment of Business Projects:** Ten income-generating initiatives employing only women were successfully established within CBOs, CSOs, and cooperatives. These projects ranged from waste management and recycling to the production of eco-friendly products, providing women with entrepreneurial opportunities in the SWM sector.

**Introduction of New Technologies:** Four simple and locally sustainable new technologies were introduced to support women's organizations in addressing gender inequalities within SWM. Capacitation sessions were conducted to train women beneficiaries on the use of these technologies, enhancing their capacity and efficiency in SWM activities.

**COVID-19 Response and Economic Recovery:** The project's response to the COVID-19 pandemic not only addressed health concerns but also contributed to economic recovery efforts by providing short-term income-generation opportunities for women. The engagement of women in community-led initiatives helped mitigate the impact of the pandemic while empowering women economically.

#### **Immediate Outcome 1240: Improved Understanding by Women of Their Economic Rights and Handling GBV Resulting from Economic Engagement**

Overall, Immediate Outcome 1240 demonstrated significant progress in improving women's understanding of their economic rights and addressing GBV resulting from economic engagement. Through training, community engagement, and support systems, the project empowered women to assert their rights, navigate economic challenges, and contribute to more equitable and inclusive societies.

**Training and Capacity Building:** The project successfully delivered training sessions on women's economic rights and GBV, exceeding the cumulative target. These sessions equipped women with knowledge and skills to navigate economic challenges and address instances of violence in the workplace.

**Community Engagement:** Sessions held within communities provided a platform for women to discuss their rights and share experiences related to economic engagement and GBV. The establishment of self-help groups further empowered women to support each other and advocate for their rights collectively.

**Support Systems:** Measures such as childcare facilities and transportation support were implemented to remove structural barriers to women's economic participation. These initiatives ensured that women with caregiving responsibilities could actively engage in economic activities.

**GBV Mitigation:** The project's focus on mitigating GBV resulting from economic engagement was evident through the establishment of a helpline and training sessions on negotiation skills. By providing immediate support and empowerment strategies, the project aimed to create safer and more inclusive work environments for women.

**Engagement of Men:** Engaging men in discussions about women's economic rights and gender equality is crucial for fostering supportive and inclusive workplaces. The project's efforts to raise awareness among men and build partnerships with key stakeholders contributed to a more conducive environment for women's economic empowerment.

### **Immediate Outcome 1310: Strengthened Capacity of Government Staff to Integrate Gender Equality Considerations in SWM Strategy**

Overall, Immediate Outcome 1310 demonstrated significant progress in strengthening the capacity of government staff to integrate gender equality considerations into SWM strategies and action plans. By addressing knowledge gaps, developing gender-sensitive plans, and institutionalizing WEE initiatives, the project contributed to more inclusive and effective governance processes in SWM.

#### **Gap Analysis and Capacity Building:**

The gap analysis provided valuable insights into the existing knowledge and capacities of government staff regarding gender mainstreaming in SWM. Capacity development initiatives were then tailored to address identified gaps, enhancing staff readiness to integrate gender considerations into their work.

#### **Gender-Sensitive Planning:**

The development of gender-sensitive SWM action plans in targeted municipalities demonstrated a commitment to mainstreaming gender equality in local governance processes. These plans were developed through participatory approaches, ensuring inclusivity and stakeholder engagement.

#### **Establishment of WEE Units:**

Action plans for the establishment of WEE Units aimed to institutionalize efforts to promote women's economic empowerment at the local level. By leveraging best practices and lessons learned, these units are positioned to drive meaningful change and support gender-responsive SWM initiatives.

**Training and Toolkit Development:**

Training sessions and the development of a comprehensive toolkit equipped staff with the necessary tools and resources to integrate gender considerations into SWM strategies effectively. Post-training evaluations indicated a satisfactory level of knowledge retention among trained staff.

**Immediate Outcome 1320: Increased Availability of Evidence-Based Knowledge on Gender Issues within the Environmental Sector**

Immediate Outcome 1320 demonstrated significant progress in increasing the availability of evidence-based knowledge on gender issues within the environmental sector, particularly in SWM. Through research, assessment, dialogue platforms, and advocacy campaigns, the project contributed to greater awareness, collaboration, and gender responsiveness in environmental governance and programming.

**Research and Knowledge Generation:**

The research report provided valuable insights into the gender dimensions of environmental issues, particularly in SWM, contributing to evidence-based policymaking and programming in this area.

**Gender-Sensitive Assessment:**

The gender-sensitive assessment of SWM strategies and action plans highlighted areas for improvement in gender mainstreaming, guiding efforts to enhance gender responsiveness in SWM policies and initiatives.

**Establishment of Dialogue Platforms:**

The establishment of dialogue and networking platforms provided a valuable space for knowledge exchange and collaboration among women-led organizations, fostering synergy and collective action in addressing gender and environmental issues in SWM.

**Advocacy and Awareness Campaigns:**

National and local advocacy campaigns successfully raised awareness of gender equality issues in the environmental sector, emphasizing the importance of women's participation and leadership in SWM and broader environmental initiatives.

**Immediate Outcome 1330: Increased Promotion of Knowledge and Skills about Gender Mainstreaming**

Overall, Immediate Outcome 1330 demonstrated significant progress in promoting knowledge and skills about gender mainstreaming among local authority elected and staff members, particularly within the context of SWM. By building awareness, providing training, and empowering local ambassadors, the project contributed to advancing gender equality and women's empowerment in local governance and service delivery processes.

**Awareness-Raising Workshops:**

The workshops effectively raised awareness among elected and local council personnel about the significance of gender equality and women's empowerment, providing them with foundational knowledge and understanding to promote gender mainstreaming in their respective roles.

**Training on Gender Mainstreaming:**

Training sessions equipped local authorities elected and staff members with practical skills and tools to integrate gender perspectives into SWM planning and service delivery, enhancing the sector's responsiveness to gender-related challenges and opportunities.

**Development of Local Ambassadors:**

The training of local ambassadors strengthened the capacity of women and men in leadership positions to advocate for gender equality within their communities and institutions, fostering greater inclusivity and gender sensitivity in SWM planning and implementation.

**FINDINGS AND FEEDBACK FROM KEY INFORMANT INTERVIEWS CONDUCTED**

Members of the UNDP and Global Affairs Canada teams' provided valuable insights into the project's alignment with gender equality, women's empowerment, and human rights principles as quoted below:

*"This program is very much in line with the whole concept of gender mainstreaming and women empowerment,"*

*"By providing training programs on advocacy, leadership, and project implementation, organizing community sensitizations to challenge negative gender norms, supporting women's group business opportunities, and facilitating knowledge sharing and workshops on gender mainstreaming, the project seeks to empower women to actively participate in decision-making processes and increase their engagement in the local economy, particularly in solid waste management."*

*"This program is very much in line with SDG# 5 and with all the conventions that Jordan has signed on, SDGs, and other conventions."*

These stakeholders all recognize the project's alignment with national strategies, SDGs, and the promotion of gender equality, economic growth, and sustainable community development.

However, while there is consensus on the project's coherence with national priorities and global agendas, concerns were raised about the lack of regular steering committee meetings and the readiness of CBOs.

Efforts to monitor project progress and effectiveness are recognized by all parties, with mechanisms in place for tracking outcomes, reporting progress, and conducting field visits. The

Global Affairs Canada acknowledges, *"in terms of monitoring and evaluation, UNDP has put mechanisms in place to track progress towards outcomes,"* highlighting the robust monitoring and evaluation systems utilized by UNDP.

However, some UNDP team members highlighted obstacles such as delays in delivery and the need for continuous support to ensure sustainability beyond the project's lifespan, stating, *"we are still mentoring and providing support... we are still obliged and committed to truly support them until we make sure that everything is sustainable."*

In terms of sustainability, all parties recognize the project's focus on building long-term capacity and resilience within the community, particularly through training programs, advocacy, leadership skills development, and business opportunities for women's groups.

UNDP noted the successful promotion of human rights through women's empowerment in solid waste management, which fostered competition and changed community mindsets. However, regarding the inclusion of persons with disabilities, while there was openness to their participation, all parties acknowledged the need for improvement to ensure greater inclusivity in future projects through targeted outreach and support.

Overall, all key informants interviewed recognized the project's achievements while acknowledging areas for improvement, particularly in terms of inclusivity and broader environmental impact. They highlighted the importance of continuous evaluation and learning to inform future project design and implementation.

## CONCLUSIONS

The evaluation findings affirm that the "Enhancing Women's Participation in the Solid Waste Management Sector in Jordan" project has successfully achieved its stated objectives. Through a combination of strategic interventions, capacity-building initiatives, and advocacy efforts led by UNDP, the project has successfully empowered women and promoted gender equality within the SWM sector. The project's success in enhancing women's participation, strengthening institutional capacities, and advocating for gender-responsive policies underscores its relevance and effectiveness in addressing pressing development challenges.

The evaluation of the project has provided comprehensive insights into its strengths, weaknesses, and outcomes, offering valuable reflections on its overall effectiveness and impact. Through a thorough analysis of the evidence gathered from various sources, including interviews, focus group discussions, progress reports, and outcomes assessments, the following conclusions have been drawn:

### **Strengths:**

The project demonstrated commendable efforts in raising awareness and promoting action towards sustainable waste management and environmental conservation. Through targeted campaigns, training programs, and advocacy initiatives, it successfully engaged communities in adopting more responsible behaviors and practices.

Gender equality and women's empowerment were integrated into project activities, with specific interventions designed to enhance women's participation and leadership in waste management and environmental initiatives. Capacity-building programs for women's organizations and awareness campaigns on women's rights contributed positively to gender mainstreaming efforts.

Despite challenges, such as equipment procurement and maintenance issues and marketing-related obstacles, the project showcased resilience in addressing environmental concerns and fostering community involvement. The collaboration with local authorities, private sector partners, and academia helped broaden the project's reach and impact.

### **Weaknesses:**

Challenges in equipment procurement and maintenance hindered the seamless implementation of certain waste management initiatives, underscoring the importance of effective logistics and resource management in project planning.

Despite efforts to promote gender equality, certain project design aspects inadvertently limited male participation, illustrating the need for more inclusive approaches that cater to diverse community needs and preferences.

Limited inclusion of persons with disabilities in project activities represents a significant gap in addressing accessibility and participation barriers. The oversight in considering the needs of PWDs highlights a missed opportunity to ensure the project's inclusivity and reach.

In conclusion, while the project has made notable strides in advancing environmental objectives and promoting gender equality, there remain areas for improvement, particularly in ensuring inclusivity and addressing logistical challenges. Moving forward, it is essential to build upon the project's strengths, learn from its weaknesses, and leverage the insights gained to inform future interventions for more impactful and sustainable outcomes. By prioritizing inclusivity, innovation, and collaboration, stakeholders can continue to drive positive change and address pressing environmental and social challenges effectively.



## **RECOMMENDATIONS**

Based on the findings and conclusions of the evaluation, the following recommendations are proposed to enhance the effectiveness, sustainability, and inclusivity of similar projects in the future, and to advance broader goals related to gender equality, environmental conservation, and inclusive development. These recommendations are directed toward the intended users of the report and are supported by evidence gathered during the evaluation process:

### **1. Relevance:**

Conducting thorough needs assessments and stakeholder consultations to ensure project activities align with the priorities and challenges of the target communities is paramount for enhancing relevance and effectiveness.

### **2. Coherence:**

Strengthen capacity-building efforts to ensure project staff and partners have a clear understanding of project goals, objectives, and expected outcomes to enhance coherence and alignment of efforts.

### **3. Effectiveness:**

Establish a comprehensive and integrated capacity-building program for project stakeholders. This program should encompass training sessions on equipment procurement, maintenance, and utilization, as well as advanced marketing techniques.

### **4. Efficiency:**

Implement a structured project management plan that outlines clear timelines, responsibilities, and milestones to ensure efficient coordination and execution of project activities. This plan should include strategies for streamlining procurement processes, optimizing human resource allocation, and enhancing training programs.

### **5. Sustainability:**

Establish community-led committees comprised of project beneficiaries, local leaders, and relevant stakeholders to oversee the implementation of sustainability initiatives. These committees should be empowered to develop and implement sustainability plans, monitor progress, and address challenges to ensure the long-term viability of project outcomes.

## **6. Human Rights:**

Implement robust feedback mechanisms that actively collecting inputs from marginalized groups, including persons with disabilities, and minorities. These mechanisms should provide a safe and accessible platform for individuals to voice their concerns, report violations, and suggest improvements.

## **7. Gender Equality:**

Advocate for the integration of gender-responsive budgeting practices at both national and local levels to ensure equitable allocation of resources for gender equality initiatives.

## **8. Persons With Disabilities (PWD):**

Implement mechanisms to ensure the active participation of persons with disabilities (PWDs) in project planning, implementation, and evaluation processes.

## **9. Environment:**

Continue and expand environmental education and awareness initiatives to reinforce positive behaviors and promote a culture of environmental stewardship. This could include targeted campaigns, workshops, and community engagement activities focused on waste reduction, recycling, and sustainable resource management.

## LESSONS LEARNED

### **Lesson #1: Inclusivity Enhances Project Impact**

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*Prioritize inclusivity by engaging stakeholders from different backgrounds and perspectives to enhance project relevance, effectiveness, and sustainability.*

Projects that actively involve diverse stakeholders, including women, persons with disabilities, and marginalized groups, in decision-making processes are more likely to achieve sustainable and inclusive outcomes.

### **Lesson #2: Gender Mainstreaming is Essential for Sustainable Development**

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*Mainstream gender throughout project planning, implementation, monitoring, and evaluation to address gender disparities and ensure equitable outcomes for all beneficiaries.*

Integrating gender considerations into all project activities and interventions is crucial for promoting gender equality and women's empowerment.

### **Lesson #3: Environmental Awareness Leads to Behavior Change**

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*Invest in community-based environmental education programs to foster a culture of environmental stewardship and empower individuals to adopt sustainable behaviors.*

Environmental education and awareness-raising initiatives play a vital role in promoting sustainable practices and mitigating environmental degradation.

### **Lesson #4: Human Rights Protection Requires Multi-Sectoral Collaboration**

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*Establish robust mechanisms for collaboration and coordination to address human rights violations effectively and uphold the rights and dignity of all individuals.*

Protecting and promoting human rights necessitates collaboration among government agencies, civil society organizations, and other stakeholders.

### **Lesson #5: Coherence and Coordination Drive Project Success**

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*Prioritize coherence and coordination in project planning, implementation, and monitoring to maximize synergies and optimize resources.*

Projects that demonstrate coherence and coordination among stakeholders, activities, and objectives are more likely to achieve desired outcomes.

**Lesson #6: Flexibility and Adaptability Are Key to Resilience**

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*Build flexibility into project design and implementation to allow for adjustments in strategies and activities as needed to address evolving needs and priorities.*

Projects that demonstrate flexibility and adaptability in response to changing circumstances and emerging challenges are better positioned to achieve long-term sustainability.

**Lesson #7: Empowering Communities Promotes Ownership and Sustainability**

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*Prioritize community empowerment through capacity building, skill development, and participatory decision-making processes to ensure lasting impact and sustainability.*

Empowering communities to take ownership of project initiatives fosters sustainability and resilience beyond the project lifespan.

**-END-**

## **Annex I: List of stakeholders Interviewed.**

### **Representatives from the Implementing Partners:**

- Future Pioneers for Empowering Communities (FPEC).
- The Royal Marine Conservation Society of Jordan (JREDS) .

### **Government Entities:**

- Ministry of Local Administration – Director of Solid Waste Management Directorate.
- Head of Joint Services Council for Irbid Governorate
- Head of Muath Bin Jabal Municipality
- Head of Sharhabeel bin Hasana Municipality
- Head of Khalid bin Al Waleed Municipality
- Head of Deir Abi Saed Municipality
- Head of Tabaget Fahil Municipality
- Women’s Economic Empowerment Unit in Muath Bin Jabal Municipality
- Women’s Economic Empowerment Unit in Sharhabeel bin Hasana Municipality
- Women’s Economic Empowerment Unit in Khalid bin Al Waleed Municipality

### **Head of following Community-Based Organizations and Cooperatives:**

- Rwad Al-Aghwar - Muath Bin Jabal Municipality
- Shouneh Al-Shamaliyeh - Muath Bin Jabal Municipality
- Tilal AlMansheyeh - Muath Bin Jabal Municipality
- Al-Aydey Al-Kareema - Sharhabeel bin Hasana Municipality
- Wadi Al-Rayan - Sharhabeel bin Hasana Municipality
- Ghousan Al-Ban - Khalid bin Al Waleed Municipality
- Nisah Al-Oun - Deir Abi Saed Municipality
- Toobna - Deir Abi Saed Municipality
- Saydat al Koura - Deir Abi Saed Municipality
- Sheikh Hussein - Tabaget Fahil Municipality
- JOHUD - Tabaget Fahil Municipality

### **Other stakeholders and Key Informants:**

- Global Affairs Canada - Donor
- UNDP – Leading Organization - Deputy Resident Representative
- UNDP – Leading Organization - Project Manager, Women’s Economic Empowerment

**Focus Group Discussions in 5 municipalities (Muath Bin Jabal, Sharhabeel bin Hasana, Khalid bin Al Waleed, Deir Abi Saed Municipality and Tabaget Fahil Municipality)**

## **Annex II: List of Documents Reviewed**

- Project Proposal Form – Global Affairs Canada
- Minutes of Steering Committee Meeting for WEE Project (4 May 2021)
- Minutes of Steering Committee Meeting for WEE Project (29 June 2022)
- Signed Terms of References for the evaluation of WEE project
- The Establishment of Women’s Economic Empowerment (WEE) Units in Northern Jordan Municipalities and Development of Gender Sensitive Action Plans (March 2022)
- Annual Work Plan for WEE (2020-2021)
- Annual Work Plan for WEE (2021-2022)
- Annual Work Plan for WEE (2022-2023)
- Country programme document for Jordan (2018–2022) - UNDP
- Country programme document for Jordan (2023–2027) - UNDP
- FIVE-YEAR REFORM MATRIX of Jordan - Midterm progress update (July 2020)
- JORDAN’S REFORM MATRIX: 2021 AT A GLANCE (March 2022)
- WASTE SECTOR - Green Growth National Action Plan 2021-2025 - Minister of Environment
- National Strategy for Women in Jordan 2020-2025
- Jordan 2025, A National Vision and Strategy
- Annual Project Results Report of WEE Project 2020-2021
- Annual Project Results Report of WEE Project 2021-2022
- Annual Project Results Report of WEE Project 2022-2023
- Progress Reporting by FPEC (March 2023)
- Baseline Study Report for WEE Project (December 2021)
- Call for Proposals for INGOs and NGOs Under WEE Project (March 2021)
- Final Report - Capacity building and operations of Compost and Sorting Plant at Al Kura District in Irbid Oct 2021 – Feb 2023
- Terms of Reference for On-Granting Provision Under WEE Project
- WEE Performance Measurement Framework (PMF)
- Jordan Policy to promote gender justice and gender sensitivity - Solid waste management unit- Ministry of Local Administration (April 2022)
- Development of a National Strategy to Improve the Municipal Solid Waste Management Sector in the Hashemite Kingdom of Jordan
- GUIDEBOOK FOR LOCAL SOLID WASTE MANAGEMENT PLANS - World Bank (August 2019)
- UNDP EVALUATION GUIDELINES – IEO (June 2021)
- UNEG Code of Conduct For Evaluation in the UN System
- Integrating Gender Equality and Human Rights in Evaluation – UN-SWAP Guidance, Analysis and Good Practices

## Annex III: Signed pledge of ethical conduct

### ANNEX 1: PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

#### INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice, as outlined in the UNEG Ethical Guidelines for Evaluation and as per the values of the United Nations. Specifically, I will be:

- ✓ **Honest and truthful** in my communication and actions.
- ✓ **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and on-going reflective practice.
- ✓ **Independent, impartial and incorruptible**.

#### ACCOUNTABILITY

I will be answerable for all decisions made and actions taken, responsible for honoring commitments, without qualification or exception, and will report potential or actual harms observed. Specifically, I will be:

- ✓ **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing answerability on performance to the public, particularly those populations affected by the evaluation.
- ✓ **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- ✓ **Responsible** for meeting the evaluation purpose and for actions taken, and for ensuring redress and recognition as needed.

#### RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

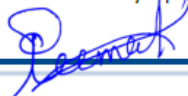
- ✓ **Access** to the evaluation process and products by all relevant stakeholders- be they powerless or powerful, with due attention to factors that may impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- ✓ **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes- from design to dissemination. This includes engaging different stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- ✓ **Fair representation** of different voices and perspectives in evaluation products (reports, webinars etc.)

#### BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- ✓ **Explicit and on-going consideration of risks and benefits** from evaluation processes.
- ✓ **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- ✓ **No harm**. I will not proceed where harms cannot be mitigated.
- ✓ **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. Where this is not possible, I will report the situation to my supervisor, designated focal points or channels, and will actively seek an appropriate response.



(Signature and Date)

## Annex IV: Theory of change

The population of Jordan reached around 10 million in 2015; with women representing 47.1% compared to 52.9% men . Women face structural challenges that impede them from access to participation in different spheres of life. Access to the proper transportation system, decent day-care services and the pay gap are the key examples of hindrances for effective and sustainable women participation in the labour market.

In 2018, the overall unemployment rate stood at 19.2%, reaching 17.1% among males compared to 27.2% among females . In addition, the unemployment rate for females with college and university degrees was 78.7 %, compared to 27.8% of males. Jordan has one of the lowest labour force participation rates of women globally and regionally. Less than 15% of working age women in Jordan are employed. Moreover, Jordan has amongst the lowest levels of female participation in early-stage entrepreneurial activity, 3.3% for women and 12.8 % for men (Global Entrepreneurship Monitor, 2017).

Jordan has one of the highest rates of women enrollment in the education system in the region, where 85.1% of women are enrolled in the university education compared to 48.2% for males; however, this is not reflected in effective engagement and participation of women in the labour market and economic activities (Ministry of Higher Education, 2015). Particularly in the rural areas women have limited access to sources of income, microfinance opportunities, loans and also limited access to justice.

The Proposed project aims to contribute to improving the quality of life of women and their voice and agency in the North of Jordan. The targeted four municipalities are classified as poverty pockets and have high unemployment rates; particularly among women. UNDP is currently working in three of the targeted municipalities on SWM-related projects plus an additional municipality (within the Kourah District) all in Irbid Governorate to be added to the proposed project.

Agency of women is about their ability (or inability) to make choices; and these are issues that are reflected in foundations previously laid in their lives based on social and cultural norms. The project therefore will target the current challenge of lack of control over resources (which will be measured by women's ability to earn and control income), decision-making in the household (measured by women's ability to have decision on issues pertaining to family's income and health) and women's ability to have a voice in society and influence policy (measured by participation and representation and engagement in local politics and engagement in collective action and associations) especially in SWM.

While at first glance, the sector of Solid Waste Management may not present as the most obvious choice for WEE, UNDP recognizes this as an opportunity to address a very critical development challenge in Jordan strategically by using an otherwise unpopular selection of sector. The value proposition is in the rich expertise UNDP has available through its global programming in SWM with a gender lens including circular economy value chain strengthening, clubbed with successes of the local pilots on WEE through SWM mentioned above, further strengthened by already established strong linkages with relevant national and local stakeholders to facilitate implementation of the intended project, including a Development Service Agreement (DSA) with the Government, In response to a direct request by the ministry of Local Administration (MoLA) to UNDP. Under this agreement, UNDP aims to support the effective implementation of the National solid waste management strategy as well as to support and develop the capacity of the Solid Waste Management Directorate (SWMD) at MoLA.



Also, and based on UNDP's past experience in the area, the cooperatives established under similar project are still managing initiatives and participating women stories in UNDP activities demonstrate the potential of change that the project activities had on women agency. The UNDP activities also allowed for women to become more of a collective power, to lean on each other for support and negotiate power relations in their households. Economic opportunities for women have been explored in different fields but not in SWM. This is a relatively new opportunity that proved, from UNDP projects, to provide sustainable jobs for women as well as to provide the platform for women to experiment with new ideas in SWM. It is also understood that the risk of women vulnerability to economic violence will increase and as such, UNDP will introduce measures to raise awareness and support women in managing emerging situations and or seeking further support to address GBV. Efforts will be invested in engaging men and highlighting the importance of women's economic participation. Worth noting that the market for compost in Shouneh, for example, is likely to be sustainable if everything is designed well. The opportunity for expanding is very likely once project is on the way. The income generated through the opportunities provided will support women improve their living conditions and in challenging the social norms and perception of their roles.

The design of the project is therefore built around three tracks that aim to improve the economic well-being and social stability of rural women in Northern Jordan, especially in the SWM sector

First, working towards enhancing and strengthening the role of women CSOs to enable such organisations to work effectively and efficiently with women within the targeted communities to become a vehicle for women and women's voices in the decision-making processes. CSOs in the targeted areas are poorly equipped and are weak and lack real knowledge and experience to undertake such roles. Therefore, the project will map the targeted areas to identify 10 women CSOs/NGOs/CBOs in addition to one existing women cooperative (60 members) that UNDP has established through its existing project supported by Canada, and one new women Cooperative (30 members) to be established as part of the proposed project

UNDP through this project aims at investing in 10 women CSOs and two cooperatives to achieve a transformational change in the capacities and skills of women CSOs to represent women, make their voices heard, and empower them socially and economically. Understanding that the targeted municipalities might not have the aspired number of CSOs working with women, there is a possibility to work with other organizations from the neighbouring municipalities or other areas to further invest in developing their skills, capacities, knowledge, processes and awareness to:

- Mobilize women and synthesise their demands and voices
- Develop processes and governance in the design and planning of their operations that respond to gender specific considerations
- Represent women voices and address negative gender and social norms that perpetuate gender inequalities in decision making and local communities and stand in the way of the realisation of rights at all levels using SWM as a point of entry

Once the CSOs are identified the project will assess their capacities through a UNDP well established capacity assessment tool, based on which the project will design and implement a capacity development programme to address the identified institutional gaps that are hindering the CSOs from playing a stronger role in their local communities and beyond. UNDP will rely on its own in house expertise in this area, but will also seek to hire trainers to ensure the CSOs have:

- Needed governance structures in place to lead and empower women within the targeted areas
- Leadership and management capacities

- Advocacy, lobbying, negotiation skills for managing dialogue, and public speaking and communication skills.
- Knowledge needed on Human rights/women rights, women economic rights and handling GBV resulting from economic engagement
- Project results-based management, and how to further develop project ideas and transform successful and feasible ideas into group projects, particularly in the SWM sector.
- Concrete and thorough knowledge on the 5Rs in SWM (reduce, reuse, recycle, recover and residual management)
- Exposure to similar projects implemented by UNDP.
- Ability to identify women and men influencers within communities to lead advocacy and awareness campaigns on women rights and empowerment
- Put in place M&E and mentoring programmes to follow up on projects implementation.

While working on the above the project will be updating the value chain studies UNDP undertook (this will also include studying SWM value chain the 4th municipality that was not part of UNDP current project on SWM), mapping any 5Rs initiatives in the areas, working with the CSOs to identify success stories on similar projects within Jordan and outside Jordan using UNDP network in 190 countries, and updating the Environmental Impact Analysis (EIA) study undertaken by UNDP for the current project "Improving Solid Waste Management and Income Creation in Host communities"

UNDP will also work on addressing very complex issues related to empowering women economically in the SWM sector, which is a very challenging sector for women to work in. However, and based on UNDP's previous experience in the sector and with women working in SWM there is a lot of potential for success and results so far have been encouraging. This will also depend on having CSOs and cooperatives active in this sector and support in changing perceptions on women roles in economy, and entering new non traditional sectors, and overcoming a "culture of shame" issues.

Engaging men and boys is therefore a strategic choice that UNDP would be investing in as means for eventual transformative change in regards to gender inequality. This being said, understanding that transformative change is not something that happens overnight, the project will be alternating between a "men as partners" approach in which a male member of the local community would advocate for women's rights to work, and a "masculinities approach" that aspires to change gender binaries in the local communities. In other words, having men be part of an awareness campaign on economic violence is one thing, and changing men's attitudes and beliefs about women's role is another. The "men as partners" approach will target raising awareness activities, while the "masculinities approach" will be more targeted by the women CBOs that will use their collective agency to speak on behalf of the women and engage in their local communities in such a way that would affect long-lasting change.

Drawing from UNDP's pool of regional and global best practice examples and success stories, outreach material including documentaries and human stories will be compiled carrying key messaging to showcase the added value of women's economic participation, and the benefits felt in societies where women have a notable presence in decision making role, with a particular focus on the SW sector. This will contribute to shaping supportive environment to reinforce effective and constructive engagement of women in local economic development and SWM. Space will also be given to allow personal reflections from men on how best to reduce instances of violence against women; and as well, to reiterate importance of women participation in the local economic

development (role-modeling). This is all to lead a positive shift in community perception towards women participation in SW sector with the support of men.

As detailed in the activities matrix, the project will also identify men 'influencers' from within the communities who will be mentored to become champions that actively advocate for women's economic participation and support inclusive communities. These individuals will receive trainings on a number of critical topics such as preventing sexual harassment and exploitation, fair and equal access and importance of women in leadership roles. These individuals, in their role as catalyst for the envisioned change will be essential to the success of this project.

Second, Once CSOs/NGOs/CBOs and cooperatives structures, procedures, capacities and skills (operationally and technically) are in place, and once they start reaching out to women and local communities in the targeted areas, UNDP will provide financial support to the CSOs and Cooperatives to start working on increasing participation of women in the local economy, particularly in the solid waste sector, through designing and managing group projects to:

- Improve attitudes on women's economic participation
- Enhance women's knowledge and skills, within communities, to generate innovative income generating ideas using solid waste management
- Increase provision of employment and entrepreneurial opportunities, within SWM, for women to participate in Local Economic Development
- Improve understanding by women of their economic rights and of handling GBV resulting from economic engagement

The CSOs will reach out to communities and organise awareness sessions on women economic empowerment. The CSOs will select 1000 women beneficiaries from the targeted areas who will be provided trainings on the 5Rs, women economic participation, women rights, and on how to initiate innovative project ideas in SWM. The 1000 women will be given the opportunity to present their project ideas through pitching sessions to select 600 women (based on a clear and transparent selection criteria) who will be economically empowered and participate in 12 group projects run and managed by the CSOs and cooperatives (in addition to the already existing 60 women working in the sorting facility under the current project). Depending on the projects focus areas, the pitching sessions will be attended by designers, environment, innovation and women empowerment specialists from UNDP, the private sector, municipality representative, Ministry of Local Administration, and others. The CSOs will also conduct trainings to build entrepreneurial and self-employment skills of selected 600 women on "How to Develop Your Own Business".

Each of the CSOs will be reaching out to the women in their own local communities. From one side, this will ensure continuity of outreach beyond project activities as the project will help these CSOs in connecting and in better outreach and advocacy. Some of the women would naturally be members of the selected CSOs, while others will be reached out to and connected through the social network of the women themselves. As for the pitching of projects, and since the projects are expected to be "group projects" then the "group" can nominate two women (on behalf of the whole group) to pitch the project to a selection committee (designers, environment, innovation and women empowerment specialists from UNDP, the private sector, municipality representative, Ministry of Local Administration, and others), in the presence of the rest of the team. This pitching process will reduce the number of women beneficiaries to 600.

In Jordan, marketing and packaging are two main issues facing existing micro-businesses, hence, the project will focus on ensuring that this will be taken into account throughout the implementation

of this component. Successful project ideas will be supported through UNDP expertise and other expertise to provide innovative design, packaging and marketing ideas so that all products and services generated through the proposed project will have a value added that will enable them to compete and have market value that will enable 660 women to generate income and economically support themselves and their families. Simple and locally sustainable new technologies and tools will be introduced to the group projects within SWM sector. UNDP approach is to encourage innovative and projects with simple new technologies, for example using IT, underground collection system, Web based GIS technology, Waste bin monitoring system, optical sorting, multi compartment bins, and optical sensor based sorting technologies.

Furthermore, women participating in group projects will be capacitated to better understand their economic rights, labor law, and handling GBV resulting from economic engagement. The CSOs will also design special sessions for men to engage in discussions about women economic rights, and to select men advocates to support the project.

Based on the results of UNDP's -Canada funded women empowerment project in Mafraq where a women led NGO manages a "Composting Facility" using manure, UNDP is proposing to establish a new composting facility in Northern Shouneh within the sorting station area with 30t/day capacity, with minimum investment and no infrastructure. MoLA will help to reduce the proposed project cost by offering a piece of land (10,000m<sup>2</sup> for the compost, at the cost of 14JDs per m<sup>2</sup>); MOLA will also offer office space, a bulldozer, trucks to transfer the products, water tanks, along with drivers and security for the site. The new composting Facility will enable 32 women in the targeted municipalities to manage a new composting facility. For the selection of the 32 women beneficiaries, the project will establish a vulnerability criterion to include among others: female headed households, NAF beneficiaries, etc. A CSO will call for interested women to join the composting facility and the selection will be made based on the vulnerability criteria mentioned above, and the technical and administrative skills the women are required to have.

UNDP is not part of MoLA plans to expand the existing facility in Mafraq; and this is not part of the new proposed project. What UNDP is proposing however, is to build on the success story in Mafraq and replicate the model with minimum investment.

The composting facility is a long -term investment and a new model introduced to economically empower women in the targeted areas. UNDP will use the expertise of the women in the existing Mafraq facility to transfer their knowledge to the women beneficiaries in the new facility. The Composting facility will use agricultural waste in addition to manure as source for composting due to the nature of the targeted areas (agriculture is a main sector in the targeted municipalities). It is expected that the production of the facility will be 30 tons per day, which will be sold either directly to big farms to be transferred by trucks, or packaged and sold individually to farms and nurseries at different prices to be set. Prices for the new product will be decided based on the updated value chain analysis for Northern Shouneh.

The collection and treatment of fresh manure from the target area and the surroundings will significantly minimize the negative impact on human health and water resources in the area. The treated manure (the compost) which will be produced through the project activities will be used as an alternative for the other type of fertilizers that are of harm to the soil and cause soil salinization. This activity will be associated with A call for awareness campaigns that include local authorities, schools, associations, mosques and farmers educate them about alternative means to replace the use of untreated fertilizers.

A metal Hangar will be installed to provide working space for women working in compost packaging, to store the compost, and to store the separated SW ready for recycling and upcycling. The basic infrastructure for all proposed activities under this project will be provided by the Joint Services Council and Ministry of Local Administration. Women transportation will be secured outside the proposed budget (through other UNDP partnerships).

Third, Throughout the duration of the project (3 years), UNDP will be working with national and local government to enhance gender informed and responsive policy making in Solid Waste Management at the community and national levels. This will include:

- Strengthening the capacities (knowledge and skills) of local and national level government staff (men and women) to integrate gender equality considerations in SWM national strategy and action plans.
- Increasing the availability of evidence- based knowledge on gender issues within environmental in general and SWM sector in particular
- Increasing the promotion of knowledge and skills about gender mainstreaming among local authority elected and staff members (men and women) in general and in SWM in particular.

The Proposed project will therefore work closely with Municipalities, Joint Services staff, and relevant MOLA staff to ensure gender concerns and 's participation and empowerment are taken into account throughout their planning, budgeting, and implementation processes. This will entail the development of a toolkit on mainstreaming gender in SWM planning, budgeting, service delivery and monitoring and implementation process, in addition to capacitating relevant staff (women and men) with the needed skills and tools to do so.

The Project will ensure that through existing UNDP partnership with MOLA and their "Development services agreement", UNDP and the project will work towards mainstreaming gender and women economic empowerment in the implementation and any future revisions of the SWM strategy. The Project will support MOLA and municipalities in producing gender sensitive "Local SWM Plans".

The Project will establish partnerships with academic institutions to encourage research related to women empowerment in relation to Local Economic Development, and with the Private Sector to consider some of the projects introduced through the proposed project for upscaling. The 32 selected women will be joining the existing cooperative/ The latter can work directly with the private sector through a contract to sell the compost product especially that they are registered as for-profit organizations. The private sector entity could also manage the compost facility through the cooperative (according to an agreement), while ensuring the women who work in the facility would remain in the workforce.

The Project will generate "knowledge products" and media and communication material that will also be used to contribute to LED in the targeted areas and elsewhere in Jordan and the region. SWM will be a model used to identify and address gender gaps and barriers but hopefully knowledge gained will be able to be taken into difference sectors. Little knowledge on SWM is available in Jordan, one of the components of the project is to try to build on more information on what are gender issues within environmental sector to drive decision-making process and capture the real issues on the ground, the dynamics in the sector, for national level policy making. Women NGOS will also be engaged in gathering and collecting information in order to generate a more sustainable knowledge and to coach them in designing evidence based lobbying and advocacy campaigns.

In addition to introduce more gender responsive models for decision making, women NGOs will be able to better design their advocacy and lobbying campaigns.

Finally, it is important to mention the following:

- Savings were made on the budget because UNDP will use its expertise and networks to cover many of the planned activities.
- A Monitoring and implementation plan will be developed for the whole project taking into account its different tracks.
- Many of the activities of the project will be combined during the implementation phase but were broken down for the sake of budgeting.
- The project team will be established through lateral move or relevant staff within UNDP's SWM and other projects to ensure the continuity of impact and replication of successes. This would also ensure that the project activities would start immediately in case funds are secured with no delays.

The immediate outcomes for the first intermediate outcome are designed with the following identified assumptions and risks:

#### Assumptions

- CBOs are capable to engage and capacitate women in areas related to women rights
- Government organizations, including MoLA, are collaborative and facilitate the implementation process.
- Partnerships established between municipalities, joint services council, cooperatives and NGOs.
- Community leaders are willing and open to advocate for women rights
- Gender equality and women empowerment is a priority development area for the government
- Data and statistics, specifically about gender and women, are available and reliable.
- Increase representation of women in the governorate and municipal councils in the new Decentralization Law.

#### Risks

- Weak technical capacities at mid-level management of governmental and non-governmental organizations.
- Resistance to change by the local community members
- Insufficient coordination among the relevant stakeholders and partners.
- Turnover of staff in municipalities resulting in the loss of institutional memory
- Unpredictable political and security situation in the targeted area, especially it is a border line with Syria.
- Instability at the national level

## Annex V: Assessed Results Framework

Project Title: Women's Economic Empowerment in the North of Jordan particularly in SWM

<b>Project Title</b>	Women's Economic Empowerment in the North of Jordan particularly in SWM	<b>Project No.</b>	P007389	<b>Implementing Organization</b>	UNDP
<b>Country/ Region/ Institution</b>	Jordan	<b>Budget</b>	CDN \$ 7,015,400	<b>Project Duration</b>	36 months

Indicators	Baseline	Target	Actual Data Cumulative
<b>Ultimate Outcome 1000: Improved quality of life and livelihoods for women in the North of Jordan.</b>			
<b>Immediate Outcome 1120: Improved capacity of women organizations to develop processes and governance in the design and planning of their operations that respond to gender specific considerations.</b>			
# of institutional development plans for women CSOs and cooperatives developed and adopted.	0	10	10
<b>Immediate Outcome 1130: Strengthened women organizations capacity to represent women voices and address negative gender and social norms that perpetuate gender inequalities in decision making and realizations of rights at household and community level using SWM as a point of entry.</b>			
% of women participants reported awareness and exercise of their rights at household and community level.	10%	70%	90.67%
<b>Intermediate Outcome 1200: Increased participation by women in the local economy, particularly in the solid waste sector .</b>			
# of women with earning income through creating recycled, up-cycled products.	200	1260	788
Perceptions of community women members on SWM and 5Rs as means of earning livelihood.	Impractical/unacceptable	Practical/ attractive	Practical: 94% Attractive: 5.5% Impractical: 0.17% Unacceptable: 0.33%
<b>Immediate Outcome 1210: Improved attitudes on women's economic participation.</b>			
# of locally run campaigns to support WEE especially in SWM.	0	8	9
<b>Immediate Outcome 1220: Enhanced women's knowledge and skills to generate innovative income generating ideas using solid waste.</b>			
% of women trained on 5R report using concepts at household level.	0%	60%	41.33%

Indicators	Baseline	Target	Actual Data Cumulative
<b>Immediate Outcome 1230: Increased provision of employment and entrepreneurial opportunities, within SWM, for women to participate in</b>			
# of jobs created for women by CSOs and cooperatives in the solid waste management sector/environmental sector.	0	632	660
<b>Immediate Outcome 1240: Improved understanding by women of their economic rights and of handling GBV resulting from economic engagement.</b>			
# of women trained on economic rights and GBV.	0	2000	Women economic rights: 494 GBV: 414
<b>Intermediate Outcome 1300: Enhanced gender informed and responsive policy making in Solid Waste Management at community and national levels</b>			
Sector plans and budgets clearly outlines allocation for gender focused needs assessment and gender responsive considerations to be included (disaggregated by level of plan and budget).	No	Yes	Yes
<b>Immediate Outcome 1310: Strengthened capacity (knowledge and skills) of local and national level government staff (men and women) to integrate gender equality considerations in SWM national strategy and action plan.</b>			
Evidence based and capacities developed and available to support the effective incorporation gender considerations into national strategy and action plan.	No	Yes	Partially yes
<b>Immediate Outcome 1320: Increased availability of evidence- based knowledge on gender issues within environmental in general and SWM in particular.</b>			
Research report on Gender, environment and the economy, with a particular focus on SWM is published.	No	Yes	Yes
<b>Immediate Outcome 1330: Increased promotion of knowledge and skills about gender mainstreaming among local authority elected and staff members (men and women) in general and in SWM in particular.</b>			
# of workshops conducted to build capacities of elected and local council personnel on gender equality.	0	4	4



## Annex VI: Evaluation Questionnaires

Evaluation Criteria	Key Questions	Specific Sub-Questions	IPs	CBOs/Coop	Stakeholders	Beneficiaries
<b>Relevance</b>	To what extent does the project contribute to gender equality, the empowerment of women, and the human rights-based approach, addressing beneficiaries' needs?	A) Has the project successfully enabled women to partake meaningfully in leadership roles?	X	X	X	X
		B) Is there more active participation of women in the communities. where the project was implemented?		X		X
		C) Has the project contributed to increased representation of women?			X	
<b>Coherence</b>	To what extent is the project in line with government priorities on SDGs, country program outputs and outcomes, and UNDP Strategic plan?  How well-integrated are the project activities to ensure coherence and a synergistic approach?	A) Are there any national/subnational strategies or plans that could be taken forward as a result of demonstrated success of WEE?			X	
		B) Would a scale-up/replication of the project be seen as a catalytic agent for Jordan's progress on economic modernization?			X	
		C) Does the intervention coordinate and cooperate with other interventions supporting human rights and gender equality, striving for synergies?			X	
<b>Effectiveness</b>	What are the most remarkable features of the project? What have been the constraining factors, and why? How can or could they be overcome?	A) In what areas were achievements highest?	X	X		X
		B) Were CBOs a good instrument to use as representatives of women within communities?	X	X	X	X
		C) What were the reasons for the effective implementation?	X	X		X
		D) In what areas were the achievements limited/obstructed?	X	X		X
			X	X	X	X

Evaluation Criteria	Key Questions	Specific Sub-Questions	IPs	CBOs/Coop	Stakeholders	Beneficiaries
		E) Were the roles and responsibilities of stakeholders clearly communicated and effectively distributed?  F) how the model worked to enhance economic empowerment/ independence of women	X	X	X	X
<b>Efficiency</b>	To what extent have project results, funds and activities been delivered in an economic and timely manner? Have human resources been allocated strategically to achieve the outcomes?	A) What were key factors that contributed to smooth delivery of planned results? B) What were the obstacles that delayed planned delivery? C) What could be done differently to address these? D) To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?	X X X X	X X X X		X
<b>Sustainability</b>	To what extent will target men, women and vulnerable people benefit from the project interventions in the long-term?	A) is there an effective exit strategy built into the project? B) Did the project design sufficiently consider sustainability and continuity of activities beyond the life of the project? C) Are there any risks that may jeopardize the sustainability of project outputs?	X X X	X X X		X
<b>Human Rights</b>	To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and Marginalized groups benefited from the work of UNDP in the targeted areas?	A) Has the intervention helped to overcome discrimination that negatively affects segments of the population?	X X	X X	X X	X X

<b>Evaluation Criteria</b>	<b>Key Questions</b>	<b>Specific Sub-Questions</b>	<b>IPs</b>	<b>CBOs/Coop</b>	<b>Stakeholders</b>	<b>Beneficiaries</b>
		B) Has it helped to overcome barriers to the inclusion of marginalized groups in society?				
<b>Gender Equity</b>	To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	A) Does the project sufficiently reflect GEN3 considerations? To what extent has the project promoted positive changes in gender equality and the empowerment of women?	X	X	X	X
		B) Did any unintended effects emerge for women, men or vulnerable groups?	X	X	X	X
<b>Persons With Disabilities (PWD)</b>	Did the project design consider inclusion of persons with disabilities?	A) Did PWDs face barriers participating in the project?	X	X		X
		B) What could be done differently for future projects to be more inclusive of PWDs?	X	X		X
<b>Environment</b>	To what extent has the project contributed to sustainable management of natural resources and resource efficiency?	A) Since the project implementation has there been reduction in littering in public areas and on streets?	X	X	X	X
		B) Has the implementation of the project reduced the amount of solid waste being directed to landfills?	X	X	X	
		C) Has there been an improvement in the surroundings and living conditions?	X	X	X	X