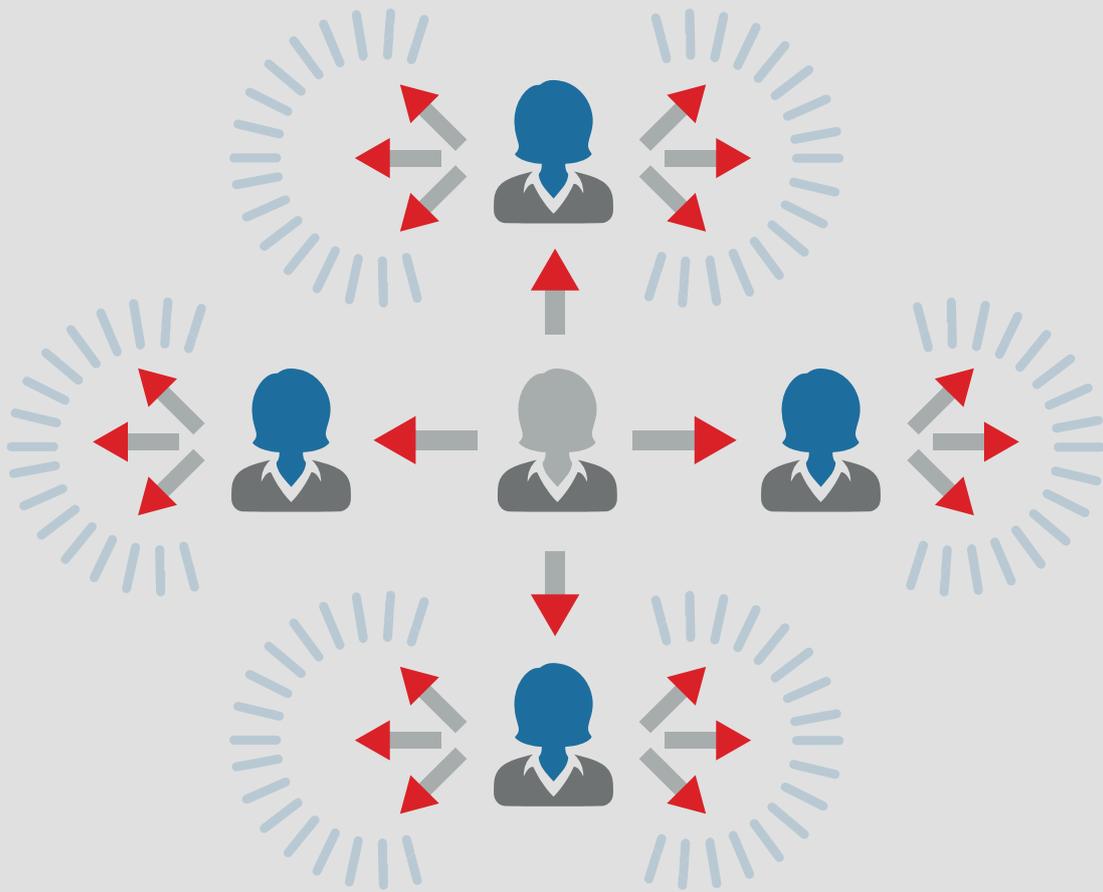


# WOMEN EMPOWERED LEADERSHIP

FOR

| 2017-2020 |



Women Leaders Participation in Political and Societal Development

Led and designed by : Ms Samar Jubran



Ministry of Foreign Affairs of the  
Netherlands



# Contents

## Page number

About ANHRE

2

Our Values and Principles of Work

2

About HIVOS

2

Introduction

3

- About the Project

3

- About the Compendium

3

- Context Analysis

4

ANHRE Learning Approach

5

 Case Studies

7

 How we contributed to change Outcome Harvesting

20

 Results and Recommendation of the National Policy Paper

30

 Most significant Lessons Learned

33

 Sustainability

35

- The network of Women leaders

36

- The E-learning platform of ANHRE

36



## About ANHRE

The Arab Network for Civil Education (ANHRE) is a regional network in the Arab region based in Jordan. It works to promote the values of citizenship and a culture of human rights, with a focus on mainstreaming gender equality and the rights of persons with disabilities and vulnerable groups through coordination of efforts and capacity building.

[www.anhre.org](http://www.anhre.org)



## Our Values and Principles of Work

ANHRE believes in a collaborative action, building bonds of partnership and solidarity among members and contributing to the building of democratic societies with values of respect, cooperation, responsibility, engagement, respect for diversity, acceptance of diversity, dignity, freedom, equality, non-discrimination, equity, fairness, inclusion, acceptance of difference and tolerance.

The network thus reinforces the positive values derived from the fundamental principles of human dignity and equality on which the Universal Declaration of Human Rights is based. We work within a vision based on a transparent, secure, open and participatory environment that is stated by ANHRE code of conduct and accountability system including Do No Harm and anti- harassment or discrimination policy.

Our principles of work are based on an equal partnership based on mutual trust, openness, transparency, credibility, integrity and shared ownership to empower all people without discrimination and to work with them and not for them to achieve a greater understanding of their reality and rights and to find alternative policies and solutions based on a human to achieve a positive impact on their lives and the lives of those around them and rights holders.



## About Hivos

Hivos is an international organization that seeks new solutions to persistent global issues. With smart projects in the right places, we oppose discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. Counterbalance alone, however, is not enough. Our primary focus is achieving structural change. This is why we cooperate with innovative businesses, citizens and their organisations. We share a dream with them of sustainable economies and inclusive societies.

[www.hivos.org](http://www.hivos.org)

<https://womeninleadership.hivos.org>



## Introduction



### About the Project

The Arab Network for Civic Education-ANHRE launched the Women Empowered for Leadership project in partnership with HIVOS International and with the support of the Ministry of Foreign Affairs of the Netherlands. The project aims at empowering local women mobilizers in 9 governorates in Jordan to take and influence informed decisions and responsible gender equality actions to impact political and societal development, opinion, practices and recognition. The three-year project, from October 2017 to September 2020, targeted 9 communities from different governorates in Jordan; Karak, Maan, Tafilah, Zarqa, Madaba, Balqa, Irbid, Jerash and Ajloun. It aimed to set up an active network of local women mobilizers and CBOs aware of the gender context, the socio-cultural norms and traditions related to women's rights and participation, in addition to women's knowledge and capacities required to increase their opportunities. The goal was to get engaged in public life and decision-making for integrating gender equality to impact political and societal development and opinions. Moreover, this local network of CBOs and women take practical community actions and mobilize other women to be involved in the public decision and increased gender sensitive local plans and agendas, perception and opinions.

"MOBADERAT" network has been launched that is specialized on planning, implementing and evaluating gender-sensitive community initiatives.

This project, worked on the key issues that have extremely affected women's rights and women's opportunities to participation and equal representation. These issues are governance structures "especially when it comes to the positioning of male component in the decision-making levels towards Gender Equality", the socio-cultural norms and traditions related to women's rights and participation and women's knowledge and capacities required to increase their opportunities to get engaged in public life and decision-making for integrating gender equality to impact political and societal development and opinions.

### About the Compendium

This compendium represents the details of the project in all its phases, approach and results, and also includes case studies and outcome harvesting to benefit from and build on them in the future.

The sequence of the project's activities is following ANHRE Learning Approach that is enabling and empowering women to take practical actions to make change.

Furthermore, the compendium documented the actions that were taken by women leaders to translate what they had learned into actions; they learned from the experience they lived and affected their communities positively.

The compendium demonstrated how we integrated the community and women in efforts to create collective commitments that contributed to identify the needs of people, especially women who are difficult to reach and people who are most vulnerable to discrimination, exclusion, and marginalization, to participate in gender-based local decisions and document all these practices to be celebrated, used and expanded.



## Context Analysis

The project initiated in a period where Jordan was witnessing decentralization election which implied a political and democratic reform which can be achieved through good local governance and open public policies. That new stage of the democratic life in Jordan required a great attention to local development process in order to adopt development practices to redress disorders in comprehensive and sustainable development, direct its programmes towards meeting development needs and priorities, empower local organisations and citizens to identify their needs and priorities to develop their areas and communities so that the base of popular participation in decision making is enlarged. The recently passed decentralization plan in Jordan aims to grant local authorities' broader powers to make local development through a restructured council system. This phase was an unprecedented opportunity to encourage civil society organizations to take part in the reform process and increase popular participation in the community's decision-making process and to increase representation and influence of minority groups and women in local governments. With the new Decentralization law, each governorate will form an Executive and an Advisory Council. The Advisory Councils, comprised of appointed local government officials and public figures, are the greatest prospect for increasing political involvement of local women. By including leaders of women's groups and other civil society groups, the Advisory Council will be more representative of community members of all genders. Placing women and their advocates in a position of authority allows them to give a voice to women's needs in the public sphere. This project intends to spread awareness of the decentralization policies so that women across Jordan will have the opportunity to take advantage of the new power centered their own communities. The decentralization plan will increase participation in the political process by allowing more diverse actors to contribute to the dialogue in local government and increasing the impact of their choices. The plan could be an excellent platform for empowering women to contribute to decision-making and impact the future of their communities and their opinions.

This project empowered women to take and influence informed decisions and responsible gender equality actions to impact political and societal development, practices and recognition.

Now, towards the end of 2020, the government is reviewing the decentralization law, recognizing that there are many aspects that need to be improved; hence the project sought to submit local policy papers and a national policy paper to submit the recommendations of women leaders to the government to be included in the draft local administration law, which will be an alternative to the decentralization law.



## ANHRE Learning Approach

**Arab Network for Civic Education is based on the pedagogy of adult education through an educational approach focuses on adults; whether young, women or civil society activists**

**Effectively engage the target group into the learning process, allow them to explore the importance of human rights by themselves, and develop strategies to practice the values of cooperation, respect for diversity, equality, equity, respect, responsibility and acceptance in their practical lives**

**Community Organization: Finding leaders, forming them in teams and activating their resources in a coordinated collective action to achieve a specific change**

### The beginning



After selecting the women leaders, a ToT workshop was conducted on "The Concepts of Gender and Advocacy" to provide women leaders from the 9 governorates with the essential knowledge to promote the concepts of advocacy and gender equality, and develop life skills such as leadership and communication, gender and smart indicators, and mainstream gender sensitive indicators in their initiatives.

### Transfer of knowledge



Based on ANHRE's approach that stresses on the importance of knowledge transformation, women leaders transferred the knowledge and skills to a total of 374 women to engage them in analysing gender priorities in each target area.

### Participatory planning



Gender-sensitive community-based initiatives have been planned with women leaders based on community data collected from people, especially women living in the targeted areas.

### Collecting gender-sensitive local data in order to create a better understanding of the context



18 kitchen meetings were held, attended by 312 women. Kitchen meetings proved to be a useful and innovative tool to engage women and assess their needs. They provided them with a platform to express their necessities and ambitions, specifically for those living in remote and conservative areas where the culture and stereotypes force women to play a particular role - that of the housewife who does not actively participate in the community. The kitchen meetings were conducted to consult housewives and girls about the feasibility of community initiatives in their local areas.

These kitchen meetings contributed to a better understanding of the approach and context proposed by women leaders in 9 target communities. In this sense, it was used as part of the planning process to conduct a local diagnosis of local initiatives to be implemented in the region.

## Participatory approach



ANHRE participatory approach is based on the participants' experience as the starting point of the learning process. These experiences are being shared and analysed in a way that enables them to develop deeper understanding of how to manage their work. Participants and facilitators are committed to taking part of a mutual learning process within an open and liberal framework, especially with regard to the freedom to brainstorm and debate. Continuous thinking and evaluation are central to the learning process.

The approach focuses on practical application. Each participant will implement the campaign in her local community, in collaboration with the team that was previously created within the project.

Continuous evaluation sessions and feedback from the women's groups involved in this project are essential component of the project.

## Transformational education



ANHRE methodology is based on "transformative education" to create awareness about human rights rather than merely transferring the knowledge and skills. This educational learning process gradually builds up "critical thinking" through the experiences of the concerned groups, including the visions of change that people want to see within their communities.

The group's reliance on their experience makes them more engaged into the educational process and more aware that they have the right to participate in the life of their community and develop their sense of responsibility to lead the change in their environment.

Transformative education promotes capacity-building and encourages participants to integrate human rights values into their lives and to develop appropriate activities that promote these values.

***"It is not necessary to be the initiators, but to direct the start!"***

Transformational education begins from the moment that participants are engaged in dialogue on a specific subject. Therefore, in transformational education, dialogue must be a primary part that is adopted and reflected in all working sessions. This is called the methodology of Theme Centered Interaction (TCI) on a particular subject.

This approach aims at group learning, helping to create a human environment that makes personal growth an essential element in improving society and considering particular issues that serve those involved in the process of change. As a result, harmony and balance is created between the individual and the group, possibly inducing change.

## The inclusion of the rights of individuals vulnerable to discrimination, exclusion and marginalization



ANHRE's methodology, works to recognize the difference and identities that may play a role in marginalization based on age, culture, language, religion, gender, race, disability or social status, economic status, or educational level. Through its programs, ANHRE develops skills to live in an increasingly diverse world and encourages critical evaluation of social justice and moral responsibility issues and action to address discrimination, inequality and social exclusion that result in providing marginalized groups some control over their lives and resources.

In particular, ANHRE methodology focuses on the inclusion of the rights of the most vulnerable groups to discrimination, exclusion and marginalization, such as persons with disabilities, refugees, displaced persons, women and the poor.



# Case Studies



" In our quest to find women leaders, we decided to adopt an enabling methodology and work strategy that provide equal opportunities for all women to explore themselves and become engaged in learning and action processes."

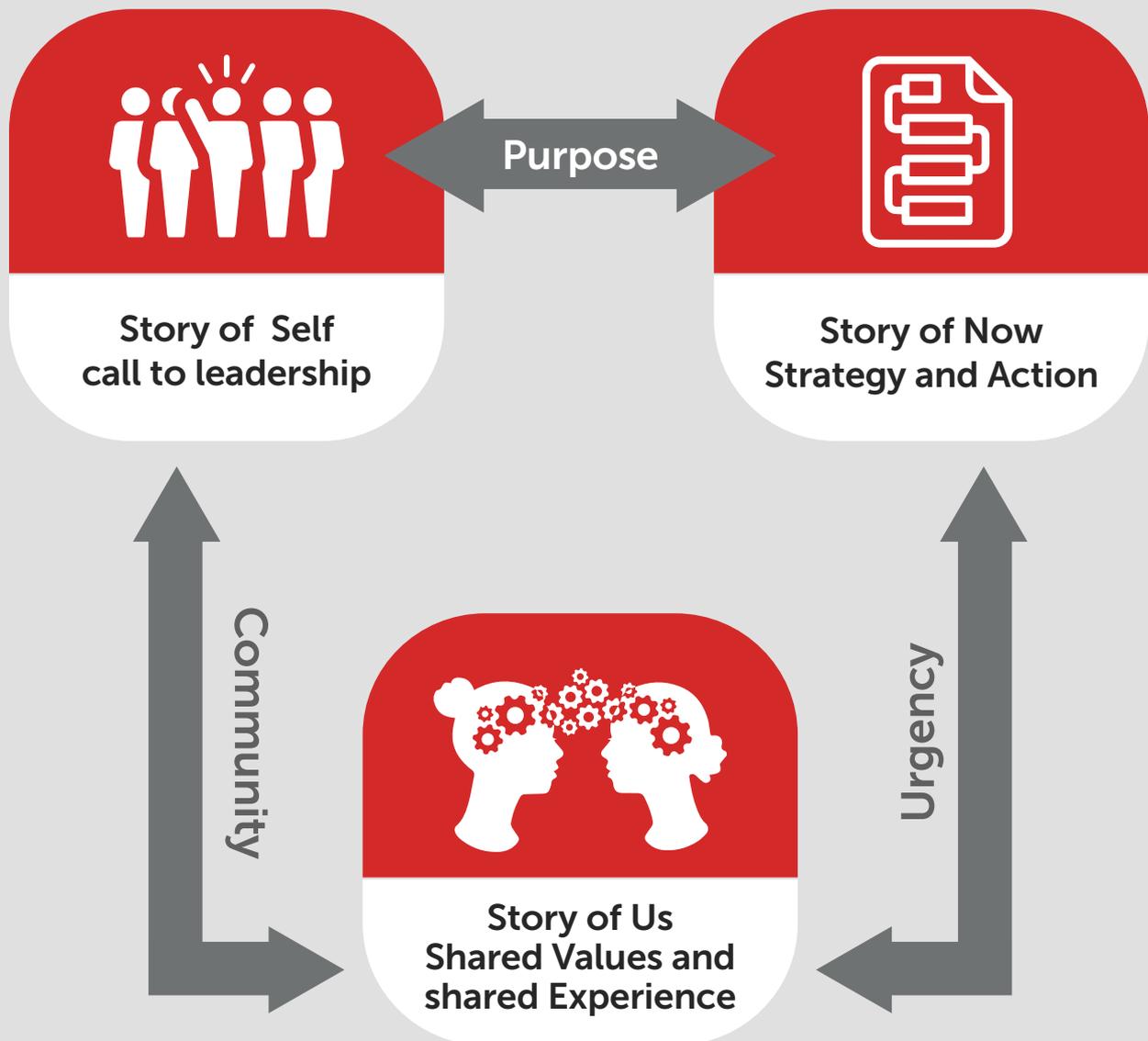
*Fotouh Younes / ANHRE*



## Case Studies

The case studies summarize the participatory leadership, community organizing and answer the following questions :

- Who are the members of my group?
- What is the problem that we address and what change do we want?
- How can we use our resources to achieve change?



## Abla Al-Hajaya

### **"Together We Arrive" Initiative** Al Hassa Charitable Association - Tafilah

When I started my career and volunteer activities, my great concern was to get up early and stand for long hours on the dangerous desert road, waiting for a bus to take me to the capital Amman or Tafila. In other words, my active life mostly evolved around transportation, just like many of my colleagues residing in the area. I remember hearing a number of stories about people being run over on the desert road by a reckless driver, or simply for not being seen by the driver while standing on the side of the road because the absence of street lights. I also remember my late father, may his soul rest in peace, when he came to me, touched by the death of a neighbor who was waiting for a bus to take him to Amman. I clearly remember what he told me that day: "Your life is more important to me than your social and political activities." He was truly concerned about the safety of his daughters, but I was determined to change that reality.

In 2018, I ran for the parliamentary elections to serve the region, but also to act as a model and catalyst for other women. People encouraged me to empower women and increase their opportunities. I started the residents of Al-Hassa Area with nearly 18,000 inhabitants suffering from the lack of basic services - especially public transportation, which continues to be an obstacle in the way of the progress and advancement of many women in the region. What made the situation worse is the closure of Al-Hassa bus complex. As a consequence, buses no longer pass through the city and passengers must wait for it on the highway. Women in particular were anxious about being hit by a speeding vehicle, or being harassed physically or verbally while waiting. This has caused many girls and women to reduce their movement to the minimum. I had a constant feeling that I had to do something to change this reality, because women should have access to safe and reliable transportation as this is a basic right. Furthermore, this issue affects women in particular because most men in the area have their own cars and do not rely on public transportation.

I once spoke about this demand with one of the decision-makers, and his answer was: "Al-Hassa is a corridor and not a central area, any means of transportation to and from the south can service the people of the Al-Hassa region."

At that time, I realized that this issue needs to be explained comprehensively, based on evidence and needs. This led me and my colleagues, Rana Al-Sabaileh and Manal Al-Hajaya from the Al-Hassa Women Charitable Association, to organize a community initiative, through the Arab Network for Civil Education (ANHRE) and with the support of Hivos organization, to demand the establishment of a safe bus stop within the Al-Hassa brigade. We realized that we must understand the transportation policies in Al-Hassa, and determine the decision-makers. Then, we would have to suggest solutions and alternatives and mobilize people as well as influence public opinion to advocate with us and trigger decision-makers to act on this need.

The three of us started to work on the initiative. We first held home sessions with women from the area to collect information and understand the problem more genuinely, its impact on their lives and its importance to them.

The women expressed the urgency of this matter and its importance to them. In addition, they shared their stories as well as stories those of other victims on the desert road; which also include sexual harassment. The women confirmed that their willingness to collaborate with us by attending activities or talking with their neighbors and acquaintances about the importance of this initiative.

We, also, felt that we should meet with the youth, community leaders and residents, as well as decision-makers. We also realized that we needed to network with other civil society organizations to gain support for the proposed policy of our demand to restart the Al-Hassa-Amman bus line and bus stop.

Indeed, we have cooperated with several other civil society organizations, and have formed a team of young men and women in the region to mobilize the community about this demand. In addition, we contacted decision-makers and worked with different departments such as the Governor, the Mayor, the provincial and decentralization council and the transport authority directorate. We also formed a community committee that includes representatives of the local community to gain the support of the Director of the Transport Authority. Finally, we gained a better understanding of the powers of each authority, in order to lobby accordingly for decisions that support our case.

After nearly ten months of diligent and continuous work, we have obtained an official letter from the Al-Hassa district administrator announcing his decision to restart the Al-Hassa-Amman bus line starting from September 2019 .1. The letter specified working hours and assembly points. The Directorate of Transport also consulted the provision of a bus with an internal line, to be allocated for Al-Hassa Women Charitable Society.

Our happiness with this decision is indescribable. Starting from today, we will be riding on the bus from a specific location, without the need to stand alone on the desert road. A major success of the initiative is that the mayor finally addressed the concerned authorities to allocate a plot of land for the establishment of the travel complex on it.

This experience made me more aware of the importance of community organizing. In addition, I have learnt political and legal terminology required for my work as the head of women and youth affairs in the municipal council. Finally, the Al-Hassa Women Society has achieved a community constituency.

The absence of a bus station (public transport) in the Al-Hassa district, although the space and facility allocation as a station was approved since 2007, is due to the fact that it was never activated by the municipality, or prepared for operation. Stops umbrellas, internal organization, division and allocation of parking spaces for public transport buses and other basic necessities were never put in place.

Although there is an initial infrastructure for a bus station in the Al-Hassa District, most services are not available such as umbrellas, washrooms, or usage guidelines. The station became a space to line up buses only, without any sign or any means to indicate it was a bus station. Despite the fact that buses serve several areas - including Al Hassa, Al Jarf, and the Eastern Quarter - most of them pass from the desert road without passing by the station, firstly because it's not operational, and secondly, because passing from the desert road without going through the station shortens the time for drivers at the expense of the community. This reality imposes huge challenges to residents, especially women and increase the economic burden because most people do not have prompt access to public transportation, and therefore they are forced to resort to private vehicles. Also, women find themselves forced to avoid using the waiting point at the desert road due to the lack of safety.

### • What does this mean for women?

The transportation system in Al-Hassa district directly affects women because, unlike men, they simply do not own private cars, and they rely on men for their transportation. On the other hand, waiting for the bus on the highway is acceptable for men, but it is very difficult for women because it is not safe for them (based on gender prejudices). This makes any activity for women and girls dependent on their ability to reach this place; and with a poor transportation system, their chances are rare.

## Jamila Al-Jazi

### "Be Brave, We are all with You" Initiative Al-Jawhara Charitable Society - Ma'an

My name is Jamila Al-Jazi, and I faced so many challenges in the Southern desert (Badia), specifically in the Athruh district of General Kasbah - in Ma'an Governorate, in southern Jordan. I lived in very difficult and challenging circumstances.

I was the eldest among my siblings, 8 girls and 3 boys, and my father's income was very little. Therefore, at the age of 15, I started working with him in farming a 100 acres land, supervising other workers in the land. My father has put seeds of leadership in me since a young age. Later, I got married and now have 4 daughters and 2 sons. During this period, I was unemployed; there were no job opportunities in the Southern desert for women, as most of the available job opportunities are in the field of tourism, due to the touristic nature of the area. However, it wasn't socially acceptable for girls to work in that field despite the fact that there is a Faculty for Tourism and Archaeology in the region, which opens its door to all students even those who didn't finish high school successfully. However, the main obstacle toward girls to study and work in this field is the societal image; as it is considered as a big shame for them. As a result, girls in the area are still working mainly on farming and in occupations that are unfair to them.

Furthermore, there was an absence of women's association in the area, so I decided to challenge myself and work to change the status quo. I established an association for women only, aiming to empower women socially and economically, through teamwork and joint effort. I had a strong belief that economic empowerment will allow women to achieve self-fulfillment, as well as contribute to the development of their society.

#### Our initiative, "Be Brave, We Are All with You" aims at :

- Enable girls to obtain their right to appropriate education and training.
- Qualify them to work in a place that preserves their rights.
- Change the existing societal perception of women studying and working in Hotel Management.

#### How did we achieve our aim?

- We held several home visits to the local community to discuss this issue and found great support and encouragement from women for the idea and for the need to change the perception. They agreed that most of the opportunities and jobs available in the region are within the hotel management field where workers enjoy important rights such as social and health insurance. Some women mentioned that even if the father or the family agreed that their girls' study and work in this field, they are still fearful from community gossip and perception. We also collected information about opportunities, and grants available in the field, and conducted several workshops and awareness sessions to inform women about these possibilities. The feedback we received was very positive.
- We managed to convince the dean of the Faculty of Archeology and the director of the Hotel Training Center to open a career coaching office in our association to provide those interested in the field with all the needed information and respond to their inquiries.
- We convinced the municipal council, the delegation council, and the administrative governor to support the initiative financially and morally.

**We succeeded in convincing the local council to allocate financial support in the future to sponsor scholars who are studying in this field.**

**The main result of our initiative :**

- Strengthened girls' skills in negotiation, dialogue, and discussion to be able to convince their parents about the type of education they wish to accomplish.
- Our association became a focal point for the local community, especially women who need to discuss issues that are important to them.
- 10 girls registered in the institute to study hotel management, including my daughter.
- Established a guide office in our association / Athruh district, to provide interested students in the hotel management and Archeology study, with all the needed information and to respond to their inquiries.
- The mayor agreed to set up a full paid scholarship for 15 girls from the southern desert to support their tuition fees (and transportation) to join the College of Archeology and Tourism in Petra.
- 25 girls were employed in hotels, despite the social obstacles. We wish that many girls will follow them to enhance their economic circumstances.

In the end, I would add that on a personal level, I gained more confidence and credibility from the people of the region and I became a role model for women in my community when I bought a car, some asked me "Is it in the name of your husband? and my answer was "No, it is my car, registered in my name". I believe it is necessary to support women to take control of their resources and their decisions as this will enable them to overcome many of the constraints of norms and traditions.



## Dr. Rabaa El-Majaly

**First man prize and who follows Initiative  
Al-Sura Society for the Rights of People  
with Disability - Karak**

I am Dr. Rabaa El-Majaly, a woman with visual disability. My condition has been a big challenge for me but also a source of persistence. I have achieved a respectable scientific and economic status, and got the position of Participating Professor in Arabic language and its literature.

I support finding opportunities for others and having an active role in society. My motivation for voluntary work stemmed from my belief that there are marginalized people who need justice, and who are a victim of exclusion because of their gender, disability or other reasons. The possibility of having a job opportunity for people with disability is very low, despite of the issuing of 2017 law no. 20 for people with disabilities which designated a quota for employing people with disabilities and included a fine on organizations that violate that. However, opportunities are still limited especially in conservative and remote governorates.

Jordan has taken major steps in reinforcing the rights of people with disabilities through a lot of legal and scientific efforts throughout the last decade. The right to work is one of the most important rights for people with disabilities.

I worked through ElSura Society for the Rights of People with Disability on consolidating the language of rights. We were the first to use the term "people with disabilities", even before its ratification by the high council for the rights of people with disabilities. This is because of our conviction that disabilities are external obstacles and behavioral ones and not something intrinsic to the individual with disability himself and through the rehabilitation of society we can rehabilitate the human being.

Our initiative aims at activating the new law for people with disabilities and to raise general awareness and make employers in Karak governorate commit to employing people with disabilities; both males and females. We also made a prize for companies and organizations that abide by the law and we called it "the first man prize". The reason why we called it this way is that His Majesty King Abdullah II gave a lot of his attention to people with disabilities, and therefore those who commits to the law would be following his league. To motivate the managers of the private sector, we made an annual national prize, and integrated that as part of the quality standards of the company.

We started to promote the idea in Elmazar area in Karak governorate, south of Jordan, and in particular in Mo'ta. After that, the high council for people with disabilities has become an important strategic partner in developing the national prize to motivate the employers to include the people with disabilities in the job market.

During the implementation, we established a team with strong bonding, harmony and social responsibility that speaks common rights language. We contributed to changing the stereotypes of officials on people with disabilities.

During the life time of the initiative, the governors changed three times. We met the new governor and we were three people from the NGO, all of us are with disabilities. At the beginning, the officials thought we were beggars, but after he got to know us, our initiatives and our work, his attitude changed and he became more supportive, realizing the importance of the work we are doing. The same applies to the local society, where we observed a change in the pattern of behavior towards us as people with disabilities. We also observed an increase in awareness of people with disabilities themselves, especially girls, of the rights that are guaranteed to them by the law and the constitution.

Today, at ElSura Society, we have become a mediator for employment between companies and people with disabilities. So far, 6 of the companies, that collaborated with us, employed a number of men and women. However, some couldn't continue their work due to the fact that the working environment wasn't prepared to accommodate the needs of these people. This is why we realize that our demands for employment should include the demand for a safe and convenient environment to enable people with disabilities to practice their full rights.

## Rawan Shawabka

### **"Road" Initiative** Madaba in the Eyes of its Youth Organization - Madaba

My name is Rawan Shawabka, I am a resident of Madaba. After I finished school, I couldn't complete my studies, and my desire to become an agent of change in my community pushed me to be a volunteer. I started my journey with a community-based youth institution.

Volunteering made me realize that the starting point should be myself. That I needed to challenge my circumstances by my empowering myself. Volunteering made me believe that change starts with a first step. Therefore, together with the great help of other young women and men in a Madaba, we have established an association called 'Madaba in the eyes of its youth' to work towards the change we want to see in our community, especially in social issues. I have worked on several projects through the organization, and I became an ambassador for the World Food Organization. My main concern was always focused on the potential opportunities that can be done in my district. Why? Because the nature of Madaba is stunning; it has a beautiful valley and forest. Areal economic opportunity and all that we need to do is to bring attention to it. This is exactly what had motivated me to start the initiative. Where does the problem lie: the beautiful places are not accessible due to the unpaved road, which makes it very difficult for us and tourists to reach them. This prevents us from enjoying nature, and deprives us from potential investment opportunities.

'Road' is an initiative aimed to mobilize the community in order to push decision-makers to construct a road that connects the forest areas, in the areas of Lib and Mlih, affiliated to Thibian, Madaba district.

To fulfil the need of our local community, we met with different stakeholders and got their approval. We knocked several doors until we reached the municipality and the director of the agriculture department and the chief of justice and youth shadow council, together with several council members. This experience increased our knowledge of who is responsible for what! As well as the available possibilities.

At the end we learned that the construction of the needed road is under the Ministry of Agriculture (Forest Directorate). Thus, we started our campaign by using media and all social media tools, and the local community was part of all the process.

We continued our work with the municipality, which supported our rights and demand of owning or renting a land for 10 years to transform it into a park. The municipality contacted the Ministry of Municipalities, the Prime Ministry and the Ministry of Agriculture for this purpose. From our side, we will continue to follow up on this until the park is established. We also learned about a grant provided by the Hashemite Royal Court with a value of 50 thousand dinars to the municipality of Lab and Mlih to establish an amusement park that serves the local community.

During this journey, my colleagues and I have learned a lot as our social responsibility enhanced, and our ability to express and communicate with different groups has significantly increased. In addition, we have gained the community's trust, and even our own confidence as a team has enhanced. Our community believes that they can speak to us about any issue they feel they need support for.

We will continue our work until the land is allocated from the Ministry of Agriculture and the road construction is achieved.



## Faten Abu-Ruman

### **"Our Dialogue is Our Secret" Initiative Mousa Al-Saket Development Center - Balqa**

I am Faten Abu-Ruman, from Balqa Governorate. I studied agricultural engineering, and graduated 15 years ago. However, I didn't get an opportunity to work in my specialization. This motivated me to focus on volunteering and social work.

I discovered the beauty of volunteering work and the importance of serving others. And most importantly, I felt the value of drawing a smile on women and children's faces. I volunteered in several projects that focus on Syrian refugees, children and youth. I also established a large social base, and made friends from all areas across Jordan. I have worked as coordinator for several projects and social initiatives at Musa Al-Saket Development Centre. The experience made me believe in the importance of social organizing and that change starts with one step.

As the mother of four children, the issue of bullying and school violence was and still is a source of worry for me; as well as that of many other parents. We hear a lot of stories about problems related to violence and bullying, and this preoccupied me.

Sometimes, I feel there is a lack of communication between parents and teachers; especially in boys' schools. This limits collaboration and parents are not always informed of the bullying of their children. In addition, many of them refuse that their mothers attend parents-teachers meetings, as they consider them degrading.

I always wonder about the role of the Parents' Council, and why it is not taking any action to prevent bullying. This is why I decided to launch a community campaign to activate the role of the Parents' Council.

My colleague, Heba Elwazny, and I presented the idea of activating the parents' council to women in our community. We also held meetings and home visits to parents in the area to hear their opinions. We found out that the issue of violence and bullying at school bothers them the most; especially that its rate is increasing and that it sometimes leads to suicide.

The phenomena of bullying at schools affects many adolescents; and is mostly related to the issue of gender and the concept of masculinity and femininity. The gender identity, especially of boys, is demonstrated in their behaviors through an emphasize of their "manhood" by manifestations of control and violence. The support we received by parents made us move forward in our 'dialogue is our success' initiative, implemented with support of ANHRE and Hivos.

Furthermore, we communicated with many school principals to get their support for the idea. At first, we were faced with some resistance – especially in boys' schools – but at the end, we convinced them to collaborate with us. We proceeded with the procedures and sent formal letters to the educational authorities to get their written approval to implement the initiative. We also communicated with the head of the educational authority in Balqa, and with the coordinator of the council of educational development and the head of the coaching department. We received the needed approvals and support, and at the same time formed a coordination committee to facilitate dialogue with parents and students. Additionally, we developed training materials from the major problems highlighted throughout these meetings, to emphasize the importance of dialogue as an alternative to punishment to solve problems and deal with the issues of the students. Furthermore, the training materials emphasize the importance of developing initiatives and implementing activities to release students' energy. As well, we focused on integrating all parties concerned with education (parents, principles, supervisors, teachers, community leaders, head of educational development council, etc.) in the dialogue in order to exchange opinions between children and their parents on one side, and between teachers and students on the other side.

Our initiative was successful; and as a result, the Ministry of Education in Salt highlighted it on its social media page. Furthermore, the Ministry collaborated with the NGO to implement another initiative, based on the good reputation it has made during the implementation of the first one. We managed to create a direct contact between the parents and the school; and the parents came to feel part of the system. Moreover, the trust between parents and teachers was deepened. Besides, a coach was designated to schools that don't have one, and his/her duties included raising awareness and coaching on violence in order to decrease it between students. Likewise, his/her duties were to promote prevention and therapeutic procedures to address students' problems, while maintaining a close cooperation between students, parents and teachers.

This experience is very important for me. I always avoided obstacles that faced me in my life and I rarely expressed my disagreements with my colleagues, parents or even my children. But this initiative and the methodology of work that we followed, which integrated all parties and their opinions, made me realize that I was torturing myself. This made me wonder what are the reasons that hinder my ability to stand up for myself. As a result, I have decided to make a change in my life, and everyone around me has noticed it. My self-confidence has increased, and I have more belief in my ability to defend myself and my convictions, even others are against them.



## Samia Balouss

### "Hand in Hand, We Protect the Mother and the Infant" Initiative

Al-Azraq Women Cooperative Society - Zarqa

I am Samia Soud Al-Balouss from the Azraq district, a community activist. As a president of the Azraq Women's Cooperative Society, I work hard to make a real change in the lives of women in my community. As part of my belief in people, especially those who are in need, I volunteered to train some Syrian women

on how to create a small business to enable them to secure their daily means of living. As human beings, we should be there for each other, I believe! One of the issues that were disturbing me in Al-Azraq district is the lack of a maternity hospital or specialized health center in the region. I still remember the stories of women who lost their fetus on the road while trying to reach the nearest maternity center. I still see the fear in the eyes of pregnant women to have their delivery at night, while they do not have private cars. The fear that they and their fetus will be hurt on the long road from their homes to the nearest maternity center. This was also a major risk to their psychological wellbeing. This fear was spreading to my heart, and I felt responsible to do something about that. Therefore, I decided to take initiative to solve this issue!

I, with women leaders from the region, decided to implement a community initiative to solve this issue. Through the great support of ANHRE and Hivos, we started a campaign to organize the community and mobilize their support to the women's demand to establish a maternity center in Azraq.

We wanted to help them reinforce their right to have appropriate health care, especially for the pregnant women and their babies. To protect their right to life; not to make them vulnerable, due to the absence of a maternity center.

In the beginning, we collected information on the number of births in the region in general and the number of births occurring on the road before arriving at the nearest hospital in the governorate, as well as the number of deaths at birth of the mother or child due to arriving late at the hospital. We also showed the high number of disabilities that may occur to the mother or child because of that. We wanted to base our demands on knowledge and figures. Following that, we communicated with the people of the region, and signed a petition by 280 people. We also conducted a number of home visits and several awareness sessions to communicate with the women of the district, and mobilize their efforts to support the campaign. We also made networking with some officials and decision-makers, such as the deputy judiciary, members of decentralization, members of the municipal council and the mayor, until we reached the minister of health who promised us to allocate a budget for the establishment of a hospital that includes a maternity center. We are still following up on the matter, until we receive a written pledge to this promise.

During this journey of advocacy, lobbying, community mobilization, and communication with officials, we as a team learned a lot as follow :

**First :** Our legal conception changed; we realized that we are demanding a legitimate right and not a favor from any official, so the language that we used changed. Our team worked with passion and great cooperation; we became a role model for our community.

**Second,** our initiative contributed to breaking the culture of shame about mixing genders. Our team included young men and women from different places in Azraq; they worked together with the same team spirit, united by respect, appreciation, and one goal.

**Third :** On the personal level, this initiative has provided me with core leadership skills, such as prioritizing, knowing how to start and where to start implementing any idea. I have the ability to lead a team to achieve a common goal. I also became more determinant to do what is useful to my community.

Today, after a year of hard work, we received a decision for budget allocation for the establishment of a maternity center in Azraq, as authorities took 100 dunums of land from the government for this purpose. And we will continue to push forward our demands and be the voice of the people, until we see this dream become a reality.

"Your right will not be lost, if you keep claiming for it"



## Suzan Sawalha

### **"Bride of the North, Hartha" Initiative Marriage Fund Charitable Society - Irbid**

My name is Suzan, from Irbid. I was an ordinary girl in my society until I had my first voluntary experience. It was a turning point in my life that encouraged me to be a different person; a person seeking to raise awareness about cultural and social reality.

I was looking forward to making a positive change and impact in my society, and since then, I have never stopped. I have been involved in many training programs, workshops, and community initiatives. Most of the training sessions were held in Amman. It required me to commute from Amman to Irbid at late times, often after sunset, especially in winter. I used to walk several kilometers to my home. My family and myself were always worried since there were no street lights. I knew that this was an obstacle for many girls to benefit from similar opportunities or even go for a walk after sunset.

While volunteering at the Charity Marriage Association in Hartha, I was noticing that street lights play an important role in the freedom of movement, especially for girls, and their nonstop concern for leaving the Association before sunset.

I thought that it was my duty to act and demand the installation of street lights. I contacted two of my colleagues, Zahra al-Obaidat and Tamam Al-Azam, to work to find a solution to the lighting problem in Hartha village.

**Hartha is located in the north of Jordan. It is affiliated with the Bani Kinana area in the Irbid governorate. The village suffers from weak infrastructure and the lack of periodic services and infrastructure maintenance. The streets have no lights, which endangers the community and exposes them to risks, limiting their ability to move and take advantage of the vital facilities in the village, such as parks, and from using the stadiums at late time.**

Initially, we contacted a group of women in the area to make sure they agreed and supported the initiative. We found that lighting public streets and stadiums in the village was a basic need for women, to enable them to live their lives in a normal way. We have also networked with decision-makers such as the mayor of the Kfarat municipality, the head of the local council in Hartha, a member of the decentralization group, and the administrator of the Bani Kinana district. We did not have enough understanding of the powers of each party. This initiative helped us to deepen our understanding of the municipalities and the regional council and delegation, and know the intersections between them; we did many things that helped us finally manage to convince the municipality to install lights for the street and the stadium.

This initiative has changed our role in society as an association, as we have transformed from a charitable organization that receives and distributes humanitarian assistance to a development association, holding gender-sensitive and awareness training sessions, and working to mobilize the community and gain support for issues of their concern toward the local community as a whole, especially women. This had increased community confidence in us, and they started to look at us as leaders in our society, our method of work improved and we became a role model in our society. Today we are more able to involve in community work as a team, we care more about the details, and even our financial management has improved. Our ability to document, report, and work with volunteers has also increased. We have built important relationships and alliances with other associations in the area.

On a personal level, I gained new skills through the implementation of this initiative, the most important of which are overcoming obstacles and moving forward towards the purpose, as well as my colleagues, Tamam, and Zahra. Tamam completely defied the traditional patterns of gender with her family and society, where she said, "I'm accepting my husband's helping me in housework now, I wasn't before, and he has, in return supported me in it. I am accepting other opinions, I became a good listener to my children, and I gave my daughters a safe space by allowing them to go out with their friends even if it was a little dark." As for Zahra Obeidat, who is one of the community leaders, she said, that this initiative has taught her the importance of involving women and youth in all the project stages from planning to developing and implementing.

Today, after a year and a half of several discussion meetings, and networking with the decision-makers for the initiative, we managed to put pressure on the Al-Kafarat municipality to install and maintain 117 lights, as well as providing energy units within the town of Hartha and lighting the two stadiums (Al-Riyadi and Al-Baladi). The southern part of the eastern street has nine light units, with nine more units to be installed in the near future. The northern part lighting was also been put on the municipal plan for 2020.

## Moza Freihat

### "We care about your health" initiative Wadi Rajab Women's Cooperative Association - Ajloun

My name is Moza Freihat and I am a journalist and activist from Ajloun governorate. Working in the media has made me feel responsible for sharing the concerns of my local community. I was elected member of municipality in Kafranja during 3 consecutive elections, which has further strengthened my sense of responsibility towards the social needs in my region.

I always remember the story of one of my neighbors, whose son passed out and was unable to receive treatment at Rajeb medical center because it was closed. Therefore, the young man had to be driven to the closest medical center, but unfortunately, he died on the way. I remember how painful this was to all of us, and this has made me determined to ensure that Rajeb inhabitants receive proper healthcare, because this is not a luxury but a right we must fight for.

Rajeb town, Kafranjah, is a remote area that suffers from a lack of basic services, in particular related to health due to the absence of a comprehensive health center that meets citizens' needs. A basic health center was established in 1976 that aims at providing primary health care services to the village. However, the center ended up serving large population centers in neighboring villages such as Zaghrat Zbed, Dubbe, Um Al Batam, Al Kharabeh, Dhus and Kaab Malloul, while operating for a maximum of 4 hours daily. This leads residents of Rajeb to commute to other health centers in Kafranja and Ajloun, which is a burden as the distance is long. Additionally, the center does not provide all necessary medical services. As a consequence, many patients are sent to Iman Public Hospital, which lacks a number of departments, such as a laboratory, and medical supplies.

This has encouraged a few women from Wadi Rajab Women's Cooperative Association, my leader friend Nadia Ananzeh and myself to launch the 'We care about your health' initiative, implemented in cooperation with ANHRE and Hivos, that aims at organizing community and women to raise awareness on the importance of obtaining our health rights in order to pressure decision-makers in Rajeb. A number of meetings was held with women from the community and decision-makers to understand their concerns, the major challenges faced by the health sector and their suggested solutions. Women emphasized their demand to have the health center operate according to its official opening hours, and also extending them to 4PM.

Additionally, we formed a local committee to support the campaign and met with the director of the health directorate in Ajloun, Ajloun governorate council members, local MPs, the director of the Rajeb Health Center as well as employees of the Rajeb Health Center in order to understand the implemented policies and the plans related to building a comprehensive health center in Rajeb.

In parallel, we have launched a media campaign to raise awareness about the rights of citizens to receive proper health care, and the need to extend the working hours of the health center. After 15 counselling sessions with community members and decision-makers, we have developed a number of demands and sent it to the Minister of Health through a MP from the region and the Director of Health in Ajloun. It includes :

- The necessity to increase working hours.
- Hiring a general practitioner and a dentist.
- Providing necessary monthly treatments for chronic diseases, based on the number of cases.
- Lengthening the lab's working hours.
- Activating the emergency department.

It is worth mentioning that we were faced with resistance by a number of employees at the Medical Center and the Directorate of Health. However, the local community's engagement and the media campaign supported us in pressuring decision-makers.

This experience enabled us to move forward and made me feel that I have an important role as a woman leader to fight for my community's rights. Furthermore, I felt that I had a decision-making power, as a right holder, and this strengthened my will to make my voice heard to decision-makers.

As a result of the initiative, the Director of the Health Directorate in Ajloun requested that the working hours of the Center be extended until 3PM at first, then to 4PM at a later stage.

**Rajeb inhabitants, in particular women, suffer from the lack of proper and comprehensive health care because of the limited working hours at Rajeb Medical Center and the absence of basic medical services**

#### What does this mean to women?

During the needs' assessment, women indicated that extending the working hours at Rajeb health center is a priority to them. Women are the ones to take their children to the health center while their husbands are at work. Therefore, if a woman has to take her child to the health center, she must arrive very early in order to ensure she gets medical assistance before the center closes.



## Kawthar Karishan

### **"Drive me Safe" Initiative** Jordan Society for Human Development - Jerash

9 years ago, I established with a group of women the Jordanian NGO for human development in Souf area- Jerash. I had the interest to serve the women and the people living in this area who suffer from the absence of some basic rights; most importantly transportation. A while ago, the public bus line between Elburj area and Souf stopped was interrupted, which forced me and many people from the area to use our private cars. This was a financial burden; and sometimes we had to walk for a while to take the bus. Additionally, the bus sometimes stops in inconvenient places, which triggers feelings of fear and worry of being a victim of harassment - especially early in the morning or at night.

This constituted an obstacle to the freedom of movement of women, and became an obstacle that stood in the way of them taking opportunities in the capital or outside the area. This is why I decided to make an initiative to mobilize community support to advocate for the return of the public bus line to the area.

Souf is a Jordanian city located in Jerash city. It is also the third most crowded city in the governorate. The numbers of areas that are unserved directly from Jerash are 13 villages, whereas only 40 are benefit from direct bus lines. There are also 29 internal public transportation lines from Jerash to other villages, in addition to 16 public taxis covering the area.

Till this day, the public authority for transportation did not respond to the demands of many villages to provide a bus line that serves them directly.

One day, Balqis, a young woman aged 23 years old who studies at Yarmouk University, had to take a private bus with someone she doesn't know because she couldn't find a bus to her university. The driver claimed that he was taking girls to the same area but actually took her to an unpopulated area. She freaked out and asked him to stop to get off the bus.

In order to limit such situations, I mobilized the community and asked them to sign a statement requesting the authorities to designate a public bus line to serve them. The campaign succeeded to mobilize the support needed to request the return of the bus line, and reached the manager of the land transportation authority in Jerash, Mohamed Alawna, parliament member, Huda Elatoum, and the head of Jerash municipality, Ali Kawkaza.

This initiative was launched in 2018 in collaboration with women of Elborj area; located 2 kilometers away from Souf. The initiative's slogan was "drive me safe", and emerged from the risks women faced during the suspension of the bus line that used to serve the area for 17 years.

In addition, the Transport Authority suggested that the NGO buys a bus while it provided them with the line. However, an NGO cannot afford to pay 12,000 JD to buy a bus; especially that this is the responsibility of the transportation authority itself.

Therefore, we coordinated with the parliament representative of the area; Elatoum and asked her to communicate our initiative to the head of the land transport authority in Jerash. The authority

confirmed that the internal bus should either provided by a private bus company or through one of the NGOs in Souf.

Consequently, we did a number of home visits to collect information from women on the impact of the suspension of the public bus line on them. We listened to their stories, especially those related to harassment.

In parallel, the people in the area shared another priority for them which is the need for a comprehensive medical center to serve the community of Elborj as the current one does not provide enough medical services and is inconvenient in terms of infrastructure.

Finally, we realized the importance of launching a campaign to mobilize support for the return of the bus line. We communicated with the head of the municipal council, parliamentarians and the governor; and repeated our visits to ensure that the cause becomes a priority on the agenda of decision makers. At the same time, we conducted several trainings for young men and women in the area to raise their awareness and mobilize their support for the cause. These meetings eventually enabled us to get the support and trust of the local community, and to build alliances with the leaders of the area and with other NGOs including Elnour Elmobeen NGO for community development, which played an important role in communicating with the community, the municipality, leaders and parliamentarians.

Our success is summarized in our ability to communicate our demands to decision makers and to mobilize the community support in order to increase the importance of our demands.

Today, the cause has become a major demand for the people in the area and we are waiting for a meeting with the minister of transport and the issuing of a decision to return the bus. On the personal side, the initiative helped me develop my skills of leadership, my influence and my ability to convince others and to build trust. It also enabled me to work on community organizing and in rights-related causes.



## How we contributed to change Outcome Harvesting



" The community is asking for our help,  
the ladies of the initiative,  
to solve the community problems "

*Moza Frihat / Ajloun*



## How we contributed to change Outcome Harvesting

**ANHRE has mainly focused its work on “Women’s CSO and established and aspiring women leaders collaborate and impact political and societal development and opinions”**

Below are 4 cases that demonstrate the change.

### **Case 1 : Mobilizing women leaders for better awareness about access to and uses of health care services in Jordan**



#### Outcome description

During 2018-2019, the Women Empowered for Leadership (WE4L) Project succeeded to achieve the critical mass of women which led to the long-term contribution and sustainable demand to improve the health agenda in Rajib, Ajloun, in Jordan. The support of the project has enabled women leaders to grow from a few token individuals into a considerable voice by stimulating other disadvantaged and excluded women and promoting women-friendly policy change or improvement, particularly in accessing and using health care services. In the process, women were able to influence their male colleagues as well as other community members to accept and approve policy measures or actions promoting women’s concerns, such as the availability, access, and quality of health care services.

The underlying contribution of the project, in this case, has been driven by the belief that women who are unaware of their rights cannot claim them. This is what the project has been able to accomplish by supporting and mobilizing women leaders who were, in turn, able to connect with a range of other actors mainly with other women groups. This Outcome Harvesting case documents and learns about achievements in one of the interventions of the WE4L project. It describes and analyzes how the success of the project depends on raising awareness for influencing policies, practices, actions, and relationships through the support and mobilization of women leaders towards better access to and use of health care services. The case presents the relevance of the intervention and the extent of the contribution of the project in bringing a sustainable outcome in health care services for disadvantaged and excluded women.



#### Relevance

Women’s voice, leadership, and decision-making power may be present at the household, community, and national level, and it may also be individual or collective. Critical mass has gained wider acceptance among women’s activists, development practitioners, civil society organizations, the media, and international organizations as a justification for measures to bring more women into a leadership role. There is evidence that women as leaders and decision-makers at all levels are critical to advancing gender justice and gender equality—and to furthering economic, social, and political progress for all.

On the flip side, gender inequality may lead to health risks, suboptimal health behaviors, and inferior health outcomes for women and girls. There are several reasons: socio-cultural factors negatively affect physical well-being and accessibility to appropriate health care services. Institutional, economic, and educational barriers also prevent and lower women’s standard of living when compared to their male counterparts.

Residents of Rajib town, especially women, are unable to enjoy their decent and comprehensive health care rights due to the limited working hours in the Rajib health center and its lack of many basic services. Community leaders and local people had raised this health issue several times and

all demands have either been ignored or postponed. On several occasions, government bodies have claimed their intentions to establish a comprehensive health center within the development plan of the province. This has not, however, been translated into actions for a long time.

The WE4L women leaders of Rajib analyzed the problem to understand the inaction from government bodies. With a closer investigation, the project understood that voice and leadership are critical elements in women empowerment that can move or push those in decision making to take action. The finding of the analysis showed that government bodies and others associated with health care service provision, in reality, can make it possible for women to have access and use of the services. Yet, this did not happen. Decisions are more likely to be quick, inclusive, representative, and take diverse views into account when **women are organized and can press for their demands**. This is where the role of women leaders becomes critical.

In other words, the root cause for the lack of access to and use of health services by women in Rajib has been due to the underperformance of the support to women leaders to mobilize and encourage other women who are disadvantaged and excluded. Without the role of women leaders, any contribution will not be sustainable, and it will not lead to long-term contributions. Women leaders have contributed **to changing the gender roles and stereotypes** in their local context; they have engaged other women who are most affected and marginalized to understand and identify their needs. Practically, women leaders engaged other disadvantaged and excluded women in the process of identifying their priorities and needs, supported them to come together and empowered them to vocally advocate for addressing their demands.

The project targeted all women in Rajib, especially housewives, women who are 'difficult to reach', traditional and uneducated women. The issue of mobilizing and supporting other women for better access to and use of health service is very sensitive and complex. It is about the power to express women's preferences, demands, views, and interests, to gain access to positions of decision-making that affect public or private power and resource allocation, and to exercise influence in leadership positions. The less powerful women in Rajib are mostly affected by the lack of access to and use of health services, especially those who do not have sufficient financial resources or freedom to move (mobility) between areas or women without a family support system.

In Rajib and the rest of Jordan, social institutions influence decisions, choices, and behaviors of groups, communities, and individuals. They consist of both informal constraints (sanctions, taboos, customs, traditions, and codes of conduct) and formal rules (constitutions, laws, property rights). Primary health centers in the rural areas are open until the afternoon even though the regulations of the Jordanian health law stipulate differently. Women in Rajib were less aware of the health regulations in their area.



## Contribution

The initiative became a public opinion when the community was aware and pressed for the problem to be taken seriously. Women leaders of Wadi Rajib adopted **for community-led awareness-raising approach** to address the problem. The WE4L project supported women leaders to engage different people in the community and belong, especially women, to discuss the problem, mobilize other women through one to one and group meetings. Raising awareness to have better access to and use of services is about changing people's hearts and minds—in governments, civil society organizations, in the general public, and most importantly among the women themselves.

The project's role has been to support women leaders to **discuss and mobilize others** for a supportive family and community environment as well as the development of role models. The Arab Network for Civic Education (ANHRE), a key partner of the project, facilitated the selection of two women leaders of Rajib. Building on the women leaders, the ANHRE led in pressing for the awareness-raising campaigns. Processes such as intensive training workshops were used by the ANHRE to deeply and openly discuss gender roles and stereotypes in addition to the sphere of influence in their local context.

For the project, raising awareness meant supporting women to understanding the possibilities and limitations of influencing a decision that affects their well-being, in this case, access to and use of health care services. It also means contributes to limiting the power of gender stereotypes that prevent women from participating fully in the social, professional, and public life and deprives them of their full rights to accessing and using services.

The project through the ANHRE planned that women should be involved in the first stages. Women leaders were equipped with the needed skills and knowledge to take the lead and transfer the knowledge to a core group of 25 women. The women were organized in local groups. Two **'Kitchen Meetings'** with the participation of 20 women in each meeting had been used to discuss issues with women in the planning phase and to verify the prioritization of the local issues.

Awareness-raising went beyond informing women about an issue. It is also an important ground for preparing women for actions and understanding the preferences and priorities of women. This way, **awareness-raising could become more than 'one-off information sharing' session.** For example, the series of meetings were very effective to collect sensitive local gender data about the targeted issue from the women themselves who added their observations, sufferings, and stories. Women were engaged in all processes and a series of consultative and discussion meetings to ensure that they are empowered enough to contribute to the change. Then the second round of two series of Kitchen Meetings had been conducted with the same women to evaluate the process and the achievement itself. With a closer examination, the contribution of the project in mobilizing and supporting women leaders has led to :

- **Women-owned processes of organizing, co-organizing and participating in a series of Kitchen Meetings**
- **Making connections with diverse parts of the communities**
- **Strengthening of cooperation between women in the community**
- **Contributing to the mobilization and sensibilization of the general public regarding the importance of women's rights to access to and use of services like health care.**

Once evidence accumulates and awareness grows, the potential for action becomes strong and convincing. The project succeeded in changing the mindset of local citizens regarding gender norms and gender roles. Women proved that they can lead and they can be part of the decision-making domain at local and national levels.

After a long effort and hard work and many discussions around about the best mechanism to activate the working hours of the health center, the Ajloun Health Directorate has declared that the working hours will be until three o'clock and promised to extend it to four o'clock in future. The people of Rajib, especially women, are aware of the power dynamics in their area. They are monitoring the improvement of the mechanism and the operating hours and know that they can influence more actions. Also, they insist on having their full enjoyment of health right to have a comprehensive health center within the development plan of the province.



## Case 2 : Local advocacy efforts a way forward to achieve gender equality



### Outcome description

During 2018-2019, The Arab Network for Civic Education within WE4L Project succeeded in enabling women leaders to become advocates for the health issue in Rajib- Ajloun Governorate as a priority for the local government in Rajib through adopting the community- led advocacy approach using local media, local community committee, and consultative meetings as effective tools to put decision makers accountable in front of the citizens.



### Relevance

Residents of Rajib town, especially women, are unable to enjoy their decent and comprehensive health rights due to the limited working hours in Rajib health center and its lack of many basic services. The town of Rajib, which is affiliated with the city of Kufranjeh, is considered a remote area that suffers from a lack of basic services, including health and the lack of a comprehensive health center that meets the needs of citizens with health services. Currently there is a primary health center established in 1976 and providing primary health care services. The current center does not fulfill the purpose, as it serves large 5 neighboring communities. Unfortunately, the health center operates less than 4 hours per day, which forces the residents of Rajab town to go to health centers in Kufranjeh and Ajloun City far away. Community leaders and local decision makers had raised this health issue several times and all demands being postponed; in the excuse that the government is intending to establish a comprehensive health center within the development plan of the province.

This demand has always been a critical issue in Rajib that is discussed at every gathering and during social talks. Depriving the citizens from their decent and comprehensive health rights led to the dominance of frustration and disappointment spirits amongst the citizens which was reflected in their relations with decision makers, which has become based on distrust and doubts. Lack of awareness of the citizens of their basic human rights and their right in social accountability exacerbate the problem. As a result, the local community of Rajib did not use their power as citizens in putting decision makers accountable.

Two women leaders of Rajib adopted the community-led advocacy approach to address the problem. They engaged people, especially women, to discuss the problem, mobilize other women through one to one meetings and group meetings. When the problem was identified, it was easy for women leaders to determine their spectrum of allies; they listed the key decision makers and potential stakeholders who will help them to reach their goal.

Continuous evaluation sessions and feedback from beneficiaries are essential component of WE4L project. The main purpose is that evaluation always gives opportunities for improvements and it gives some kind of recognition to the persons who were part of the change. The evaluation was focused on three levels, at the individual level of women leaders, at beneficiaries' level and at decision makers' level.



### Contribution

ANHRE within WE4L project conducted series of trainings to empower the women leaders and equip them with the needed knowledge to lead the change in their own communities. Two women leaders of Rajib who was chosen by ANHRE raised this issue during intensive training workshops when they went deeply into discussing gender roles and stereotypes in their local context and mapping the community needs, problems, and priorities which mainly affected women. Then, they identified the health issue and being coached to practice many analytical and planning tools to help them into organizing their community. They used tactical maps and spectrum of allies tool to



analyze the stakeholders and then change path and tactics identification to put their plan into action in order to make the change. Community organizing tools, also, were introduced and planned to be used in the field to target all women in Rajib.

As part of ANHRE approach in learning by experimenting; the women have mobilized the local community and succeeded in creating popular mass support in order to strengthen their demand in extending the working hours of Rajib health center. They used the Jordanian Law as a legislative reference for them in front of the stakeholders. What makes this local advocacy effort very significant is the proper use of the advocacy techniques. The women used three main techniques while advocating for the health issue; the local media agencies, community committees and consultative meetings. The media played a mobilizing role since the women leaders are also media workers and they master the media tool at the community level. The local community committee consists of women leaders, community leaders, and journalists and it was established to understand the position of the government and to state the immediate health demands from local women and discuss with them the best alternative policy to solve this problem in near future. In addition, to make pressure on the local decision makers for the health center in Rajib. The consultative meetings with parliamentarians, decentralization council members, municipality members and with the director of health directorate in Ajloun strengthened their position.

The consultative meetings were very efficient tool as it contributed in building the capacity of local women in negotiating and dialogue skills, which will enhance the role of women in contributing to the development of local plans.

Within the implementation of the community-led advocacy; the women leaders had the space to evaluate their work and analyze what went well and what did not. To assess the whole journey, ANHRE used different measurement tools to assess the work, which is divided into three levels; on women leaders- individual level, on the beneficiaries' level and on the level of interacting with decision makers.

Different evaluation methods were used to assess the efficiency of the learning by doing approach. Midterm evaluation session was conducted to assess the implementation of the initiative and to document the most significant change that has occurred at personal level of the women leaders. As for the beneficiaries'; second round of kitchen meetings were conducted to assess how this change affected them and how do they feel as they contributed in solving one of the critical issues in Rajib. To measure the advocacy efforts at high level; ANHRE in cooperation with the women leaders conducted local seminars with decision makers who were engaged in the initiative. The main purpose of those meetings is to document the process of the initiative and combine the results to develop participatory local policy paper that focus on the decision-making mechanism on local level and the community participation. Also, the policy paper analyzed the approach and the practice that women leaders followed during implementing the initiative in order to assess the ability of the citizens especially women in taking leading roles in decision making process at local level which feeds the decentralization law and assess its effectiveness.

The collaboration of decision makers and community leaders in the seminars was evidence on the unique change that we have reached. Women proved that they can lead and they can be part of the decision-making domain at local and national levels.

Today, after a long effort and hard work and discussion around the best mechanism to activate the working hours of the health centre, Ajloun Health Directorate declared that the working hours will be strict until three o'clock and promised to extend it to four o'clock in future. The health center employees have become more committed to working hours as a result of societal pressure and people are monitoring this commitment. Also, an official letter from the citizens in the name of the initiative had been sent to the Ministry of Health through the deputy of Parliament of the region which included all health demands. In addition, the need to accelerate the establishment of a comprehensive health center within the development plan of the province and the need to allocate financial amounts from the governorate budget during the next year.

## Case 3 : Network of local women to advocate for better participation and representation in the public life and decision-making processes.



### Outcome description

During 2017-2020, the Arab Network for Civic Education (ANHRE) succeeded to mobilize and organize local women to build a network of women committed to long-term cooperative relations at the local level within the Women Empowered for Leadership (WE4L) project. The support of the project has enabled to establish an active network of local women, which acted as a safe hub for the women leaders to express their necessities, ambitions and best practices at the local and national levels. The project methodology of the joint capacity building, training and learning process boosted the values of collaborations, responsibility and acceptance in their practical lives. The process of mutual learning journey contributed to sustainable change by enabling the establishment of an effective network of 18 local women leaders from 9 CBOs from 9 governorates in Jordan to advocate for their rights to participate in public, political and decision-making processes.

The underlying contribution of the project has been driven by the need to acknowledge the joint actions at the local level through mobilizing and organizing grassroots, especially women, to contribute to women's equal participation in the public and political life. This case analyzes how the grassroots engagement in identifying their needs and respond to them will enhance their own and eventually contribute to establishing comprehensive bonds of partnerships and networking amongst them.



### Relevance

The existing networks of women are only either national networks or local group of women connected to national platforms. In both cases, the efforts are done at the national level. The network of women at the local level that the WE4L project created is one of its kind; as it is based on a collective learning approach to achieve long-term committed relationships. Women's leadership at the local level is very important for building society's resilience where the ideas of women and men have the same value and they both fully participate in public and political life. The creation of inspiring and leading role models of women is of high importance to highlight in order to motivate other women and encourage them to be part of dynamics in their communities. Also, we must pay greater value to the balance between work and family to make politics more attractive to women at the local level. Women must also believe in themselves and trust that they are strong and able to succeed in everything they do.

It is important to look at the untapped potential and opportunities that await future generations of women. We have a long way to go, so we must use women's abilities, intelligence and strengths to build bridges of trust within and between their communities. Only through the full and equal participation of these local women, we can overcome the legal, social, and structural obstacles that prevent Jordanian women from actively participating in the progress of their community.

Traditionally, women are the biggest decision-makers when it comes to the family. Women lead the rural economy in many areas of Jordan. Empowering women allows them to play a direct role in family, community and local issues. Females are better placed to solve local issues because they have the natural ability to understand and manage community affairs. Transformational leadership is how we support increased women's leadership on local issues.



## Contribution

In our quest to find women leaders, we decided to adopt an enabling methodology that provides equal opportunities for all women to explore themselves and become engaged in learning and action processes. The project role has been to support women leaders to become change agents and role models at the local level so they can extend their work to the national level. Our contribution was concentrated through two phases :

### **Mobilization phase**

it begins with building a leadership team of women, including the rights holders, who have a common understanding of values and concepts that motivate and inspire them to move and mobilize and empower more women to act. The women leaders have been able to attract and build the capacities of new female leaders and engage them in context analysis and the identification and recognition of needs through a range of interactive community activities and capacity building workshops within a supportive environment, based on human rights values, and considering the differences and various cultural and social contexts, as well as the surrounding environment.

Afterward, based on ANHRE's approach that stresses on the importance of knowledge transformation, women leaders transferred the knowledge and skills to a total of 374 women to engage them in analyzing gender priorities in each target area. Then, gender-sensitive community-based initiatives have been planned with women leaders based on community data collected from people, especially women living in the targeted areas. 18 kitchen meetings "group sessions" were held, attended by 312 women. The kitchen meeting is an innovative tool to engage women and assess their needs. The women were able to express their needs and ambitions, specifically for those living in remote and conservative areas where the culture and stereotypes force women to play a particular role - that of the housewife who does not actively participate in the community. Kitchen meetings were used as part of the planning process to conduct a local diagnosis of the local initiatives to be implemented in each community.

### **Organizing phase**

ANHRE methodology is based on "transformative education" to create awareness about human rights rather than merely transferring the knowledge and skills. This educational learning process gradually builds up "critical thinking" through the experiences of the concerned groups, including the visions of change that people want to see within their communities. The group's reliance on their experience makes them more engaged in the educational process and more aware that they have the right to participate in the life of their community and develop their sense of responsibility to lead the change in their environment. Transformative education promotes capacity-building and encourages women to integrate human rights values into their lives and to develop appropriate activities that promote these values.

This approach aims at women group learning, helping to create a human environment that makes personal growth an essential element in improving society, and considering particular issues that serve those involved in the process of change. As a result, harmony and balance are created between the individual and the group, possibly inducing change.

The project has succeeded in building a network of local women who believe in common values and are able to work collectively in teams. Each woman learns in this network and develops her ability as part of a competent network that provides all its members with the opportunity to learn and grow. The contribution of the project in establishing a network of local women has led to :

- **Enhance synergies between women leaders at the local level, which contributed to the good engagement at national levels.**
- **Achieve the critical mass of women which led to better long-term contribution and sustainable demand to improve the status of women at the local level and contribute to creating an enabling environment for women's presence, work, and participation in public and political life.**
- **Unify the needs and concerns of local women which restrict them in participating in public and political life.**
- **Decision-makers and media at the local level acknowledge the local women's efforts in getting engaged in the decision-making domain.**
- **Networking and communication with different stakeholders at the local level give women confidence and support to continue advocating for their rights and representations in the decision-making domain.**
- **Enhance the value of collective demand by the community to influence decision-makers.**

## Case 4 : Gender-Sensitive Community Based Initiative as an innovative mechanism to review and evaluate local policies.



### Outcome description

During 2017-2020, the Arab Network for Civic Education (ANHRE) succeeded to coordinate the efforts of the CBOs and local women to collaborate and impact the political and societal development in the 9 targeted communities within the Women Empowered for Leadership (WE4L) project. The support of the project has enabled the development of consolidated recommendations generated from the collected results and data to feed the local policies especially the Decentralization law and the draft law of the local administration law.

The project methodology of implementing gender-sensitive community-based initiatives and conducting policy briefs meetings with decision-makers and community leaders has enabled us to produce local policy papers that analyzed the approach and work that women leaders followed during the implementation phase of their local initiatives. They focused on the issues related to the decision-making mechanisms on the local level, including the role of local council members and municipality members. The local government uptake of the alternative policies suggested by the women leaders was really good achievement.

To leverage the local policy efforts, a national policy paper was developed, which aimed at opening a dialogue with decision-makers about the challenges and obstacles that are facing civil society institutions, especially women, to consider gender needs during local policies planning. It also aims at contributing to the development of the public and national accountability approach by ensuring citizens' participation - especially women - in public debate, local policies, and development plans processes.

The general objective of the national policy paper is to provide recommendations related to the implementation of the decentralization law and its effectiveness.

The underlying contribution of the project has been driven by the Parliamentary Administrative Committee calls for a national dialogue on decentralization law based on reviewing and evaluating the implementation mechanisms, especially since that decentralization approach is being applied for the first time in the history of the Kingdom in 2015. This case analyzes how the local community, especially women, can contribute to the review and evaluation of laws and local policies. Moreover, the case proves that defining the needs and challenges of all community actors is essential and cannot be ignored during the planning of the national policies phase.



### Relevance

During the past ten years, the Jordanian government concentrated on developmental work. Therefore, it has founded legislative and administrative measures, plans, and policies to attain developmental progress at local and national levels. On a legislative level, decentralization law was developed. Accordingly, institutional entities were established at the governorate's level. Meanwhile, Governorate Council has been founded where the members of the council are elected by the citizens. This council is responsible for planning the local policies of the governorate and for approving the development needs index and for the strategic plans of the governorate. In addition, to distributing budget items according to what is identified for them by the General Budget Department and supervising the implementation of development projects and evaluating them.

An executive council has also been established, which includes directors of service departments in the governorate, the deputy governor, the administrator, and a number of heads of municipal councils in the governorate. This council is responsible for preparing draft projects and development plans, development needs, strategic plan and identifying the community needs. Eventually, the executive council should submit them to the governorate/ provincial council.

In order to follow up and coordinate between these councils, the Local Development Unit was established in the governorate to serve as a secretariat or technical and executive body that provides development support to the Council.

On the other hand, the Municipalities Law has been developed and revised in addition to revising the specialties and duties of the Municipal Council and local councils. Where needed,

strategic plans, projects and other issues should be submitted to the Executive Council for discussion rather than the Governorate/ Provincial Council. Upon the legislative updates, the Municipalities have been responsible for developmental duties through conducting partnerships with the private sector as well as with national, regional, and international institutions to implement development projects that invest in the competitive feature of each governorate. During the first stage of implementation, this national approach encountered many challenges in adapting the decentralization approach. These challenges are represented in the lack of expertise of the elected bodies in addition to the lack of readiness of the administrative and financial mechanisms, which are essential to the success of this national approach.

The lack of clarity of the follow-up and supervision mechanisms at the central government level are a major challenge, as the follow-up file remained a contentious component between the Ministry of Municipalities - the local administration - and the Ministry of Interior until a decision was taken to refer it to the Ministry of Political and Parliamentary Affairs.

Later on, the Ministry of Political and Parliamentary Affairs implemented a comprehensive national evaluation process to detect the challenges of this national project, based on consultations with all parties in the governorates which concluded many results that must be followed up to avoid the gap.

One of the main challenges that are being recognized is that the process of identifying the community needs are determined with traditional methods, which are not scientific-based and don't engage community members in identifying their needs. This leads to failure in the planning process and implementing projects as they don't reflect the real needs and aspirations of the citizens.

The same applies to the issue of determining the developmental needs of women as the participation of women and CBOs in those procedures was limited. This resulted in plans and policies that are not taking into consideration the needs of major community groups such as women, persons with disabilities, refugees and marginalized people.

Therefore, women leaders decided to get engaged in this national process by implementing community-based gender-sensitive initiatives to bring up the voice of women in the local development plans.



## Contribution

In our quest to open dialogue channels between decision-makers and women leaders, we followed the dialogue approach at the local and national levels. In the mid of the project, we conducted a national round table under the patronage of the minister of political and parliamentary affairs, which aimed at discussing ways and mechanisms for involving the community and women in the local decision-making process and identifying the needs of the community in a gender-sensitive way. The round table discussion was an opportunity to bring several stakeholders and actors from all levels of decision-making in Jordan to discuss the importance of including local communities in developing policies and planning on a national level while emphasizing the role of women in mobilizing local communities and creating an autonomous space for them to promote gender equality.

To contribute to the national efforts of assessing the decentralization law, women leaders conducted within their initiatives local seminars and meetings to mobilize people and connect with decision-makers and influential people to engage Key local actors, CSOs, other networks, and media. These meetings were an essential part of the local initiatives as part of their advocacy efforts. Thus, to make these meetings more effective we combined their results and developed policy briefs that highlighted the issues that people and decision-makers must recognize based on women leaders and the community experience during the implementation of local initiatives. These policy briefs focused on issues related to the decision-making mechanisms on the local level, including the role of local council members and municipality members.

Then, the policy briefs were presented in meetings with the attendance of members of local executive and governorates councils. In the end, a national policy paper was developed to present the recommendations of the amendments needed to the decentralization law and mechanism to be an effective tool to serve the citizens at their local communities.

The general and common challenging point during implementing the initiatives is the unclear mechanism of identifying the community needs. The approach wasn't gender sensitive and wasn't inclusive to all community members. The initiatives stress the lack of prior coordination and consultation with women and CBOs in the process of identifying the community needs and planning local policies.



# Results and Recommendation of the National Policy Paper



" She is an active member of the community, respectable, decent and reliable person. She is committed to developing her community and determined to overcome all the obstacles that stand in her way. "

*Abeer Tamimi / ANHRE*



## Results and Recommendation of the National Policy Paper

This policy paper was developed at national level to summarize all efforts took place in 9 local communities in Jordan as 9 local policy papers were developed and discussed at local level. This policy paper was submitted to the government to be included in the draft local administration law, which will be an alternative to the decentralization law.



### Results of the implemented initiatives

- The absence of a clear methodology to identify developmental needs has a negative impact on the rights of individuals and leads to focusing on projects that do not address people's priorities. As a result, many projects fail on the local level.
- The lack of real involvement of women, youth and persons with disabilities in the procedures for identifying developmental needs and strategic planning at the governorate level affects the rights of these groups.
- Lack of direct and clear coordination and duplication among the governorates', executive and municipal councils.
- Lack of clarity related to the mechanisms and practical procedures for identifying developmental needs and strategic planning at the governorate level. Laws referred to them in general without actually clarifying the mechanism, which created a state of confusion that led to failure.
- Lack of clarity of the mechanisms for budget allocation at the governorate level, the spending, the mechanisms for organizing closing financial statements and other economic and financial matters. In addition, the law did not include allocating a specific item for spending on gender-sensitive developmental needs.
- The law did not include the formation of a committee specialized on women's affairs among the main committees, but rather left it for the discretionary interest of each council.
- The majority of strategic plans at the governorate level did not include a specific component for women and their needs, but rather addressed general needs and referred to women in the general context.
- There is no unified and clear approach in dealing with civil society organizations and determining their role in defining needs, especially those of women.
- There are no partnership plans between these institutional entities and civil society organizations to assign specific roles to the latter in fields in which they are more experienced, capable and knowledgeable.

For example :

- Collecting and analyzing data
  - Encouraging discussions and dialogue on the local level
  - Evaluating and monitoring the execution of plans and policies
  - Preparing developmental needs
  - Preparing strategic plans
  - Launching advocacy, awareness and educational campaigns
  - Contacting and communicating with all local community groups
- Cooperation and coordination between all civil society organizations need more effort, and should be initiated based on the principles of integration rather than competition.
  - Developing cooperation and partnership mechanisms with the private sector as it plays an important role in local development processes.



## Recommendations

Based on the above, there are many recommendations in order to develop an empowering national experience for women and achieve the desired goals as follows:

### On the legislation level

- Develop a mechanism to determine developmental needs at the Governorate Councils and Executive Councils levels through adopting a clear plan and working mechanism to determine the needs in partnership with all parties, in particular civil society.
- Include in the decentralization law a clear provision on the existence of a women's committee, in addition to the other working committees.
- Include in the law a clear provision on the necessity to allocate funds for the developmental needs of women in the governorates.
- The law should include a clear provision on the necessity to gather data of civil society organizations working in the governorate, in particular those related to women.
- The text should explicitly stipulate that the consultation process should include an active role for civil society organizations concerned with women's affairs, and include gender-sensitive needs.
- Ensure the representation of women and girls in all stages of the process of identifying developmental needs.
- Revise the Municipalities Law and the Decentralization Law to redistribute tasks and specializations between the Municipal Council, the Local Council and the Executive Council to prevent any potential conflict.
- The law should include provisions to guarantee the participation of civil society organizations and their representation in these councils.
- Increase women's representation in the councils at the governorate level, and integrate civil society organizations in the membership of these councils.

### On the policy level

- Adopt partnership mechanisms with civil society organizations and associations in each region to identify gender-sensitive developmental needs.
- Adopt a comprehensive national strategy to raise awareness on the role of women, in particular through gender-sensitive development planning processes.
- Involve local civil society organizations in the planning and policy-making processes.
- Include a special focus in the Developmental Needs Handbook for women empowerment and the enhancement of their role in development planning processes.
- Include in the strategic plan a focus on women empowerment and strengthening their role at the local level based on a clear determination of needs.
- Adopt a clear plan to support and enhance community initiatives in all stages.
- Highlight gender priorities in local communities during the planning and implementation process in all local decision-making structures.





## Most significant Lessons Learned



" This year I will run for the House of Representatives, empowering women help them to enter the political life "

*Abla Al-Hajaya / Tafilah*



## Most significant Lessons Learned



- Through working in 9 areas it was recognized that if one of the tools could be successful in this context could not work in another context. Thus, ANHRE delivered the absolute leadership of the women leaders to plan and design the local initiative and act by themselves to address any challenge or opposition. This is what contributed in creating the real women leaders who are able to raise their voices and demand their right. Even they became able to reflect on the general plan of the project and suggest adjustment that could contribute in making effective.
- The comprehensive methodology of ANHRE contributed in linking women priorities with decision makers on all levels (local and national). ANHRE and women leaders worked together from bottom to top and from top to bottom, meaning that women leaders were targeting local community and decision makers on local level, while ANHRE linked them with decision maker on national level through roundtable discussion. This contributed in providing full analysis of the targeted communities and priority issues, and it raised women awareness to suggest practical mechanisms to address their issues.
- Working through local civil society institutions made the work easier as they are more aware of their context and they are more involved in the societal concerns and it is easier to them to reach all community groups especially women. The experience of initiatives implementation was societal with all its tools.
- The high credibility and the professional reputation of the CBOs and women leaders are important for gaining the trust of the public which lead to a successful community mobilization and organizing and to create a role model that can be replicated.
- The whole process of implementing the initiative was built on utmost level of trust between all stakeholders especially citizens and women leaders in their communities and their relation with ANHRE. ANHRE's horizontal management and continuous communication with the women leaders was one of the most important factors for the success of the project.
- Learning by experimenting: Knowing who is the right decision maker to target during the local advocacy campaigns came after several trials and after talking to number of decision makers who couldn't help because this was not within their authority or scope of work. This knowledge was gained by experimenting and by trial and error and it engraved in the participants' mind the scope of work and responsibilities of the decentralization council, local council, municipality, parliament, ministries, etc... the project could have provided counseling and guided the participants where to go and whom to reach but this "experimenting method" has proven to be more empowering and a good community mobilizing tool. This method was highly valued by the women as now they have made contacts with most of these entities and they know where to go to advocate for their upcoming projects.
- Narrowing down the project to be very specific on a certain community need made it more efficient, participants' efforts were focused on gaining support of the community and of the decision makers' to one particular demand, they mentioned they even became associated with this demand, it became a brand for them which gave it the attention and support it needed to move forward.
- To reach out the mostly affected and marginalized women is important to understand and identify the women's needs as women issues should not be restricted to the educated, working women. It is important to empower the housewives, unreached traditional women to be vocal to address their demands and engage them in the process especially they are those who do not have sufficient financial resources or freedom or decent family support system.
- The project design proved that the engagement of the implementation of community initiatives can feed the contents of the public policy, this clearly noticed by the data and results collected from the field which enriched the local policy paper and make it evidence- based. In addition, the policy paper documents the community leaders' feedback and initiatives' results as well.



## Sustainability



" I moved to a new residency area; the road was unpaved. I applied everything I learned to approach the officials and I succeeded to push them towards paving the road; the residents of this area were happy as they tried a year ago to ask for that with no response "

*Rana salem sabayleh / Tafilah*



## Sustainability

### The network of Women leaders

The network of Women leaders « Mobaderat » who are now positioned to play a vital role in the society, will be able to maintain the communication, access to learning and ensure the sustainability of the work and solidarity through remote, alternative distance programmes.

By securing this enabling and safe platform, we will ensure that our beneficiaries, especially women and girls, have full access to the learning opportunities they need to realize their full potential, especially with the increasing financial constraints that many families face or any emergency that may happen.

### The E-learning platform of ANHRE

ANHRE, now, with the partnership with Hivos is empowered to play a more effective role in providing and increasing access for its partners, members and beneficiaries to second chance education opportunities.

This platform will be used as an alternative or additional learning pathway to support the established network of women leaders and other groups of youth and activists that ANHRE and its members work with.

