

Rule of Law for Peaceful Communities Program

FINAL Evaluation Report

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Submitted To: Street Law Inc.

Submitted By: INTEGRATED

THE CONTENTS OF THIS REPORT ARE THE SOLE RESPONSIBILITY OF THE EVALUATION TEAM, AND DO NOT NECESSARILY REFLECT THE VIEWS OF THE PROGRAM'S DONOR, IMPLEMENTING PARTIES, BENEFICIARIES OR STAKEHOLDERS. This evaluation was led by Ayoub Nmour supported by Mahdi Madadha and Samah Goussous.

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Executive Summary

Introduction

INTEGRATED was commissioned by Street Law Inc. to conduct an independent evaluation of the "Rule of Law for Peaceful Communities" program, implemented through the Arab World Center for Democratic Development (UNIHRD) in Jordan. The program is focused on bolstering the direct engagement between citizens and government officials in Jordan, with an aim to foster trust, increase participation, and establish a robust rule of law culture. The program design is centered around two key change pathways: a) training government officials on rule of law concepts and practices, and b) empowering young community leaders, both of which are integral to achieving the program's overarching goal of democratic, economic, and social progress through peaceful and stable means.

Evaluation Purpose and Scope

This section sets the stage for the evaluation, highlighting its purpose and scope, which includes assessing progress and impact, identifying best practices and challenges, providing guidance for future implementation, contributing to sustainability, and facilitating learning and information sharing among various stakeholders. The results from this evaluation are expected to shed light on the achievements of the program and inform future interventions related to the rule of law in Jordan and beyond.

Methodology Overview

In essence, the Methodology Section included a thorough and nuanced approach to evaluating the Rule of Law for Peaceful Communities program, balancing quantitative breadth with qualitative depth, while being about cognizant of the inherent challenges and limitations of the evaluation process.

The Methodology Section details the technical approach undertaken to assess the Rule of Law for Peaceful Communities program. Employing a mixed-method methodology, the evaluation integrated quantitative and qualitative data collection and analysis to draw conclusions related to the program's progress, impact, and areas for improvement.

Primary Data Collection involved various methods. Two surveys were disseminated among government officials and community leaders, utilizing a stratified random sampling method to ensure representation across various demographics. Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) provided in-depth insights, targeting specific groups including government officials, community leaders, program staff, and Ed O'Brien fellows.

Secondary Data Collection informed the overall approach of the evaluation with a thorough desk review of program documents and an analysis of attendance sheets and contact lists. This phase was crucial for understanding the program's context, monitoring its progress, and validating the findings from primary data collection.

Data Analysis was carefully conducted, employing both qualitative and quantitative methods. The evaluation team ensured that the data was disaggregated by relevant demographics, and triangulation was utilized to corroborate findings across different data sources. Thematic codebook facilitated the analysis, ensuring a robust and comprehensive understanding of the program's impact and areas of improvement.

Beneficiaries Overview

The Beneficiaries Overview section of the Evaluation Report provides a comprehensive analysis of the demographic and geographic distribution of the participants across the various initiatives of the Rule of Law for Peaceful Communities program.

Government Official Workshops: The report reveals that the program has successfully conducted 30 workshops, engaging 853 government officials from a diverse range of 37 governmental entities across 10 governorates. The balanced gender distribution, with 56% males and 44% females, highlights the program's commitment to promoting gender equality and ensuring wide-reaching impact. Feedback gathered from 111 surveyed government officials has been instrumental in evaluating the immediate effects of the workshops and pinpointing areas for potential improvement.

Community Leaders Engagement: The program has also made significant strides in engaging community leaders, with 39 individuals participating, of which 62.5% are females. This surpasses the gender parity benchmark, emphasizing the program's effectiveness in fostering female leadership. The leaders hail from 12 different governorates, ensuring a broad geographic representation.

Fellowship Program: The fellowship program engaged 1,912 participants across six governorates. The distribution of participants from various regions reflects a significant level of engagement, particularly from Karak and Zarqa.

Summary of Key Findings

EQ1: To what extent did the government officials directly engaged in the project increase their willingness to collaborate with citizens to solve community issues?

The report illustrates a considerable transformation in government officials' perceptions and behavior, highlighting their increased willingness to engage with citizens. Significant examples

include the development of a citizen-communication application and the proposal of a youth council within a directorate. Feedback from FGDs and the desk review further confirm an improvement in collaboration between officials and citizens. The desk review substantiates these findings with quantitative data, revealing that a majority of government officials reported enhanced ability to engage with citizens post-training.

EQ1.1: What perspectives toward citizen collaboration helped to promote a stronger rule of law culture?

The data reveals a strengthening in the rule of law culture, with government officials showing more willingness to collaborate with citizens, though this perception varies between government officials and community leaders. The diversified engagement of the program across various sectors, empowerment of women and youth, and the effectiveness of training sessions were highlighted as key drivers of this progress.

EQ1.2: What attitudes, perspectives or incentives continue to hamper government officials' willingness to collaborate with citizens?

Despite the positive outcomes, the report identifies challenges hindering full collaboration. Bureaucratic challenges, hierarchical competition, and issues with the training's reach, need for effective follow up were highlighted as areas requiring attention. Effective follow up includes the promotion of the rule of law culture through citizen-government collaboration, and the identification of persistent challenges that may impede such cooperative efforts. Slow progress and a lack of cooperation from the government's side were also noted as prevailing challenges.

EQ2: To what extent did the trained youth increase their capacity to facilitate citizen-government engagement on a community issue?

The report identifies significant strides made in the capacity building of youth, emphasizing their role in facilitating citizen-government engagement. Youth demonstrated improved skills in leadership, and awareness of the rule of law, having actively engaged in community issues. They also developed innovative tools to enhance citizen-government dialogue and demonstrated increased confidence and self-awareness in dealing with community initiatives. However, continuous efforts are required to maintain the momentum and further empower the youth.

EQ2.1: To what extent did the trained youth improve their skills in areas that the project specifically emphasized (i.e. program design, problem-solving, relationship-building, interpersonal communication, leadership, advocacy, stakeholder engagement, confidence in interacting with decision-makers, etc.)?

The data reveals improvement in the trained youth's skills. This reflects the program's emphasis on areas like program design, problem-solving, and relationship-building. The youth demonstrated increased leadership, advocacy knowledge and skills, and stakeholder engagement. There is also evidence of enhanced confidence in interacting with decision-makers.

The report highlights the balanced representation in skill improvement, with particular progress in problem-solving, leadership, and relationship-building.

EQ2.2: What unexpected increases in skills among the trained youth, particularly the fellows, were observed?

The report sheds light on increases in skills, particularly among the fellows. This includes real-world community impact, enhanced networking and advocacy abilities, improved team management, innovative communication methods, and changes in self-perception and that of their role in society. These skills contribute to the overall effectiveness of the program, emphasizing the program's added achievement in equipping the youth beyond intended outcomes.

EQ2.3: What areas still require additional capacity building to foster more effective citizen-government engagement?

Despite notable achievements, the report identifies areas requiring follow up and further/deeper capacity building to enhance citizen-government engagement. These areas include collaboration, awareness of rule of law principles, project development and ideation, empowerment of specific groups, and managing the complexity of projects. Furthermore, KII respondents highlighted the need to focus on practical knowledge of how to apply theory during the implementation of actual projects, and government officials highlighted challenges in applying acquired skills to real-world scenarios, particularly in project design and implementation. Addressing these areas will strengthen the program's impact and foster more effective citizen-government engagement.

EQ3: What outcomes/impact resulted from the youth-led citizen-government engagement initiatives that may have contributed toward strengthening a rule of law culture?

The evaluation reveals promising strides toward the cultivation of a rule of law culture. The program has successfully enhanced dialogue between citizens and government officials, a fundamental step toward building trust and collaborative relationships. The empowerment of citizens is evident, with individuals actively participating in societal matters, and showcasing the success of advocacy and awareness initiatives. The government has become more accessible and responsive, leading to more efficient governance and an increase in government accountability. There is a notable promotion of gender diversity, particularly in decision-making roles, and a significant shift in youth perception, with the younger generation seeing themselves as change agents in the rule of law space.

EQ3.1: To what extent did relations improve between government officials and the community leaders/members through the course of the project?

The evaluation reveals a marked improvement in relations between government officials and community leaders/members. There is a significant increase in trust and communication, backed by data showing 68% of government officials and 77% of community leaders acknowledging

improved relations. The government's enhanced engagement and responsiveness, and the youth's active participation in various initiatives have contributed to this positive development. The impact on youth's knowledge along with their broadened engagement at high levels of governance have also been observed. Despite these achievements, continued efforts are needed to ensure sustained improvement and outreach.

EQ3.2: Under what conditions were the community initiatives most successful?

The success of community initiatives is closely tied to the responsiveness of government entities, the expertise of stakeholders, and the inclusivity of initiatives. Tailoring interventions to local conditions and specific needs, improving accessibility, and expanding public outreach efforts have all contributed to the success of community initiatives. These conditions highlight the importance of a holistic approach to community engagement, ensuring that initiatives are well-received and effective in fostering a rule of law culture.

EQ3.3: Under what conditions were the community initiatives least successful?

Despite the successes, there are conditions under which community initiatives were less successful. Interpersonal dynamics and prejudices among officials, financial limitations, oversaturation of initiatives, bureaucratic hurdles, and mismatches between expectations and deliverables have posed significant challenges. Addressing these issues is important for sustaining the impact of the program. This in turn requires strategic planning, unbiased participation, and adequate resourcing.

EQ4: What are the prospects of sustaining the project's achievements over time, and what enabling factors may contribute to sustainability?

The evaluation reveals promising prospects for sustaining the program's achievements over time, driven by strong stakeholder engagement, comprehensive inclusion of specialized groups, effective training of government personnel, and active collaborations and partnerships. The positive sentiments expressed by stakeholders, high likelihood of continuing citizen engagement by government officials, and proactive engagement plans by community leaders are indicative of the program's resonating impact and the potential for continued support post-program. Training initiatives and partnerships have integrated the rule of law into the bureaucratic fabric, promoting sustainable outcomes. The program's adaptability, grassroots popularity, and community projects further bolster its sustainability prospects.

EQ4.1: In what ways, if any, do the projects beneficiaries plan to engage in and promote citizen-government communication and collaboration in the future?

The findings suggest that the program beneficiaries are well-positioned to actively engage in and promote citizen-government communication in the future. There is a clear intent for sustained engagement, capacity building, and institutionalization of the program's objectives. The beneficiaries' plan to leverage modern communication tools, engage youth through fellowships,

ensure regular structured interactions, and focus on quality event timing and curriculum development supports this. The financial support provided for the Fellowship initiatives reflects the program's commitment to empowering beneficiaries to practice their newly acquired skills in tangible citizen-government collaborative projects.

EQ4.2: What key factors, stakeholders or conditions may contribute to the sustainability of meaningful citizen-government engagement over time?

The evaluation team identified key factors, stakeholders, and conditions that may contribute to the sustainability of meaningful citizen-government engagement. Aligning the program's objectives with government goals, maintaining program specificity, ensuring inclusivity, promoting positive youth development, building stakeholder trust, creating engagement opportunities, and ensuring continuity are highlighted as critical components. The emphasis on regional focus, relevant and relatable topics, and integrating positive youth development methodologies are seen as pivotal for fostering long-term engagement and impact.

Summary of Key Conclusions and Recommendations

The report outlines visible indications of behavioral shifts towards rule of law practices and the rule of law's promotion among community and governmental beneficiaries to various degrees, marked by more transparent communication and more inclusive participation. Despite these achievements, challenges persist, particularly in relation to legal frameworks and procedural bureaucracy limiting engagements, necessitating a greater push for inclusivity and addressing discrepancies in perceptions between government officials and their constituents.

Targeted youth have expressed significant benefits from capacity-building initiatives, stepping up as confident leaders and change advocates, although issues such as interpersonal dynamics, financial limitations, and barriers related to the rigid mindsets of some governmental actors continue to hinder effective utilization of gained skills and knowledge. The program's strategies for engagement, its inclusive approach, and the emphasis on youth involvement as change agents have laid a solid foundation for sustained communication and potential sustainability of achieved results. The program resonates well with the community, and its success in institutionalizing transformative ideas is evident.

However, the journey ahead requires continued strategic actions to ensure sustained results, where program longevity is perceived by most stakeholders to be key to the continued ability to capitalize on achievements. The recommendations provided aim to strengthen the program's structure and outreach. Enhancing training programs, tackling bureaucratic barriers, promoting diversity and inclusivity, increasing public awareness, and ensuring financial stability are some of the pivotal steps that have emerged from this evaluation and should be considered for future action. Furthermore, fostering effective communication, ensuring alignment with government objectives, and prioritizing youth and community engagement are deemed crucial for the ongoing success and sustainability of the program's outcomes.

Introduction

Project Overview

The Rule of Law for Peaceful Communities program is designed to improve direct engagement between citizens and government. Using the rule of law as a foundation for this engagement, the program intends to empower citizens to turn to the law, state institutions, and government officials for the redress of harm or for solutions to community issues. By fostering collaboration between citizens and government, the program seeks to build trust between the two groups and improve citizen participation in the rule- and law-bound institutions and processes of the country. By building engagement and trust at the individual and community levels, the program aims to build a more stable democratic environment across the country. As citizens are able to engage with government and government is able to work to address community issues, the country will begin to realize democratic, economic, and social progress through a stable and peaceful process.

The program is guided by two objectives that aim to contribute toward one overall objective:

Overall Objective (Impact):

- Build a rule of law culture in Jordan – demanded by citizens and embraced by state structures and actors in which citizens and government work together peacefully to realize democratic progress.

Project Objectives (Outcomes):

- Government officials are empowered with knowledge of rule of law concepts, skills to engage with citizen groups on rule of law issues, and willingness to collaborate with citizens to solve community issues.
- Community members are more able to engage with the government to address community issues.

To achieve these outcomes, the program undertook two primary activities:

- Activity 1 – Training government officials and civil system actors (e.g. university administrators and lawyers) to better understand rule of law concepts and build the skills and willingness needed to effectively engage with citizens. Using the Rule of Law Matters curriculum (developed by Street Law in 2019), trained Jordanian experts led high-quality workshops for a variety of government agencies. The trainings focused on the critical role that citizens play in a rule of law-based society and the ways that government officials (police officers, civil employees, executive branch officials, Members of Parliament, among others) can and should engage with the public to solve community problems. The trainings were intended not only to tangibly improve the knowledge and skills of the individual beneficiaries but also contribute to an enabling environment in which Ministries

and other agencies are receptive to and are encouraging of community engagement with government.

- Activity 2 – Training nascent youth-led community organization and initiative leaders to utilize the law as a foundation for advocacy of government officials on community issues. Building on the enabling environment developed in Activity 1, young community leaders were expected to build their knowledge of rule of law content around their area of interest and to develop skills to use the rule of law as a force for progress and development in the country. Community initiatives with a diversity of focuses (including but not limited to women’s empowerment, disability rights, and environmental sustainability) and from regions all across Jordan were selected. Community leaders were expected to interact and engage with government officials, learn from subject matter experts, and practice their communication and advocacy skills. The program supported these community organizations and initiatives to develop and implement rule of law-based advocacy projects that brought together state and community stakeholders to solve community problems. Through a competitive process, the program selected six youth fellows or initiatives to support the implementation of a rule of law-based community program. These youth fellows designed their own projects and were assigned a subject matter expert to mentor and guide the groups as they planned and implemented their community programs. These community projects were intended to enhance engagement between citizens and local government entities to address and solve problems.

The target outputs of the two activities are as follows:

- Target Outputs – Activity 1:
 - 750 government officials are trained on rule of law concepts, skills, and attitudes.
 - 5 new citizen-developed rule of law materials are created and 1000 copies of the materials are distributed around the Kingdom.
- Target Outputs – Activity 2:
 - 40 young community leaders and organizers are trained to utilize the law as a basis for effective engagement with government officials and promotion of community change.
 - Community leaders and/or organizers design and implement six rule of law- and government engagement-focused community projects; 200 community members and/or government officials participate/benefit from community initiatives.

Evaluation Purpose and Scope

In January 2023, Integrated International was commissioned by the Rule of Law for Peace program to conduct an evaluation of the program, to assess the progress and effectiveness of the program's activities and the collaboration between citizens and government officials in Jordan. In accordance with the ToR, this evaluation sought to critically assess the extent to which the implemented activities have contributed to both the program and overall objectives, with a focus on the rule of law, citizen engagement, government collaboration, and trust-building.

The purpose of this evaluation is:

- I. Assessment of Progress and Impact: To identify and measure the progress made towards the overall impact of building a rule of law culture in Jordan, focusing on the empowerment of government officials and the ability of community members to engage with the government.
- II. Identification of Best Practices and Challenges: To explore the strategies that have proven most effective in fostering citizen-government collaboration and understand the barriers or obstacles that may have hindered such collaboration.
- III. Guidance for Future Implementation: To provide insights and recommendations to inform potential future project design, including identifying areas where more assistance or focus may be needed.
- IV. Contribution to Sustainability: To analyze what is needed to sustain citizen-government collaboration on rule of law issues going forward and the potential contribution of the program activities to an improved rule of law culture and the sustaining of peace.
- V. Learning and Information Sharing: To capture learning that would serve various stakeholders, including the donor, Street Law staff, local partners, and the Jordanian government. Findings are meant to inform the planning, scaling, and refining of similar programs in Jordan and beyond. Moreover, the evaluation is meant to serve as a tool for sharing knowledge and learning with organizations working on similar rule-of-law initiatives globally.

The evaluation results will primarily be used by the implementing teams to enhance the effectiveness of future projects, and by strategic decision-makers at various levels to shape future interventions related to rule-of-law in Jordan. The insights drawn from the evaluation will not only contribute to the realization of intended objectives but will also serve as a vital resource for

other stakeholders and actors to apply learnings in similar socio-political contexts, and identify facilitating factors and barriers to achieving the outcomes envisaged in the program logic.

Table 1: Program Logic Model

OVERALL OBJECTIVE (IMPACT)	Build a rule of law culture in Jordan – demanded by the citizens and embraced by state structures and actors – in which citizens and government work together peacefully to realize democratic progress.			
PROJECT OBJECTIVES (OUTCOMES)	Government officials are empowered with knowledge of rule of law concepts, skills to engage with citizen groups on rule of law issues, and willingness to collaborate with citizens to solve community issues.		Community members are more able to engage with the government to address community issues.	
OUTPUTS	Government officials are trained on rule of law concepts, skills, and attitudes	New citizen-developed rule of law materials are created and distributed around the Kingdom	Young community leaders and organizers are trained to utilize the law as a basis for effective engagement with government officials and promotion of community change	Community leaders and/or organizers design and implement rule of law- and government engagement-focused community projects

Evaluation Approach

The evaluation was utilization-focused and employed a participatory approach with qualitative and quantitative methods. This approach acknowledges the importance of local knowledge as well as the need for stakeholder engagement in generating data, its analysis and interpretation. Furthermore, utilizing this approach allowed the Evaluation Team to review cross-cutting issues, such as gender equality, inclusiveness, good governance, accountability and transparency in design and implementation in accordance with the overall program approach to these issues. The data gathered during the evaluation was cleaned, analyzed, and compiled into this report. The evaluation was carried out in a transparent and participatory manner - including consultation with a broad range of stakeholders, and was implemented in three phases:

- Phase 1: Inception
- Phase 2: Data collection
- Phase 3: Analysis and Reporting

A hybrid of inductive and deductive approaches was applied, to track the program's progress towards the achievement of its goals through its activities on one hand, and to capture unintended results and spillover effects, within its ecosystem on the other. The deductive component tested out the program's Theory of Change (ToC) through its logical framework and indicators, going from activities, through outputs, outcomes and results, all the way to impact. The inductive component entailed a Most Significant Change (MSC) exercise, which tracked the modality backwards, starting at exploring both intended and unintended impact with direct beneficiaries, mapping out linkages back to outputs and activities. The inductive component included a Journey Mapping exercise to map participants' and partners' pathways throughout the program and generate key insights.

This two-way framework ensured a comprehensive overview and in-depth insights, to inform decision-making for future activities. The design combines quantitative and qualitative tools for primary data collection, in addition to extensive reviews of secondary datasets, at both the program and context levels. The evaluation team led each step of the evaluation process in coordination with Street Law staff. A kick-off meeting with Street Law staff and its local partner was held to receive background information, necessary context and feedback. The evaluation questions, methodology, data collection tools and data collection plan were approved by Street Law before data collection started.

Evaluation Methods and Sources

This evaluation employed a mixed-method approach that examined the program and its achievements and highlighted learning for future growth and improvement. Data collection methods included primary and secondary collection methods including a desk review, KIIs, FGDs, and targeted surveys.

Questions developed under each category responded to primary collection tools, secondary collection tools, sources, and, in some cases, a collection approach such as Journey Mapping or MSC. Organizing questions in this manner allowed for a cohesive and integrated approach to evaluating the program's success.

Primary Data Collection

The evaluation team led the data collection process according to the approved methodology. The data collection process occurred both online and in-person. Data collection tools were developed both in Arabic and English and interpretation or translation issues were addressed by the evaluation team. The following two-stage procedure was followed:

1. Quantitative data collection:

Between 19 – 25 September 2023, two surveys were developed according to the program's direct beneficiary groups. The main objective of the surveys was to scope for initial reactions and perceptions of the program's beneficiaries. A representative sample of respondents was drawn following a stratified random sampling approach. This generated results at 95% confidence level and 5% margin of error. Accordingly, one survey was distributed among 111 government officials trained in the context of Activity 1, and a second among 37 community leaders (Activity 2). Following a two-stage sampling procedure, subgroups of interest are represented by the stratification criteria:

- Beneficiaries of Activity 1, government officials: ministry as well as gender
- Beneficiaries of Activity 2, community leaders: governorate as well as gender

2. Qualitative data collection:

A set of KIIs and FGDs were conducted to gain in-depth insights on relevant aspects. Between 25 September 2023 and 8 October 2023, a total of 23 KIIs were conducted with samples of government officials, community leaders, Ed O'Brien fellows, and program staff. Ed O'Brien fellows come from the wider pool of community leaders trained at the ROL Leadership and Innovation Lab. KII discussion guides were developed after receiving the survey results to ensure relevancy and accuracy in targeting the most important areas of inquiry. The KII tool was selected because these groups were expected to have very specific, hands-on information that will shed

light into the inner functions of the program. Three FGDs were conducted with leaders of each government partner that sent employees to receive workshop trainings. Examples of these leaders include heads of Directorates or *Awqaf* who didn't attend the trainings but have a managing role within their institution. The FGD tool was selected for members of this group because their direct experience of the activities is limited, but can still provide overall insights on how the program affected their respective institutions.

- I. FGD1: Location – South Participants, 15 September 2023: Leaders of each government partner (including heads of Directorates, municipality, governorate, or *Awqaf*) that sent employees to receive workshop trainings, and the community members who were part of the fellowship initiatives in the south.
- II. FGD2: Location – Center Participants, 17 September 2023: Leaders of each government partner (including heads of Directorates, municipality, governorate, or *Awqaf*) that sent employees to receive workshop trainings, and the community members who were part of the fellowship initiatives.
- III. FGD3: Location – North Participants, 18 September 2023: Leaders of each government partner (including heads of Directorates, municipality, governorate, or *Awqaf*) that sent employees to receive workshop trainings, and the community members who were part of the fellowship initiatives in the North.

Table 2: Data Collection Sample

Method	Stakeholders	Tool	Sample
KIIs	Government Officials trained by Street Law/UNIHRD	KII	5 KIIs
	Community Leaders (young people targeted by activity 2 in the program design)	KII	9 KIIS
	Fellows	KII	6 KIIs
	Program Staff	KII	3 including key management staff
FGDs	Government Partners	FGD	3 total: North: 8 participants Center: 3 participants South: 4 participants

Secondary Data

The inception phase included a desk review which analyzes all program documents submitted by Street Law and its local partner UNHRD. These documents provided insight into activities and various program functions. The information and findings from the desk review informed the evaluation team's understanding of the program's context, background, implementation progress. Those were then compared with the collected primary data. Furthermore, attendance sheets and contact lists simplified reaching and engaging with participants, partners, and beneficiaries for data collection purposes.

Data Analysis

The evaluation team led the organization and analysis of data. Qualitative and quantitative data analysis methods were used to understand, explain, and interpret emerging data. Data collected through qualitative and quantitative methods were triangulated for each evaluation question. The data analysis methods used in the evaluation depended on content analysis, cross tabulation, comparison, and triangulation. With respect to qualitative data, a thematic codebook will be submitted with this report. The team ensured that all quantitative data are disaggregated by sex and respondent category and, where possible, by geographic region, age, and sector (as applicable), in addition to any other demographic characteristics that the program would have liked to highlight. Data analysis was structured by the evaluation's primary questions. As appropriate, descriptive statistics was used to summarize the frequency of responses, disaggregated by respondent category. The team facilitated analysis by visualizing trends among and across the respondent categories, harvesting outcomes. This, in combination with the benchmarking against other programs and policies conducted as part of the desk review, highlighted trends and establish relationships between the themes. This quantification of the prevalence of certain themes in the data allowed the team to formulate findings for each of the evaluation questions and sub-questions.

Limitations

The team had already identified several limitations during the inception phase. Those among others are included below:

- As customary with qualitative research, data collected through KIIs and FGDs are self-reported and as such present possible limitations, such as recall bias or social acceptability bias. In this evaluation, the team identified recall bias as a significant limitation that may have affected participants' ability to accurately recall previous events and experiences related to the program.
- The terms "community leaders" and "community members" are often used interchangeably in project documents which caused some confusion.

- The term “government officials” is used to describe participants of government workshops. However, certain institutions such as municipalities are local representatives and do not have a contractual relation with the central government.
- No raw data was provided in relation to self-assessment questionnaires given to participants.
- Government officials were more challenging to reach and interview. This may have affected the depth and breadth of generated data.
- Databasing of program beneficiaries was re-organized retrospectively, which resulted in delayed data collection and attritions against planned sample sizes.
- Community initiatives were in their early stages of implementation during the evaluation’s data collection. This limited the evaluation team’s ability to assess the initiatives’ progress and overall effectiveness.
- The evaluation team identified significant assessment fatigue on the part of program beneficiaries. This was due to the several engagements beneficiaries had simultaneously taken part in, especially government officials. This may have therefore limited participants’ input.
- Raw datasets were difficult to anonymize for ethical sharing.

Beneficiaries Overview

Government Official Workshops: A total of 30 workshops were organized, benefiting 853 government officials, disaggregated below by type of government official:

1. Local Municipal Officials: 41%

- Municipalities (e.g., Madaba, Rusaifa, Jarash, Azraq, Salt, Irbid, Karak, Al Fuhays, Mu'adi Al-Jadedah/Deir Alla, and Greater Zarqa Municipality)
- Municipal Councils (e.g., Greater Amman Municipality Council)

2. Government Officials and Governorate Council Members: 28%

- Ministries (e.g., Ministry of Awqaf in various locations)
- Governorates and Governorate Councils (e.g., Irbid Governorate, Madaba Governorate, AlBalqaa Governorate, and Jarash Governorate Council)

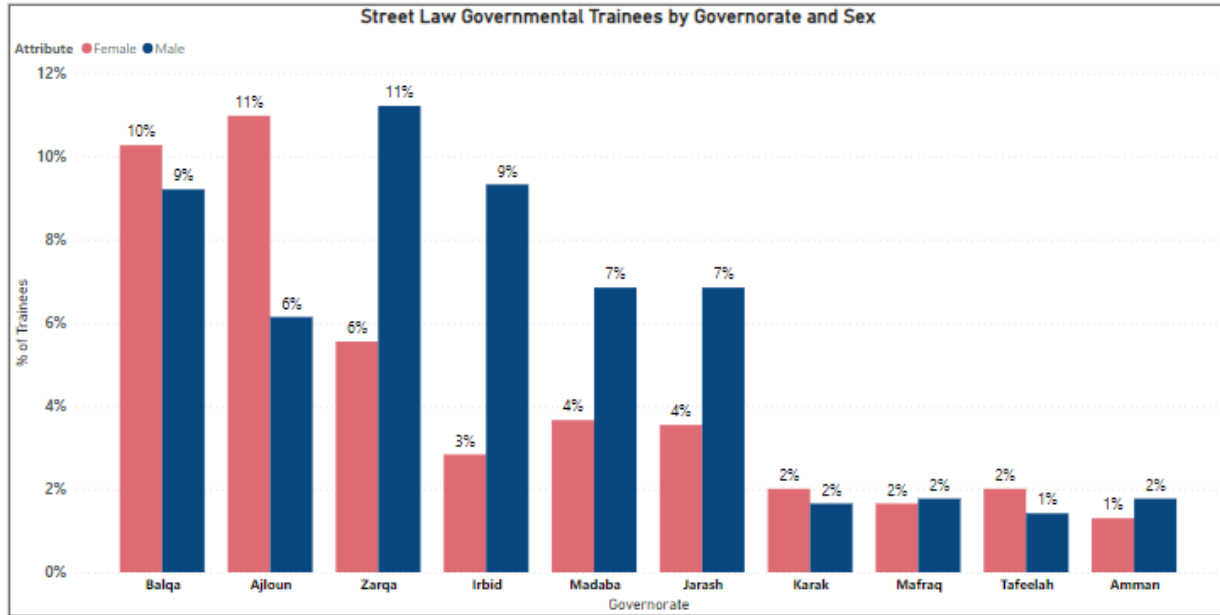
3. Other Government Bodies: 31%

- Directorates (e.g., Health, Agriculture, Culture, Youth, Social Development)
- Specific positions within governorates (e.g., Governor Assistant)

These attendees represented a balanced gender distribution, with 56% males and 44% females participating actively. This diverse group hailed from a wide range of governmental bodies, encompassing 37 different entities. The geographical reach of the project was also significant, as these officials came from 10 different governorates, demonstrating the project's extensive impact across regions.

From the surveyed participants, we gathered responses from 111 government officials. Their feedback and insights have been crucial in understanding the immediate impact of the workshops, as well as identifying areas for further improvement and enhancement of the program's effectiveness.

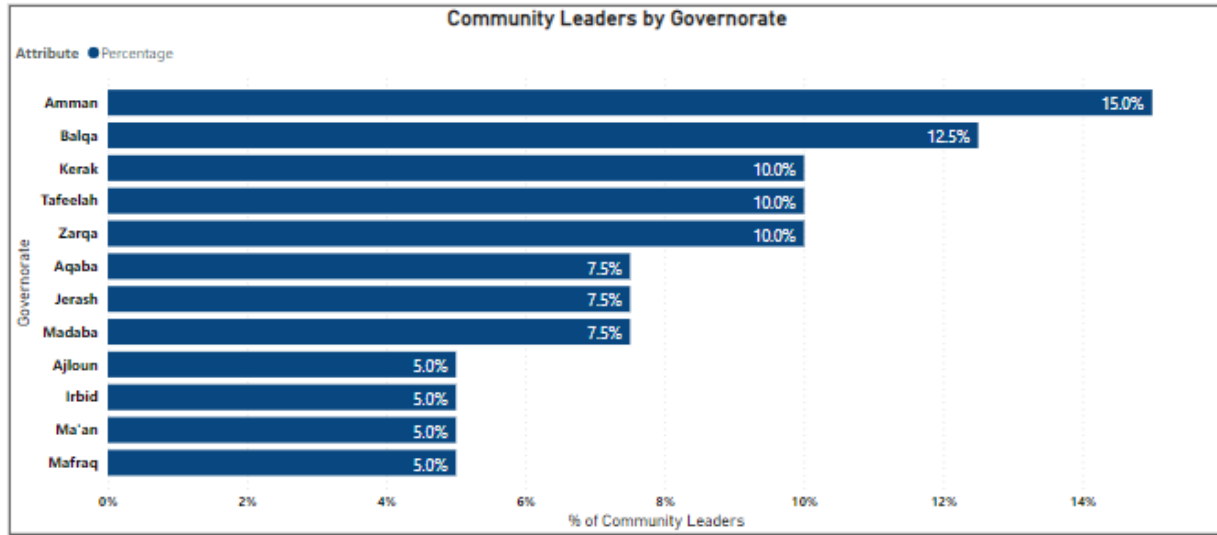
Figure 1: Government Officials Trainees



Community Leaders Engagement: In addition to the workshops and fellowship, the program has successfully engaged with 39 community leaders, comprising 25 females and 15 males. This translates to a gender distribution of 62.5% females and 37.5% males, surpassing the gender parity mark and ensuring a strong female leadership presence. The leaders participated from all 12 governorates, as detailed below:

- Amman: 15%
- Balqa: 12.5%
- Zarqa, Tafeelah, and Kerak: 10% each
- Aqaba, Jerash, and Madaba: 7.5% each
- Ma'an, Irbid, Ajloun, and Mafraq: 5% each

Figure 2: Community Leaders Engaged in the Program



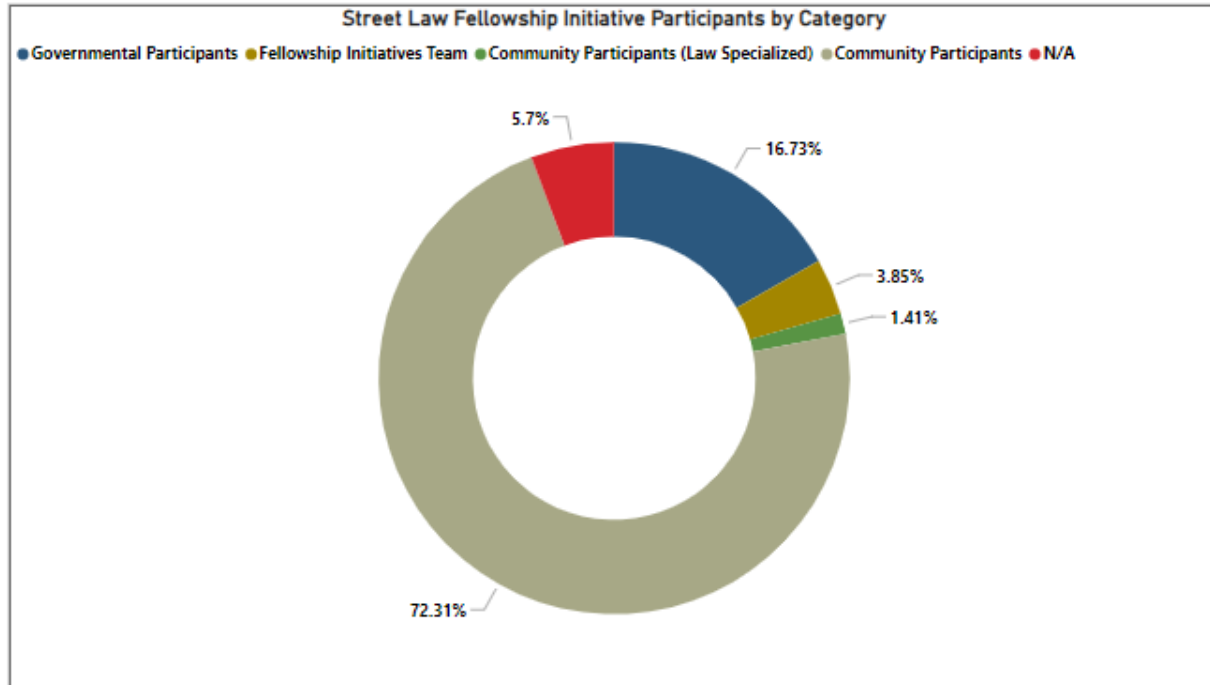
Fellowship Program: With regards to the fellowship program, 1,912 participants from six governorates participated in this program component. The distribution of participants is as follows:

- Karak: 25% of participants were from Karak. Participants demonstrated significant involvement and interest in the program.
- Zarqa: Close behind, 23% of the fellows hailed from Zarqa.
- Jarash: 16% of the participants.
- Ajloun and Madaba: Both of these governorates equally contributed 14% of the participants each, showcasing a balanced involvement from these governorates.
- Azraq: Lastly, 9% of the fellowship participants were from Azraq, rounding off the geographic diversity of the program.

The table below illustrates the Fellowship Program's reach:

Governorate	# of Participants
Azraq	177
Madaba	259
Ajloun	268
Jarash	300
Zarqa	438
Karak	470

Figure 3: Fellowship Initiatives Participants



This demographic and geographic overview of the beneficiaries underlines the program's success in reaching a diverse and widespread pool of participants, ensuring that the benefits of government engagement and capacity-building initiatives were distributed across different sectors and governorates. The balance in gender representation and the wide reach across multiple governorates underscore the inclusive nature of the program, which in turn aligns with its core objectives of fostering collaborative governance and citizen engagement. The Community members (Law specialized)" refers to individuals within the community who possess expertise or significant experience in legal fields. These individuals, including lawyers, legal scholars, and rights activists, contribute valuable legal insights and advocacy skills to guide and enhance community initiatives within the framework of the law.

Evaluation Findings

Effectiveness & Impact

Effectiveness was measured by the program's success in achieving intended results, the perceived benefits of the training/activities, and whether beneficiaries have had opportunities to apply their newly acquired learning.

EQ1: To what extent did the government officials directly engaged in the project increase their willingness to collaborate with citizens to solve community issues?

Change in Perception and Behavior of Officials: Interviews with government officials revealed changes in their understanding and valuation of the rule of law. One official said that the program had led them to adopt a youth-developed application that enables citizens to address concerns about their governorate.

Another official highlighted a newfound understanding of the importance of the rule of law, emphasizing the equal rights of all individuals to voice their opinions, regardless of their connections or networks. This reveals progress away from a potentially patronage-based mindset towards one of equal rights and equal treatment.

Officials Proactively Engaging with Youth: Several interviewees commented on the proactive engagement of government officials. In Azraq, the head of the directorate proposed the creation of a youth council within the directorate to gather and integrate youth opinions in the directorate's decision-making process. The training he received through the program encouraged him to think of ways to engage the community.

Improved Environment for Collaboration: Feedback from FGDs indicates that the direct engagement of government officials fostered a more positive, collaborative environment. Citizens felt that officials showed genuine interest in addressing their concerns, which made them feel like valued stakeholders. According to them, this base of mutual respect and engagement can be a key driver for more effective community projects and problem-solving.

Desk Review Findings Support the Positive Outcomes: The desk review revealed that in just one reporting period, Street Law's in-country partner conducted 20 workshops for 594 government officials across eight governorates. This underscores the significant efforts to embed the rule of law culture and understanding among government officials.

The desk review revealed that 671 out of 756 government officials (or 88.76 percent) reported an enhanced ability to engage with government/citizen actors after the training. Specifically, many officials, especially those at junior and mid-level positions, reported that their improved knowledge of the rule of law significantly enhanced their capacity to engage with others.

"I was impacted in a very positive way. The project I established was an application for citizens to be able to complain about issues in the governorate. However, after this program, I understand the importance of the rule of law and its application even if you know someone or you have the right network. We all have the right to speak equally and voice our opinions. I started to raise awareness among my family and friends and I became alert to the fact that we have to defend the rights of others more than our own rights." – Interview participant

EQ1.1: What perspectives toward citizen collaboration helped to promote a stronger rule of law culture?

Citizen-Government Collaboration: Data collected through the evaluation reveals a notable emphasis on fostering collaboration between citizens and the government. During interviews, participants said that citizens were appreciative of the avenues created through the program to convey their grievances to the appropriate authorities, underlining the importance of transparent communication channels in promoting the rule of law.

The survey targeting government officials also revealed that the majority of officials (90%) were now more willing to collaborate with citizens as a result of their participation in the program's trainings. However, the Community Leaders survey revealed that only (8%) of government officials are perceived to have a moderate willingness to collaborate with citizens, 70% are considered less willing, and 22% are not willing at all.

Awareness and Understanding of the Rule of Law: It is clear from the interviews that citizens believe in the potential benefits of a strong awareness and understanding of the rule of law as it protects their rights and helps them fulfill their responsibilities. This suggests that increasing awareness and understanding of the rule of law among citizens is important for fostering a supportive environment for its implementation.

Diverse Engagement: The program did not limit its outreach to a singular demographic or issue. The interviews illustrated involvement in various sectors such as the community, disability rights, and parent advocacy. This diversified approach likely helped in cultivating a better understanding and acceptance of the rule of law across different strata of society, and improved government officials' disposition towards collaborating with citizens.

Government Officials' Enthusiasm: The keenness of government officials, as noted in Azraq, to participate in the program underscores the importance of engaging government stakeholders who are invested in the program's success. Their buy-in likely translated to a more enthusiastic and effective collaboration between the government and citizens, thereby strengthening the rule of law culture.

Women and Youth Empowerment: The FGDs highlighted the integration of women into decision-making processes and the positive growth and learning of the youth. The empowerment and

active involvement of these groups, often marginalized in many contexts, augments the rule of law by ensuring diverse perspectives and comprehensive inclusion.

Training and Skill Development: Data from the interviews and desk review highlighted the effectiveness of the training sessions in raising awareness of the importance of collaboration. The interactive sessions from the Rule of Law Matters curriculum helped individuals clarify legal concepts and terminologies. This structured and hands-on approach to training helped the program progress towards the achievement of its objectives.

Government Officials' Preparedness: According to the desk review, government officials felt better equipped to communicate with senior officials and handle complaints, highlighting the program's ability to enhance the capabilities of government personnel.

Community Engagement: The program's achievements under community engagement were evidenced by initiatives such as the launch event and the utilization of social media. Such initiatives not only expanded the reach of the program but also modernized its approach, making it more accessible to the younger demographic. Community engagement that resulted in increased responsiveness supported the change in perceptions regarding citizen collaboration.

"Yes. There were very enriching relationships and interactions (that resulted from the program), such as the engagement of women into the decision-making process, and in recent years, we have observed women assuming senior positions in the government. Integrating positive youth development learning methodologies demonstrates their great abilities and the difference between government and governance. Transparency and integrity are the backbone of life."— FGD participant

EQ1.2: What attitudes, perspectives or incentives continue to hamper government officials' willingness to collaborate with citizens?

Bureaucratic Challenges: Most interviewees highlighted the bureaucratic nature of government institutions. Government officials do not always value engagement with citizens. Interviewees felt that they have little incentive to engage, and are already set in their ways in terms of having a fixed mindset that doesn't always value change. Respondents also said that the lack of direct communication channels with decision-makers in the public sector impedes their ability to engage with government. This bureaucracy, which is characterized as longstanding, not only negatively affects decision-making but also creates obstacles to effective engagement between citizens and government officials.

Hierarchical Competition: Interviewees also pointed to the competition between the various layers of government institutions. Interviews revealed that government officials sometimes resist working with individuals they perceive to be at a lower position than them. For instance, government officials are seen as having higher authority than directors of various units or

departments. This competition manifests as a main barrier to collaboration, especially when there are lengthy processes involved in selecting representatives for collaborative initiatives.

The government officials survey data reveals that 10% of officials who did not feel more willing to collaborate post-training, coupled with the 15% who rated citizen collaboration as less effective, had answered this way due to perceived barriers to full acceptance/normalization of citizen-government collaboration. They requested additional capacity building activities focused on the engagement between the citizens and the government officials. The data suggests these barriers could be role-dependent, potentially indicating a need for role-specific engagement strategies.

Government's Attitudes towards Inclusivity: The data reveals that there is a noticeable gap in the inclusion of people with disabilities in community-government collaborative initiatives. Both interviews and FGDs revealed that buildings, especially older ones, are often inaccessible. This physical barrier is compounded by a perceived lack of effort to integrate people with disabilities, despite their potential contributions. Addressing this issue is crucial, as effective collaboration is not only about the willingness to engage but also ensuring that engagement is inclusive and sensitive to the needs of all community members. The willingness of government officials to collaborate effectively extends to being attuned to these diverse needs and actively working to integrate inclusivity into their collaborative efforts. By addressing physical barriers and incorporating inclusivity into policy and practice, officials demonstrate a deeper commitment to meaningful collaboration, encompassing all sections of the community, including marginalized groups like people with disabilities.

Training Issues and Government Collaboration: The desk review highlights that while the Rule of Law trainings have been beneficial, they need to be more strategically focused on officials who lack the knowledge as opposed to more senior officials to enhance their willingness to collaborate with citizens. It appears that knowledge gaps still exist, particularly among junior and mid-level officials, which might be impacting their readiness and ability to engage effectively with the community. To address this, participants recommended extending the duration of these trainings and ensuring that they are more inclusive of government officials who lack foundational knowledge of rule of law concepts, rather than focusing predominantly on senior officials who may already be familiar with these concepts. Additionally, incorporating decision-makers into these sessions and utilizing media for broader rule of law promotion were suggested as ways to amplify the impact of training and encourage a more collaborative mindset among government officials at all levels. These recommendations point towards the need for more tailored and inclusive training approaches that directly address the knowledge gaps hindering effective citizen-government collaboration.

Slow Progress and Lack of Cooperation: The insights gathered from interviews and FGDs highlighted significant barriers in the attitudes of government officials toward collaboration with citizens. A recurrent theme is the tendency towards resistance to change and the resulting slow

progress in implementing collaborative efforts, as highlighted by an interviewee: "With the government, there were bureaucratic challenges, lack of cooperation, and slow progress."

Furthermore, a general lack of cooperation was noted, which seems to stem from deep-seated bureaucratic attitudes and a reluctance to alter established procedures. As one interviewee aptly put it, "It's full of obstacles, decision makers are not available." This comment points to a disconnect between decision-makers and the collaborative process, suggesting resistance to embracing citizen participation in governance processes.

This reluctance and resistance were further echoed in the FGDs, where participants noted specific inclusivity issues, such as the lack of integration of people with disabilities, as captured in the statement: "I noticed that there is a missing point, which is that there is no integration of people with disabilities despite their great potential."

These attitudes present substantial barriers to effective collaboration. They highlight the need for strategies that actively can address and modify these resistant mindsets among government officials. Encouraging a more open and cooperative approach to citizen engagement is crucial for overcoming these barriers and fostering a more inclusive and responsive governance environment.

EQ2: To what extent did the trained youth increase their capacity to facilitate citizen-government engagement on a community issues?

Capacity Building of Youth: The data highlights the training's impact on the youth. One participant mentioned that the training was focused on leadership, and another mentioned benefiting significantly in the areas of transparency, human rights, and the rule of law in human rights from the program, especially in the 2-day workshop in 2022. The youngest participant, at 21 years, further emphasized the age range and inclusivity of the training program. Additionally, during a six-day training at the Dead Sea, notable improvements in the youth's skills were observed.

"During our training, we practiced applying legal concepts, which helped us better understand legal terminology. It was a valuable hands-on experience that made academic terms more accessible." – Interview participant, Dead Sea trainee

This suggests that the training was tailored to provide participants with the necessary tools to effectively facilitate communication between the government and citizens.

Awareness of the Rule of Law: The data captured through the evaluation indicated an increased awareness of the principles of the rule of law. A participant mentioned the project's basics were all centered around the rule of law principles, such as the program's emphasis on leadership and

advocacy skills, as noted in the desk review and corroborated by participants who reported related skill improvements during their training. One participant discussed the positive reinforcement of those with disabilities, referring to law no. 20 2017, and indicating that these youth have been armed with specific knowledge that they can use in their engagement efforts. This aligns with the program's primary objective and highlights the program's impact, considering that the youth did not only grasp foundational rule of law concepts, as indicated by their ability to articulate these principles, but also expressed their ability to apply the learnings they acquired.

Facilitating Citizen-Government Dialogue: According to respondents, the youth's effectiveness in bridging the gap between citizens and the government could be discerned through their various engagements in the program. An app developed by one of the participants helps open a dialogue between citizens and the government. This showcases the innovative ways through which youth are leveraging their skills to promote engagement. A launch event in Madaba was attended by 119 people, indicating active participation and interest in such initiatives.

Youth's Confidence and Self-awareness: A review of the literature as well as input from respondents reveal that the Leadership and Innovation Lab's goals were achieved. The lab aimed to accelerate youth leadership self-awareness and development, enabling them to design rule of law advocacy projects. Thirty-nine youth participants indicated their ability to present and discuss community initiatives with officials, illustrating their increased confidence and understanding.

"Training in community engagement and conflict resolution was beneficial. Direct interactions with community members changed officials' perceptions."-Interview participant

EQ2.1: To what extent did the trained youth improve their skills in areas that the project specifically emphasized?

Improved Skills of Trainees: From the data gathered, there is significant evidence suggesting that the training offered through the Rule of Law for Peace program has led to improved skills in several areas for the youth involved, such as community engagement and conflict resolution as reflected in the participants' feedback. This in addition to increased rule of law knowledge between pre-and post-assessments. These areas of improvement are directly aligned with the objectives and goals of the training programs offered under the overall program.

Furthermore, Community Leaders were asked in the survey to select one area that they felt improved the most. The data revealed that 30% selected Problem-Solving, 27% chose Leadership, and 24% selected Relationship-Building as their most improved skills. This aligns with the program's objectives, highlighting the program's effectiveness in these specific areas.

Program Design and Problem-solving: Data collected from the desk review as well as the evaluation respondents highlighted actual community problems that were addressed and

resolved through the program, such as the street lighting issue which was solved in just 5 days. This indicates a direct application of problem-solving skills acquired through the program. Interviews also reveal that participants found the training material comprehensive and aptly designed, catering to diverse educational backgrounds. This accessibility of content significantly contributed to the participants' ability to effectively apply their learning in practical scenarios. Additionally, respondents highlighted that the training's emphasis on life skills, public speaking, teamwork, and project management, coupled with a deep understanding of the rule of law principles, further underscored the comprehensive nature of the program's design.

Interpersonal Communication and Relationship-building: Several respondents also point towards improved skills related to public speaking, team collaboration, and interpersonal interactions. This is further supported by feedback stating that the training material was easy to comprehend and the exercises were relevant and adequate, suggesting that the program encouraged effective communication and collaboration among participants from diverse backgrounds.

There is also evidence suggesting that the youth were able to effectively engage with decision-makers and articulate concerns based on the rule of law, as illustrated by the girl with a physical disability quoting the law to emphasize the low employability rates amongst disabled individuals.

Leadership and Advocacy: The program focused on leadership training which the participants valued. Feedback received through the evaluation revealed an increase in understanding of leadership styles, strengths, and areas of growth.

Eighty-two percent of the youth indicated an increase in knowledge in the post training assessment on rule of law concepts, highlighting the program's effectiveness in building the required skills and awareness necessary for advocacy.

Stakeholder Engagement and Confidence: The training on community engagement and conflict resolution was found by respondents to be beneficial and to have increased their confidence in engaging with decision makers, suggesting that the participants developed an understanding of the importance of engaging with stakeholders and decision-makers and the increased ability to do so.

Community Impact: The evaluation revealed several examples of actions undertaken by participants that can be potentially impactful. For example, a fellow from Azraq spoke about how the skills he acquired from the program enabled him to effectively help his community. His testimony and that of others suggests that the youth were able to operationalize and apply the training they received in their immediate communities.

Self-Perception & Role in Society: The self-assessment surveys revealed changes in how the youth view themselves in relation to the rule of law in Jordan. Recognizing their role and acquiring the knowledge to enforce the rule of law in their local governments is a significant change. This can

lead to a more involved youth population that actively seeks to uphold and propagate the rule of law in their communities.

EQ2.2: What unexpected increases in skills among the trained youth, particularly the fellows, were observed?

Networking and Advocacy: Some participants reported an increased ability to network and market their projects. The ability to secure TV interviews and effectively spread awareness about the work they are doing in their respective communities can be seen as unintended positive effect. These skills are important for youth-led initiatives as they amplify their reach and their projects' potential impact.

Team Management: An unintended benefit of the training was the participants' ability to manage tasks and delegate roles within teams. Such organizational skills are fundamental in any project, ensuring that resources are used efficiently and effectively.

Innovative Communication Methods: The evaluation revealed new ways the youth adopted to convey legal concepts. The introduction of gamification to communicate legal information indicates the adaptive and creative thinking skills that participants developed, making legal knowledge more accessible and engaging to the general public.

Direct Interactions and Ability to Effect Perception Changes: The Rule of Law for Peace program has boosted the ability to affect government officials' perceptions through direct interactions with community members, as highlighted in interviews and FGDs. This shift in perception, while not a traditional skill, is an important outcome that underscores the program's impact. Youth participants such as in Azraq effectively used their training to positively influence their communities and local governance, demonstrating the power of effective communication and networking. Their ability to present legal concepts in engaging ways, further illustrates this impact. These interactions have not only changed how some government officials view community engagement but also how the youth perceive their role in enforcing the rule of law.

Additional Skills: The youth said that they also gained skills related to social media management, content creation, and public speaking.

"Task management and splitting roles within the team was something they picked up on alone after they were trained in team management."-Interview participant

EQ2.3: What areas still require additional capacity building to foster more effective citizen-government engagement?

Collaboration and Awareness of Rule of Law Principles: Participants emphasized the need for enhanced collaboration and a deeper understanding of RoL principles. While the program has considerably enhanced engagement, there is a clear demand for further education and understanding of RoL's foundational principles. Political culture awareness also surfaced as an area that needs added attention, suggesting that a broader contextual understanding is essential for fostering effective engagement.

Project Development and Ideation: Interviewees highlighted significant gaps in the ability to develop projects and generate ideas, particularly in terms of applying for fellowships and initiatives. There seems to be a lack of knowledge around using monitoring and evaluation tools to measure impact and evaluate progress, and the development of related plans for initiatives. This suggests a need for additional training or resources in project management and implementation in addition to those related to performance monitoring and evaluation.

Complexity and Project Management: Given that the data from the Community Leaders survey reveals that Advocacy (5%) and Program Design (9%) were observed the least, these areas may require additional capacity building to foster more effective citizen-government engagement. Furthermore, interviewees noted the initial complexity of their initiatives, implying that there are challenges related to managing and simplifying project components. This suggests that capacity building in project management, strategic planning, and possibly mentorship could be beneficial.

EQ3: What outcomes/impact resulted from the youth-led citizen-government engagement initiatives that may have contributed toward strengthening a rule of law culture?

Enhanced Dialogue: The interviews highlighted an increase in dialogue between citizens and government officials. For example, fellows emphasized that they could now contact leaders, like mayors, anytime, indicating progress towards more accessible and responsive governance. One interviewee specifically highlighted how this enhanced accessibility became institutionalized, mandating officials to engage with their citizens, thereby fostering a culture of more constructive governance. This reflects the overall goal of the program to foster collaboration between the two groups, which would ultimately lead to trust-building.

Awareness and Education: Interviews revealed that presentations at institutions like Muthah University were beneficial in raising awareness, especially among some students who lacked awareness of the constitution and the rule of law. Such activities play a significant role in bridging this knowledge gap, and ensuring more citizens are aware of their rights and the rule of law. While awareness and education initiatives have achieved significant results, especially in academic settings, there is a noted disparity in law and constitutional knowledge among students from Muthah University, which was highlighted by KII participants. For example, one participant was

quoted saying that “At Mutah University when I was presenting about law and the constitution, many of the university students were well aware and others did not know much.”

Empowerment of Citizens: Interviewees pointed to several examples of individuals who stood up for their rights and actively demanded inclusion in community decision-making processes. According to them, this increased sense of empowerment can be directly linked to the advocacy and awareness initiatives introduced by the program. For instance, the participation of university students in discussions about the law and constitution at Mutah University points to the program's effectiveness in raising awareness and encouraging participants to voice their opinions through active citizenship.

Government Accessibility and Responsiveness: A positive change was observed in the government-citizen relationship, with officials becoming more accessible to citizens. Interviews revealed that in some cases, this enhanced accessibility was institutionalized, making it mandatory for officials to engage with their citizens. Examples of this were seen in the swift resolution of community issues like street lighting (within days.) This increased responsiveness is a testament to the program's ability to enhance government accountability.

Effective Governance: The enhanced access to municipal services and the ability to resolve community problems that the analysis of the evaluation data revealed underscores changes towards more efficient and citizen-centric governance. Furthermore, the interviews have shown that there was a perceived rise in government accountability, with some officials actively seeking feedback from the community, and ensuring their actions and decisions align with the community's needs.

Role Perception and Behavior of Officials: The FGDs revealed that officials who understood and valued the importance of the rule of law played a pivotal role in promoting citizen collaboration. Additionally, officials who adopted a facilitative rather than an authoritative approach contributed to fostering a rule of law culture. They promoted open dialogue, ensuring the inclusion of diverse voices, and bridged the gap between public institutions and the people.

Gender Diversity and Youth Participation: The promotion of gender diversity was noted in the FGDs, with participants reporting that more women are now engaged in decision-making spaces. This progress indicates a more inclusive approach to governance, although the direct link to the program's initiatives needs further clarification. Additionally, the desk review revealed changes in youth self-perception. The youth began to see themselves as agents of change in the rule of law, feeling more empowered and hopeful about making positive contributions, which is important for the program's sustained impact.

Officials' Perception Change: Data from FGDs revealed changes in officials' perceptions due to their interactions with the community. Officials mentioned that interactions involving community members sharing their experiences had a significant effect, elucidating the issues and making

them more relatable. This showcases the effectiveness of the program in changing perceptions and promoting mutual understanding between officials and citizens.

Community Engagement: The effectiveness of the youth in facilitating community engagement with government officials can be gauged from the fact that community members are now more capable to interact with the government to address their concerns.

Shift from Information Asymmetry to Direct Engagement: One interview revealed that there was an earlier challenge where people didn't know how to access information. However, post-program, the evaluation revealed a marked improvement in how individuals directly approached officials, such as mayors, indicating a reduction in barriers and improved transparency and access.

"Government officials who saw their role as facilitators rather than authorities tended to contribute to a stronger rule of law culture. They encouraged open dialogue and inclusion."- FGD participant

EQ3.1: To what extent did relations improve between government officials and the community leaders/members through the course of the project?

Increased Trust & Communication: The majority of the respondents who were interviewed by the evaluation team emphasized that the program had helped to establish an open chain of communication between government officials and community members. According to them, such a development enhances trust in official institutions. This is especially apparent with testimonies highlighting that community fellows can now contact local leaders, including mayors, anytime.

Furthermore, data from the government officials survey showed that 68% of officials observed improved relations between government officials and community members/leaders, indicating a positive impact of the youth-led initiatives. This is important for building trust and fostering a cooperative environment. The Community Leaders survey also revealed that 77% of respondents observed an improvement in relations between government officials and community leaders through the course of the youth-led initiatives, addressing part of the program's main objectives.

Enhanced Engagement and Responsiveness: The government officials' active engagement and accommodating nature, especially in activities like advertising and distribution of educational materials, indicates an improved willingness to cooperate. There is evidence suggesting that such active participation from officials made citizens feel valued, leading to heightened engagement and vocalization about local issues by the public.

Educational Impact on Youth: According to respondents, the program has had a notable educational impact, particularly on students. There was an observed increase in their desire to understand societal concepts and to be aware of their surroundings, leading them to exercise

their rights in academic settings. Specifically, interviews revealed the students' desire to engage with government processes, exemplified by their active inquiries about student and university-related matters. This newfound awareness facilitated an open channel of communication, increasing trust in official institutions and leading to more effective interactions with government officials. For instance, the project's influence was evident as students became more involved in community initiatives, contacting leaders like mayors directly and playing a more active role in local governance. Officials, in response, showed greater accommodation to youth requests, demonstrating an improved relationship between government authorities and young citizens. Such developments have not only empowered the youth but also enhanced the efficiency of municipal services, reducing conflicts and fostering a more collaborative environment.

"I noticed that the students had a love to comprehend ideas and be aware of their surroundings, for example as students they now know that they have the right to ask about student and university-related matters." - Interview participant

Broadened Engagement Scope: The program appears to have reached high levels of governance as well, as noted by the Project Manager's visit to the Royal Court. This indicates that the message and objectives of the Rule of Law for Peace program have garnered attention at the highest tiers of the government. Furthermore, youth reported their active participation in various workshops and councils, which highlights how the younger generation is not only benefiting from the program but is also active in improving relations with government bodies.

Community-wide Interaction: Several FGD participants reported that the program "*enriched relationships and interactions within the community or organizations.*" Respondents added that these relationships transcend government officials and community leaders, fostering a more holistic community development.

"Officials actively engaging made citizens feel valued. So, we managed to bridge the gap between the people and the mayor."-Interview participant

EQ3.2: Under what conditions were the community initiatives most successful?

Responsive Government: According to some interviewees, the effectiveness of the community initiatives depends on how responsive government entities are. When the government promptly addresses the concerns and issues brought up by the community, its actions enhance trust between citizens and the government.

Stakeholder Expertise: Respondents said that the success of certain initiatives seemed to hinge on the expertise and background of those involved. A notable example is the positive role played

by the cultural directorate in Karak, attributed to their knowledge of the law. Their welcoming attitude and law background significantly facilitated the project implementation.

Inclusivity: The initiatives that were most inclusive reported higher success rates. For instance, an interviewee highlighted the triumph of an initiative that brought together various persons with different disabilities under one training. Such inclusivity not only addresses the concerns of a wider demographic but also fosters unity and mutual understanding among different community groups.

Tailored Interventions: The initiatives that considered local conditions and the specific needs of a community were better received. The improvement in conditions for people with disabilities, particularly in Zarqa and Azraq, underscores the significance of tailoring interventions. Zarqa's success was highlighted due to the presence of a large community of people with disabilities, while in Azraq, focused efforts yielded positive results. This was complemented by efforts to make buildings more accessible, directly addressing a key obstacle in their daily lives. Azraq's success, on the other hand, stemmed from focused efforts that were responsive to the characteristics of the local community.

Public Outreach: The literature review as well as interviewees feedback have shown that the effectiveness of initiatives was proportional to their reach and public awareness. The publication of a video, which garnered approximately 80,000 views, is a good example in this case.

EQ3.3: Under what conditions were the community initiatives least successful?

Interpersonal Dynamics and Prejudices: According to interviews, personal biases and grudges held by some officials made it challenging for initiatives to take root. Such biases can overshadow the larger objective of the initiative, thus making collaboration difficult. The need for unbiased, objective interaction cannot be overstated for the success of such programs.

Financial Limitations: Insufficient funding emerged as a significant barrier to the effective execution of the initiatives. Resource allocation plays a pivotal role in the operational success of any project. In the absence of ample financial resources, even well-intentioned projects can falter.

Over Saturation of Initiatives: The high frequency of initiatives led to a sense of disbelief among some community members. It indicated that while frequency and variety are essential, ensuring quality and successful outcomes of fewer initiatives might be more impactful than many unsuccessful ones.

Bureaucratic Hurdles: Engaging with multiple layers of government proved to be another challenge. As per the feedback, reaching out to all Directorates was not feasible. Moreover, the need for official permissions and consultations with Ministries before initiating dialogue with

Directorates added to the complexity. This signifies the importance of understanding and navigating governmental structures and ensuring all stakeholders are on board.

Mismatched Expectations and Deliverables: The case of Jerash provides insight into the discrepancies between expectations and actual outcomes. The initiative's expected deliverable was an application, but the outcome was a movie. Such mismatches can affect the overall impact of an initiative and reduce its effectiveness in achieving its intended purpose.

Accessibility Improvements: The literature review as well as feedback received through interviewees pointed to the importance of making physical spaces more accessible, especially when addressing concerns of people with disabilities. Constructing or renovating buildings to be more disability-friendly not only complies with the rule of law but also tangibly improves the day-to-day lives of community members.

Sustainability

Sustainability explores the prospects and enablers for sustaining the results achieved by the program beyond its implementation timeline.

EQ4: What are the prospects of sustaining the project's achievements over time, and what enabling factors may contribute to sustainability?

Stakeholder Engagement: Several respondents spoke very highly of the program. Some said "*I love this program*" while others referred to their engagement through the program as "*perfect engagement*" suggesting that the program had resonated with the communities it targeted.

Moreover, the data from the government officials survey reveals that the majority of officials expressed a high likelihood of continuing citizen engagement in their future work (61% very likely, 24% somewhat likely), indicating a promising prospect for sustaining the program's achievements. Furthermore, the Community Leaders survey revealed that 87% of respondents indicated they are likely to engage with government officials in their future work as a community member.

Addressing Niche Audiences: Interviewees said that the program's focus on specialized groups, like people with disabilities, emphasizes its comprehensive approach. Continual efforts in training, outreach, and awareness sessions for these groups promotes an inclusive rule of law culture.

Training Government Personnel: The initiative began by training government department personnel, which, according to some respondents, was a strategic move. Training those in positions of authority ensures that the rule of law becomes integrated into the bureaucracy of existing system. Such integration, according to them, could result in more sustainable, long-term outcomes as institutional knowledge is more enduring than individual knowledge.

Partnerships and Collaborations: Respondents reported that collaboration with municipalities and other government agencies may ensure that the program's ideals are mainstreamed into local governance. Furthermore, leveraging existing partnerships, as seen with the Project Manager, may improve the chances of the project's continued success.

Community Projects as Catalysts: Respondents said that the supported community projects, where different stakeholders collaborate, ensure that the principles taught during the program are put into practice. These projects can serve as templates or models for future initiatives, ensuring that the program's ethos is continually enacted within communities.

Program Outreach Despite Limited Marketing: According to respondents, the program's significant outreach, even with limited marketing, illustrates its appeal and relevance to the community. This grassroots-level popularity can be a significant driving force in ensuring its continued relevance and impact.

"We have to keep trying to target this audience (people with disabilities), training, workshops, outreach, awareness sessions, reach the targeted directorates to ensure that people are respected."-Interview participant

EQ4.1: In what ways, if any, do the projects beneficiaries plan to engage in and promote citizen-government communication and collaboration in the future?

Sustained Engagement: Many beneficiaries expressed an intention to maintain and further their communication with government institutions post-program. This is evident from the repeated emphasis on establishing consistent means of communication, be it through phone calls, field visits, or scheduled meetings, to ensure that the program's momentum and purpose continue to thrive.

Capacity Building: The program appears to have empowered its beneficiaries to seek and employ a variety of tools and platforms for their initiatives. Respondents referred to the leveraging of technology and media outlets, such as creating YouTube channels and awareness videos. According to them, this not only illustrates the adaptive nature of the program's beneficiaries but also reflects a modern approach to fostering communication.

Expansion and Institutionalization: Interviewees suggested that there is momentum towards embedding the program's objectives within existing structures. For example, interviewees referred to statements indicating plans to institutionalize ideas within specific directorates, such as Health Directorates across Jordan. This process involves formalizing communication channels, such as establishing regular meeting schedules with key stakeholders and utilizing digital platforms for broader engagement. Moreover, the Ed O'Brien Fellowship exemplifies a strategic approach to sustaining these efforts by financially supporting youth-led initiatives that foster

state-community collaboration. These actions are geared towards ensuring the long-term integration of the program's objectives within governmental practices, thereby institutionalizing a culture of open dialogue and cooperation between citizens and government officials.

Youth Involvement and Fellowships: Respondents emphasized the importance of engaging youth across Jordan, evidenced by the competitive selection process for the Ed O'Brien fellowship. From a pool of 120 applicants, 40 youth received training in October 2022, and subsequently 8 were competitively chosen to receive the fellowships from various parts of the Kingdom. This highlights the program's wide-reaching appeal and its potential to galvanize the youth demographic. The Ed O'Brien Fellowship, specifically, provides both the financial backing and the mandate for youth to engage in projects that strengthen citizen-government communication.

"Effectively communicating these initiatives and progress can be achieved through various means. Internal and external meetings provide platforms for dialogue and collaboration, fostering a sense of shared purpose."-FGD participant

EQ 4.2: What key factors, stakeholders or conditions may contribute to the sustainability of meaningful citizen-government engagement over time?

Alignment with Government Goals: The interviews highlighted the importance of aligning the program's objectives with the broader goals of the government, such as the move towards automation and digitization of processes. By ensuring that the program's activities are in sync with government initiatives, there is a higher likelihood of securing institutional support and fostering a culture of engagement. The specific mention of improving services in Ajloun also underscores the need for regional focus, ensuring that the benefits of the program are felt across different governorates.

Project Specificity and Focus: Interviewees emphasized the importance of specificity in project implementation. Making the projects more focused and allowing participants to work on specific ideas can enhance the effectiveness of the program. By keeping a clear focus on the targets and goals, the program can ensure that the engagement is meaningful and addresses the actual needs and concerns of the community.

Inclusivity and Representation: The program has made strides in addressing the needs of marginalized groups, such as people with disabilities. Interviews and FGDs both highlighted the improved access and representation for these groups. Ensuring that the topics are realistic, relatable, and represent actual concerns of citizens has facilitated meaningful engagement.

Positive Youth Development: The FGDs highlighted the importance of integrating positive youth development methodologies. Engaging the younger generation, and ensuring they are equipped with the necessary skills and knowledge, helps to sustain citizen-government engagement. Youth-led initiatives that promote transparency and integrity were seen by respondents as a positive step in this direction.

Stakeholder Trust and Cooperation: Interviews revealed that the name under which initiatives operated played a significant role in building trust and cooperation. Establishing credibility and ensuring that stakeholders, particularly government officials, trust the program's intentions and methods are crucial for sustainable engagement.

Opportunities for Engagement and Learning: The desk review provided insight into the program's efforts in creating opportunities for community initiatives, particularly for the youth. Making community members aware of scholarship opportunities and supporting the implementation of rule of law-based community programs can enhance engagement.

Historical Context and Continuity: The desk review also highlighted the importance of building upon past initiatives and ensuring continuity in the program's efforts. The collaboration with the Project Manager in creating relevant curriculum and programs in the past establishes a foundation that the Rule of Law for Peace program can build on.

Regular Structured Interactions: Several FGD participants, highlighted the importance of structured and regular interactions. The mention of regular meeting schedules involving diverse stakeholders and the emphasis on both internal and external meetings underscore the beneficiaries' recognition of the importance of systematic and inclusive dialogue in sustaining project outcomes.

Event Timing and Curriculum Development: The decision to shift the academic conference and youth training to October 2022, as noted in the desk review, suggests that an emphasis on ensuring quality over speed. This planned adjustment points towards a commitment to create a sustainable foundation, equipping beneficiaries with robust project management, communication, and advocacy skills.

Financial Support and Fellowship Initiatives: According to respondents, the provision of financial support, as indicated by the 5,000 USD funding for each of the six Fellowship initiatives, underscores the program's commitment to not just train but to empower its beneficiaries to apply their skills and knowledge to tangible projects that further citizen-government collaboration.

"Positive Youth Development and Governance, such as integrating positive youth development learning methodologies is essential for harnessing the potential of the younger generation."- FGD participant

Conclusion and Recommendations

Conclusion

The evaluation revealed significant progress towards the achievement of the program's objectives, highlighting the program's positive impact on strengthening the collaborative relationship between government officials and citizens, enhancing communication, building trust as well as building the capacities of the youth for enhanced citizen-government engagement. Within the program's sphere of influence, there are indications of increased awareness of and appreciation of a rule of law culture that are underscored by increased communication, citizen engagement, and inclusive participation. However, structural barriers remain along with the need for increased inclusion. The noted discrepancy between the perceptions of government officials and the community also points to the need for continued support to strengthen and entrench the results achieved so far.

The capacity-building component that was targeted at the youth has helped the youth to gain important skills that were used by some to build innovative platforms for dialogue and community improvement. The youth have demonstrated increased confidence and ability to advocate for change and to engage with government. Nonetheless, the initiatives face challenges related to interpersonal dynamics, financial constraints, and bureaucratic hurdles, highlighting areas for continued support. Absent such support, the sustainability of these various initiatives is unclear. That said the increased knowledge and enhanced agency of participants bodes well for continued activism.

The program's engagement strategies, inclusivity, and emphasis on youth involvement have helped construct a good foundation for sustained citizen-government communication especially as it raised awareness of its importance and helped cultivate a better understanding of the benefits that could be accrued by various actors as a result of it. The program was well received by the community. It enjoyed grassroots level resonance pointing to its relevance to community needs especially as they relate to the need for an effective and open engagement between the government and citizens. The capacity building component was especially effective in building important skills that youth are expected to continue to apply after the program ends.

Recommendations

1. In future programs, and for deeper impact, consider targeting fewer participants with longer capacity building and strengthening interventions, and ensure inclusion of decision-makers in the trainings to promote engagement and cultivate mutual understanding.
2. Consider tailoring training to participants' knowledge needs.
3. Coordinate with other actors implementing similar projects in the same development space. Synergies can be leveraged for increased effectiveness and impact.

4. Consider the incorporation of components that would help address structural barriers. This would help streamline processes within government institutions and facilitate communication.
5. Prioritize marginalized groups, such as people with disabilities, ensure physical accessibility, and promote gender diversity in governance roles.
6. Increase public awareness of the rule of law, citizen engagement and the importance of transparency in governance by utilizing various media to reach people, and tailor messages to different audiences.
7. Consider targeting the same pool of participants in future projects to ensure the sustainability of results.
8. Consider providing additional training in project management to support the youth's ability to sustain the program's results.
9. Strengthen monitoring and evaluation mechanisms among participants to enable them to measure their impact and evaluate the progress of the initiatives.
10. Strengthen communication channels between citizens and officials, encourage innovative communication methods, and support stakeholder engagement.
11. Address financial constraints by securing diverse funding sources and allocating resources efficiently.
12. Align the program's objectives with the broader goals of the government, such as the move towards automation and digitalization.