



# **ROADMAP AND ACTION STRATEGY**

**WOMEN'S EMPOWERMENT UNIT**

**MINISTRY OF SOCIAL DEVELOPMENT**

**NOVEMBER 2023**

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## I. INTRODUCTION

In an era of significant emphasis is placed on gender equality and women's rights, and where these issues are extremely important, it is paramount to recognize the importance of empowering women across various industries, particularly the public sector. The Ministry of Social Development MOSD demonstrated its understanding of the importance by implementing a progressive measure in 2023. This entailed integrating the Women's Empowerment Unit WEU into its organization's structure.

The establishment of the WEU not only demonstrates MOSD's commitment to advancing women's rights, but also recognizes the critical role that women play in the advancement of social development. By actively promoting women's empowerment within its framework, the MOSD demonstrates a progressive vision and steadfast commitment to cultivating a society that wholeheartedly supports gender equality and equal opportunities. In this endeavor, the ministry effectively unleashes the potential of women, making a significant moral contribution to the overall progress of society.

Under the Ministry's organizational framework, the WEU holds the directorate's authorities, and MOSD is currently considering changing the Unit's position on the structure to a Directorate as part of the Ministry's structural evaluation for the current year.

## II. TERMS AND DEFINITIONS

The following explanations provide definitions of the most notable concepts concerning gender, ranging from (1-13)<sup>1</sup>.

1. **Ministry:** Ministry of Social Development (MOSD)
2. **Unit:** Women's Empowerment Unit (WEU) in MOSD.
3. **Gender:** refers to the acquired social roles and responsibilities of women and men in a particular culture and within the societal structures that support these roles.
4. **Gender Equality:** All people, whether men, women, boys or girls, enjoy equal rights opportunities and treatment in all areas of life.
5. **Participatory Gender Audit:** is a tool and a process based on a participatory methodology to promote organizational learning at

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<sup>1</sup> ILO Participatory Methodology for Gender Auditing, pp. (110-120), available at <https://bit.ly/3VG6nsM>

individual, WEU's operations and organizational levels on how to practically and effectively mainstream gender. It considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed. It establishes a baseline, identifies critical gaps and challenges, recommends new strategies, and documents good practices towards the achievement of gender equality.

6. **Equal Opportunities:** Equitable participation in economic, political, and social involvement without gender-based obstacles.
7. **Gender Inclusion:** is the process of assessing the implications for both women and men ... of any planned action – including legislation, policies or programs – in all areas and at all levels. It is a strategy for making the concerns and experiences of women, men and people with diverse gender identities an integral dimension of the design, implementation, monitoring and evaluation of policies and programs. This is done so that men and women achieve equality as an ultimate goal.
8. **Gender Mainstreaming:** Recognizing and understanding the differences between the needs of both women and men, roles, responsibilities and restrictions, and taking into account each of their physical needs (disability), age, and the roles they play as (father/mother/supporter for an elderly person) etc.
9. **Gender Analysis:** is a systematic methodology that takes into account the needs of both men and women during the process of program development. The primary goal of this analysis is to ensure the comprehensive inclusion of women and men's roles, needs, and participation in development projects and programs. It requires gender-segregation data and information (also known as disaggregated data), as well as understanding how to differentiate and assess work, roles, needs, and participation based on gender. Gender analysis is carried out at all stages of development projects (planning, implementation, and evaluation).
10. **Gender Indicator:** is a disaggregated indicator based on gender, age, and social and economic background. It assesses the advantages enjoyed by both men and women. This indicator is specifically designed to demonstrate changes in the relations between men and women within a given society. Additionally, these indicators can be used to assess progress toward gender equality.

11. **Gender-disaggregated Data (GDD):** reveals how each activity/project/service affects men and women separately. This GDD can also be classified based on other gender-related intersectionality such as age, disability, and place of residence.
12. **Gender Policies** identify discrepancies between men and women in a specific context, seeking to understand the unique needs of each sex through a fair allocation of resources and responsibilities.
13. **Gender-role Stereotypes:** These are inherited behaviors within a society or social group in which individuals participate in activities and tasks allocated to males and females. Examples of the intersectionality that can determine the sex of doer depends but not limited to age, race, culture, religion, as well as geographical, economic, and political context.
14. **Gender-based Violence:** It is a comprehensive term that includes any harmful act committed against a person's will and is based on social differences between men and women<sup>2</sup>. These actions include behaviors that result in humiliation, physical harm, sexual abuse, psychological distress, or emotional anguish, as well as mistreatment and intimidation through acts of coercion and other violations of personal liberty. Such actions can manifest either discreetly or openly.<sup>3</sup> There are different forms of violence, such as economic and financial exploitation, physical harm (including beating, assault, and murder), sexual violence (involving unwanted physical contact, uncomfortable vicinity, rape, sexual harassment), verbal abuse (in form of comments and inquiries regarding appearance or lifestyle). Additionally, verbal assaults that include words and comments with direct sexual meaning or connotations, bullying, force, psychological abuse involving intimidation and threats of violence, stalking, online harassment), and non-verbal acts (Whistling, sexual gestures, and sexual materials.<sup>4</sup>)
15. **Gender Transformative Approach:**<sup>5</sup> It tackles the root causes of gender inequality and reshapes unequal power dynamics. It recognizes the disparities that girls and women face, as having few opportunities and increased gender-based violence, while also recognizing the societal burden placed on boys and men. It tackles challenges entrenched gender norms and unequal distribution of gender-based resources. It focuses on creating a nurturing environment reinforced by policies that advocate for gender equality and safeguard the rights of women and girls. It encompasses a complete dedication to fostering transformation, with a

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<sup>2</sup> World Bank definition of gender-based violence, <https://bit.ly/3CER4cm>

<sup>3</sup> ILO Convention on the Elimination of Violence and Harassment 2019, <https://bit.ly/3k62Fef>

<sup>4</sup> International Labor Organization's definition of harassment and gender-based violence, <https://bit.ly/>

<sup>5</sup> Plan International, <https://bit.ly/46LGNYu>

strong emphasis on the fact that achieving gender equality necessitates extensive collaboration.

### 3. ORGANIZATIONAL STRUCTURE AND JOB DESCRIPTION

#### 3.1 WEU Framework:

1. **Develop policies that promote gender inclusion and women's empowerment, evaluations and to conduct research in the domains of protection and social care, that is sensitive to gender equality.**

- **Objective:** Developing, monitoring and improving the implementation of gender mainstreaming policies and initiatives of women's empowerment in protection, social care, and development services of MOSD.

- **Description:**

**Formulating Policies and Procedures:** Proposing evidence-based policies and procedures and a comprehensive gender approach, with the aim of integrating gender issues into MOSD's services . Regular reviews of existing policies will ensure relevancy and effectiveness in addressing gender issues and promoting women's empowerment.

**Monitoring and Evaluation:** To ensure gender equality, it is crucial to implement a comprehensive evaluation procedure for programs that takes into account a gender lens. This procedure should establish standards and inclusivity goals, ensuring that all individuals are treated equally. Additionally, it is important to design systems and directives that assist directors of different MOSD units in submitting reports that provide gender-disaggregated data. These reports should also record the level of achievement and progress made in promoting gender equality.

**Gender Sensitive Research:** Conducting methodical research initiatives to acquire an understanding of gender dynamics and the status of women's empowerment, the obstacles they face, their needs, and recommendations thus these researches contribute to the development and enhancement of policies, procedures, while making corrective actions to programs.

**Data Collection:** Prioritised the collection of gender-disaggregated data for key performance indicators (KPI) associated with gender and the empowerment of women within the MOSD. This also extends to pertinent performance indicators at both local and international levels. The objective is to foster a thorough comprehension of the effects and requirements of men, women, and various groups within the domain of protection and social care services.

**Social Impact and Risk Assessment:** Perform gender-responsive evaluations using a gender-inclusive approach prior to enacting policies or initiatives within the MOSD. The objective is to equip the Executive Directorate of the MOSD with the ability to prevent and tackle the impacts of these policies or programs. This endeavor aids in comprehending the possible consequences and obstacles associated with gender equality and women's empowerment while guaranteeing the implementation of suitable proactive measures.

**Digital Initiatives:** Enhancing and supporting the utilization of gender sensitive digital platforms to streamline services for Male\Female recipients. This involves exploring opportunities to enhance the electronic delivery of MOSD services, all with the overarching goal of realizing the principle of equal opportunities.

- **Interacting with Women Beneficiaries:** through regular communication with women beneficiaries, ensure obtaining feedback about the Ministry's services and programs. The objective is to gain a thorough understanding of their requirements and challenges and to encourage and their endeavours. Females beneficiaries firsthand input is instrumental in enhancing MOSD efficiency and provision.
- **Feedback and Improvement:** Enabling service providers to share their experiences, challenges, and knowledge and use this feedback to constantly improve training and develop strategies. Feedback from women beneficiaries is also utilized to improve and develop the Ministry's programs.
- **Developing Performance Indicators:** Identifying and agreeing on gender-sensitive indicators for each directorate according to the nature of its work and regularly evaluating the Ministry's activities and services by using these indicators. This aims to ensure the achievement of the goals of gender inclusion and women's empowerment in the Ministry's services and programs.

- **Developing Results-based Reports and Recommendations.** define gender specific KPIs that all directorates agree and are accountable to it. Additionally, to evaluate MOSD's periodically according to these indicators. This is to guarantee achieving the of mainstreaming gender.
- Develop Periodic reports are created to extract performance of gender sensitive so it can be submitted to MOSD senior management. This systematic reporting procedure will ensure that the administration is consistently informed about the progress made and challenges faced within the context of gender inclusion. Simultaneously, to conduct in-depth analyses of KPIs for broader programs and services, pinpointing areas for improvement. This process yields actionable recommendations aimed at refining and adapting the Ministry's programs and services, with the goal of bolstering the inclusivity and effectiveness of gender mainstreaming and women's empowerment within the Ministry's mandate.

## 2. Building gender sensitive capacities in protection and social care services:

- **Objective: Enhance** building the capacity of service providers involved in protection, social care, and development, whether they are MOSD personnel or affiliated governmental and non-governmental entities so as to strengthen gender mainstreaming and women's empowerment in the services provided.
- **Description:**
  - **Preparation of training materials:** Designing and implementing comprehensive training modules, specifically focused on integrating gender mainstreaming and promoting women's empowerment across diverse aspects of care, protection, and social development services.
  - **Psychosocial support training:** Offering specialized training to the service providers on delivering psychological and social support with a focus on gender mainstreaming. The emphasis lies in comprehending the distinct psychosocial challenges faced by women, particularly older women and girls, and how to deal with them effectively.
  - **Training on gender analysis and categorization using a comprehensive gender lens:** This training encompasses imparting skills in gender analysis and techniques for collecting gender-disaggregated data. The goal is to ensure uniform, precise,



and motivating data collection practices across all departments of the MOSD and collaborating institutions.

- **Fostering a culture of rights-based service delivery:** This involves educating service providers on adopting a rights-based approach to service delivery, underscoring the significance of upholding and championing women's rights in all interactions and interventions.
- **Workshops and discussions with a gender-responsive focus:** Arranging regular sessions to enhance service providers' comprehension of gender dynamics, biases, and stereotypes. The objective is to empower service providers with the knowledge needed to address these biases and deliver services in a gender-sensitive manner effectively.
- **On-site assistance:** Providing guidance and continual support to service providers, facilitating the practical implementation of what they have acquired from training in their day-to-day responsibilities.
- **Technical assistance to departments:** Providing technical expertise to the departments within the MOSD to ensure that their programs and initiatives are gender sensitive. This includes conducting regular consultations, reviews, and recommendations to implement the policies and procedures developed through WEU to ensure that gender mainstreaming is rooted in the design and implementation of its projects in a way that reinforces the principle of gender justice and equal opportunities.
- **Collaboration with gender experts:** Involving gender experts and psychologists in the training process, and benefiting from their expertise to provide a comprehensive and accurate understanding of gender mainstreaming and women's empowerment.
- **Resource provision:** aims to provide service providers with the needed resources, tools, and materials to implement gender-sensitive practices in their daily operations. This ensures that they have easy access to reference materials when needed, such as policies, procedures, forms, and training materials.

### 3. Enhancing economic and social opportunities for women

- **Objective:** Enhancing women socioeconomic within the framework of social protection, care, and development.

- **Description:**

- **Stakeholder Identification:** regularly identifying key stakeholders from within the Ministry's departments, civil society organizations, non-governmental organizations (NGOs), and international organizations who can effectively contribute to gender-equality initiatives in social care and protection.
- **Joint Initiatives:** developing and implementing joint initiatives to address gender disparities in social care and protection. These cooperative initiatives increase resources while also improving experience and awareness.
- **Feedback and Consultation Processes:** includes developing consistent consultation platforms for MOSD stakeholders, diverse directorates, external stakeholders, partners, and interested parties. Stakeholders have the opportunity to express their lenses, challenges, and accomplishments, fostering an ongoing learning environment and fostering a shared sense of responsibility for gender-focused projects.
- **Awareness-raising Initiatives:** include coordination and support of targeted awareness-raising campaigns emphasizing the importance of gender equality in the realms of social care and protection. This effort contributes to educating and raising awareness among Male-female personnel of the MOSD and its broader society, fostering a cultural shift toward improved gender inclusion.
- **Public Participation:** includes participation in public events, seminars, and workshops that bring together policymakers, experts, and beneficiaries to discuss and advocate for gender issues in social care and protection.
- **Documenting Best Practices:** regularly documenting and sharing best practices and lessons learned from collaborative efforts. It can serve as a valuable reference for future initiatives, ensuring repeating successes and mitigating challenges.
- **Cooperation with Non-governmental Organizations (NGOs):** Develop partnerships with NGOs and international organizations that promote women's rights, empowerment, and gender

mainstreaming. Their expertise can help to strengthen advocacy efforts and provide a larger platform for change.

- **Collaboration with Research Institutions:** establishing ongoing partnerships with academic and research institutions to conduct studies in order to enrich the policy formulation process with the most recent findings and visions on gender issues and women's empowerment.

#### 4. Promoting economic and social opportunities for women and empowering them.

- **Objective:** Improving women's social and economic status within the context of social care, protection, and development.
- **Description:**
  - **Economic Empowerment Initiatives:** Developing, implementing, and supporting comprehensive strategies to economically empower women, particularly those living in poverty and marginalization, such as access to vocational training and education workshops, small business development assistance, and basic social protection. These initiatives will also promote women's financial independence, ability to face economic challenges, and long-term empowerment by collaborating with local communities and stakeholders.
  - **Gender Inclusion Programs:** Creating, implementing, and supporting projects that promote women's active engagement in community decision-making, leadership roles, civic and political participation, and fostering an inclusive atmosphere in which women's opinions are heard and respected.
  - **Advocacy and Awareness:** Conducting awareness campaigns emphasizing the need for social and economic empowerment for women. These efforts seek to educate and sensitize the community and stakeholders in order to eliminate long-standing gender biases and pave the way for a more egalitarian society.
  - **Sustainable Partnerships:** Collaborating with NGOs, international organizations, and local community groups to broaden the reach and effect of women's empowerment initiatives. This is accomplished by ensuring that joint efforts

adhere to a complete approach that combines resources and expertise to get the best possible results.

- **Improving collaboration between MOSD and local community organizations in the implementation of community-based women's empowerment initiatives.** The WEU serves as the governing body in charge of assisting associations operating under the MOSD, particularly those carrying out projects aimed at women's empowerment and gender advancement.
- **Empowering Girls and Elderly Women:** Establishing, executing, and backing programs designed to specifically tackle the distinctive challenges confronted by children child-female and old women within the protection and social care services, especially those who have experienced violence.

## 5. Women's Empowerment in the MOSD .

- **Objective:** improve and empower women's employment and economic status, as well as their representation and influence within the MOSD's structure.
- **Description:**
  - **Advocacy for Equal Opportunities in Internal Processes:** appealing for women's empowerment and equal opportunities within the MOSD's internal policies and procedures, with a particular focus on human resources. Addressing and correcting issues and instances of gender inequality identified in recent assessments and audit reports on gender equality and responsiveness within the Ministry, as well as ensuring an equitable and supportive environment for women at all levels.
  - **Leadership Skill Development:** Launching programs at the MOSD level that focus on developing leadership skills in women, with the goal of ensuring that women have an influential voice in decision-making and occupy leadership positions, thereby enhancing the principle of gender justice and achieving equal opportunities.
  - **Capacity Building:** Providing women with training and workshops aimed at improving technical skills such as information technology, monitoring and evaluation, communication with stakeholders, human-centered right

approach, political participation in community work, professional development, and ensuring their excellence. Wherever possible, this should be done in accordance with the overall modernization roadmap.

- **Inclusive Representation:** Advocating for the equitable inclusion of women in all MOSD committees, bodies, and decision-making councils. Including women's lens in all strategic discussions in order to uphold the principle of gender equality.
- **Mentorship and Networking:** Creating platforms for women within the MOSD to improve communication and share experiences. Initiating mentorship programs that bring together women from across the Ministry, as well as women leaders from other ministries or sectors. These engagements seek to introduce and discuss new perspectives, as well as exchange best practices from various contexts, in order to foster both personal and professional development.
- **Feedback Procedures:** Establish channels for MSD's female staff to ensure obtaining feedback on internal policies and procedures regulating work. Comprehensive understanding of their needs and concerns, and receiving any grievance related to access to a flexible, supportive and fair work environment. Their direct observations are an essential tool for directing improvement efforts and gaining support for women's empowerment in the MSD.

## - Consistency and alignment between WEU's framework & MOSD's strategy.

### For the first strategic goal (Capacity strengthening of MOSD):

- Including "advancement of gender mainstreaming and women's empowerment policies, assessment, and research in protection, social care, and gender-sensitive development within a holistic gender framework" as a responsibility of the WEU ensures a forward-thinking strategy in developing gender-sensitive legislation, policies, and women's empowerment at the Ministry of Social Development level to ensure a clear commitment to gender integration and women's empowerment. This is particularly evident in a focus on conducting methodological research on gender and women's empowerment, developing policies, and establishing an effective framework for monitoring and evaluation.

- The focus on “capacity building in protection, social welfare, and gender-sensitive development services” demonstrates the MOSD’s commitment to improving the capabilities of its service providers. This ensures that staff members not only have gender-responsive knowledge but also the technical skills required for the digital transformation of gender-responsive services.
- The approach of women's empowerment within the Ministry of Social Development" addresses the professional development and satisfaction of all staff regardless of their sex. It also aims to improve the professional environment for women, to strengthen reach and effectiveness to leadership positions, and to ensure fair representation.

**For the second strategic goal (improving social inclusion of groups in need of protection and care):**

- This goal is consistent with the WEU framework by emphasizing "promoting economic and social opportunities for women," particularly those living in poverty. The WEU tasks contribute to the overall goal of strengthening women's socioeconomic foundations, which contributes to the social inclusion of an important segment of society that requires protection, care, and development.
- Catering to the distinctive requirements of specific demographic segments such as girls, elderly women, and women with disabilities to ensure that the most vulnerable groups receive effective assistance and are more effectively integrated into society under the umbrella of social care, protection, and development.

**For the third strategic goal (improving services provision)**

- Through collaboration with local civil society organizations and the private sector using social responsibility initiatives, the WEU framework for "strengthening participation and cooperation among stakeholders in care, social protection, and development" reflects the spirit of community participation and collaborative work stipulated in the goal.
- The WEU's commitment focuses on engaging and mobilizing support from local communities, NGOs, international organizations, and other stakeholders. It prepares the path for holistic development in local communities, with a particular emphasis on women, particularly those in need of protection and care. The goal of service provision that is tailored to specific populations at the local community level is emphasized.

**3.3 WEU’s Organisational Structure:**

## Organizational Structure

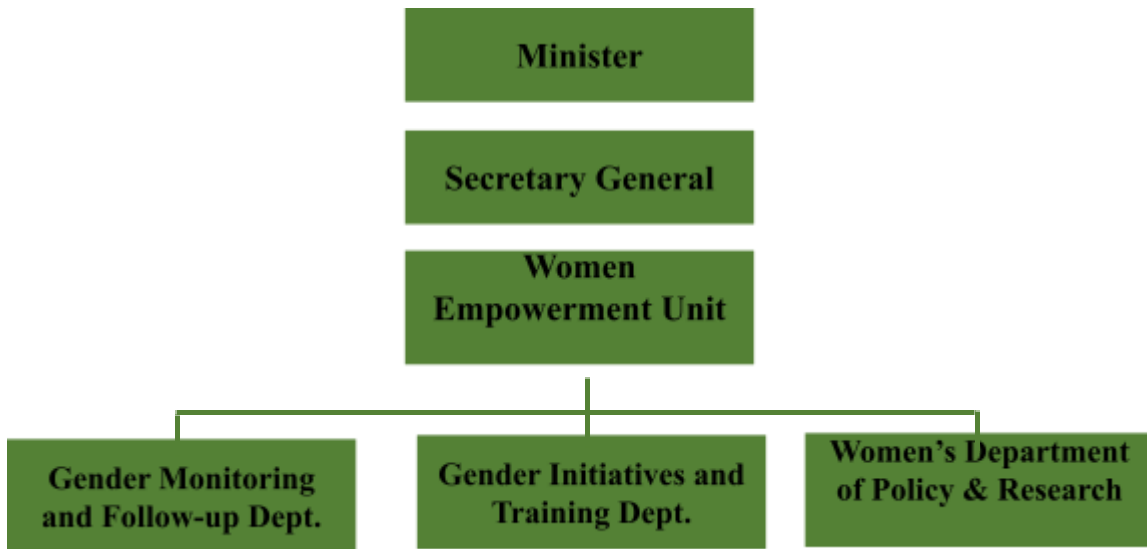


Figure 1: Unit's Organizational Structure

## Roles and Responsibilities:

### 1. Director of the WEU

- **Leadership and strategic direction:** Developing clear operational strategies and objectives for the WEU while ensuring alignment with the MOSD's broader goals.
- **Building relationships and communicating with stakeholders:** Developing and upholding connections with MOSD's directorates is crucial for the seamless integration of s objectives throughout the MOSD. Additionally, it is essential to enhance relationships with various stakeholders, including partners, non-governmental organizations, government entities, media outlets, and private sector organizations. Furthermore, it is important to engage with individuals and groups who are interested in and connected to the scope of work, services, and objectives of the Ministry of Social Development (MOSD).
- **Financial coordination:** Cooperation with the Directorate of Financial Affairs and the Directorate of Human Resources in MOSD to secure funding and resources to support the WEU's activities and responsibilities.
- **Monitoring and reporting:** Monitoring the WEU's progress toward goals. Preparing periodic reports to be submitted to senior management of MOSD.
- **Developing, implementing, and lobbying for empowerment policies within the framework of a gender-inclusive approach:** Developing, implementing, and advocating for these principles within internal policies – particularly human resources policies, instructions, and practices – are central goals at MOSD. Efforts are being made to correct gender imbalances and advance gender equality within MOSD, as identified in gender assessments and internal audit reports. Collaborative initiatives include collaborating with other directorates to develop, implement, and promote gender-sensitive programs and services. The emphasis is on developing initiatives for female children, elderly women, and women facing difficult living conditions.
- **Managing feedback channels for women in MSD:** Developing procedures that allow women in MOSD to share their feedback and experiences, as well as ensuring that their concerns are addressed promptly and discussed with senior management in order to take reasonable measures.



## 2. Department of Policy and Women's Research:

- **Policy Development:** Review and recommend evidence-based policies that incorporate gender mainstreaming into the MOSD and within a gender-inclusive framework.
- **Research Initiatives:** Conducting gender and women's empowerment research with the goal of gathering ideas and information, contributing to the development and implementation of policies and programs, and exploring applications of gender mainstreaming in the digital environment, particularly when using digital platforms in MOSD, as well as providing research ideas to improve digital inclusion.
- **Social Impact Assessments:** Assessing the social impact and risk of proposed MOSD policies and programs.
- **Analyzing Data** in coordination with the monitoring and evaluation specialist, evaluating data disaggregated by gender and its reflection on the MOSD's gender KPI and other relevant KPIs, ensuring that recommendations for improvement are made.
- **Tracking Global Agreements and Indicators:** Following up on Jordan's status in global treaties and indicators related to gender and women's empowerment, which fall within the Ministry's jurisdiction, reviewing related documents and submitting relevant reports for the WEU Director.

## 3. Department of Gender Initiatives and Training

- **Coordinate Training:** Working with the Human Resources Directorate (HRD) to develop and implement gender mainstreaming and women's empowerment training for MOSD staff.
- **Implementing Workshops:** Implementing awareness-raising workshops to help MOSD's male and female staff become more gender-responsive in their work and contact with beneficiaries.
- **Technical Assistance:** Providing technical assistance to MOSD departments to ensure that gender needs and women's empowerment are addressed in MOSD programs and services.
- **Networking and Collaboration:** Developing and maintaining relationships with female leaders from other ministries or sectors to facilitate advice, mentoring, and learning opportunities for female MOSD staff.

- **Resource Development:** Providing necessary training materials, tools, and manuals to support and implement gender-sensitive and women's empowerment trainings.
- **Women's Empowerment Initiatives:** Contributing to the development and implementation of awareness and training programs aimed at developing women's leadership and capacity within the MOSD.
- **Strengthen the relationship between MOSD and local civil society organizations in implementing women's empowerment initiatives in the WEU** may be the entity in charge of following up on and supporting associations that fall under the MSD's umbrella and that implement projects related to women's empowerment or gender promotion.
- **Coordinating Communication and Media:** Coordinate work with the Directorate of Communication and Media (DCM) to implement the media unit's activities and disseminate its activities, work structure, and technical assistance to internal and external stakeholders.

#### 4. Gender Monitoring and Follow-up Department:

- **Monitoring performance:** Provide frequent reporting on the progress of work in the WEU, as well as monitoring gender-related indicators for all MOSD directors .
- **Data collection and coordination:** Work with the Monitoring and Evaluation Department(MES) in the Directorate of Policy and Development (DPD) to collect gender-disaggregated data from all MOSD directorates to ensure timely, consistent, and accurate data collection for reporting on achievement in relation to the strategic objectives and main indicators.
- **Developing data systems:** Improving data collection by collaborating closely with the DPD's Monitoring and Evaluation Department to support various directorates within the MOSD in providing gender-disaggregated data in accordance with best practices. This includes monitoring and controlling these systems as well as recording their level of performance and progress.
- **KPI analysis:** Provide a comprehensive, report on key performance indicators related to gender-related KPIs, highlighting areas for improvement, and making actionable recommendations to the WEU's director.

- **Evaluation of electronic services:** Evaluate the efficacy of MOSD's electronic services and the accessibility of these services to Male \ female beneficiaries from a gender-sensitive standpoint.
- **Tracking global agreements and indicators:** Following up on Jordan's position in global treaties and indicators relating to gender and women's empowerment that fall under the authority of the MOSD, analyzing relevant papers, and providing relevant reports to the WEU Director.

## **WEU's Key Functional Operations:**

Guiding the essential functional activities within the operational structure of the WEU is essential. These activities aim to ensure the efficient and consistent operation of the WEU, aligning with its granted powers. The overarching objective is to attain the goals of advancing gender integration, gender equality, and women's empowerment both within the MOSD and in its programs and services.

### **1. Policy development and review process:**

- Research and identify gaps in current gender integration and women's empowerment policies.
- Develop, evaluate, or amend policies to address gaps.
- Submit these policies for approval and dissemination.

### **2. Beneficiaries Engagement process:**

- Formalize the process of dealing with beneficiaries to ensure that their feedback is collected, analyzed, and systematically integrated into policy and program decisions.

### **3. Monitoring, evaluation and reporting process:**

- Collect gender data gender-disaggregated data from all directorates of MOSD.
- Evaluate the performance of all programs and initiatives in light of gender objectives.
- Compile and submit performance reports to the Director of the WEU.
- Monitor Jordan's position in international treaties and indicators related to gender and women's empowerment and providing relevant reports under MOSD's authority.

### **4. Stakeholder engagement process**

- Identify internal and external stakeholders.
- Participate actively in meetings, workshops, and coordination sessions.
- Ensure that gender mainstreaming is seamlessly integrated across all levels and functions of the MOSD.
- Follow up on memorandums of understanding signed with stakeholder partners in the context of gender and women's empowerment.

## **5. Capacity building and training coordination process**

- Identify training requirements within the MOSD and relevant governmental and non-governmental institutions Relationship, if necessary.
- Work with the HRD to design and implement training courses.
- Evaluate the effectiveness of training and incorporating feedback to improve future training.

## **6. Developing and managing data systems**

- Improve and supervising information systems to provide gender-disaggregated data.
- Improve and updating these systems to ensure that data is captured accurately and on time.
- **Digital transformation process:** is integrated into the MOSD's digital transformation process to ensure monitoring and improvement of electronic services aimed at achieving gender inclusivity and empowering women within the MOSD's services.

## **7. Advocacy process and awareness campaigns**

- Develop campaigns and initiatives to promote gender mainstreaming and women's empowerment.
- Action, apply, evaluate, and apply the learning on future projects.

## **8. Feedback and continuous improvement process**

- Gather observations and feedback from a variety of initiatives, programs, and stakeholders.
- Incorporat observations and feedback into processes, policies, and initiatives to promote continuous improvement and the advancement of WEU goals.

## **Administrative Hierarchy:**

The following WEU organizational structure covers administrative hierarchy, with direct reporting lines for each post. However, due to the WEU's collaborative nature, there will frequently be common coordination and communication between various postings, ensuring a cohesive approach to attaining the WEU's aims.

### **1. Director of WEU**

- The highest authority within the WEU.
- The WEU Director reports directly to the MOSD's senior management for decision-making.
- All male and female WEU staff report to the Director.

### **2. Head of the Policy and Women's Research Department**

- Report to the Director of the WEU.
- Collaborates with relevant departments in the MOSD and external stakeholders and provides updates and results to the WEU's Director.
- Frequent reporting to the WEU's director on digital inclusion activities, as well as feedback from interactions with women beneficiaries.
- Lead and manage male and female department staff, as well as supervised their tasks.

### **3. Head of Gender Initiatives and Training Department, reporting directly to the Director of WEU.**

- Coordinate with HRD and with Women's Policy and Research Specialist to ensure effective coordination of capacity-building efforts.
- Collaborating with MOSD and field directorates to support women's empowerment and gender mainstreaming initiatives.
- Lead and manage male and female department staff, as well as supervised their tasks.

### **4. Head of the Gender Monitoring and Follow-up Department**

- Report to the Director WEU.
- Provide the Director with regular updates on gender performance and KPI tracking.
- Provide regular reports to the Director on the performance standards of women's and gender empowerment initiatives, including digital initiatives, with a focus on the impact on gender inclusion and actionable recommendations.

- Lead and manage male and female department staff, as well as supervised their tasks.

## Internal and External Coordination Procedures:

To ensure the effective performance and achievement of the objectives of the WEU within the MOSD and its broader ecosystem, the following coordination procedures have been established:

### Stakeholders from within the MOSD

- **Regular coordination meetings:** hold monthly meetings between the WEU and relevant departments in the MOSD, as well as meetings between the WEU and gender liaison officers in directorates of governorates, if necessary, to discuss ongoing projects and challenges, as well as identify areas of cooperation.
- **Digital communication platforms:** Use internal communication tools such as email, internet, or assigned software to ensure immediate dissemination of information and updates related to WEU initiatives.
- **Feedback channels:** Develop dedicated channels for the MOSD's directorates to provide feedback, suggestions, and input on the Women's Empowerment Unit's projects and initiatives.
- **Joint workshops and training:** Organizing collaborative workshops and training courses with the MOSD directorates to improve consensus in understanding and implementing gender-sensitive policies and practices, including digital inclusion.
- **Reporting protocols:** Develop clear reporting protocols to ensure that the Director of the WEU is kept up to date on the progress and challenges of MOSD gender initiatives at the departmental level.

### Stakeholders outside MOSD:

- **Stakeholder Engagement Forums:** Hold quarterly forums or roundtables with external partners, NGOs, international organizations, and community groups to discuss collaboration opportunities and gather ideas. This includes platforms where women who use the MOSD's services can provide direct feedback to the WEU team.
- **Collaboration Agreements:** After senior management approval, draft memorandums of understanding or collaboration agreements with key

external stakeholders that define roles, responsibilities, and expectations regarding gender and women's empowerment initiatives.

- **Allocate a liaison officer from WEU:** Maintain effective and ongoing communication with external partners to ensure clarity and continuity in interactions.
- **Awareness and advocacy campaigns:** Organizing awareness campaigns to promote gender equality, women's rights, and the value of WEU's community projects in collaboration with external partners.
- **Digital Communication Platforms:** Using channels such as dedicated websites, social media, or collaborative tools to spread information, collect input, and communicate with a wider audience about WEU activities and projects.
- **Coordination with the Inter-Ministerial Committee-for women empowerment:** Following up with the committee and providing them with all information, statistics, and progress made in the women's empowerment file within the MOSD framework and supporting them with any assistance sought within the WEU framework.
- **Coordination with the The Jordanian National Commission for Women :** Working with the committee to provide them with all information, statistics, and progress made in the women's empowerment file within the MOSD framework and supporting them with any assistance needed within the WEU framework.
- **Tracking global agreements and indicators:** Monitoring Jordan's position in global treaties and indicators related to gender and women's empowerment that fall under MSD's authority, reviewing concerned documents, and submitting relevant reports to the Director of WEU.

## **Job Descriptions and Qualifications:**

**Job Title:** Director of WEU

**Administration:** WEU at MOSD

**Reporting to:** Senior Management of MOSD (TBD)

**Location:** MOSD, Amman

### **Primary Goal:**

Taking responsibility of leadership and driving the WEU's strategic direction to ensure the inclusion and promotion of gender-sensitive policies and practices in the MOSD's social care, protection, and development services. Fostering cooperation with stakeholders to strengthen support for programs and activities aimed at empowering women.

### **Key Responsibilities:**

#### **1. Leadership and Strategic Direction**

- Create a clear vision for the Women's Empowerment Unit and effectively communicate it, developing operational strategies and measurable goals in alignment with the Ministry's overarching objectives
- Lead the WEU team in the development and implementation of strategic goals and objectives to contribute to the accomplishment of the WEU's tasks.

#### **2. Communication with Stakeholders:**

- Establish strong relationships with important stakeholders to support the smooth and harmonious integration of WEU objectives throughout all MOSD directorates and departments, as well as with relevant organizations and individuals outside the MOSD.
- Represent the WEU in internal department and division meetings, supervisory committees, and external delegation.

#### **3. Financial Coordination:**

- Work with the Directorate of Financial Affairs of the MOSD to allocate and monitor the budget for the WEU's initiatives and activities within its operational plans.
- Ensure that resources are effectively allocated and used to achieve WEU objectives.



#### **4. Follow-up and Reporting:**

- Oversee the monitoring of WEU activities and the extent to which they achieve the stated goals and objectives.
- Provide regular updates to MOSD's Senior Management on the WEU's development status, difficulties, and accomplishments.

#### **5. Develop, implement and gain support for developing policies and initiatives**

- Develop and implementing policies within a gender transformational framework to advance gender equality and inclusion, as well as to address any existing gender gaps in MOSD services and programs.
- Advocate for the inclusion of gender-sensitive policies in the MOSD, particularly in human resources.
- Collaborate with various departments and stakeholders to ensure that programs are gender sensitive, with a particular emphasis on identified target groups outlined in the administration's tasks and assignments.
- Form alliances with local civil society organizations and international institutions to support the implementation of women's empowerment initiatives and gender mainstreaming.

#### **6. Feedback Channels:**

- Implement and manage feedback mechanisms for female employees within the Ministry.
- Ensure inclusion of feedback and observations into the strategic decision-making process and policy amendments.

#### **Education and Experience:**

- First university degree in sociology, law, or international development.

#### **Experience:**

Bachelor's degree: (15) years of experience in the field.

Master degree: (12) years of experience in the field.

PhD: (10) years of experience in the field.

#### **Knowledge, skills and capabilities:**

- Advanced capabilities in gender-inclusion policy formulation, strategic planning, and program execution.

- Extensive understanding of relevant legislation and directives for the department's work.
- Thorough understanding of gender-related agreements and conventions.
- Excellent stakeholder communication, negotiation, and persuasive skills.
- Extensive experience leading and inspiring interdisciplinary teams.
- Outstanding computer skills.
- Excellent skill in preparing reports.
- Excellent verbal and written communication skills.
- Proficiency in Arabic and English at an excellent level.

**Experience and desired competencies:**

Any additional competencies or experience may be beneficial, but are not mandatory for the position.

- Proficient in collaborating with global institutions or entities that prioritize gender-related issues.
- Previous employment in government or public sector roles with a focus on fostering gender inclusion.

## **Job Title: Women's Policy and Research Specialist:**

**Administration:** WEU at MOSD

**Reporting to:** Director of WEU

**Location:** MOSD, Amman

### **Primary Goal:**

Lead the MOSD's creation, integration, and promotion of gender-sensitive and women's empowerment policies through extensive research and analysis on the dynamics of gender and women's empowerment, as well as the difficulties and demands related with them.

### **Key Responsibilities:**

#### **1. Policy Development:**

- Examine existing policies and making evidence-based recommendations to integrate gender demands and women's empowerment within the MOSD framework.
- Work with relevant departments to ensure that gender lens and women's empowerment are seamlessly integrated into policy formulation and review.

#### **2. Research Initiatives:**

- Conduct and overseeing research projects on gender and women's empowerment to collect valuable insights that contribute to the Ministry's efforts in formulating policies and implementing programs.

#### **3. Social Impact Assessments:**

- Lead and assessing the social impact and risk of proposed MOSD policies and programs, ensuring proactive implementation of measures aimed at promoting the principle of gender justice.

#### **4. Evaluating Electronic Service Provision:**

- Critically evaluate the efficiency and comprehensiveness of the MOSD's digital services, as well as their gender responsiveness.
- Make actionable recommendations to improve the digital user experience from a gender standpoint.

#### **5. Data Analysis:**

- Collaborate directly with the Monitoring and Evaluation Specialist to assess gender-disaggregated data from the MOSD's gender KPIs and other KPIs.
- Obtain actionable insights from data analysis to help in policy changes and strategic decision-making.

#### **6. Management of the Department Team:**

- Supervise and direct team members, including performance evaluations and determining training requirements.

#### **Education and Experience:**

- A bachelor's degree in sociology, law, or international development.
- At least 5 years of relevant experience.

#### **Knowledge, Skills and Abilities:**

- Strong analytical and critical thinking skills, as well as the ability to analyze and apply data in policy development.
- Extensive knowledge of qualitative and quantitative research methodologies.
- Excellent verbal and written communication skills, as well as the ability to clearly present complex information.
- Proficiency in both Arabic and English languages.
- Working knowledge of data analysis software/tools, such as SPSS, if available.

#### **Experience and Desired Skills:**

(Any additional experience or skills might be beneficial, but are not essential for the role).

- Previous background in government or public sector roles related to the development and research of gender policies.
- Prior background in international gender-focused organizations or research institutions.

## **Job Title: Head Department of Gender Initiatives and Training**

**Administration:** WEU at MOSD

**Reporting to:** Director of WEU

**Location:** MOSD, Amman

### **Primary Goal:**

Promote gender mainstreaming in MOSD services by coordinating targeted training, providing technical assistance to MOSD directorates, and following up on and implementing various women's empowerment initiatives, in addition to mainstreaming the gender lens in collaboration with MOSD's directorates and external stakeholders.

### **Key Responsibilities:**

#### **1. Women Empowerment Initiatives:**

- Collaborate on the conceptualization and presentation of initiatives within the MOSD that emphasize women's leadership and capacity development. This includes both women from local communities who benefit from the MOSD's services and programs and those who help to implement these initiatives.
- Ensure that empowerment initiatives are aligned with both the MSD's overarching goals and the specific needs of its female workforce.
- Follow up and implement various initiatives in women's empowerment and gender lens in cooperation with various directorates in the Ministry and stakeholders from outside the Ministry.

#### **2. Training Coordination:**

- Hold gender mainstreaming training for MOSD staff members in collaboration with HRD. This includes developing specific training materials and packages based on observed gender equality needs.
- Lead the organization of gender initiatives, particularly those focusing on the implementation of gender mainstreaming digital services.
- Identify needs for capacity building and acquiring essential skills and competencies in gender mainstreaming, and incorporating them seamlessly into all plans, programs, and work procedures.

#### **3. Workshops:**

- Conduct awareness workshops to enhance the skills of both male and female workforce within the MOSD, as well as relevant external

stakeholders, in the realm of gender mainstreaming. This includes fostering improved communication with beneficiaries of protection and social care services, in collaboration with the Awareness and Education Department/Communication Directorate.

#### **4. Technical Assistance:**

- Provide ongoing technical assistance to MOSD's directorates, ensuring that their initiatives and programs are gender-inclusive. This includes providing support and advice to male and female workforce in leadership and supervisory positions regarding gender mainstreaming within programs and services.
- Conduct regular consultative reviews and providing actionable recommendations to ensure gender inclusion and women's empowerment within projects.
- Monitor and supporting MOSD-accredited associations that carry out projects related to women's empowerment and/or gender inclusion in collaboration with the MSD's Directorate of Associations.

#### **5. Networking and Cooperation:**

- Establish relationships with external female leaders from various sectors in order to facilitate mentoring and learning opportunities for MOSD women.
- Organize cooperative events with other ministries or sectors to increase the MOSD participation in gender and women's empowerment strategies.

#### **6. Coordination of Communication and Media:**

- Coordinate work with the Donor Coordination Unit or its function equivalent to implement the activities of the media unit and publish its activities and framework of work and technical assistance provided to internal and external stakeholders.

#### **7. Resource Development:**

- Create and disseminating resources such as handbooks, training manuals, and any other knowledge resources to aid in the implementation of gender mainstreaming practices within MOSD's operations.
- Stay current with international best practices and incorporating them into reference materials.

#### **8. Department Team Management:**

- Supervise and directing team members, including performance evaluations and identification of training requirements.

**Education and Experience:**

- university degree in sociology, law, or international development.
- At least 5 years of experience in gender-focused capacity building, training and technical assistance.

**Knowledge, Skills and Abilities:**

- Proficient skill in developing and executing training programs.
- Excellent interpersonal and communication skills.
- Outstanding communication and presentation skills, as well as the ability to present complex topics in an understandable manner.

**Experiences and Required Skills:**

(Other experiences/skills may be beneficial, but are not required for the position)

- Knowledge of digital tools and platforms that can be utilized to build gender mainstreaming capacity.
- Previous experience with international organizations specializing in capacity building or agencies dedicated to promoting gender.

## **Job Title: Head of Department: Gender Monitoring and Evaluation**

**Department:** WEU at MOSD

**Reporting to:** Director of WEU

**Location:** MOSD, Amman

### **Primary Goal:**

Overseeing and evaluating MOSD's performance, ensuring that programs, services and procedures are aligned with gender and women's empowerment policy and objectives, and providing actionable insights as a result of this assessment.

### **Key Responsibilities:**

#### **1. Performance Follow-up:**

- Consistently evaluates the effectiveness of MOSD's programs and initiatives in achieving gender-specific objectives and benchmarks.
- Coordinating with pertinent departments to guarantee compliance with relevant gender and women's empowerment policy goals.

#### **2. Collect and coordinate Data:**

- Serving as a primary point of contact for gender-disaggregated data from MOSD directorates.
- Ensuring that the data gathering process is consistent, precise, and aligned with MOSD's strategic objectives and indicators.
- Documenting accomplishments and highlighting areas for improvement in gender-focused women's empowerment initiatives.
- Collecting data from relevant governmental and non-governmental organizations in order to create gender reports for MOSD's gender and women's empowerment.

#### **3. Developing Data Systems:**

- Designing and overseeing systems to facilitate the submission of gender-disaggregated data's reports by MOSD directorates.

#### **4. Performance indicator reports that focus on gender:**

- Creating and presenting comprehensive reports on performance indicators with a gender focus to the WEU Director.
- Providing strategic insights through data analysis.





## **5. KPI Analysis:**

- Examining inclusive key performance indicators (KPIs) associated with gender throughout MOSD's services and operational domains, pinpointing areas that require enhancement.
- Providing WEU Director with practical recommendations based on data-driven insights.

## **6. Integrate Notes and Feedback:**

- Using feedback from diverse initiatives and programs to improve monitoring and assessment processes on an ongoing basis.
- Ensuring that the monitoring and evaluation system remains adaptable and relevant to the advancement of gender and women's empowerment activities.

## **7. Managing Department Team:**

- Managing and directing team members, including performance assessments and identifying training requirements.

## **Education and Experience:**

- university degree in sociology, law, or international development.
- At least 5 years of professional monitoring and evaluation experience, preferably with a focus on gender initiatives.

## **Knowledge, Skills and Abilities:**

- Proficiency in using statistical tools and software to analyze data at an excellent level.
- Strong analytical and report writing abilities.

## **Experience and Desired Competencies:**

(Other experiences/skills may be beneficial, but are not required for the position)

- Proficient in assessing digital services and electronic platforms.
- Previous involvement in projects focusing on social development or gender-related initiatives.
- In-depth understanding of qualitative and quantitative research approaches.

## **Workforce Department:**

If it is necessary to recruit both male and female staff members for the various departments, their job descriptions and educational requirements can be developed as mentioned earlier. This involves defining the specific roles within the department's structure. It is crucial to highlight that, in the initial phase, only positions for department heads can be filled.

## IV. ACTION PLAN FOR WEU

### 4.1 Scope and objectives

The MOSD's WEU was created specifically to advocate for gender-inclusive policies and initiatives that align with the MOSD's overall goals. The purpose of this action plan is to create a clear roadmap that outlines the key actions, outcomes, and milestones for WEU's activities during the first year. This will allow for a more systematic approach to implementing, monitoring, and evaluating WEU's tasks, guiding its operations, and ensuring alignment with MOSD's strategic vision.

The plan includes activities such as recruiting, empowering, and enhancing the WEU team's capacity, conducting research and analysis, developing policies, involving stakeholders, and putting in place robust monitoring and evaluation procedures.

The plan specifically seeks to accomplish the following objectives:

1. **Building groundwork:** This involves forming the essential structure of the WEU by recruiting required team members and conducting an initial gap analysis to assess the existing state of gender inclusion within MOSD's services.
2. **Planning and strategizing:** Developing an all-encompassing plan that is in line with WEU's responsibilities and MOSD's overarching goals. This includes developing MOSD's gender policy and guidelines, identifying relevant gender-equality practices, developing training modules, and initiating the planning and execution of women's empowerment awareness campaigns and initiatives, as well as incorporating a gender lens.
3. **Stakeholder involvement:** to build relationships with both internal and external stakeholders in order to ensure harmony, collaboration, and collective progress toward gender inclusion and women's empowerment.

4. **establishing a monitoring and evaluation framework:** Creating a comprehensive system that includes developing a reporting plan, collaborating with the information technology department to assess feasibility and technical requirements, presenting proposals for tools and platforms that support the collection of gender-disaggregated data, and submitting recommendations to Senior Management for improving gender indicators and women's empowerment.

## 4.2 Main procedures and activities

The goal of this action plan is to outline a systematic and gradual strategy for WEU's first year. It begins with laying a solid foundation for the WEU, then moves on to strategic planning and implementation, and concludes with evaluation and planning for the next phase. Specific timeframes for review and assessment have been established, ensuring alignment with WEU objectives and allowing for timely adjustments if necessary. The work plan is summarized in the table below.

**Table 1: Summary of Work Plan for the First Year**

Timeframe	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Phase	<b>Building Groundwork</b>			<b>Planning &amp; Strategizing</b>			<b>Implementation &amp; Participation</b>			<b>Evaluation &amp; Planning</b>		
	<p><b>1. Team recruitment and preparation:</b></p> <ul style="list-style-type: none"> <li>Determining the roles and skill necessary for WEU based on its given duties (via this document).</li> <li>Collaborating with HRD to share job descriptions and initiate recruitment.</li> <li>Preparing and introducing new team members.</li> </ul> <p><b>2. Policy development tasks – gap analysis:</b></p> <ul style="list-style-type: none"> <li>Conducting a complete evaluation of the MOSD's present gender and women's empowerment policies, programs, and practices to identify opportunities for improvement. The reports were led by assessments and</li> </ul>			<p><b>1. Developing data collection process:</b></p> <ul style="list-style-type: none"> <li>Creating a comprehensive guide for collecting gender-disaggregated data from all MOSD directors.</li> <li>Holding workshops or sessions to familiarize directorates with the new data gathering standards and procedures.</li> <li>Creating and disseminating data collection forms while ensuring information clarity and consistency.</li> </ul> <p><b>2. Policy development – applying a policy for gender inclusion and women's empowerment:</b></p> <ul style="list-style-type: none"> <li>Creating a workgroup to develop a gender policy</li> </ul>			<p><b>1. Start collecting data:</b></p> <ul style="list-style-type: none"> <li>Collecting gender-disaggregated data from all MOSD's directors, while ensuring consistency and accuracy in data submission timeliness from each directorate.</li> </ul> <p><b>2. Policy development tasks – applying gender inclusion policy:</b></p> <ul style="list-style-type: none"> <li>Monitoring and supporting the implementation of gender policies.</li> </ul> <p><b>3. Training and awareness campaigns:</b></p> <ul style="list-style-type: none"> <li>Planning and implementing training courses for MOSD staff and external stakeholders.</li> </ul> <p><b>4. Gender-responsive electronic services:</b></p> <ul style="list-style-type: none"> <li>Following up and evaluating the MOSD's current electronic services to</li> </ul>			<p><b>1. Data analysis and preparation of reports for the first half of the year:</b></p> <ul style="list-style-type: none"> <li>Analyzing the collected data and evaluating the MOSD's performance in relation to its approved strategic goals and gender indicators.</li> <li>Preparing and submitting a detailed report on gender-disaggregated data to the WEU's Director, focusing on accomplishments, identifying areas for improvement, and making recommendations.</li> <li>Recommending changes or improvements to the data collection and reporting process based on the first-year experience.</li> </ul> <p><b>2. Building relationships with stakeholders:</b></p>		

<p>participatory gender audits conducted in prior years to check the amount of progress made in implementing the suggestions offered.</p> <ul style="list-style-type: none"> <li>● Collecting data related to gender KPIs within the MOSD to be used as a reference in the future.</li> <li>● Preparing a report identifying areas for improvement and recommendations.</li> </ul> <p><b>3. Establishing monitoring and evaluation system:</b></p> <ul style="list-style-type: none"> <li>● Developing a plan for submitting follow-up and evaluation reports that is consistent with the WEU's activities.</li> <li>● Working with the Directorates of Information Technology and Policy and Institutional Development to assess the technological needs and practicality of obtaining disaggregated data from MOSD directorates and projects.</li> </ul>	<p>and conducting regular reviews of such policy.</p> <ul style="list-style-type: none"> <li>● Gathering comments and feedback from stakeholders and revising the policy as needed.</li> <li>● Disseminating and gradually implementing the approved policy.</li> </ul> <p><b>3. Training and awareness campaigns:</b></p> <ul style="list-style-type: none"> <li>● Identifying the main aspects of gender-equality training for MOSD's male and female workforce (building a training plan).</li> <li>● Developing training curricula and materials.</li> </ul> <p><b>4. Building relationships with stakeholders:</b></p> <ul style="list-style-type: none"> <li>● Identifying and analyzing key internal and external stakeholders.</li> <li>● Holding preliminary meetings to discuss methods of collaboration and common goals.</li> </ul> <p><b>5. Feedback and procedures for empowering MOSD's female staff:</b></p>	<p>ensure that they are gender-inclusive.</p> <ul style="list-style-type: none"> <li>● Based on assessments, implement measures to promote digital inclusion in consultation with relevant directorates.</li> </ul> <p><b>5. Building relationships with stakeholders:</b></p> <ul style="list-style-type: none"> <li>● Forming an internal advisory committee from Female and male directors of each directorate to support the WEUs activity.</li> <li>● Forming a team of gender liaison officers in the MOSD's directorates in all Jordan's governorates</li> <li>● Form a forum for regular consultation with stakeholders</li> <li>● Drafting and implementing memorandums of understanding when necessary.</li> </ul> <p><b>6. Empowering beneficiary women:</b></p> <ul style="list-style-type: none"> <li>● Holding forums or round-table discussions with women beneficiaries to collect comments and direct feedback on MOSD services or WEU initiatives, which will be distributed to governorates.</li> </ul>	<ul style="list-style-type: none"> <li>● Creating collaborative initiatives with identified stakeholders.</li> </ul> <p><b>3. Planning for the next year:</b></p> <ul style="list-style-type: none"> <li>● Actions and strategies for the following year will be planned based on lessons learned from the first year.</li> <li>● Setting new goals and KPIs for the coming year.</li> </ul>
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	<ul style="list-style-type: none"> <li>● Creating a proposal for the tools, platforms, or programs that will aid in the collection and reporting of gender-disaggregated data.</li> </ul>	<ul style="list-style-type: none"> <li>● Establishing channels for MOSD's female staff at various levels to evaluate feedback.</li> </ul>	<p><b>7. Feedback and procedures for empowering MSD's female staff:</b></p> <ul style="list-style-type: none"> <li>● Analyzing the feedback received, and developing strategies to address concerns or suggestions.</li> </ul>	
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\* M: Refers to "Month".



## 5. MONITORING AND EVALUATION FRAMEWORK

### 5.1 Scope and Purpose

The monitoring and evaluation framework is the main pillar of the WEU's strategic alignment, in accordance with its implementation plan. This framework is regarded as an essential tool for ensuring accountability, transparency, and effectiveness, as well as achieving the desired goals and promoting continuous improvement in all interventions.

The following objectives are a summary of the monitoring and evaluation framework and the overall goals that the WEU seeks to achieve:

- Monitoring the progress of the WEU's initiatives against established strategic objectives.
- Providing actionable visions to enhance the effectiveness of gender-related interventions.

### 5.2 Reporting Process

While we monitor the WEU's performance and its role in integrating gender into MOSD, the importance of translating data into meaningful visions cannot be overstated. The WEU's reporting procedure is intended to ensure transparency, speed, and clarity, which contributes to informed decision-making at all levels.

**Monthly publication:** will include short-term accomplishments and challenges, as well as an overview of progress made and areas that require immediate attention. It will be distributed to all relevant MOSD departments. It should be noted that this can begin after the Foundation Phase, as proposed in quarter 3.

**Quarterly performance dashboards:** A graphical depiction of data that shows KPIs and their status in relation to defined targets. These dashboards will serve as a quick reference tool for WEU management and senior leadership in the MOSD (which can be produced in the second year if an automated system is present).

**Bi-annual in-depth analysis reports:** will provide comprehensive reports every six months that detail data, highlight potential patterns and challenges, and provide insights into any potential strategic shifts. Work can begin in the second year).

**End-of-the-year Annual Summary Report:** MOSD leadership, stakeholders, and partners will be given a consolidated report. This Report will summarize the year's successes and lessons learned, as well as chart the course for the next year.

**Stakeholder feedback sessions:** Holding frequent stakeholder feedback sessions to ensure that reports are consistent with actual reality and suit the demands of all relevant parties.

## 5.3 Logical Framework for Monitoring and Evaluation

This table shows a comprehensive framework for monitoring and evaluation processes, which includes procedures, KPIs, objectives, data collection methods, reporting processes, and authority responsible. Changes can also be made as necessary to suit organizational requirements.

**Table 2: Monitoring and Evaluation Framework for the First Year**

Main Action	Signal Indicators: Performance	Objective	Data Collection through:	Reporting Process	Person in Charge
Team recruitment and preparation	Number of roles that have been successfully filled and prepared	Four at the end of first quarter	Human Resources files	Reports on monthly recruitment updates	Director of HRD
Roles of policy development	number of completed reports	A comprehensive gap analysis report had been completed and approved, by the end of the first quarter	Copy of Approved Report	Completion or approved report to the WEU Director	Head of the Women's Policy and Research Department
	Number of gender policies that have been adopted	Approved gender policy at the end of the second quarter	Copy of Approved policy		
	Number of directorates that apply the policy	At least one directorate for each quarter	Follow-up reports on policy implementation		
Creating a monitoring and evaluation system and gathering	Number of systems created	Developing and approving a plant for monitoring and evaluation reporting	Copy of approved system	completion Reportsto the WEU Director	Head of Gender Monitoring and evaluation Department

gender-disaggregated data		system by the end of the first quarter			
	Number of documents regulating data collection process that were circulated to MOSD's directorates and raised awareness about them.	Develop a comprehensive guide for the data collection disaggregated by gender, from all ministry's directorates. Include approved models for application by the end of the second quarter	Copy of Approved guideline	Completion Reports to the WEU Director	Head of Gender Monitoring and evaluation Department
	Number of directorates that regularly collaborate to share disaggregated data on time and with required quality	at least two directorate from the beginning of quarter three	Data Reports from the directorates		
	Number of completed reports on gender objectives, indicators, and relevant recommendations	Report at the end of quarter four	Copy of the report	completion Report To the senior Management	Head of Monitoring and evaluation for gender department, or Head of the WEU
Training and awareness about gender	Number of training materials and resources that have been developed	At least four training materials have been prepared	Copies of approved training materials	Completion reports to the WEU's Directorate	Head of Gender Initiatives and Training Department
	Number of MOSD Social Development staff who participated in WEU training.	20 employees in each quarter starting from the third quarter	Attendance sheet	Completion reports to the WEU's Directorate	Head of Gender Initiatives and Training Department

	Level of improvement in knowledge among the MOSD's male and female staff as a result of the training they received	At least 70% of male and female staff showed an improvement in knowledge as a result of the training At least 60% of male and female staff showed an improvement in knowledge as a result of awareness workshops	Results of pre- and post-evaluation of training and awareness workshops	Trainings reports	Head of Gender Initiatives and Training Department/ Head of Gender Monitoring and Follow-up Department/ WEU Director
Building and sustaining relationships with stakeholders	Number of documents prepared for stakeholder identification and analysis	One document	A copy of the written stakeholder analysis document	Completion reports to the WEU's Directorate	Head of Gender Initiatives and Training Department
	Number of meetings held with them	4 meetings at least	WEU's meeting log		
	Number of internal advisory committees that were formed from directorates(male and female) to support the WEU's activity.  Number of meetings held	One committee was formed at the end of the third quarter and meets every two months	WEU's minute of meetings and decisions taken		
	Number of forums set up for regular	One forum at the end of the third quarter	WEU's minute of meetings and decisions taken		

	consultation with external stakeholders.  Number of meetings held	and meets every two months			
	Number of joint initiatives/memorandums of understanding with external stakeholders	At least one initiative/memorandum of understanding	WEU's minute of meetings and decisions taken		
Feedback and employee empowerment process in the MOSD	Number of feedback channels created	Creating and operating of feedback channel at the second quarter	Letter on channel distribution and communication process	Quarterly feedback analysis reports	Comments Coordinator
	Number of observations/grievances received and resolved	Two observations/grievances at least	Administrative decisions and correspondence	Quarterly feedback analysis reports	WEU   Director
Gender-responsive electronic services	Number of evaluations conducted for the MOSD's current electronic services to ensure that they are gender-inclusive	One evaluation was made and reviewed by Senior Management at end of the third quarter	Evaluation report and recommendations	Completion reports to WEU Director	Head of Gender Initiatives and Training Department
	Number of measures taken as a result of evaluation	At least three key measures at end of the third quarter	Monitoring and evaluation report	Completion reports to WEU Director	Head of Gender Initiatives and Training Department
Empowering women beneficiaries	Number of feedback forums created	One forum will be held at the end of the third quarter, then monthly, and will be	WEU's Record of meetings and decisions	Post-Forum Reports	Head of Gender Initiatives and Training Department

		distributed across all governorates			
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## 5.4 Feedback on WEU Achievement, Impact and Strategic Adjustments

The WEU follows a well-defined protocol and methodology to address feedback from various stakeholders. This allows the WEU to refine and adjust its operational strategy, making it more flexible and responsive to the changing needs and challenges of beneficiaries. The goal is to ensure the relevance and efficacy of its interventions

**Feedback channels:** A variety of formal and informal channels will be established to collect feedback from beneficiaries, internal teams, and external stakeholders on the WEU's operations, accomplishments, and impact. Unlike the previous monitoring and evaluation framework, which focused primarily on plan accomplishments, the revised approach emphasizes the importance of measuring the WEU's impact, a metric that can frequently be assessed beginning in the third quarter. This includes regular surveys, focus group discussions, and digital platforms that allow for real-time feedback.

**Monthly review meetings:** The WEU will hold monthly review meetings to analyze feedback and data. These meetings will be used to identify obstacles, challenges, and opportunities.

**Data-based insights:** The extensive data gathered via the WEU's monitoring and evaluation framework will undergo regular analysis to drive actionable insights. Any disparities between the specified KPIs will be investigated, and the actual results will be examined to understand the underlying reasons for such variations.

**Strategic pivot points:** Specific pivot points will be identified based on feedback and data insights, which are junctures that may necessitate a significant shift in strategy, whether in policy advocacy, programmatic interventions, or stakeholder engagement.

**Enforcing amendments:** Once the need for change has been identified and approved, the revised strategy will be quickly implemented, and all relevant teams and departments will be guided on the changes to ensure a smooth transition and implementation.

**Closing the feedback loop:** Once changes have been implemented, initial feedback providers, particularly external stakeholders or beneficiaries, will be notified of the changes made in response to their feedback. This not only closes the loop, but it also promotes ownership and collaboration.





## 6. CAPACITY DEVELOPMENT PLAN FOR WEU

### 6.1. Scope and Purpose

The WEU's capacity development plan aims to improve the capabilities of both male and female staff members, their capacity to meet the challenges of gender inclusion and empowerment, as well as women's empowerment. This plan reflects a multifaceted approach, with a focus on improving individual skills and the WEU's collective growth.

### 6.2. Training Topics

The training subjects suggested below are significant propositions for improving the WEU team's skills. However, once the formation process is complete, the WEU Director and their team will determine the priority and scheduling of these training sessions. Collaboration with international organizations (such as USAID) or relevant consulting organizations can be established to secure resources and support for training sessions. It's worth noting that many resources published by international organizations are also available for reference.

### WEU Role Implementation Training

**Table 3: Training proposals for WEU implementation roles<sup>6</sup>**

Training topic	Description	Audience	Category
Leadership and management	Focus on strategic leadership, decision making and conflict resolution.	WEU Director	Essential (when preparing for the job)
Stakeholder engagement	Methods for advanced stakeholder management, communication, and enhanced collaboration	WEU Director	Advanced
Policy formulation	Understanding gender policy frameworks and their contemporary applications. Head of the Department of Policy and Women’s Research Practices in applying a gender-inclusive approach.	Head Department of Advanced Policy and Women's Research	Essential (When preparing for the job)

<sup>6</sup> The skill that may be among those acquired by the employed staff member.

Research methodologies	Comprehensive training in gender research and data interpretation and analytical methods.	Head Department of Advanced Policy and Women's Research	Advanced
Monitoring and evaluation	Advanced methodologies for monitoring and evaluation	Head Department of Gender Monitoring and evaluation	Essential (When preparing for the job)
Data analysis	Qualitative and quantitative data analysis methods, with an emphasis on gender-disaggregated data	Head Department of Gender Monitoring and Follow-up	Essential (When preparing for the job)
Digital and software efficiency	ensure familiarity with up-to-date digital tools and programs relevant to all members of the core role such as those related to monitoring and evaluation, research, and team policy formulation.	All male and female members	Essential (when preparing for the job)
Effective communication	Workshops on effective communication, report writing and presentation skills specifically designed for stakeholder engagement and internal team communications	All male and female members	Essential (when preparing for the job)

## Training related to gender expertise and skills

**Table 4: Proposals for gender expertise and skills training<sup>7</sup>**

Training topic	Description	Audience	Category
Gender equality's principles	Introducing basic concepts of gender equality, all rights, and the societal structures that affect them within the social group's gender holistic approach.	All male and female members	Essential (when preparing for the job)
gender mainstreaming perspective into policies and programs	Methodologies for incorporating gender needs into all aspects of policy making and program design within a gender inclusive social team.	All male and female members	Essential (when preparing for the job)
Social impact assessments	Tools and techniques for assessing gender-specific outcomes and challenges within a gender-inclusive approach in social	Head Department of Policy and Women's Research/ Head	Advanced

<sup>7</sup> To assert that training materials focus on gender terminology and concepts in Arabic and English in order to ensure effective communication with various stakeholders.

	projects and policies during the planning process	Department of Gender Monitoring and evaluation	
Gender-equality research methods	Methods for designing research that documents gender dynamics, challenges, and needs.	Head Department of Policy and Women's Research	Advanced
Considering gender needs in capacity building	Methods for incorporating gender mainstreaming into training design, modeling, and capacity building efforts	Head Department of Initiatives and Gender Training	Advanced
Data collection and social gender indicators	Focusing on gender-specific indicators and techniques for collecting gender-disaggregated data.	Head Department of Gender Monitoring and evaluation	Advanced
Women's economic and social empowerment	Expanding strategies for women's economic and social empowerment	Department of Policy and Women's Research	Advanced
Women in leadership	Investigating the challenges faced by women in unit leadership roles, as well as strategies for overcoming them.	WEU Director	Advanced
Digital gender inclusion	Understanding the intersection of digital platforms and gender, and ensuring that all digital initiatives are gender-sensitive.	All team members	Essential (when preparing for a job)
Gender biases and stereotypes	Workshops on understanding and confronting ingrained biases and stereotypes	All team members	Essential (when preparing for a job)
Providing rights-based gender services	Promoting a rights-based approach to service delivery and upholding the rights of women in all interactions	Head Department of Initiatives and Gender Training	Advanced
Gender tools and techniques analysis	An overall overview of gender analysis methodologies used to assess the differential effects of development on men and women.	All team members	Advanced training
Using Gender Equality Language	Using gender-equality language in communication, policy development, and public engagement to ensure respect and inclusivity.	All team members	Essential (when preparing for a job)
Gender in care, protection and social Development	Investigating gender dynamics in protection, care, and social development, recognizing the unique challenges that women face, and incorporating gender lenses into policy development and service delivery.	Head Department of Policy and Women's Research, WEU Director	Advanced training

Gender-based case management	Skills and techniques for ensuring gender needs are met when dealing with social protection initiative cases, gender-based violence, and ensuring equitable interventions and support.	WEU Director, Head Department of Initiatives and Gender Training	Advanced training
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In addition to the training topics mentioned above, it is recommended that a comprehensive advice and guidance program be implemented for WEU management as well as male and female members. This approach is intended to help them master their roles while also improving their ability to carry out their plans effectively and efficiently. They are expected to benefit from this advice and guidance as they develop the critical systems and guidelines required for the WEU's operations and success.