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Institutional Capacity Development on Gender Mainstreaming Implementation Framework

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Developed by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) within the framework of the Project Institutional Capacity Development of the Ministry of Social Development (MoSD), funded by the Italian Agency for Development Cooperation (AICS)

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ACRONYMS

CEDAW	The Convention on the Elimination of All Forms of Discrimination against Women
GEWE	Gender equality and women's empowerment
GFP	Gender Focal Points
GMP	Gender Mainstreaming Policy
GoJ	Government of Jordan
ICD	Institutional Capacity Development
IDTF	Institutional Development Task Force
JRP	Jordan Response Plan to the Syrian crisis
MOSD	Ministry of Social Development
M&E	Monitoring and Evaluation
NWS	National Women Strategy
PDCA	Plan, Do, Check and Act
RBM	Results Based Management
SDGs	Sustainable Development Goals
ToR	Terms of Reference
ToT	Training of Trainers
UN Women	The United Nations Entity for Gender Equality and the Empowerment of Women

INTRODUCTION

The Hashemite Kingdom of Jordan has made noteworthy progress towards advancing gender equality and women's empowerment (GEWE) and important commitments to implement policies and legislative frameworks for its promotion. Key national planning documents all reference the GEWE agenda, including Vision 2025, the National Social Protection Strategy, the National Strategy for Women in Jordan (2020 - 2025), the Jordan Response Plan (JRP) for the Syria Crisis, and the Government's adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs).

At the same time, challenges remain for the full implementation of these commitments. Effective gender mainstreaming requires specific national capacity that is fully aligned and integrated with national planning processes and has access to relevant data and analysis. While the Government of Jordan (GoJ) has gender equality mechanisms in place for the promotion of GEWE (i.e. the Inter-Ministerial Committee on Women's Empowerment, the Jordanian National Commission for Women, gender focal points in ministries, etc.), line ministries themselves still have ways to go before achieving effective gender mainstreaming. Progress on gender equality and women's empowerment in Jordan will depend on national ownership to integrate these issues into national planning and financing, as well as the institutional capacity to deliver on GEWE commitments.

Strengthening the institutional capacity of the GoJ on gender equality and women's empowerment is a national priority. This document explains the process presented by the UN Women Country Office in Jordan to national partners who want to mainstream gender from an Institutional Capacity Development (ICD) perspective. This is achieved through the provision of technical expertise and training across departments, at both national and subnational level, as well as the creation of internal Institutional Capacity Development Task Force (ICDTF) to lead the integration of GEWE tools and approaches within policy, planning and service-provision. ICD is underpinned by national ownership and opportunities to share knowledge and experiences. It also draws on a "resilience and empowerment" approach that addresses short- and medium-term challenges while building a long-term enabling environment that promotes sustainable development.

Moreover, this document also highlights the relation between this framework and the upcoming national women strategy¹ (NWS) (2020-2025) and the upcoming national gender mainstreaming policy² (GMP).

OBJECTIVES OF THE FRAMEWORK

The institutional capacity development on gender mainstreaming implementation framework identifies three key elements for ensuring that gender is considered in all aspects of institutional performance: partnership, ownership and sustainability. It is a guiding framework that lays the foundations for enhancing the organizational environment to support gender mainstreaming and to serve as a practical means to help national partners effectively develop their institutional performance, using a structured and sustained approach.

This framework builds on the methodology of learning and participation. It aims to provide conceptual, practical and procedural knowledge³ to effectively guide gender mainstreaming at the institutional level. The framework is based on UNWomen Jordan's experience in assisting national partners to structure their efforts to manage GEWE and mainstream gender through institutional capacity development. The steps included within this manual are basic and flexible, to allow the content and mechanism to be adapted and customized according to institutional objectives and available resources.

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- 1 The most recent National Strategy for Jordanian Women (2013 – 2017) has come to an end and a review of its achievements will serve as an entry point to the development of a new National Strategy for Women (2020-2025). The process will also be an opportunity for the alignment of national plans with international commitments related to gender equality, specifically the SDGs.
 - 2 The government gender mainstreaming policy will set the framework for ministries and government institutions to understand their roles and expectations in addressing gender equality and women's empowerment in all their work. It will identify structures and standard operating procedures to bring together all national commitments for gender equality and women's empowerment in one targeted policy document, a roadmap for implementation, as well as lay out a system for mainstreaming gender into all future national planning processes and documents.
 - 3 Langaas, M. D. and J. Odeck (2007). "Institutional Capacity Building: Review of Road Sector Projects in Developing Countries". PIARC Technological Exchanges and Development Commission.

How this framework is connected to the National Women Strategy (2020-2025)?

Focuses on the importance of strengthening the role and powers of the institutional frameworks in support of implementing the strategy and following up on implementation, as well as raising institutional capacities in providing data, bearing in mind the importance of aligning national development plans with the strategy. Therefore, this framework complements the implementation of the NWS by providing guidelines of practice to mainstream gender on the sub-national level and internally within national entities.

“Gender Mainstreaming Policy”

One of the main outcomes of the GMP is to encourage national entities to adopt this policy and reflect it within their internal structures, policies, procedures and action plans. Such activities will need a systematic approach to mainstream gender within internal processes, thus, this framework will provide a structured “know-how” and practice to achieve this goal.

This framework will be a practical interpretation to implementing both the NWS (2020-2025) and GMP. The NWS and GMP are presenting national guidelines on gender equality and mainstreaming gender in national entities.

Therefore, this framework will be a practice note for national entities to internally adopt the national guidelines and put it into practice regarding mainstreaming gender from an institutional perspective.

CONCEPTUAL DEVELOPMENT OF ICD ON GENDER MAINSTREAMING

“**What is a framework road map for institutional capacity-development?**”

An ICD road map is a document that outlines the elements of individual and organizational transformation that are prioritized, and the steps needed to achieve them. It is built on the fundamental principles of ICD which are: participatory approach, institutional ownership and sustainability. The framework road map outlines concrete suggestions, scenarios and sequencing to assist national partners in implementing ICD.

This framework focuses on the continuous improvement model – the ‘Plan, Do, Check and Act’ (PDCA) cycle⁴ – which requires the implementation of several organizational and technical processes through long-term planning supported by senior management and aimed at increasing the effectiveness of institutional development and achieving gender equality as an ultimate goal.

The cycle begins with the “Plan” step, which involves identifying a goal or purpose and defining success metrics. These activities are followed by the “Do” step, in which the components of the plan are implemented. Next comes the “Check” step, where outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement. The “Act” step closes the cycle, integrating the learning generated by the entire process, which can be used to adjust the goal, change methods, or broaden the learning. These four steps can be repeated over and over as part of a never-ending cycle of continual learning and improvement.

4 Deming Cycle: The Wheel of Continuous Improvement.

The steps for implementing gender mainstreaming using the PDCA cycle are summarized in Figure 1:

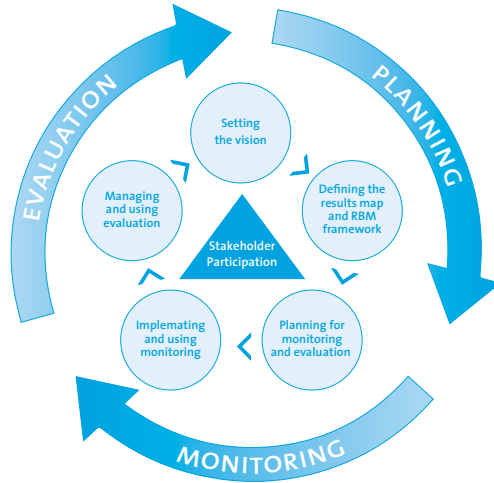


Figure 1: The PDCA cycle stages to apply in ICD for gender mainstreaming

PRACTICAL IMPLEMENTATION

Planning phase - “Introducing the approach”:

This phase normally starts with advocating or ensuring “buy-in” from the institution for gender mainstreaming from an ICD perspective. This involves discussing and explaining the benefits of ICD to mainstream gender for the national partner and highlighting that it should be fully owned by the organization. Moreover, this process includes how this framework is reflecting the practical requirements of national frameworks such as NWS (2020-2025) and the GMP.

The first step in this phase ideally is to identify the relevant units and directorates within an institution. This is followed by one-to-one meetings or collective meetings with all related units to explain the concept of ICD for gender mainstreaming. UN Women normally shares a one-page concept note on ICD for gender mainstreaming before such meetings take place. The general concept note can be found in (Annex 1)

of this document. This allows relevant staff to ask questions and identify any technical challenges to the process. Relevant units usually include (but are not limited to): institutional performance development, planning, human resources management/development, gender and women's empowerment, monitoring and evaluation (M&E), and strategic planning.

The process of planning is always conducted collectively and not centred in one unit only. This enhances ownership and participation. Also, having the mandates of the units linked to the objectives of the process supports the buying at this stage.

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The key elements of the advocacy process of mainstreaming gender

- Identify the main objective of the advocacy process.
 - Analyse the current situation by linking the advocacy practices to required actions by national frameworks (NWS 2020-2025 and GMP).
 - Identify the target group.
 - Prepare appropriate messages.
 - Engage stakeholders.
 - Identify key activities and communication channels.
 - Identify required resources (human, technical or financial).
 - Monitor and evaluate the results.
- ”

The second step in this phase is to conduct a workshop. The workshop includes an introductory presentation about ICD for gender mainstreaming. This is followed by a suggestion that the institution form an ICD for gender mainstreaming committee and a suggested Terms of Reference (ToR) is presented. Such workshops generally achieve the following outcomes:

1. Acquainting participants with the concept of ICD for gender mainstreaming and its processes.
2. Identifying how mainstreaming gender from an ICD is responding to national frameworks such as NWS (2020-2025) and the GMP.
3. Customizing the committee ToR, which enhances the level of ownership.

4. Establishing a selection criterion for the committee.
5. Identifying working approaches, which usually become the basis of a draft work plan.

Assessment phase - “Enhancing ownership” :

Once the concept of ICD for mainstreaming gender is understood, accepted and owned by the national partner – and relevant departments are identified – an assessment phase follows. UN Women starts by conducting an assessment on the status of gender mainstreaming from an ICD perspective. The assessment measures the current level of mainstreaming gender within policies, procedures and internal regulations. Furthermore, the assessment aims to identify structured versus non-structured approaches for mainstreaming gender and serves to pinpoint challenges and possible opportunities. In addition, the assessment enhances ownership by allowing staff to recommend what further actions, challenges and activities need to be taken or highlighted. The national partner also needs to provide any available studies or reports that may support the gender mainstreaming process.

In the practical example cited in this framework – the partnership with the Ministry of Social Development (MOSD) – UN Women relied on the findings of a recent gender audit by USAID. The audit was conducted on almost all ministries in Jordan, highlighting the current status of GEWE implementations and providing a number of recommendations. The use of this audit enhanced the level of ownership among national partner staff as it was a document that was already familiar to them. Moreover, employing it for ICD purposes implied taking the collective efforts involved in the audit a step further into implementation within the institution.

Drafting the workplan phase - “Implementation” :

Following the previous phases, national partner staff will now be ready to draft an annual workplan to mainstream gender from an ICD perspective. This phase focuses on full ownership of the national partner by suggesting workplan activities. The process is usually conducted over two or three sessions. In such sessions, activities are centred on three premises:

- Sustainability – where activities focus on the institutional, rather than the individual, level.
- Compatibility – where activities are linked to the units’ mandates, institutional strategy/workplan, national strategies (such as Jordan Vision 2025, the National Women’s Strategy, gender mainstreaming policy, etc.).
- Permeability – where the workplan is not only centred on the gender unit or the institutional performance unit but mainstreamed throughout the entire institution.

Below is an example from UN Women’s work with the Ministry of Social Development, which used the ICD approach to link gender mainstreaming with relevant organizational strategies:

<p>Goal: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented in Jordan.</p>
<p>The Jordanian Government has the capacity to assess progress on the implementation of normative and policy frameworks on GEWE</p>
<p>Linkages with UN Women’s Strategic Plan (2014-2017): Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented.</p>
<p>Linkages with United Nations Sustainable Development Framework (2018-2022): Outcome 1: Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient.</p>
<p>Linkages with MOSD’s Strategic Plan (2017-2021): Outcome 2: Enhancing the ministry’s capacity and instilling a culture of excellence.</p>

Figure 2: Linkages of the MOSD-UN Women partnership with other strategic plans

An example of a key workplan activity is a training-of-trainers (ToT). This involves the development of a trainers’ manual to provide the national partner with strategic guidance to implement and share knowledge on promoting GEWE in a structured approach.

To be systematic, a ToT has to be linked to the national partner's annual training plan, so that trainers will be able to share knowledge in a systematic and structured way. Also, in order to be compatible and sustainable, the ToT programme should be linked to one of the objectives set out in the national partner's strategic plan. One of the major outcomes of the ToT is that participants establish the basis for a structured internal gender policy (if such a policy does not already exist). A concept note on UN Women's ToT approach is provided in Annex II.

Another visible example which responds to the GMP is to create an internal gender mainstreaming policy (please see annex IV), as this is based on best practice conducted with national partners.



Institutional Frameworks in Jordan

Internal management within Jordanian public institutions is governed by the following frameworks:

- Laws (some public institutions have their own law, and some have their own by-laws).
- Policies and procedures manual (which includes guiding information on how services and operations are provided).
- Internal strategy.
- Units' operational workplans.
- Units' mandates.



Monitoring and evaluation phase:

The main objective of the monitoring and evaluation phase is to verify to what extent plans and policies achieve desired outcomes. This process requires developing gender-sensitive indicators and standards that are consistent with the vision and mission of the national partner and the gender policy. These indicators should ideally be integrated in the institution's M&E plan.

It is necessary to start with baseline data, which is often determined after conducting the assessment on the status of gender mainstreaming from an ICD perspective. This helps identify the information to be collected and the main areas to take into account in the implementation plan so that progress can be monitored regularly.

It is therefore essential for the M&E plan to be an integral part of the ICD Task Force workplan – so that necessary data can be periodically collected, performance indicators can be developed, outputs and results can be verified, and recommendations that contribute to performance development can be made.

Furthermore, UN Women continuously assists national partners to create new indicators on gender mainstreaming, or to amend existing ones. This aims to achieve the sustainability of activities related to such indicators by ensuring that gender mainstreaming is tracked at the institutional level through M&E indicators.

Adjustment and development phase:

This phase involves taking decisions on the changes required to improve the performance and the actions based on the M&E process results. If the M&E process proves that the planning and implementation phases have been effectively implemented, the work will be completed according to the plan prepared with minor improvements and adjustments to achieve optimal results. If no significant improvement is achieved during the implementation phase, it is necessary to identify the corrective measures needed to improve performance, achieve the desired results and adjust the action plan. Among the most important pillars to implement successful gender mainstreaming mechanism are the following:

- Commitment and engagement of senior management in improving performance through conducting consultation meetings with managers and staff members to identify the objectives and tasks of the concerned departments and the institutional capacity development task force members.

- Adopting effective communication mechanisms and a knowledge management plan, and promoting awareness of the objectives and implementation mechanism so that all concerned staff can be engaged in discussions and improving the institutional performance.
- Adopt appropriate mechanisms to identify achievements of the national partner and teams and individuals and highlight their roles in the process of performance development, as well as linking these achievements to the national partner strategy and associated national achievement plans and objectives such as the King Abdullah Award for Excellence and Jordan 2025, Strategic objectives as a basis for identifying priorities within all levels of the gender mainstreaming process.
- Organizing periodic meetings and focus groups discussions to encourage staff at all levels to participate in identifying institutional priorities, required changes and improvements, and to promote ideas for improvement through self-evaluation process of the adopted procedures and plans to increase awareness of gender mainstreaming at all levels of work and institutional performance, and strengthening the principles of ownership, partnership and sustainability. Also, technical training on related topics must be provided in order to promote a culture of continuous improvement.
- Adopt clear benchmarks for performance assessment and feedback systems by monitoring measurement results and making necessary improvements. Linking the results of the self-evaluation with the results of the annual performance review and highlighting best practices, and seeking solutions to problems and challenges.
- Full documentation of the institutional capacity development on gender mainstreaming process by the national partner's Institutional Development Directorate (or the section that performs its functions) to design a simple, flexible documentation system and evaluate the outputs and measure the impacts of training of trainers on gender mainstreaming. As well as recording the best performance indicators, procedures applicable in all evaluation levels.

CHALLENGES AND POTENTIAL SOLUTIONS

The process of institutional capacity-development for gender mainstreaming implies institutional change, either in the mechanisms for planning and implementation or within the scope of internal structures, or both. Employees usually do not accept change quickly, so it may take some time for them to respond positively to new approaches.

The following table represents real examples of the implementation challenges experienced by national partners in 2018 and 2019.

Challenge	Suggested Solution
Centering all the work on the gender unit	The first reaction of many national partners to the concept of mainstreaming gender from an ICD perspective is; “we already have a gender unit” or “this work should be within the gender unit”. This challenge was overcome by doing a prior desk review of the mandates of the different units within the institution. ICD on gender mainstreaming was then related to the different units’ mandates. Moreover, having the units’ draft the workplan enhanced their ownership of it and supported a more collective approach focused on teamwork.
A need for additional technical expertise in institutional capacity - development to mainstream gender	UN Women provided structured technical support in the form of a ToT based on the activities in the workplan drafted by the national partner’s internal ICD for gender mainstreaming committee.
Misinterpretation of terms, such as gender mainstreaming, gender equality and discrimination	Regular awareness sessions and campaigns were organized to raise awareness among men and women of the correct concepts.
An implicit assumption that women are inefficient when it comes to participating in task forces, committees and training courses abroad	Gender mainstreaming awareness sessions were organized for decision-makers in the national partner institution, including staff responsible for task forces, committees, and training. Gender-balanced succession planning also helped, through a group of women leaders and influencers (heads of departments and units) were trained, building their capacity and qualifications in the field of leadership to ensure the continuation of efforts to achieve change at the level of implementation.

ANNEXES

Annex I: Institutional capacity development concept note

Background

The Hashemite Kingdom of Jordan has positioned the issue of gender equality as one of the country's top priorities. Achieving gender equality is one of the main goals of the national agenda, as it is aligned with the 2030 Agenda for Sustainable Development as well as Jordan Vision 2025 and its Executive Development Programme. It equally intersects with the "Demographic Opportunity Policies" document, the "National Strategy for Women", Royal Discussion Papers and other national strategies. Under the Comprehensive National Human Rights Plan, the Kingdom is also committed to promoting and protecting women's rights through the ongoing review of national legislation, policies and plans, to reformulate them in line with women's empowerment plans and programmes and to create a more gender-sensitive organizational culture.

Jordan has made significant progress in many areas and sectors in terms of promoting gender equality and women's empowerment. However, Jordan still needs further development and institutional support for gender equality and the promotion of women's participation in many key areas, to minimize gender gaps and to better address gender disparities. According to the Global Gender Gap Report (2020) by the World Economic Forum⁵ Jordan ranks among the countries with the lowest scores on the gender disparity index (138 out of 153 countries) as a result of low economic participation, political empowerment, representation of women, in addition to discriminatory legislation and practices.

This situation requires a clear institutional framework that defines roles and responsibilities in order to ensure the success of the Jordanian Government's efforts to achieve gender equality and women's empowerment. Therefore, the social development sector's strengths, weaknesses, challenges and opportunities must be examined to improve the strategic planning of the Ministry of Social Development (MOSD), including its organizational structures, administrative system, gender-sensitive budgeting and the development of its institutional capacity, in order to support all employees to effectively carry out their tasks and achieve sustainable growth and gender equality.

5 Global Gender Gap Report (2020): http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

What is institutional capacity development?

Institutional capacity development (ICD) is an approach that focuses on organizational transformation. It promotes reforms that are focused, sustained and fully owned and led by the organization. ICD is a strategy that provides a balance between improving individual skills and knowledge (intangible assets) while also improving organizational structures and systems (tangible assets) such as organigrammes, policies and operating procedures, training approaches and infrastructure.

What is a framework road map for ICD?

An ICD road map is a document that lays out the elements of individual and organizational transformation that have been prioritized, as well as the steps to achieve them. It is built on the fundamental principles of ICD which are: a participatory approach, institutional ownership and sustainability. The road map outlines concrete suggestions, scenarios and sequencing for implementing ICD within the organization.

The objective of an ICD framework

UN Women will support stakeholders in institutional capacity-development to enhance, sustain and increase ownership of mainstreaming gender equality in their mandates and areas of work with the goal of improving results on gender equality and women's empowerment in humanitarian, resilience and development work in Jordan. An ICD framework contributes to the ultimate improvement of outcomes for women and girls in Jordan.

The approach

UN Women supports stakeholders to conduct a participatory needs assessment to form the basis of the ICD road map and identify needs and gaps within their individual and organizational assets and approaches to gender equality and women's empowerment. UN Women's Institutional Capacity Development Specialist leads and guides the participatory assessment process and the consultation and validation of the road map. The ICD Specialist then works closely with a designated working group within the organization to ensure the principles of participation, sustainability and ownership are upheld in the final road map provided to the organization's leadership for consideration and action.

Annex II: Training - of - Trainers for MOSD outline

Background

The Ministry of Social Development (MOSD) is a key entity in Jordan in the promotion and implementation of gender equality and women's empowerment (GEWE) within national and international policy commitments, at both strategic and operational levels. At the same time, challenges remain to fully implementing such commitments. Effective gender mainstreaming requires specific national capacity that is fully aligned and integrated with national planning processes and has access to relevant data and analysis.

Since 2018, UN Women has been supporting MOSD to strengthen its institutional capacity on GEWE by providing technical expertise and training across MOSD departments, at both national and subnational level. UN Women supported the creation of a permanent Institutional Capacity Development (ICD) Task Force that is leading the integration of GEWE tools and approaches within policy, planning and service-provision, underpinned by national ownership and opportunities to share knowledge and experiences.

As such, under the institutional capacity-development action plan, the Training-of-Trainers (ToT) activity aims to equip MOSD staff with grounded skills to implement and share knowledge on GEWE in a structured way. This ToT will be linked to MOSD's annual training plan, and will rely on MOSD trainers to train other staff, both in the field and at Ministry headquarters, on GEWE.

The main objective of UN Women's support to MOSD in this training

The ToT is linked to MOSD's Strategic Plan (2017-2021) "Outcome 2: Enhancing the Ministry's capacity and introducing a culture of excellence". It is equally linked to the United Nations Sustainable Development Framework (UNSDf) "Outcome 1: Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient". UN Women aims to support MOSD in strengthening its internal capacities to:

1. Assess progress and implement normative and policy frameworks on gender equality and the empowerment of women and girls through its internal capacities.
2. Support institutionalize gender mainstreaming through its mandate related to national planning processes, internal strategies, policies and working procedures, as well as monitoring progress and reporting government commitments.

Approach

The ToT is embedded within the ICD Task Force action plan and it interconnected with other activities. The ToT prioritizes the full ownership of MOSD, achieved through an internal participatory approach that is led by specialized and experienced MOSD staff members, related national entities and UN Women staff. It includes three phases:

1. Conceptual framework: Participants are exposed to different GEWE approaches and tools over the course of four days.
2. Job coaching: Participants follow a ‘coaching’ approach designed to enable them to manage GEWE in their workplace. This phase is conducted over four to six weeks.
3. Knowledge-sharing: Trainers working on pairs will be required to provide three training sessions per year based on MOSD’s internal annual training plan. This phase is conducted over four months.

At the end of this phase an assessment of participants should take place and certificates are issued to qualified trainers.

Expected outcome

The ToT is expected to produce 10–15 MOSD trainers on gender mainstreaming, who will deliver at least eight internal trainings on gender mainstreaming in central and field directorates. The ToT will be integrated in the 2019-2020 MOSD annual training plan. The ToT will also provide the components and approach necessary for the partner to create an internal gender mainstreaming policy and procedure.

Annex III: Institutional Capacity Development for Gender Mainstreaming Committee Terms of Reference

The Hashemite Kingdom of Jordan has positioned the issue of gender equality as one of the country's top priorities. Achieving gender equality is one of the main goals of the national agenda as it is aligned with the 2030 Agenda for Sustainable Development and Jordan Vision 2025 and its Executive Development Programme. Jordan has made significant progress on gender equality and women's empowerment in many areas and sectors. However, Jordan still needs further development and institutional support to minimize gender gaps and to better address gender disparities. According to the Global Gender Gap Report (2020) by the World Economic Forum⁶; Jordan falls among the countries with the lowest scores on the gender disparity index (138 out of 153 countries) as a result of low economic participation, political empowerment, representation of women, in addition to discriminatory legislation and practices.

This situation requires a clear institutional framework that defines roles and responsibilities in order to ensure the success of the Jordanian Government's efforts to achieve gender equality and women's empowerment. To this end, effective implementation of gender mainstreaming requires the commitment, participation and contribution of each staff member at the Ministry level. The responsibility and accountability for its successful implementation rest with the Institutional Development unit to ensure that adequate support is offered for the implementation of these particular Terms of Reference (ToR). The committee members must be granted sufficient time to carry out the following duties, with an initial estimate of one hour per week and one half-day per month.

The committee will include representation of each of the Ministry's relevant directorates to support the implementation of the institutional capacity-development for gender mainstreaming framework. Their respective managers must provide internal resources to ensure that the Institutional Development Task Force (IDTF) or committee has the capability to meet gender mainstreaming objectives.

6 http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

The committee members will be mandated to preparing an action plan with a clear time frame, roles and responsibilities. The action plan will be monitored by the Ministry relevant directorate every quarter as an integral part of the gender mainstreaming implementation to ensure that gender integration remains incorporated into its plans, procedures and activities. The committee will act as a catalyst in implementing the action plan and will also assist all staff in evaluating and monitoring activities towards achieving gender equality. All staff members are required to give their full support and sustained efforts in carrying this out.

Role of task force members

The of the committee members is not a full-time position and persons appointed to this role maintain their other areas of responsibility. The role of the members is to support gender mainstreaming by advocating, advising and supporting staff and activities at their respective units within the Ministry regarding mainstreaming and institutionalising gender, as well as monitoring and reporting on progress. The members report to and should receive support from, senior management. There should be a clear mandate for the role in their appointing letter or job description, with a specific percentage of time allocated for this work.

1. Appointing members

The members consist of the (example); Institutional Development Directorate, Policies and Strategies Directorate, UN Women Institutional Capacity Development Specialist and Gender Specialist. The members' position can be rotated ONCE every two years in order to share responsibility among more colleagues. Effort should be made to alternate between men and women officials equally.

2. Allocating time and resources

The Director of the committee needs to ensure that adequate support, time and conditions are allocated so that the members can perform the tasks required. This can be cleared within the mandate letter or job description of the members and reflected in their performance appraisal.

3. Activities and capacity building

Ideally, the members should be systematically involved in meetings and decision-making processes related to programming and planning the Ministry activities, as these are critical entry points for gender mainstreaming. Relevant work should be included in the members' units work plans. Specific training should be provided for members to acquire expertise on gender concepts, gender analysis and other skills required for advocacy on gender-related issues.

Terms of reference

The following are lists from which some possible tasks can be identified and agreed by the committee director and the members in their Terms of Reference (ToR).

Main responsibilities for all gender focal points

- Participate in preparing the Ministry's regular programming activities to encourage colleagues to develop gender-sensitive objectives and work plans.
- Act as a "help desk" for the office or unit on where to find information and materials on gender issues related to the Ministry's work.
- Encourage colleagues to promote parity of women and men participants in events, committees, training and projects, as well as gender balance among office staff.
- Act as a liaison with the relevant staff and units who coordinates participatory gender audits, if one is being undertaken by the Ministry.
- Contribute to sharing knowledge, news and promoting good gender equality practices within their respective units.
- Coordinate with other ministerial teams on mainstreaming gender within the Ministry.

Additional responsibilities for the committee/ task force members in field offices

- Encourage staff to identify and suggest gender-related issues for internal and public meeting agendas, in training and other events, using a tool created for this purpose. This will be provided as part of the capacity-building programme for the members.
- Encourage inclusion of gender-specific objectives, outcomes and indicators, as well as activities in-office programmes, using a tool created for this purpose. This will also be provided as part of the capacity-building programme for the members.

Gender network support

- All members will receive information on gender-related capacity-building programmes, tools and resources, as well as technical support.
- Opportunities should be given for members to participate in the biweekly meetings of the committee.
- members should also be given the opportunity to participate in events and training.

Annex IV: Internal Gender Policy Framework

In alignment with the NWS (2020-2025) and the GMP; the internal gender policy is an internal policy document which guides the entity on setting their internal framework to understand their commitment to national frameworks, roles, and expectations in addressing gender equality and women's empowerment on the internal level of their entity. It will identify structures and standard operating procedures to bring together all national commitments for gender equality and women's empowerment in one targeted policy document as a roadmap for implementation.

This framework is a suggested guiding document to national entities on how to create an internal gender mainstreaming policy which is based on best practices with national entities in Jordan.

Gender equality policy definition

The gender equality internal policy provides the decision-makers with a structured mandate and framework to realizing gender equality commitment through mainstreaming gender equality into the institution policies, systems, and programmes.

Starting point

Gender policy should be designed according to a Results-Based Management (RBM)⁷: It is a way of thinking and a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact).

7 Source: UNDP, Handbook on Planning, Monitoring and Evaluating for Development Results, 2009

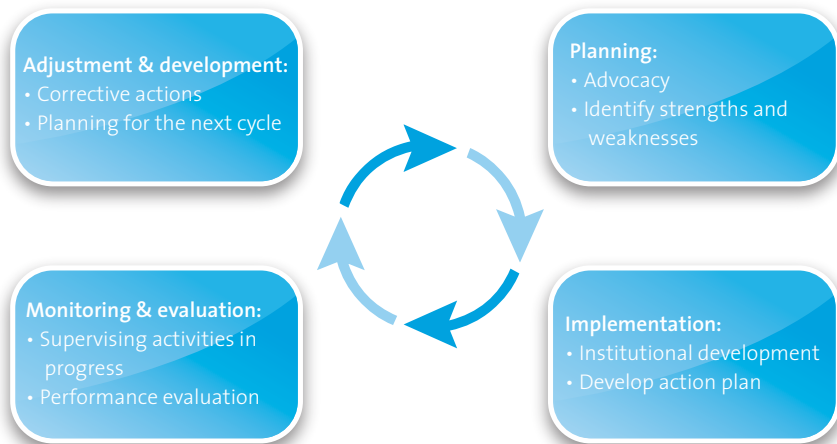


Figure 1: Result Based Management

Methodology

The method in implementing this framework is the participatory approach of the gender mainstreaming committee referred to in annex III. Key presenters of this framework are the gender unit, and policies unit, and ICD unit staff. The number of sessions to introduce this framework is suggested to be in half a day workshop.

Practical steps: The following are practical steps for the sessions within the workshop.

A. Gather evidence

The first step is gathering reliable and high-quality evidence and sex-disaggregated data (qualitative and quantitative) of gender equality and women empowerment, to objectively support the formulation of the gender policy (National frameworks, gender audits, letters of designation, royal discussion papers, draft national gender policy, institutional gender analysis).

This section is suggested to be prepared and presented by the gender unit. Electronic copies of the above-mentioned material are highly recommended to be distributed among the gender mainstreaming committee members.

B. Assess gender equality

Assessment of the current status of gender against international commitment such as; CEDAW Recommendations, International treaties (Observations), UN Women global strategic goals & outcomes.

- Description of gender equality assessment (to be answered collectively by the gender-mainstreaming committee members):
- Who is affected by gender inequality?
- By what exactly are they affected?
- Where is it happening?
- How has it changed over time?
- why gender inequality issues are occurring?

This section is suggested to be facilitated by the ICD unit to ensure engagement of all members and ensure the institutional level of discussion.

C. Review similar policies

This step includes a framework review of similar policies in the Ministry or other Ministries. The reason for this step is to review the structure of internal policies and understand the authority given and obligations by having an internal policy; example (which units should be responsible for drafting the policy, reviewing, and updating it). This section is suggested to be facilitated by the policies unit to ensure providing evidence of similar policies.

D. Drafting the policy content

The below content items are the basic items to be included in all internal institutional policies. These are fundamental points to be included in a policy. Expansion of points could be added to the procedures/ Workplan document following the policy. This is to leave the policy as strategic guiding points and which will lead to easy official adoption of the policy.

Gender policy content items

1. Preface: an introductory speech by the Minister/Head of the institution.
2. Introduction: the institution vision and mission and affirming the essential role of the Ministry/institution in achieving gender equality.
3. The scope of the policy and its justifications: basic information and facts that show the reality of Jordanian women and how this policy is based on higher national mandate; example; (NWS 2020-2025, GMP).
4. Objective: the main objective of the policy.
5. Policy principles (technical guiding notes): The basic principles that the policy seeks to adhere during the implementation process. This includes the pillars of the policy and its articles that clearly state the measures that must be applied to achieve equality.
6. Responsibility to implement the policy: the accountability for the implementation.
7. Monitoring & Evaluation: the key internal M&E indicators which are related to monitoring the progress and evaluating the implementation process of gender equality mainstreaming in the entity.
8. Appendix: The procedure/ Action Plan associated to achieve this policy.

