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COUNTRY PORTFOLIO EVALUATION
FOR STRATEGIC NOTE 2018-2022
UN WOMEN JORDAN:

ANNEXES



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ANNEX 1: EVALUATION MATRIX

#	Evaluation Questions	Indicators	Means of Verification	Sampling, Sources
Relevance: Are we doing the right things?				
Alignment				
1	<p>How has the Country Office and the Strategic Note aligned to national priorities and international commitments?</p> <p>Scope of the question includes:</p> <ul style="list-style-type: none"> the extent to which the Country Office adapted to emerging issues and crisis how the influx of Syrian refugees in Jordan impacted the priority alignment of the portfolio 	<p>Evidence of adherence to each international reference framework; evidence of adherence to Jordan's ..., UNPDF and UN Women SP 2018-2021</p> <p>Feedback from evaluation stakeholders on relevance and alignment</p>	<p>Document analysis, Surveys, Semi-structured interviews</p>	<p>RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations</p>
Coherence: How coherent is our engagement in gender equality and women's empowerment across all our partners?				
2	<p>Is the Country Office supporting synergy among actors in the GEWE sector in Jordan?</p> <p>Scope of the question includes:</p> <ul style="list-style-type: none"> UN Women's comparative advantage Synergy and gender mainstreaming across the work of the UNCT The extent to which the Country Office is successfully using its convening power with GEWE actors 	<p>Evidence of the extent the gender equality and women's empowerment is mainstreamed through UN interventions</p> <p>% of responders acknowledging the role of UN Women CO</p> <p>Survey findings on the gaps in addressing gender equality and women's empowerment</p> <p>Evidence on coherence between UN Women and UNCT including the joint programmes with other relevant UN entities</p> <p>Evidence of CO's comparative advantages vis-à-vis other key players</p> <p>Evidence of the CO's convening and leadership role in the sector</p>	<p>Document analysis, Surveys, Semi-structured interviews</p>	<p>RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations</p>
Effectiveness: Are the things we are doing working?				
Sub-criterion: Achievements				
3	<p>Are interventions contributing to the expected outcomes?</p> <p>Scope of the question includes:</p> <ul style="list-style-type: none"> Unexpected outcomes Enabling and hindering factors Innovation and scaling up practices 	<p>Evidence on the extent the planned outputs have been achieved to quality and on time</p> <p>Extent to which interventions are aligned with TOC/intended results</p> <p>Evidence of unexpected outcomes disaggregated by beneficiary/target group</p> <p>Evidence of the challenges and how they were addressed by the Country Office</p> <p>Evidence of opportunities and how they were optimally utilized by the Country Office</p>	<p>Document analysis, Surveys, Semi-structured interviews</p>	<p>RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations</p>
Normative				
4	<p>What contribution is UN Women making to implement global norms and standards for gender equality and the empowerment of women in Jordan?</p>	<p>Evidence of the contribution the Country Office is making to changes in legislation, policy and implementation to promote gender equality and women's empowerment</p>	<p>Document analysis, Surveys, Semi-structured interview</p>	<p>CO staff, government partners, UNCT, donors</p>
Evidence, learning and knowledge management				
5	<p>How effective are evaluation, learning and knowledge management strategies and practices?</p>	<p>Evidence of strategies and implementation for learning and knowledge management</p>	<p>Document analysis, Surveys, Semi-</p>	<p>RO, CO staff, UNCT, donors</p>

		Results monitoring systems in place and utilized Quality corporate and donor reporting delivered on time Evidence of a learning culture in the Country Office	structured interview	
Efficiency: Are we getting the most out of limited resources? Are we investing resources (time and money in the most value-added places to achieve results/impact?				
Organizational Efficiency				
6	Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio? Scope of the question includes: <ul style="list-style-type: none"> To what extent does the management structure support efficiency To what extent does the Office find synergy across the portfolio and programmes 	Degree to which CO human resources align with its SN priority areas % of respondents from government (NCW) and UNCT who view CO as having strong expertise in GEEW (including WEE, EAW, WPS and governance and leadership) Effectiveness of COs internal coordination and communication (vertical/horizontal) mechanisms Presence of leadership that guides the CO with a clear vision and effective (adaptive) management practices	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors
7	To what extent have the resource mobilization targets been met?	Evidence of achievement of resource mobilization target Evidence of a clear resource mobilisation plan/strategy and its implementation	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors
Human Rights and Gender Equality				
Leave No One Behind				
8	To what extent UN Women interventions are targeting and benefitting the most vulnerable and excluded women and girls? Scope of the question includes: <ul style="list-style-type: none"> The extent to which the CO ensures accountability towards its beneficiaries 	Evidence of strategies and actions that demonstrate interventions of the CO identifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Gender Transformative Portfolio				
9	Is the CO's portfolio targeting and achieving transformation for women and girls in Jordan?	Documental evidence of allocation and spending of earmarked resources required for integrating human rights and gender equality in all CO interventions Evidence of % of responders acknowledging the role of UN Women CO in facilitating gender transformative changes	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

10	To what extent is the CO accountable to people impacted by its interventions?	Evidence that the CO seeks and incorporates feedback from beneficiaries in planning programming and is responsive to beneficiary feedback mid-programming	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
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Sustainability

Capacity and Systems Development

11	Can the current model successfully adapt to a change in national priorities that shifts priority from humanitarian response to development?	Evidence that programming, office structure and resource mobilization has synergy between thematic areas	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
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ANNEX 2: LIST OF STAKEHOLDERS CONSULTED

The stakeholders listed below were consulted through individual interviews, surveys, or both.

<p>Government:</p> <ol style="list-style-type: none">1. Jordanian National Commission for Women (JNCW)2. Inter-Ministerial Commission for Gender Equality and Women's Empowerment3. Department of Statistics4. Ministry of Social Development5. Ministry of Political Affairs6. Independent Election Commission7. National Council for Persons with Disability8. Jordanian Armed Forces <p>Civil Society:</p> <ol style="list-style-type: none">1. Information and Research Centre/King Hussein Foundation2. National Association for Family Empowerment3. Arab Renaissance for Democracy and Development4. Jordanian Women's Union5. University of Jordan6. Al Karak Castle for Consultation and Training7. Nama Strategic Intelligence Solutions8. Arab Women Organization9. SIGI10. I am Human11. Women Helping Women12. Education for Employment13. Mizan Group for Law and Human Rights14. Center for Strategic Studies15. Sadaqa16. Al Bireh Association17. Family and Childhood Protection Society18. Athar Association19. Towards Better Tomorrow for Future Development (Nagat)20. Madrasati <p>Private Sector:</p> <ol style="list-style-type: none">1. Hyatt Regency Aqaba Ayla Resort2. Bank al Etihad3. Metlife	<ol style="list-style-type: none">42. rethinkers43. saree3 for services44. Al Nashmeyah Arms for Maintenance45. Al Khebrat co for Accounting services & tax consultant46. Future Road Organization47. Movenpick Resort & Spa Dead Sea48. Plaza Holidays49. Landmark Hotel50. Frankfurt School of Finance & Management MENA office51. Bayt Alkhayt Academy52. Amman Stock Exchange53. Maluki (مألك)54. Careers of Gold55. Seagulls out of home56. Jordan Chamber of Commerce57. The Boulevard Arjaan by Rotana58. Jordan Chamber of Industry59. int@j60. Ishraq Energy61. GIA APPARELS INDUSTRY - AQABA62. ARK Garments Manufacturing Industries Company LTD63. Azar Human Resource Solutions64. Grand Hyatt Amman65. Al Sanabel Converting Industries66. Baby Life for Manufacturing of Hygienic Products67. Fine Hygienic Holding68. Jordan Investor Associations <p>Donors:</p> <ol style="list-style-type: none">1. The United Kingdom2. The European Union and The European Union Madad Fund3. Government of Finland4. Canada5. Italy6. Government of Iceland7. Australia DFAT
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4. Maysalward
5. Profix
6. Seven Circles
7. Oasis500
8. Global HCI
9. Better Business
10. Petra Travel & Tourism Company
11. Mehna
12. Whyise
13. Amam Ventures
14. ACES
15. Agricultural Materials Company (AMC)
16. ASK for Human Capacity Building
17. National Seeds Production Company
18. Alawneh Exchange
19. 17 Ventures
20. Safe Hands for Training & Development
21. Accessible Jordan
22. kalamntina
23. Adpro Communications, Adpro OMD
24. Crystel
25. 360Moms
26. MedLabs Consultancy Group (MedLabs Laboratories)
27. The Orenda Tribe
28. Thaka Jordan
29. THE Group
30. Orange Jordan
31. Umniah
32. STS
33. Standard Chartered Bank
34. Iris Technology ME
35. TJMEE Company
36. Fibertech
37. Estarta
38. Edmaaj for Development and Social Responsibility Consulting
39. Zain Jordan
40. Andersen in Jordan
41. Rimara Pak Company

8. Swedish International Development Cooperation Agency
9. Japan
10. Women Peace and Humanitarian Fund
11. France
12. Germany
13. Netherlands
14. Norway
15. Spain
16. BHP Billiton
17. AlWaleed Philanthropies
18. Zonta International Foundation
19. KOICA
20. CERF

UNCT:

1. UNDP
2. WFP
3. UNFPA
4. UNHCR
5. UNRC
6. ILO
7. UNICEF
8. World Bank
9. IFC
10. EBRD
11. FAO
12. IOM
13. OHCHR
14. UN-Habitat
15. UNEP
16. UNIDO
17. UNRWA
18. UNV
19. WHO
20. UNODC
21. OHCA
22. UNDSS
23. UNOPS

ANNEX 3: LIST OF KEY DOCUMENTS REVIEWED (Not exhaustive)

1.	UN Women JCO Strategic Note (2018-2022)
2.	2021 AWP and its supporting documents (cover note, risk register, organogram, HR table, security plan etc)
3.	2020 AWP
4.	2019 AWP
5.	2018 AWP
6.	Jordan AWP reports 2018, 2019, 2020, 2021
7.	UN Sustainable Development Framework in Jordan (2018-2022)
8.	Evaluation, UN Sustainable Development Framework in Jordan (2018-2022), 2021
9.	2020 Socioeconomic Response Plan (SERP) for Covid 19 for Jordan
10.	Organigram 2019
11.	Organigram 2020
12.	Organigram 2021
13.	Jordan National Action Plan on Women, Peace & Security Prodoc, 2018
14.	JCO Annual budget versus delivery (2018, 2019, 2020,2021)
15.	UNCT in Jordan SWAP Gender Equality Scorecard Assessment Report and Action Plan November 2019
16.	Terms of Reference, Review of Gender Equality and Empowerment of Women and Girls in Humanitarian Action in Jordan, 2021
17.	Common Country Analysis, Jordan, February 2021
18.	Jordan Economic Modernization Vision, 2022
19.	Jordan Public Sector Modernisation Vision executive programme, 2022
20.	Institutional Capacity Development in Gender Mainstreaming Implementation Framework
21.	Sectoral Policy Promoting Gender Equality and Women's Empowerment
22.	Gender Mainstreaming Strategy for Jordan Armed Forces – Arab Army 2021-2024
23.	The Reality of Agriculture in Jordan from a Gender Perspective
24.	The Assessment of the Status of Gender Statistics in Jordan
25.	General Framework for Gender Equality in Jordan
26.	UN Women Jordan Country Office Report on the Mid-term Review of the Strategic Note (2018-2022) December 2021
27.	HPF Localization Task Team Terms of Reference February 2020
28.	Review of Gender Equality and the Empowerment of Women and Girls in Humanitarian Action Amman, Jordan April 2021
29.	MEAL Framework for Localisation of Humanitarian Action in Jordan A project of the Localisation Task Team, under the Humanitarian Partners Forum May 2021
30.	Prodocs (Building food security and supporting self-reliance through employment in Jordan: A holistic approach to gender equality, phas I & II; Eid bi Eid Phase II & III; Jordan National Action Plan on Women, Peace & Security; Institutional Capacity Development of MOSD; Promoting Women's Productive Participation in the Public Sphere; Men and Women for Gender Equality (Phase II); Resilience and Empowerment of Vulnerable Women: The Future of Jordan's Growth and Stability, EUTF Madad Phase 2
31.	The Jordan Response Plan 2018-2020 (JRP)
32.	Jordan Response Plan for the Syria Crisis 2020-2022
33.	UN Women Gender Marker Review, 2021,2022
34.	Donor reports covering the period 2018-2021
35.	Regional Strategy on Women's Empowerment Principles (2021-2025) for the Arab States

36. UN Women Private Sector Engagement Strategy
37. Evaluation Reports: Final Project evaluation for Eid bi Eid project phase I and II, 2019 , Women, Peace and Security (WPS) in the Arab States - Final Independent Evaluation, 2019 ; Final Evaluation of the National Strategy for Women (NSW) and A Situational Analysis of Women’s Rights and Gender Equality in Jordan (2013 – 2017), 2019; Final evaluation of the joint programme "Hemayati: Promoting women and girls health and well-being" (UNFPA, UNICEF and UN-Women), 2019 ; Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: EU MADAD Programme (2021) ; Evaluation of UN Women Economic Opportunities work under LEAP/HA (2018)
38. Policy briefing notes: WPP, WEE, EU Madad
39. Gender Partners Coordination Group meeting minutes
40. Advocacy messages Gender Partners Coordination Group: WEE
41. EUTF good practice nexus report
42. MADAD policy achievements report
43. EFE Jordan Proogress reports

ANNEX 4: EVALUATION SURVEY RESPONSES

Overview

In October 2022, the Evaluation Team conducted 6 surveys as part of data collection for this evaluation: Country Office personnel, Field Staff, UNCT, Civil Society Organizations and Implementing Partners, Private Sector Partners, and Donors.

The results of 5 surveys are reproduced in this Annex. There was only one donor response to the survey and so the results are not reproduced here. The Personnel and Field Staff survey responses have been combined in the results, as they were issued separately for language reasons.

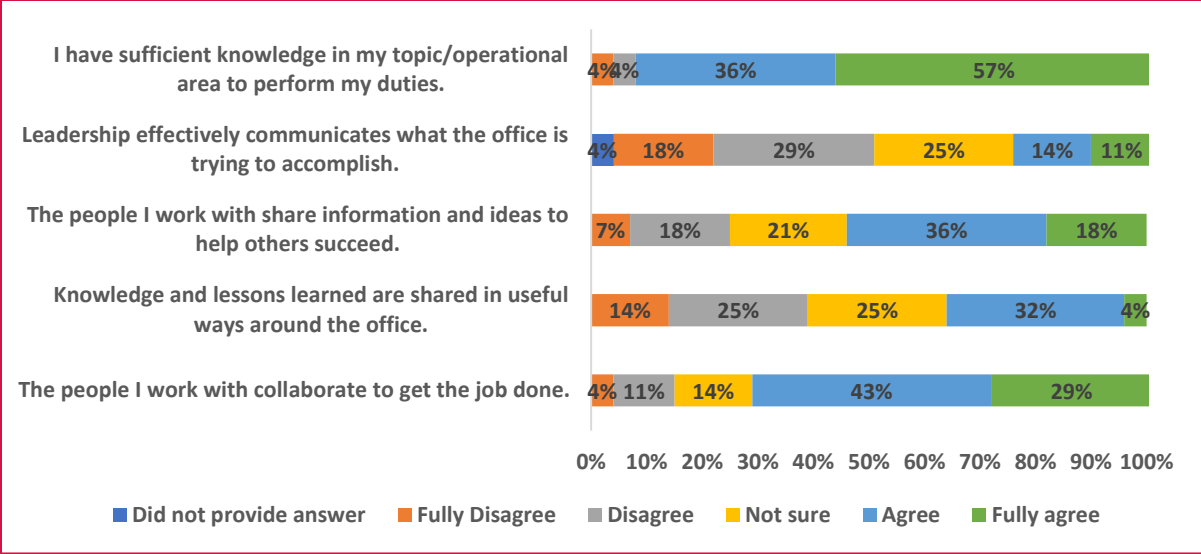
I. Country Office Personnel and Field Staff

1. UN Women personnel feedback about working in the UN Women Jordan Country Office



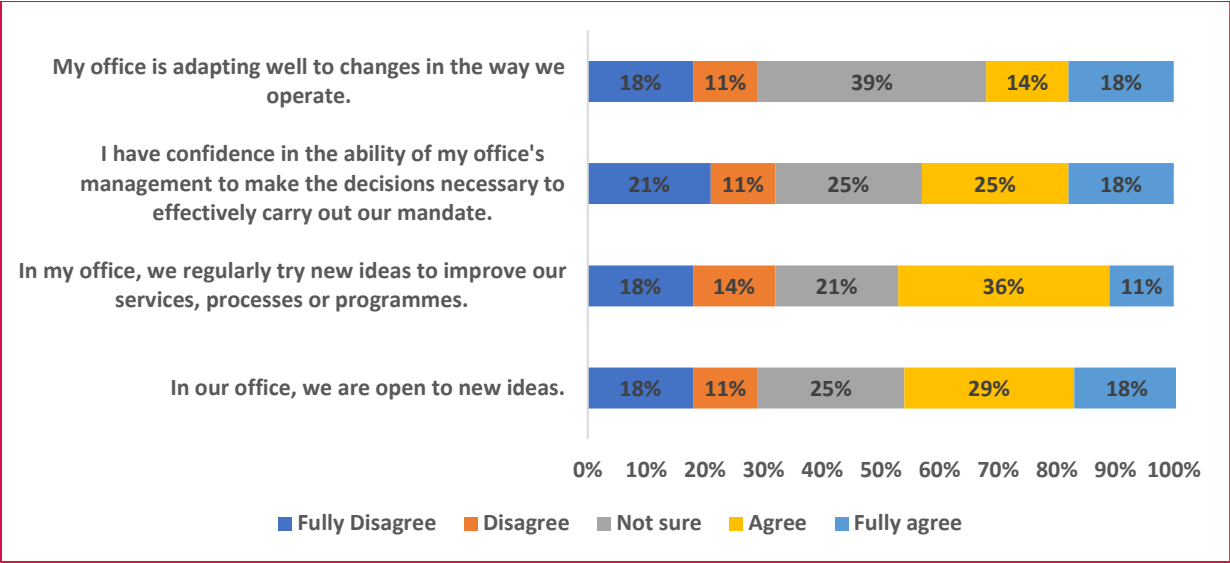
Source: UN Women personnel and field staff survey (n=28)

2. UN Women personnel feedback about Collaboration and Communication in the UN Women Jordan Country Office



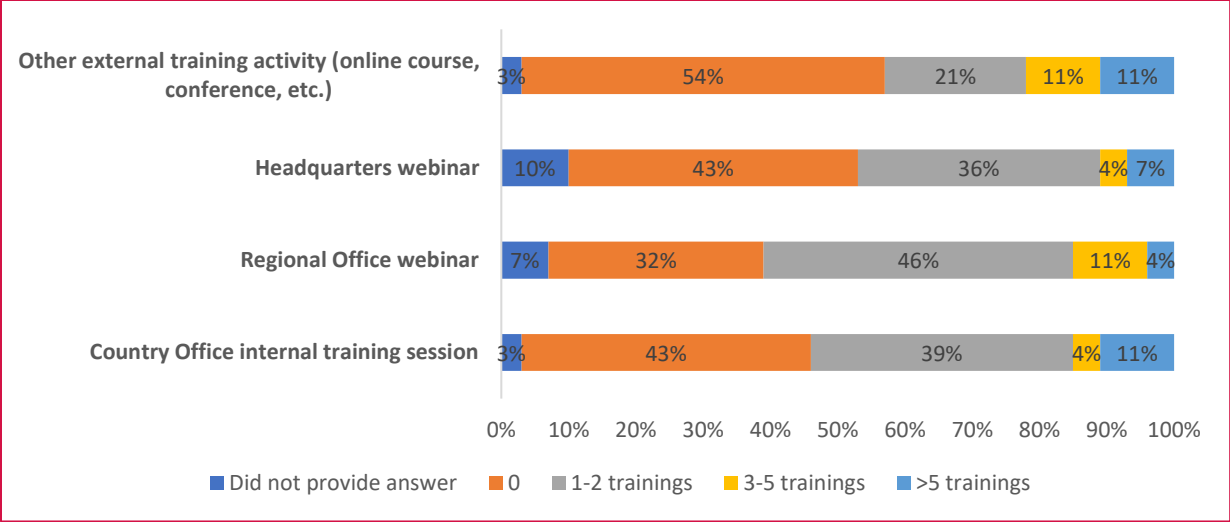
Source: UN Women personnel and field staff survey (n=28)

3. UN Women personnel feedback about innovation and agility in the UN Women Jordan Country Office



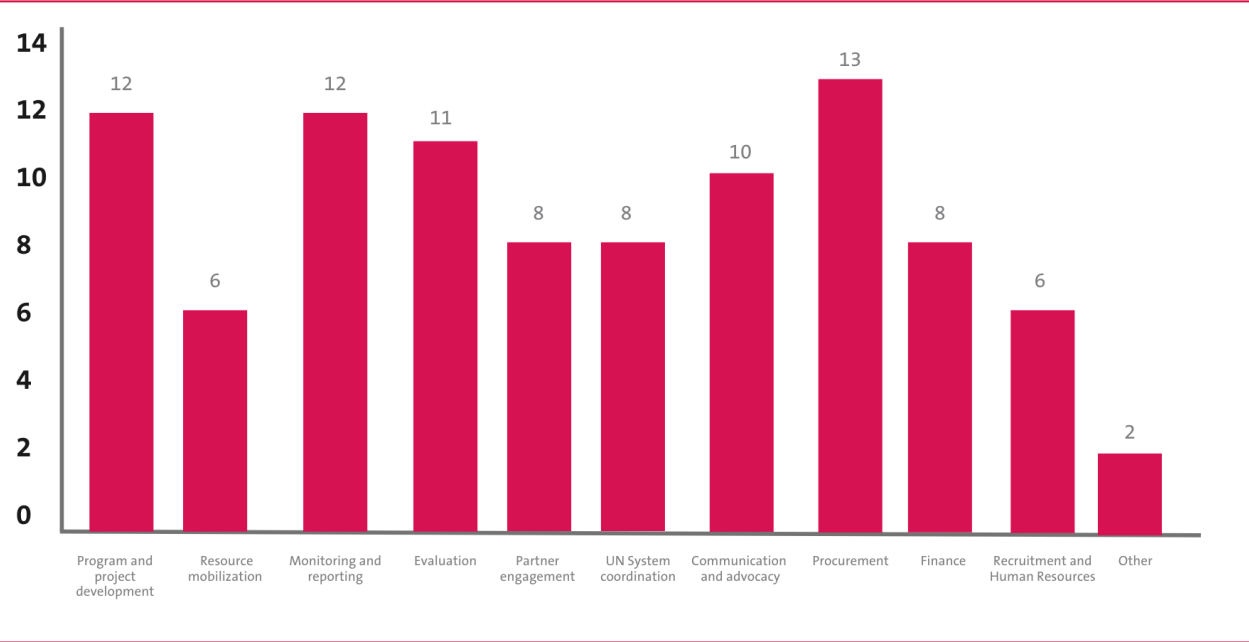
Source: UN Women personnel and field staff survey (n=28)

4. Training opportunities attended by UN Women Jordan Country Office personnel



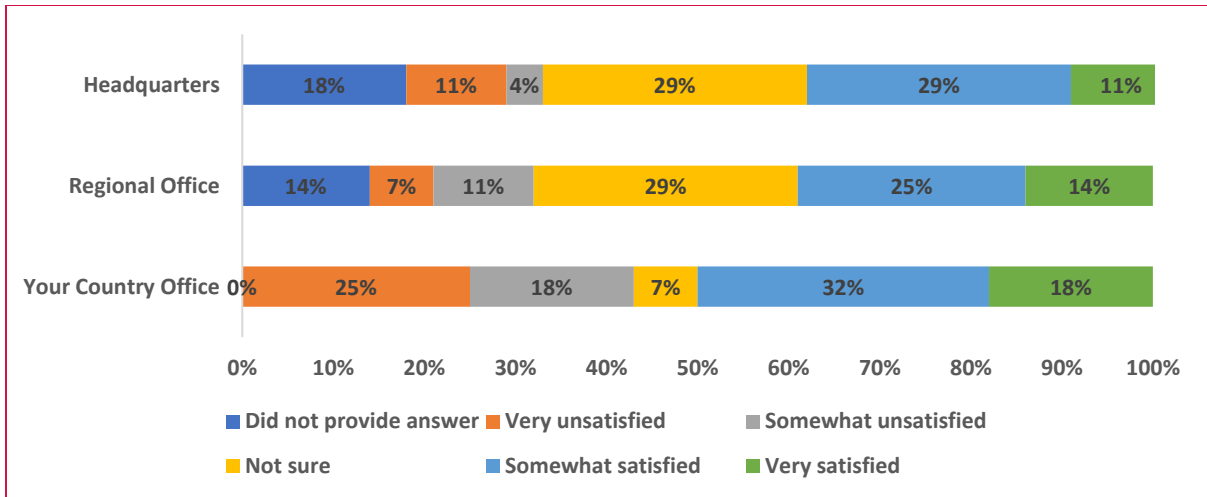
Source: UN Women personnel and field staff survey (n=28)

5. UN Women Jordan Country Office personnel feedback about areas of support that they often seek support for



Source: UN Women personnel and field staff survey (n=28)

6. UN Women Jordan Country Office personnel feedback about the support provided by the UN Women Jordan Country Office, RO and HQ



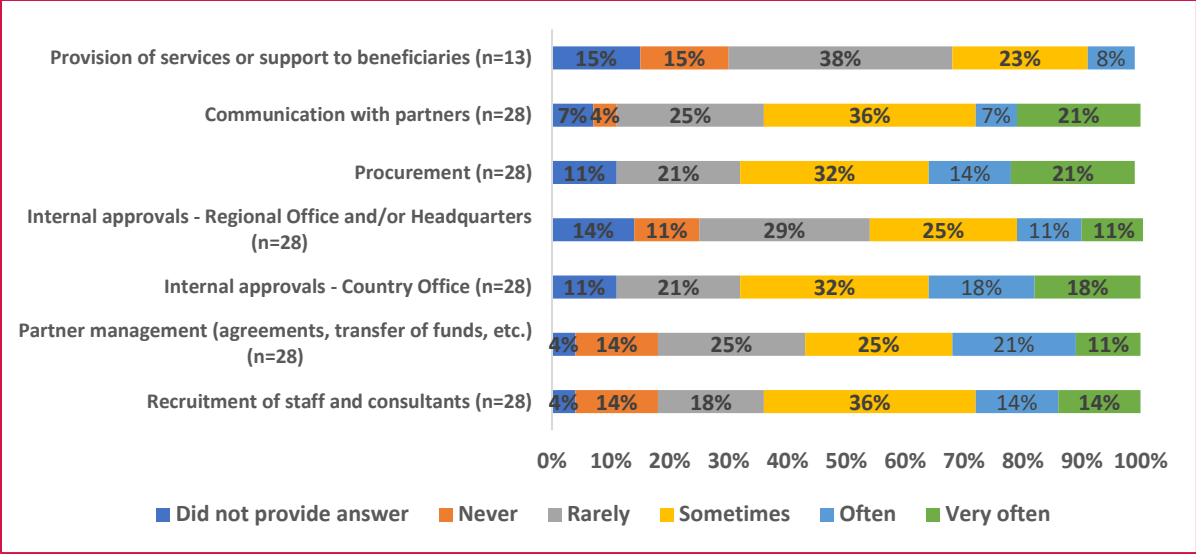
Source: UN Women personnel and field staff survey (n=28)

7. UN Women Jordan Country Office personnel feedback about additional technical supports required by UN Women Jordan Country Office



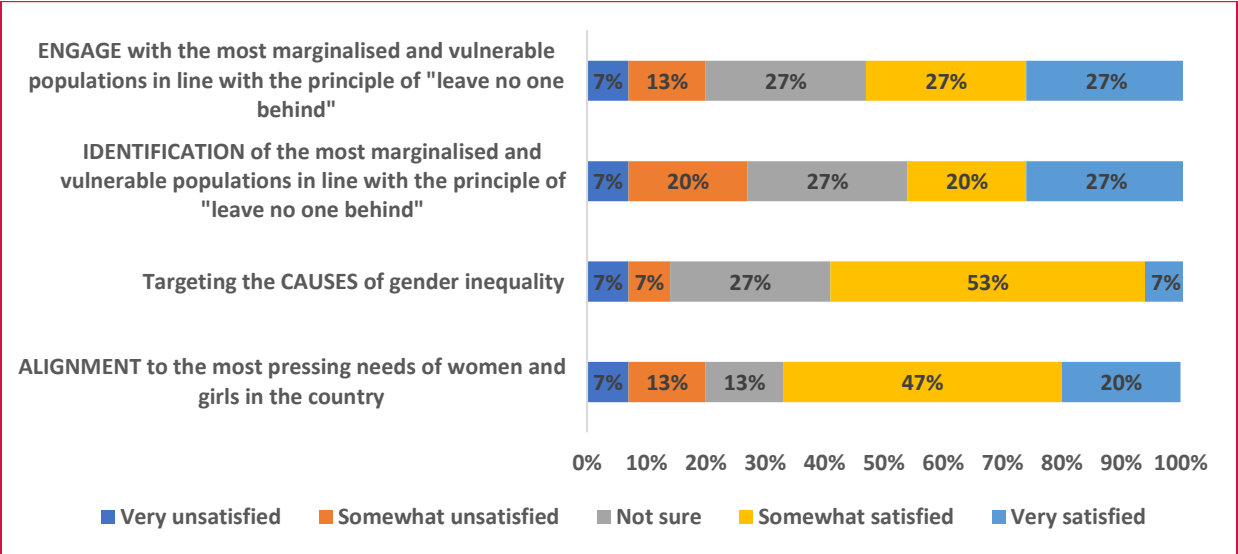
Source: UN Women personnel survey (n=15)

8. UN Women Jordan Country Office personnel feedback on bottleneck in management areas



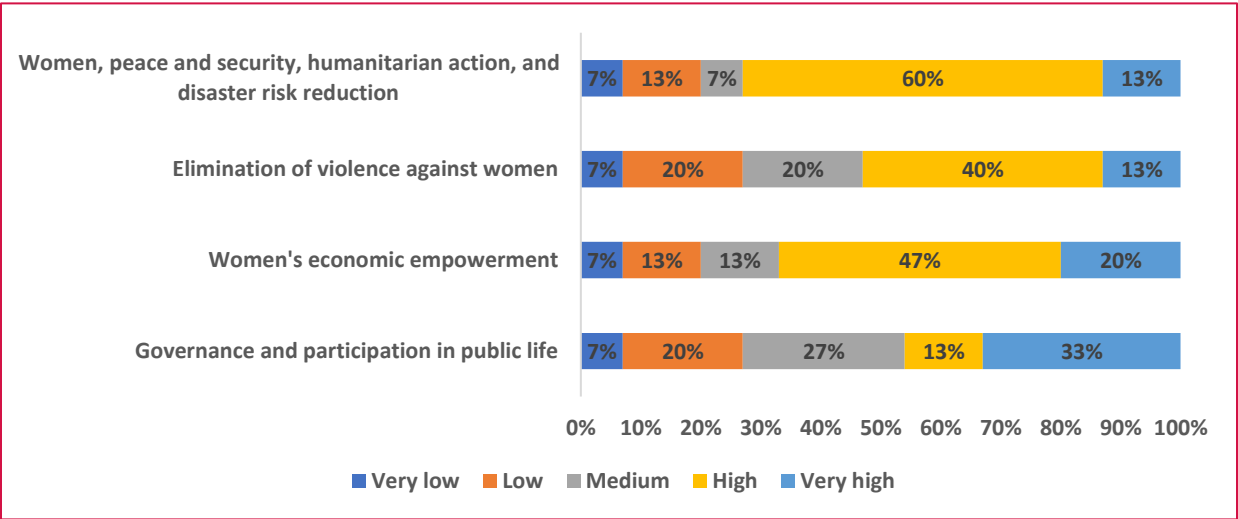
Source: UN Women personnel and field staff survey

9. UN Women Jordan Country Office personnel satisfaction level with UN Women’s work



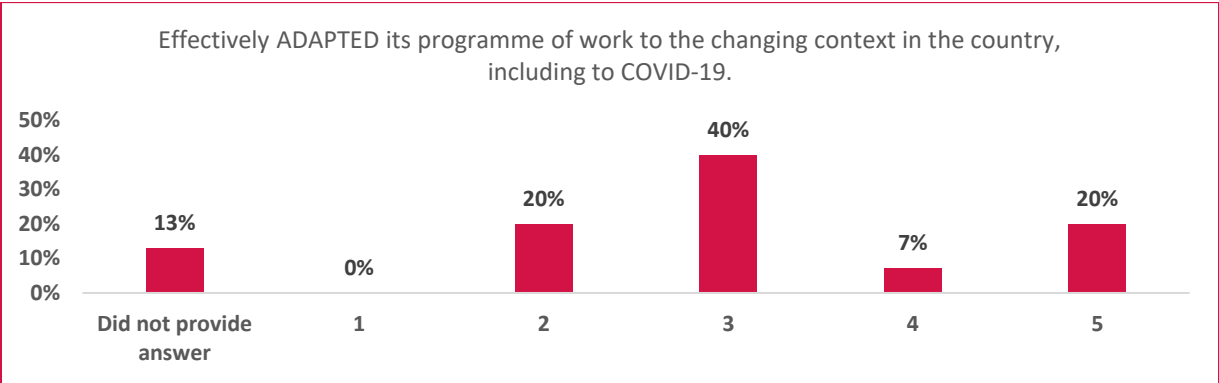
Source: UN Women personnel survey (n=15)

10. UN Women Jordan Country Office personnel feedback on the level of value added by UN Women Jordan Country Office



Source: UN Women personnel survey (n=15)

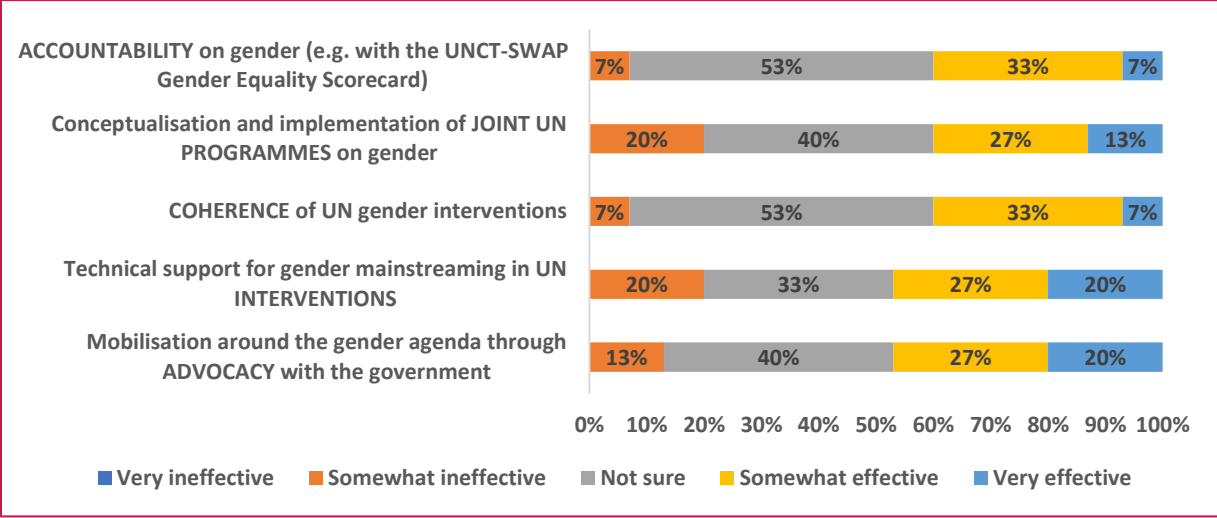
11. UN Women Jordan Country Office feedback on UN Women effectiveness in adapting its programme of work to the changing context in the country, including to COVID-19.



1-Not at all; 2-low extent; 3-medium extent; 4-high extent; 5- very high extent

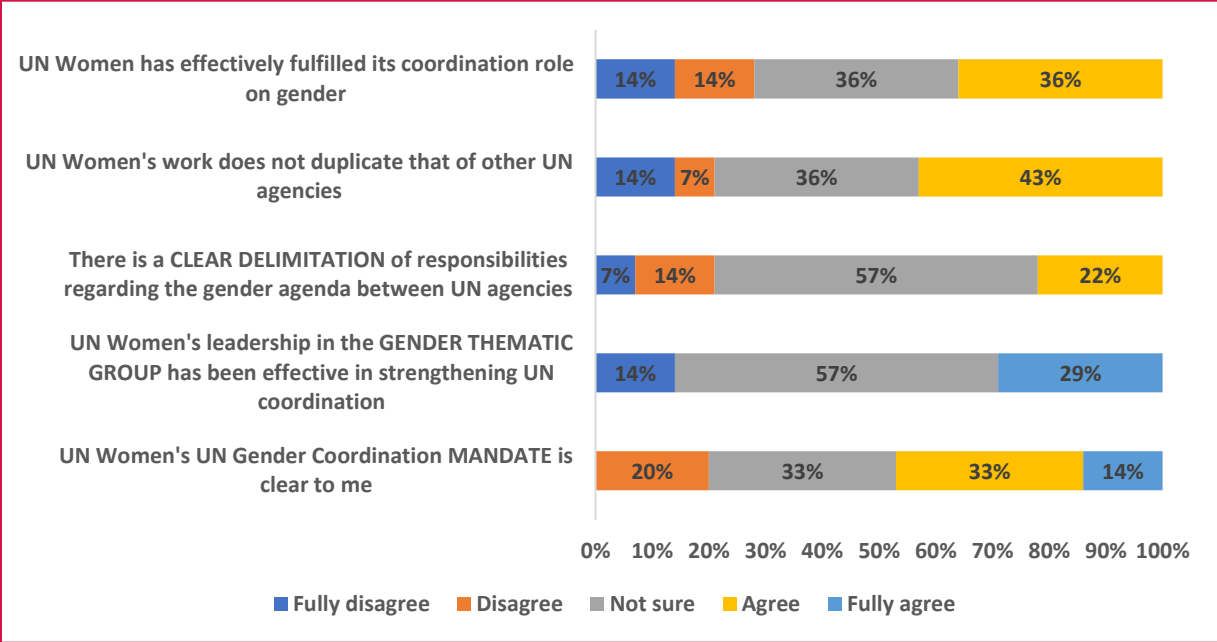
Source: UN Women personnel survey (n=15)

12. UN Women Jordan Country Office feedback on UN Women Jordan Country Office contribution in strengthening coordination on gender with the UN system



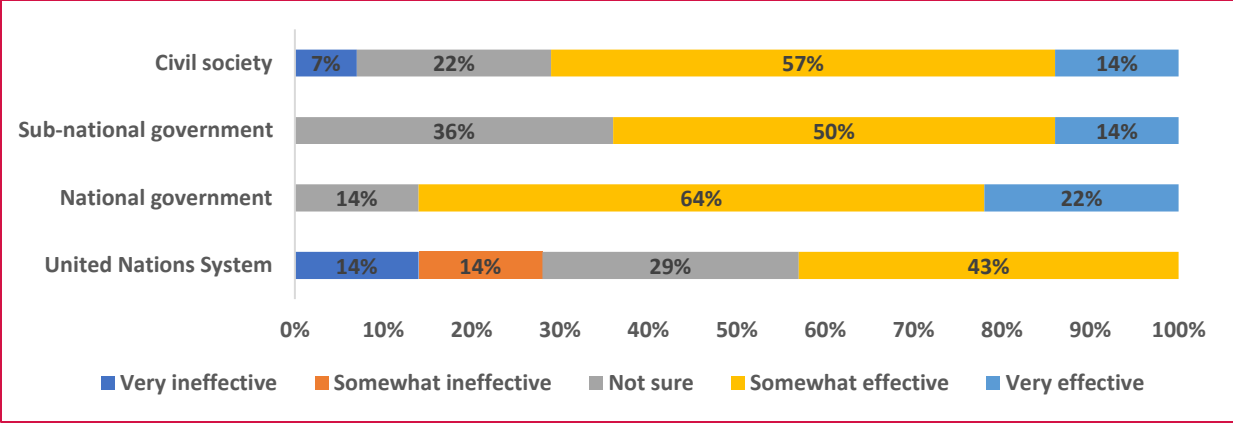
Source: UN Women personnel survey (n=15)

13. UN Women Jordan Country Office personnel feedback on UN Women's coordination role



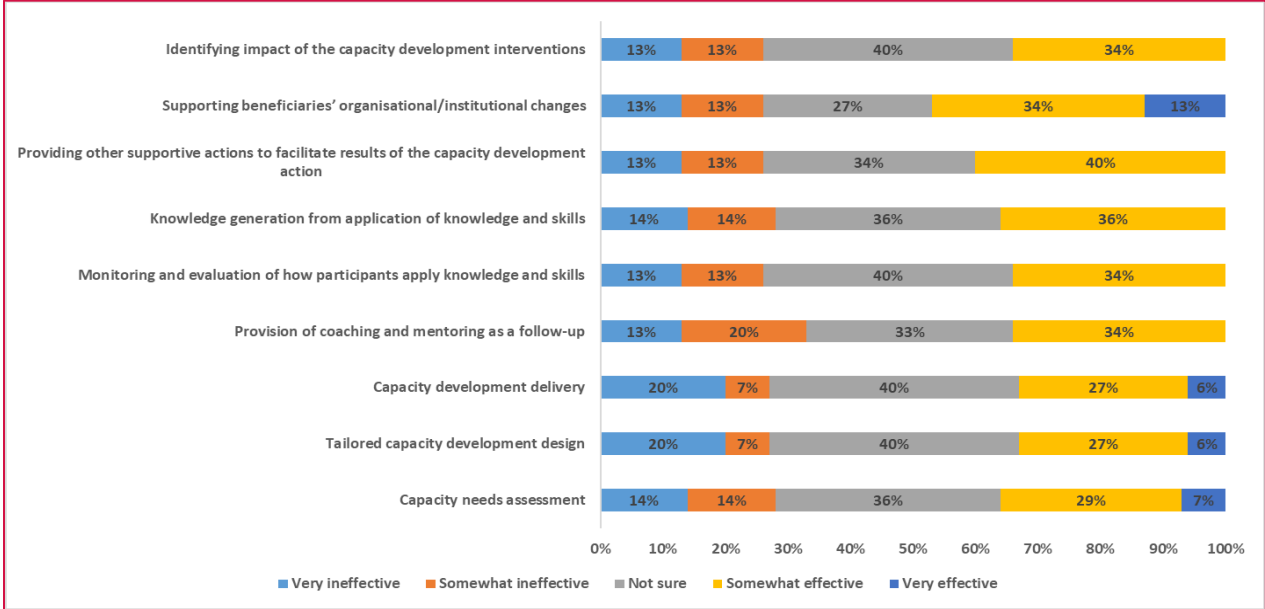
Source: UN Women personnel survey (n=15)

14. UN Women Jordan Country Office personnel feedback on UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes



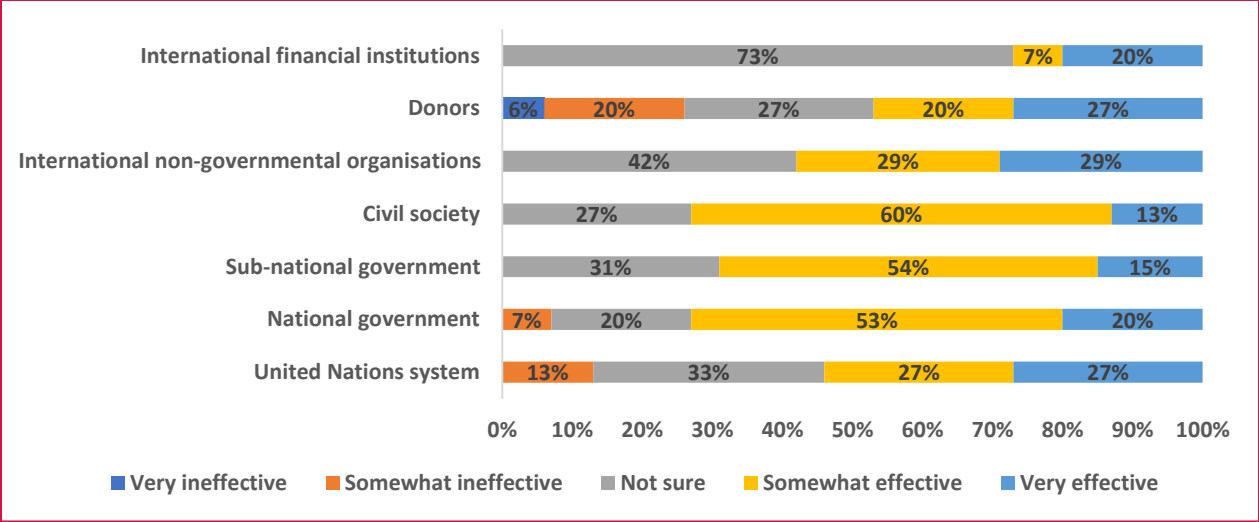
Source: UN Women personnel survey (n=15)

15. UN Women Jordan Country Office feedback on UN Women’s capacity building management



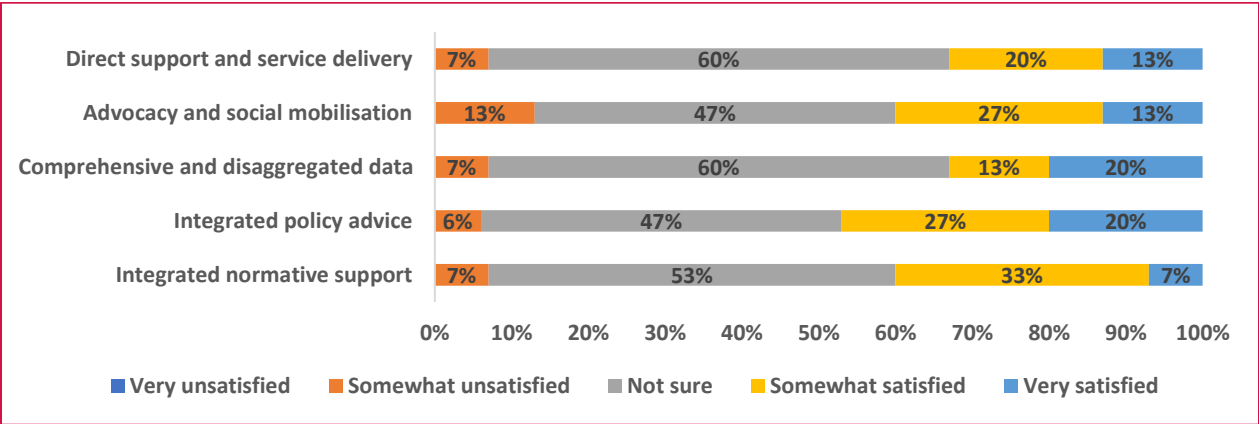
Source: UN Women personnel survey (n=15)

16. UN Women Jordan Country Office personnel feedback on UN Women’s management of partnerships in order to effectively fulfil its mandate



Source: UN Women personnel survey (n=15)

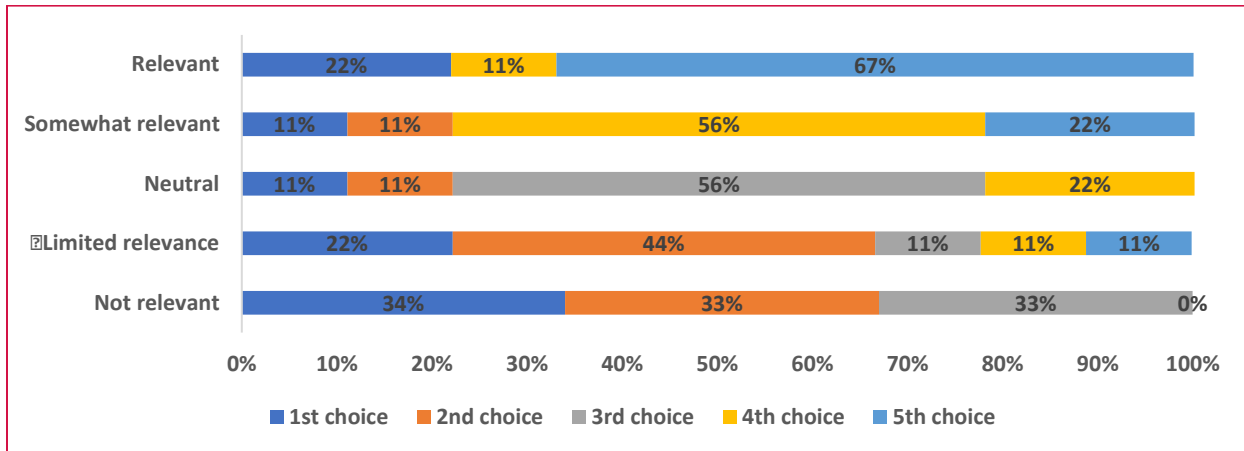
17. UN Women Jordan Country Office personnel satisfaction level with the support provided to partners



Source: UN Women personnel survey (n=15)

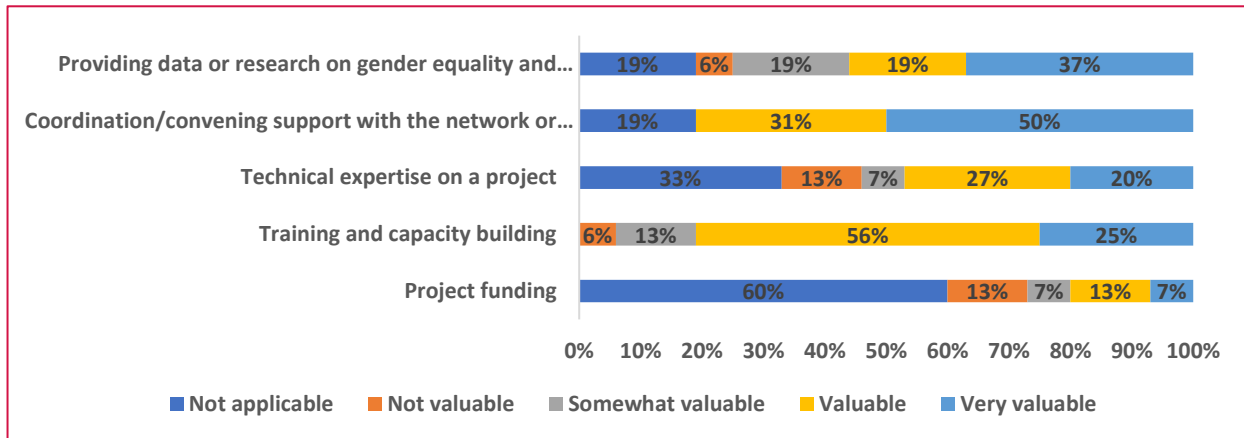
II. Private Sector Survey

1. Was UN Women's support relevant to the mandate of your organization?



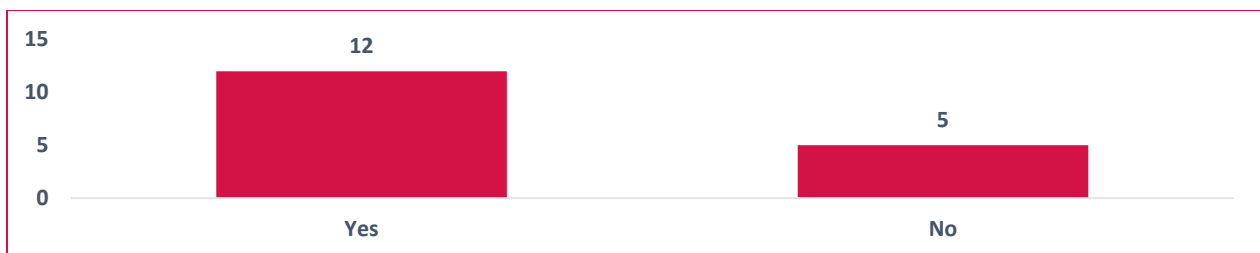
Source: UN Women private sector stakeholders survey (n=17)

2. How valuable was the type of support you received from UN Women?



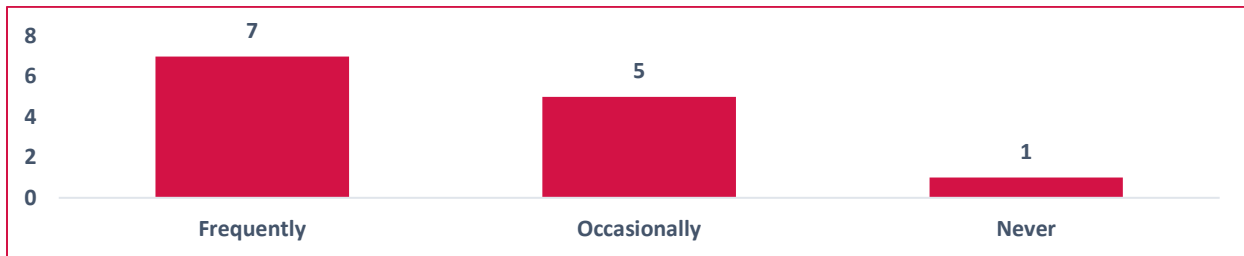
Source: UN Women private sector stakeholders survey (n=17)

3. Through your relationship with UN Women, did your organization acquire new skills, knowledge or information that you did not have before?



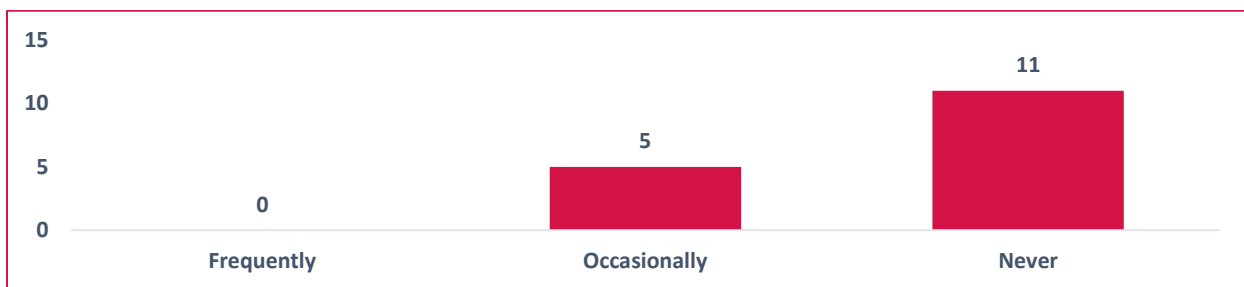
Source: UN Women private sector stakeholders survey (n=17)

3.1. If yes, do you use the knowledge, skills or information to improve your performance or services?



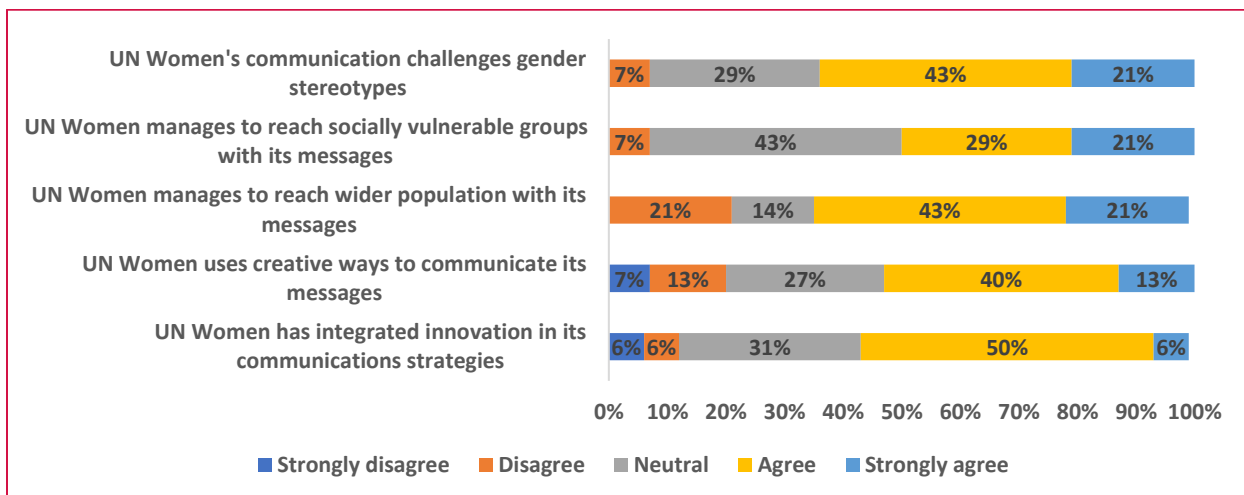
Source: UN Women private sector stakeholders survey (n=13)

4. Were there any challenges related to efficiency in your cooperation with UN Women, such as release of payment, communication, coordination, reporting, etc.



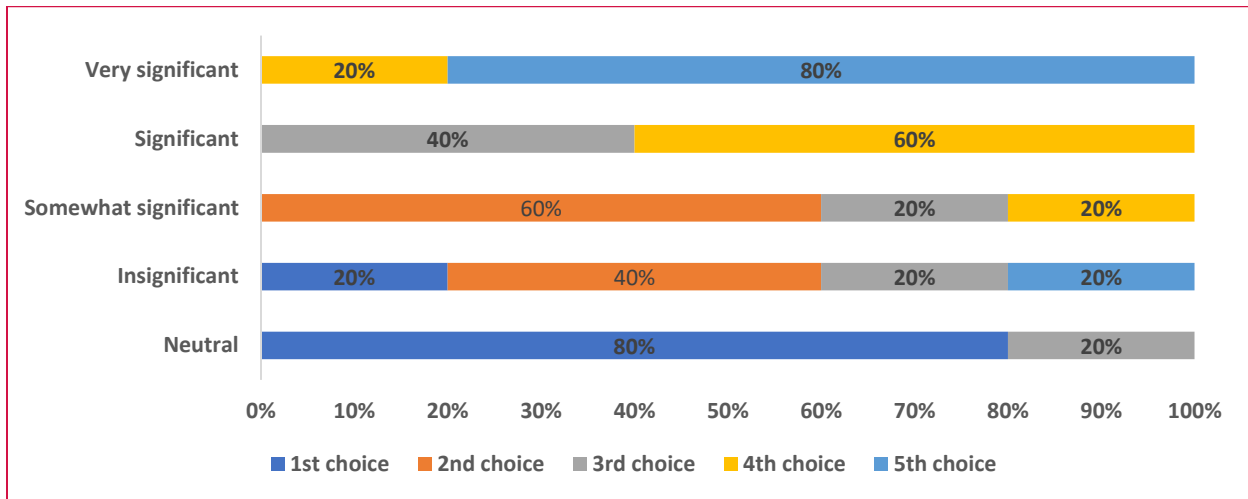
Source: UN Women private sector stakeholders survey (n=16)

5. To what extent do you agree with the following statements about UN Women's approach to communications?



Source: UN Women private sector stakeholders survey (n=17)

6. How would you describe the impact that UN Women makes to gender equality and women's empowerment in Jordan?



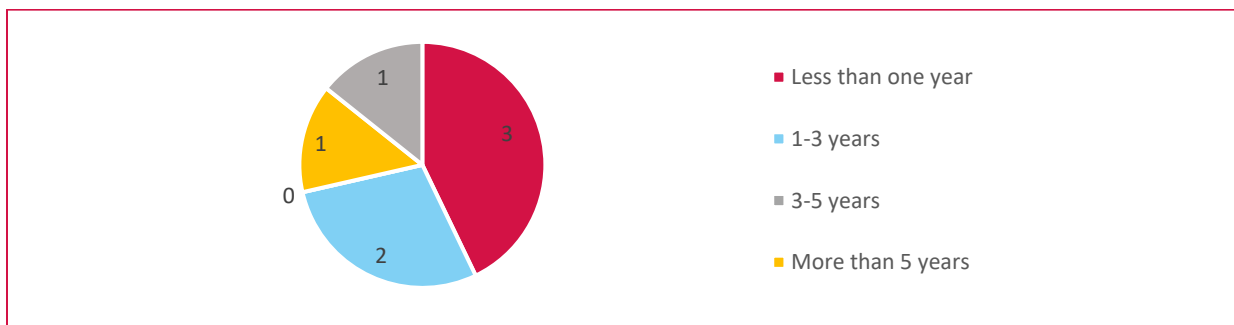
Source: UN Women private sector stakeholders survey (n=17)

I UNCT Survey

UNCT survey – UN Women Jordan Country Portfolio Evaluation

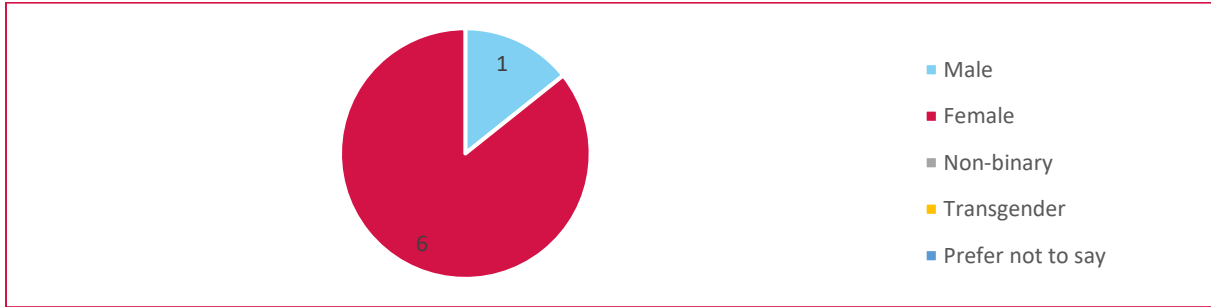
This survey was sent to the Heads and UN Women contacts in all UN agencies with a presence in Jordan (all 26 members of the Jordan UNCT). There were 7 responses, including 2 from one agency. (response rate = 27%)

1. How long have you been collaborating with UN Women in the country?



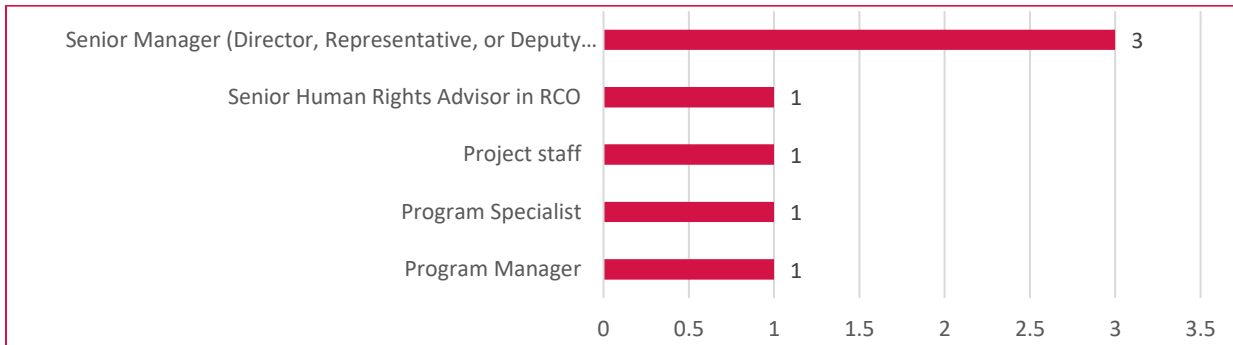
N = 7

2. Gender identification



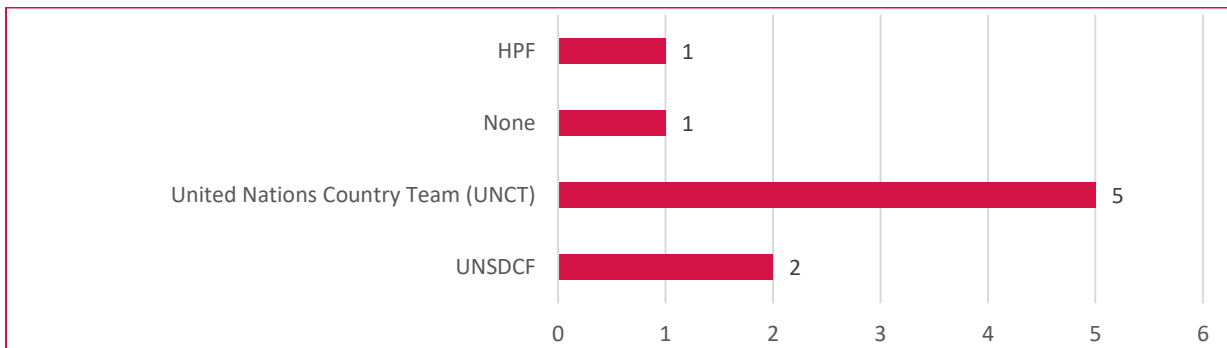
N = 7

3. Your position in your organization



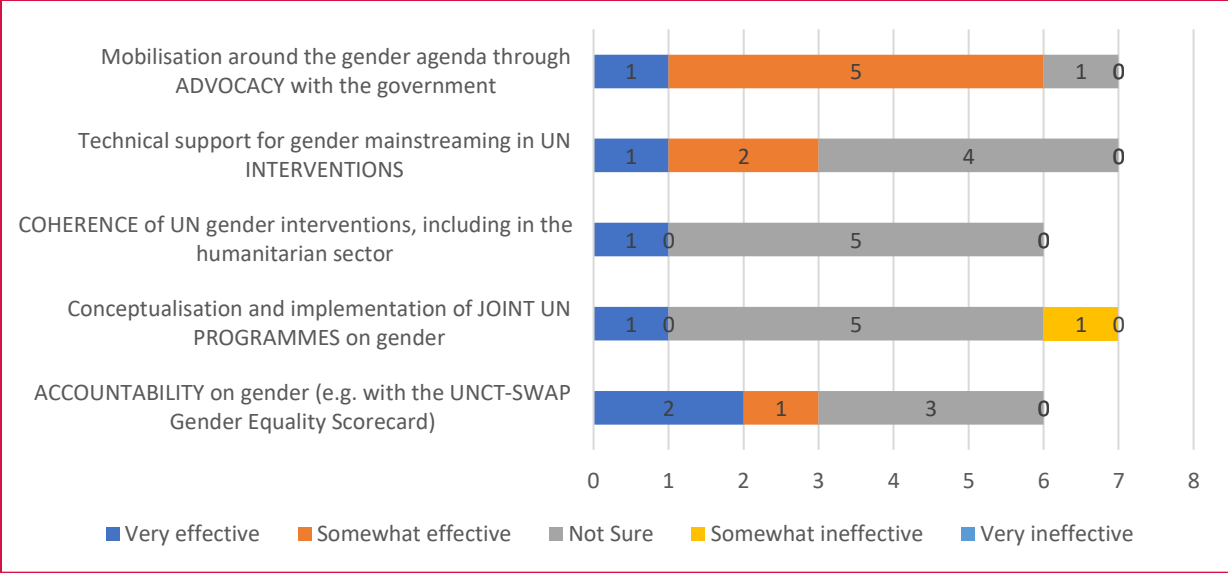
N = 7

4. Since 2018, what UN coordination mechanisms, if any, have you participated in?



N=7

5. How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?

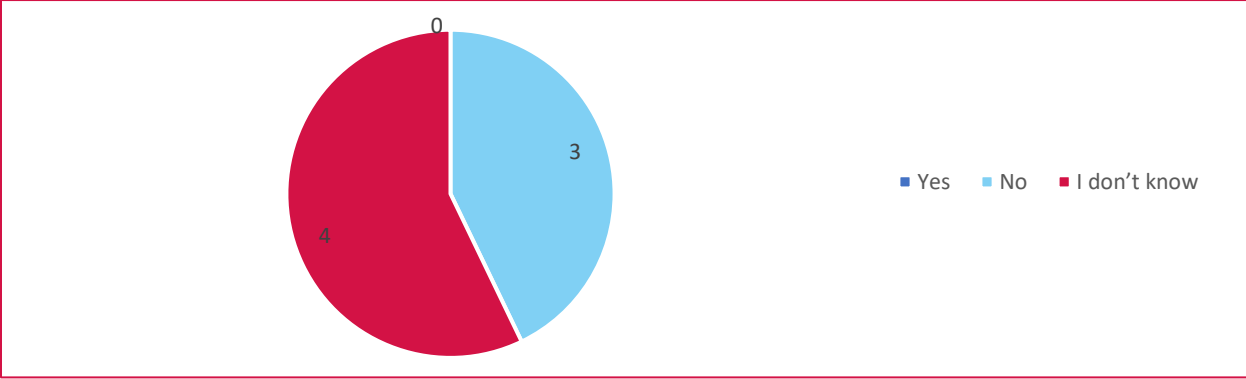


N=7

6. Please expand on your answer on any of the above aspects. (N=1)

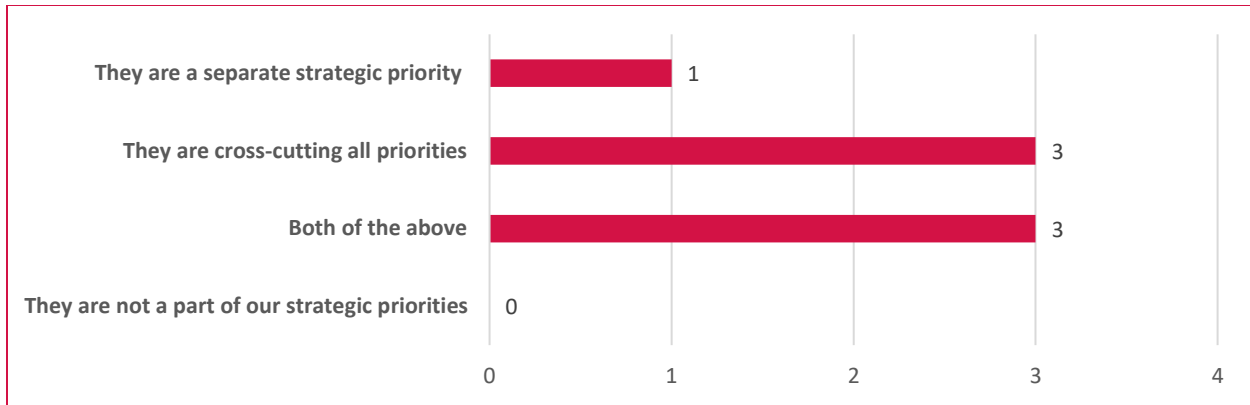
- *It has only one year, WHO participated with head of agency within UNCT where women issues are highly advocated by previous and current UN Women Representative. WHO UNV was part of UN gender task team and was coordinated work to ensure gender mainstreaming in UNCF*

7. Since 2018, has your organization been a member of the Civil Society Advisory Group (or Civil Society Platform since August 2019) established by UN Women?



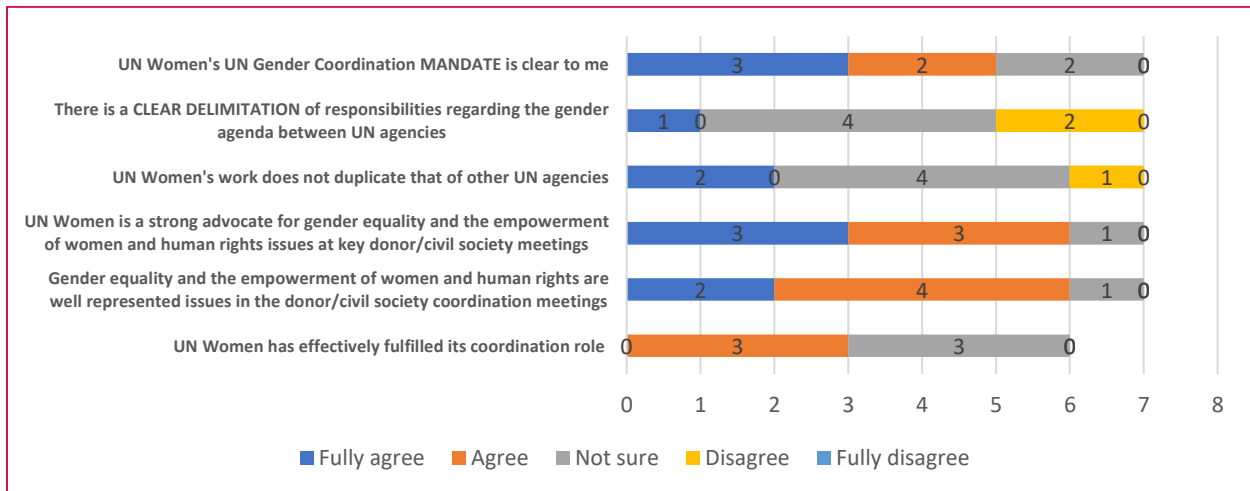
N=7

8. How are gender equality and human rights positioned in your organisation's priorities?



N=7

9. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.

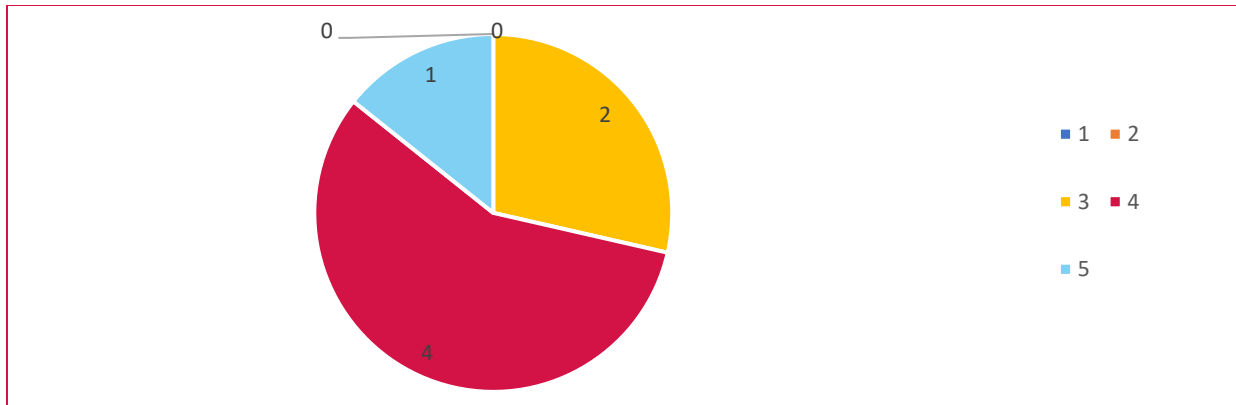


N=7

10. Please expand on your answer on any of the above aspects. (N=2)

- *I am repeating that my time is short in Jordan to accurately evaluate UN Women*
- *Not sure*

11. In your opinion, to what extent does the UN system mainstream gender? (rank on a scale 1-5)



N=7

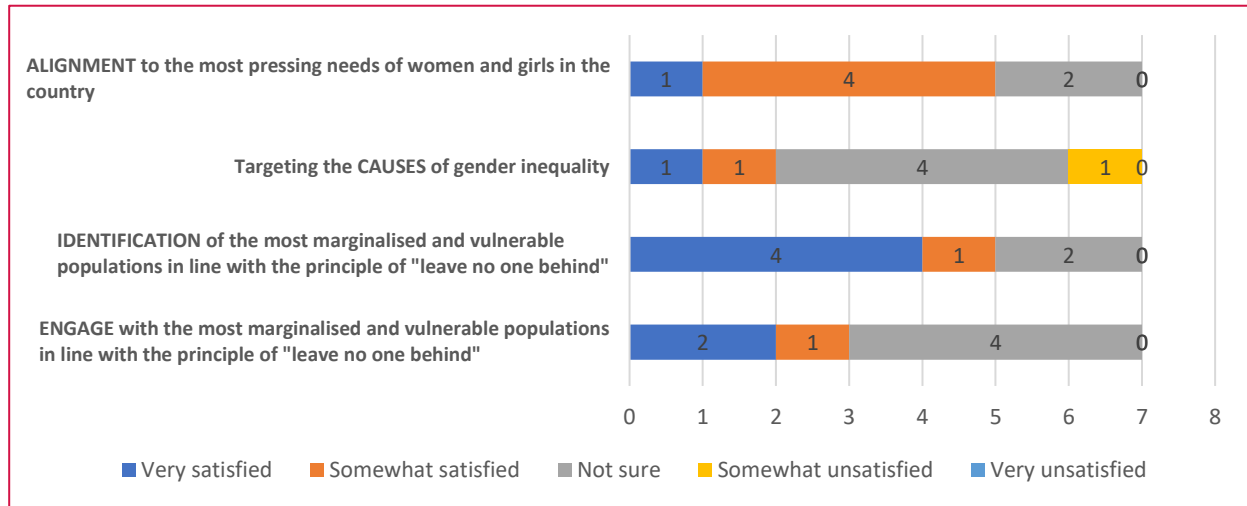
12. Please indicate how UN Women's support in coordination can be improved, if at all. (N=4)

- *Quality of the system mainstream shall be enhanced*
- *More coordination with different levels of UN agencies, I mean not technical but at head of agencies. Joint programming with UN. More youth champion for gender mainstreaming towards women's rights. More pressure on government to show deliverables and impact in implementing women's rights.*
- *I think that activating the Gender Group in the UNS and with the development community would produce good leadership on the normative mandate of UN Women and on monitoring/measuring gender equality.*
- *Not sure*

13. What is UN Women's comparative advantage in the context of Jordan and its overall strengths and weaknesses? (N=6)

- *Advocacy with GoJ, capacity strengthening of civil society*
- *It is the lead and coordinator among different entities*
- *Excellent relationship with the host community, civ soc, and duty bearer (governmental bodies)*
- *I think UNWomen is well positioned and active on the Gender front both with Government, the UN and Civil society.*
- *I believe UN Women comparative advantage lies in looking at the causes of gender inequality and addressing those- no other agency is doing that*
- *not sure*

14. Please indicate your level of satisfaction with UN Women’s work regarding the following assertions?

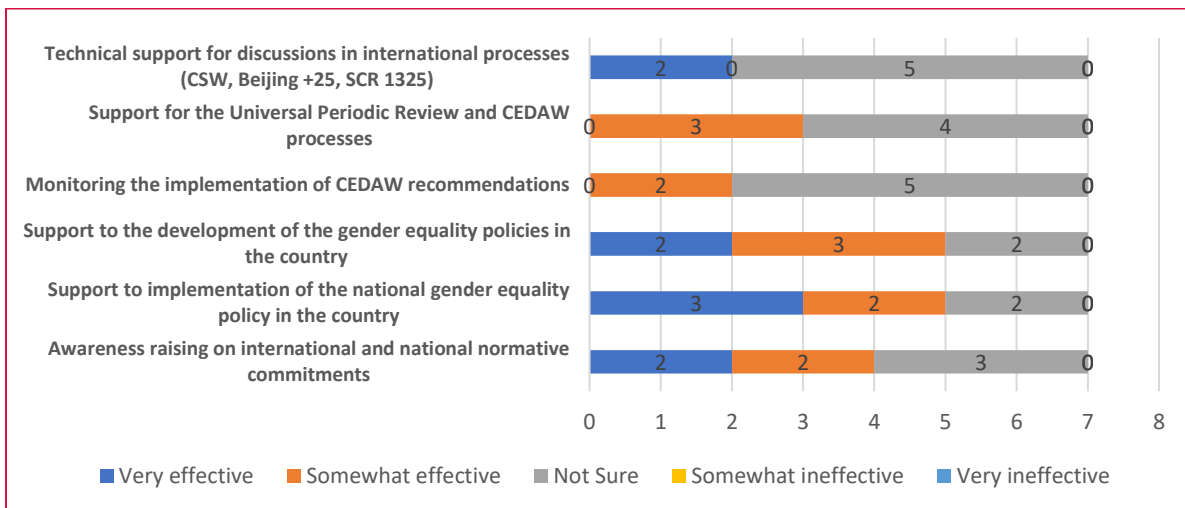


N=7

15. Please expand on your answer on any of the above aspects. (N=3)

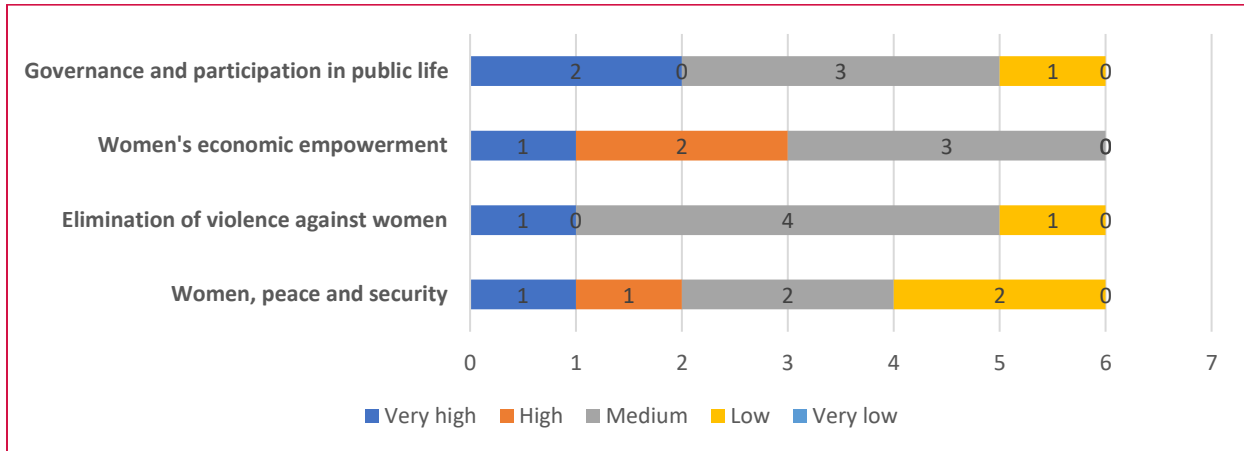
- We do not have visibility on UNWomen target group and its strategy / programmes
- I believe UN Women needs to dive further into the sensitive issues in Jordan and design a strategy to address those (e.g. nationality law, guardianship, inheritance, marriage/divorce, child custody, social norms) together with the entire UNCT. We are working too much on the "soft" issues of women economic empowerment and GBV and need to move beyond these strategic entry points to tackle more the tough issues to achieve real change.
- Not sure

16. How effectively has UN Women contributed to NORMATIVE work in the following areas?



N=7

17. Please rate the level of value added by UN Women in the areas listed below.

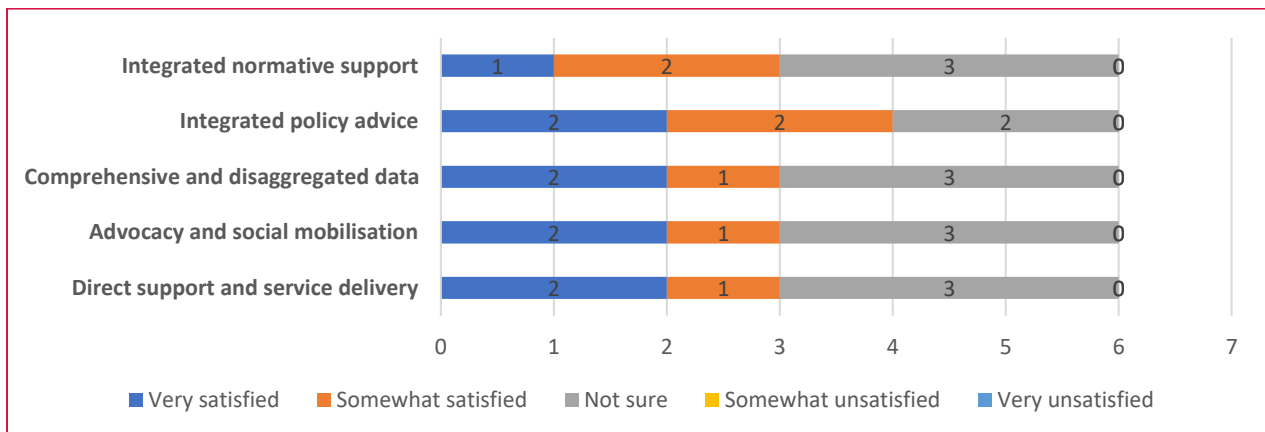


N=6

18. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality? (N=5)

- *More regular engagement with other UN Agencies in complementing ongoing programs.*
- *To be more visible on its action, the culture in Jordan is not sensitive to women's needs and rights particularly young girls including adolescents. so need to pressure more through CSOs and women groups.*
- *GBV and economic empowerment*
- *As indicated before, I believe UN Women needs to dive further into the sensitive issues in Jordan and design a strategy to address those (e.g. nationality law, guardianship, inheritance, marriage/divorce, child custody, social norms) together with the entire UNCT. We are working too much on the "soft" issues of women economic empowerment and GBV and need to move beyond these strategic entry points to tackle more the tough issues to achieve real change.*
- *Not sure*

19. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.

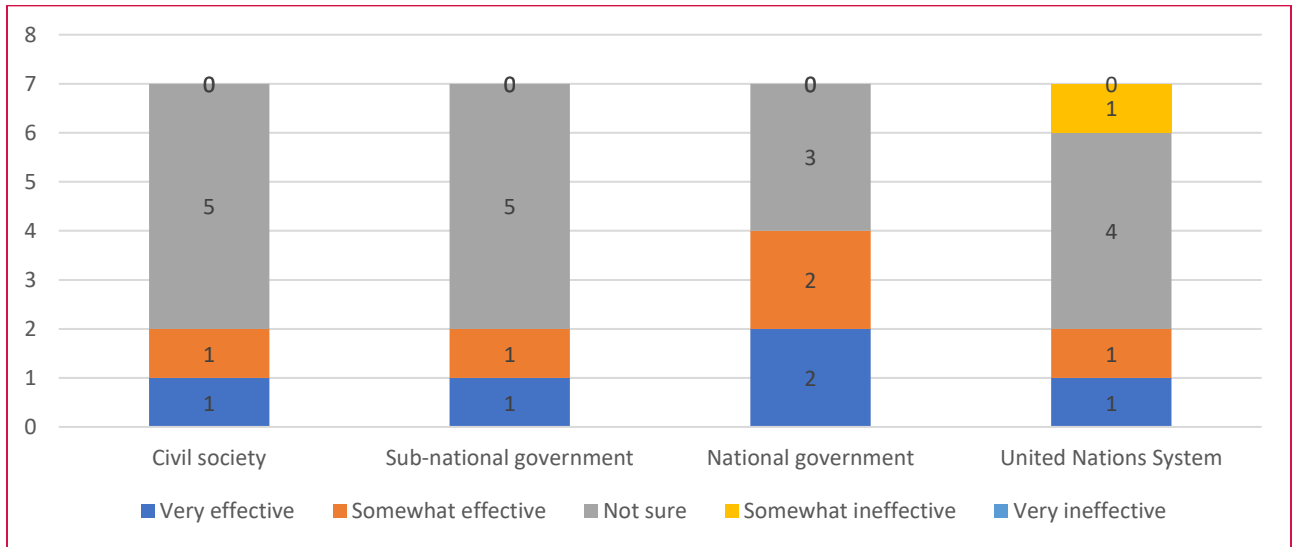


N=6

20. Can you give examples of where UN Women's partnerships could be strengthened, if at all? (N=2)

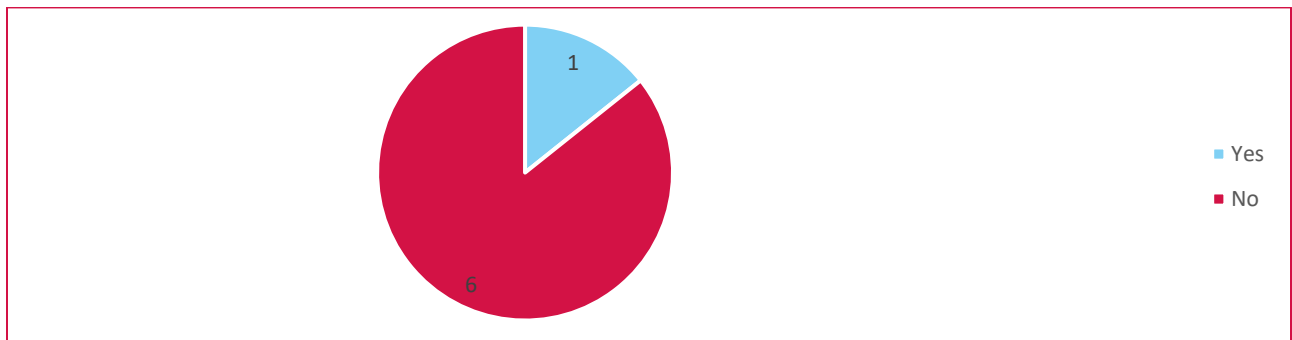
- I am sorry some questions i didn't mark due to the short period of working in Jordan
- I don't have any

21. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.



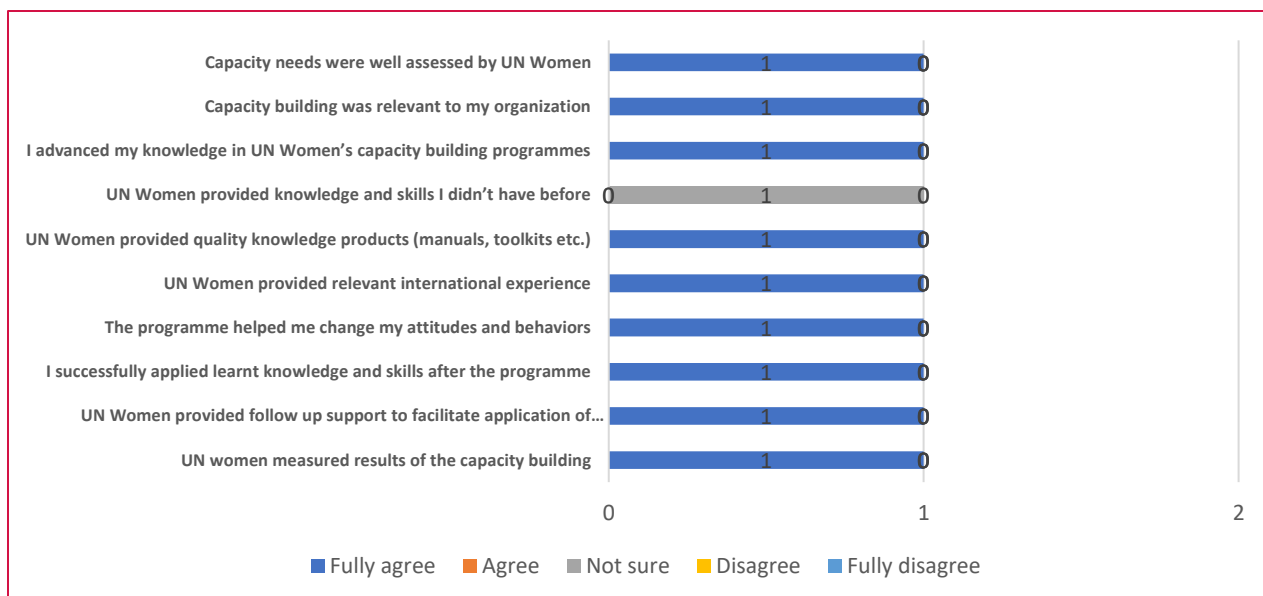
N=7

22. Have you participated in UN Women's training and capacity building activities?



N=7

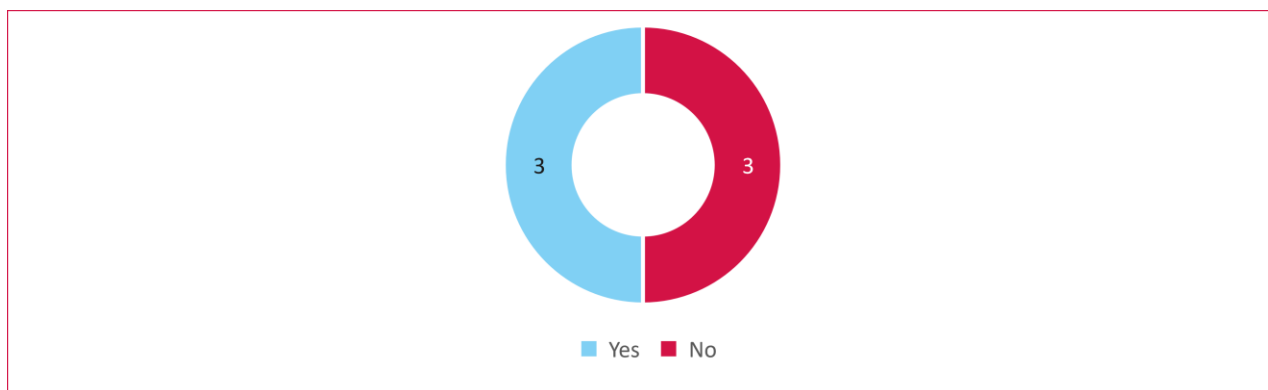
23. To what extent do you agree with the following:



N=1

24. Please expand on your answer on any of the above aspects. (N=0)

25. Have you used any research, knowledge products or other documents produced by UN Women in your work? If yes, please provide more information on what publication or data you used and how.

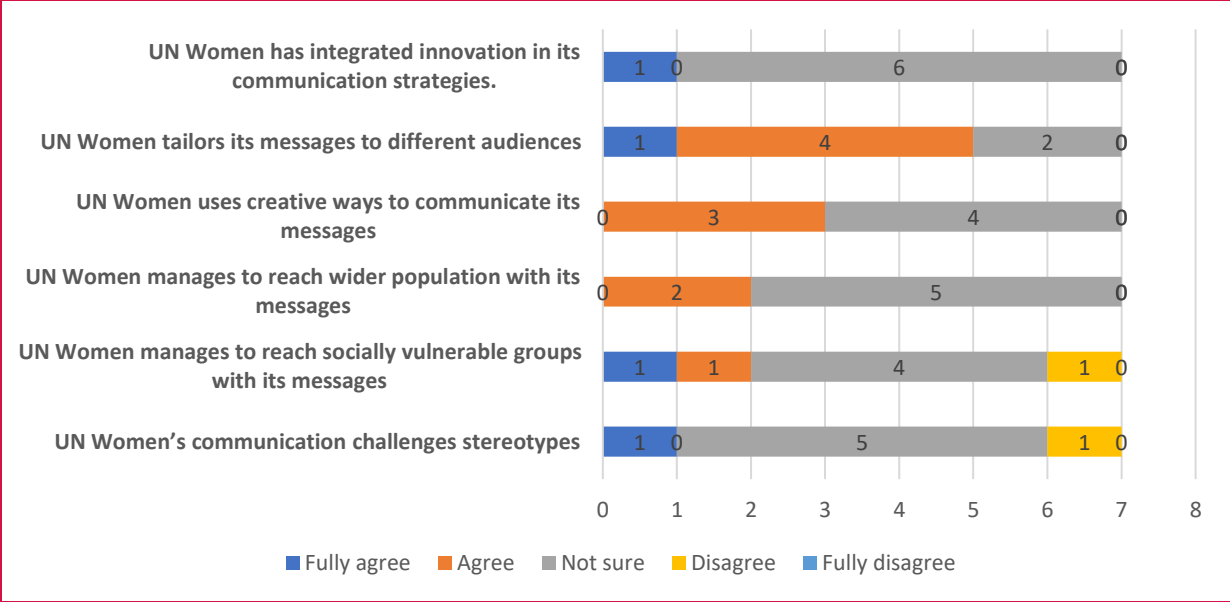


N=6

Information provided: (N=2)

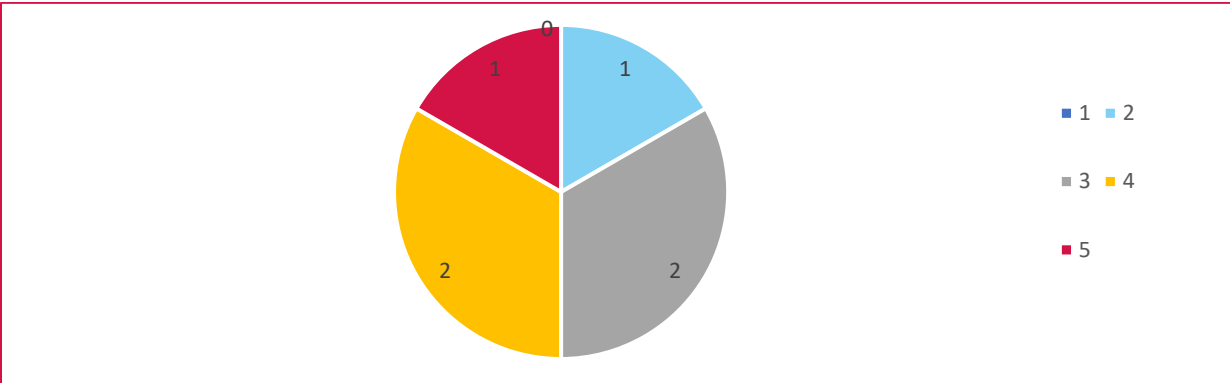
- I have rather worked with UN Women on new research products, e.g. developing together with other UNCT members a policy brief on "widening civic space in Jordan".
- UN Women's reports on impact of COVID etc

26. To what extent do you agree with the following statements about UN Women's approach to communications?



N=7

27. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.



N=6

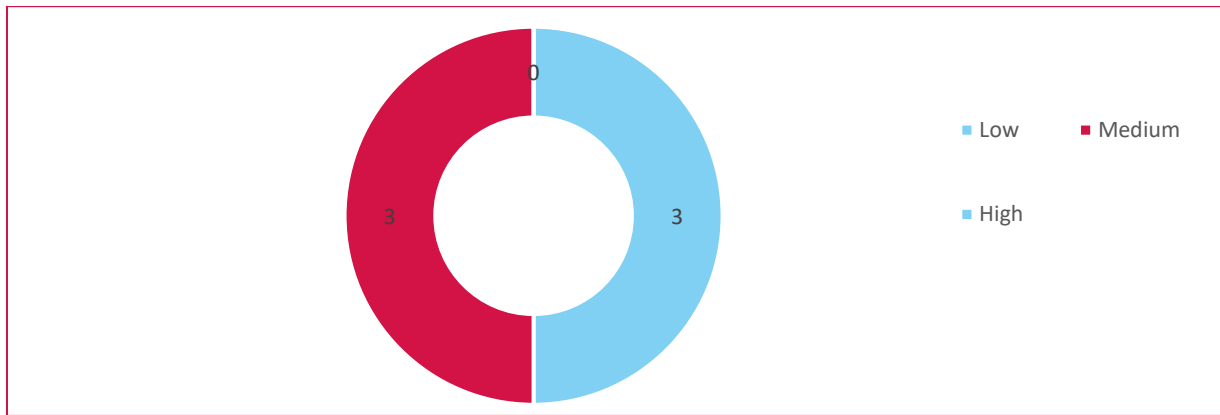
28. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context, if at all. (N=2)

- We are not aware of any changes, no visibility
- I have none

29. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country. (N=3)

- I think within the UN system , UN Women has a vital rule in supporting and promoting gender in each UN organization . Such as health which gender is challenge in this sector particularly for health workforce
- 1. Design a strategy to address the root causes issues (e.g. nationality law, guardianship, inheritance, marriage/divorce, child custody, social norms) together with the entire UNCT
- 2. Map explicitly stakeholders beyond the more approachable ones, e.g. in private sector but also from with civil society and design strategy for engagement
- 3. Review impediments women CSOs face and engage with UNCT on how to advocate for widening civic space
- Not sure

30. Humanitarian action, and disaster risk reduction

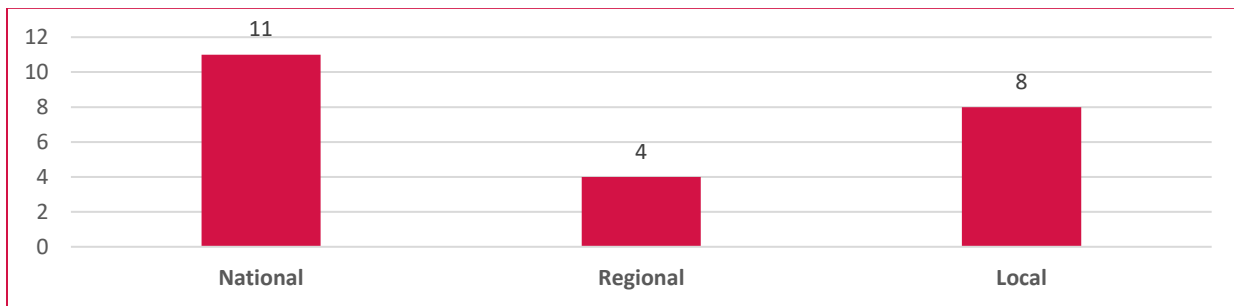


N=6

CSO and IP survey – UN Women Jordan Country Portfolio Evaluation

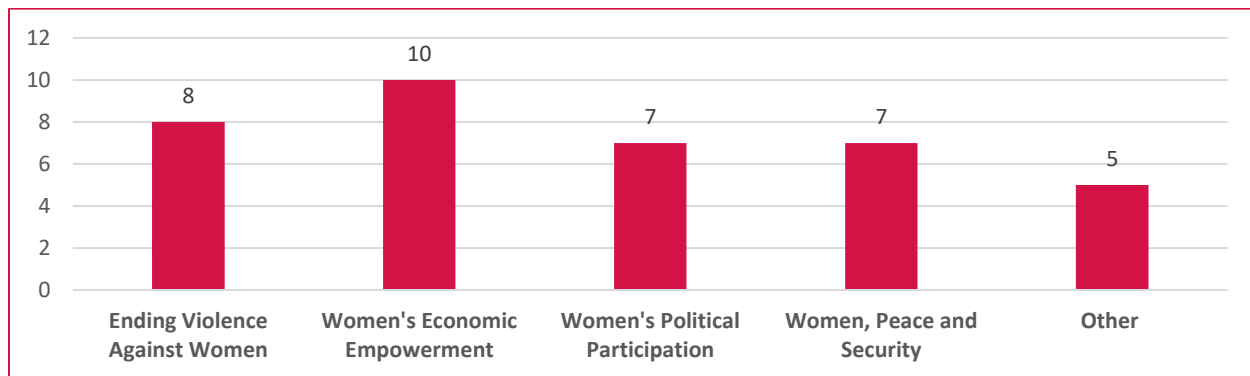
This survey was sent to 24 Civil Society Organizations that worked with UN Women as Implementing Partners or other partners during the period of the Strategic Note. We received 15 responses. (response rate = 62.5%)

1. Does your organization work nationally, regionally or locally?



N=15

2. What thematic area is the primary area of work for your organization?



N=15

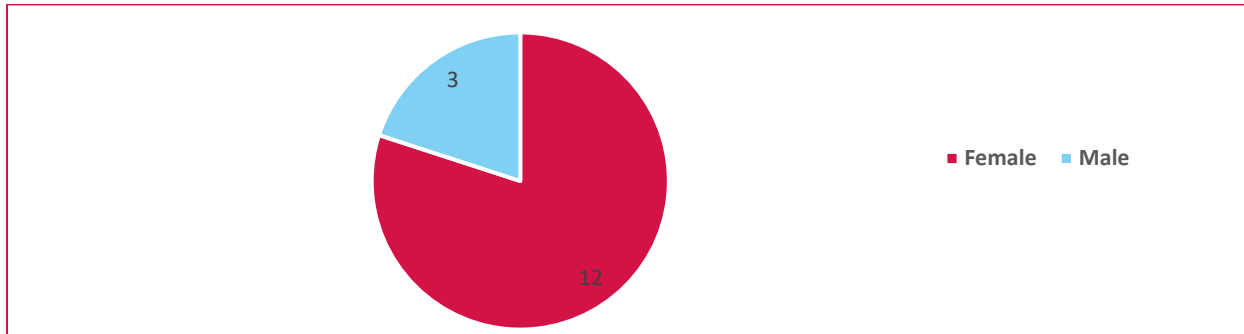
Other:

- *Education (x2)*
- *Rehabilitation and upgrading of the capabilities of employees in the judicial system through judicial and legal training*
- *Preparation of the general budget*
- *Security sector*

3. Does your organization focus on any specific vulnerable group or members of the population, eg. Women with disabilities, rural women, refugees (N=15)

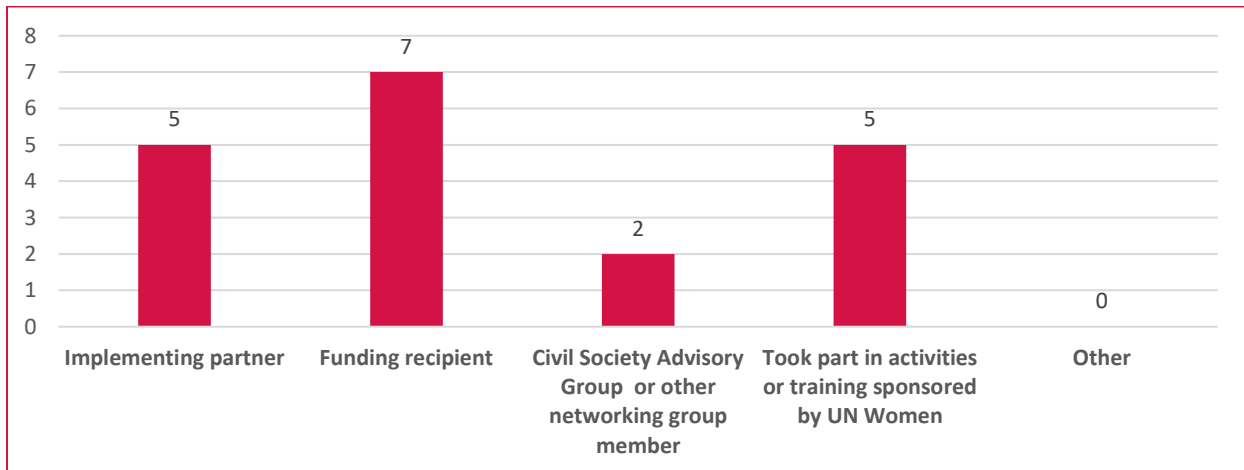
- *Yes, it focuses on rural and refugee women by integrating them into all programs and pillars of organization's work*
- *Working woman in formal and informal sector*
- *Yes, we focus on vulnerable groups of the population, we work with pockets of poverty, abused women, women with disabilities, refugees and rural women*
- *Rural and refugee women in host communities and camps*
- *Our organization is based on battered women, house sitters, who are most affected by the surrounding conditions*
- *Women with disabilities, women from families with disabilities, refugees*
- *Refugee women*
- *The focus is on: 1. Preparing qualified judges to assume judicial positions.*
- *2. Raising the efficiency of workers in the judiciary, the justice sector, and workers in national institutions (governmental and private)*
- *We work with public school students in the basic stage, with a focus on vulnerable groups, including Syrian refugees, people with disabilities, and children at risk of dropping out.*
- *Women, youth, men and children*
- *Yes (x2)*
- *All categories (x2)*
- *No*

4. Your gender identification



N=15

5. What kind of relationship do you have with UN Women?



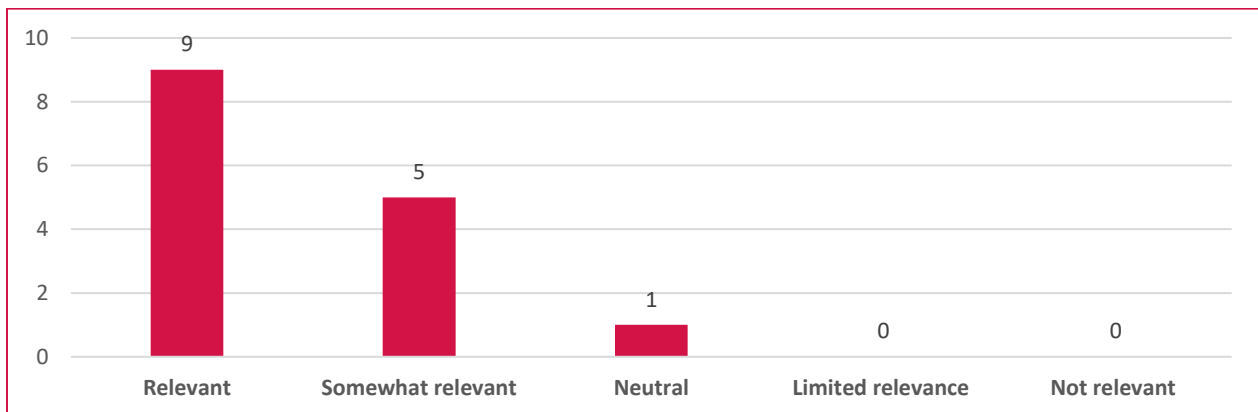
N=15

6. Please describe your relationship with UN Women including the specific projects/ programmes you have worked with UN Women directly on or taken part in. (N=15)

- *Implementation of research and field studies and studies*
- *A partnership and support relationship through communication with UN Woman employees, and there is cooperation from the employees and understanding of the challenges*
- *We previously worked as a recipient of funding for a short period and the partnership was not renewed. And now we participate in some activities with them*
- *The Foundation has implemented several projects to empower women economically*
- *Second chance educational project. Women's economic empowerment project for social recovery in the local community. JONAP project*
- *A current project related to the response to the Corona crisis*
- *JONAP / Political Participation of women*

- *We worked on a project and initiative on women with disabilities, the project on their political empowerment, and the initiative in the 16-day campaign to stop violence against women, and the theme of the campaign was to stop violence against girls with disabilities.*
- *We obtained funding for a project that is being managed by the United Nations Women's Agency*
- *An institutional relationship based on a memorandum of understanding from 2019 to 2023 that aims to enhance the response of the judicial and justice sector to raise awareness of gender by attracting international and local experts specialized in implementing many related courses and programs, including: 1. Women's judicial leadership course 2. Communication skills course 3. A course on gender awareness*
- *Participate in attending a workshop*
- *Security Council Resolution 1325 for gender mainstreaming*
- *It was a successful project, in my estimation, and we saw its results based on the experience of the trained team and the developed curricula*
- *We receive funding from the United Nations since 2019 until now to contribute to achieving the fourth goal of JONAP*
- *A very special relationship in which the exchange of experiences and tools*

7. Was UN Women’s support relevant to the Gender Equality needs and priorities of the country?



N=15

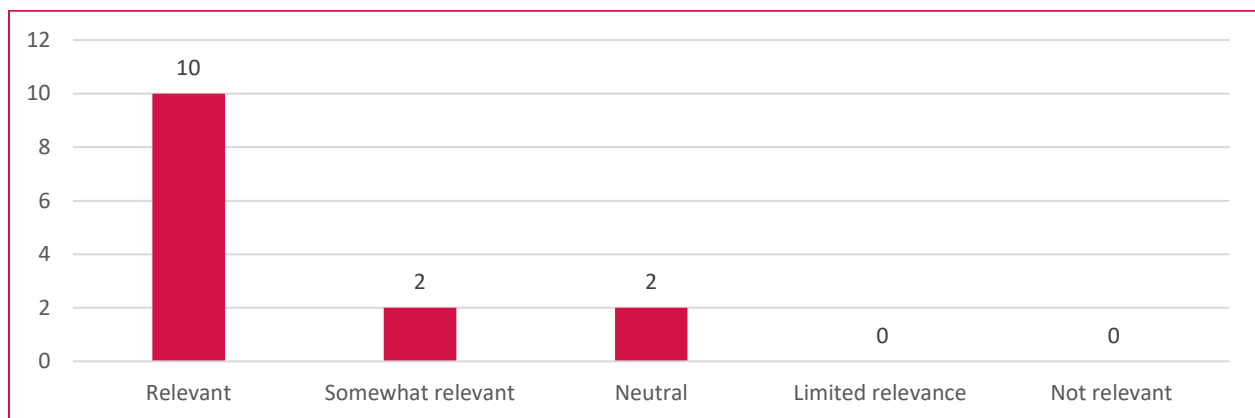
8. Please expand on your answer. (N=10)

- *Yes, the support focuses on promoting equality and combating violence*
- *The organization should work in greater partnership with civil society institutions, and it should leave field implementation to national institutions. And by supporting institutions technically and financially*
- *The funding was related to achieving gender equality, as the funding worked on building the capacities of women based on the special needs of women with the aim of promoting gender equality. The funding was related to achieving gender equality, as the funding worked on building the capacities of women based on the special needs of women with the aim of promoting gender equality at the local and national levels.*
- *Funding contributes to the empowerment of women most affected by the Corona pandemic*
- *Involving all spectrums of women in the activities of the Commission, the participation of governorates in activities and people with disabilities, particularly women, perhaps there is a*

failure in programs and activities that are related to activities directly related to the empowerment of women with disabilities

- *The content of the grant and the project and its activities advocate for gender equality in the human context*
- *The content of the grant and the project and its activities advocate for gender equality in the human context*
- *Providing technical and material support in the implementation of all activities related to the agenda of women, security and peace*
- *Curricula are the most important axis in education, and it had to be made taking into account the inequality between the two sexes*
- *In promoting equality, there is a need to work on some laws and other sources of discrimination, so we chose an answer (somewhat relevant).*

9. Was UN Women’s support relevant to the mandate of your organisation, your target groups and beneficiaries?



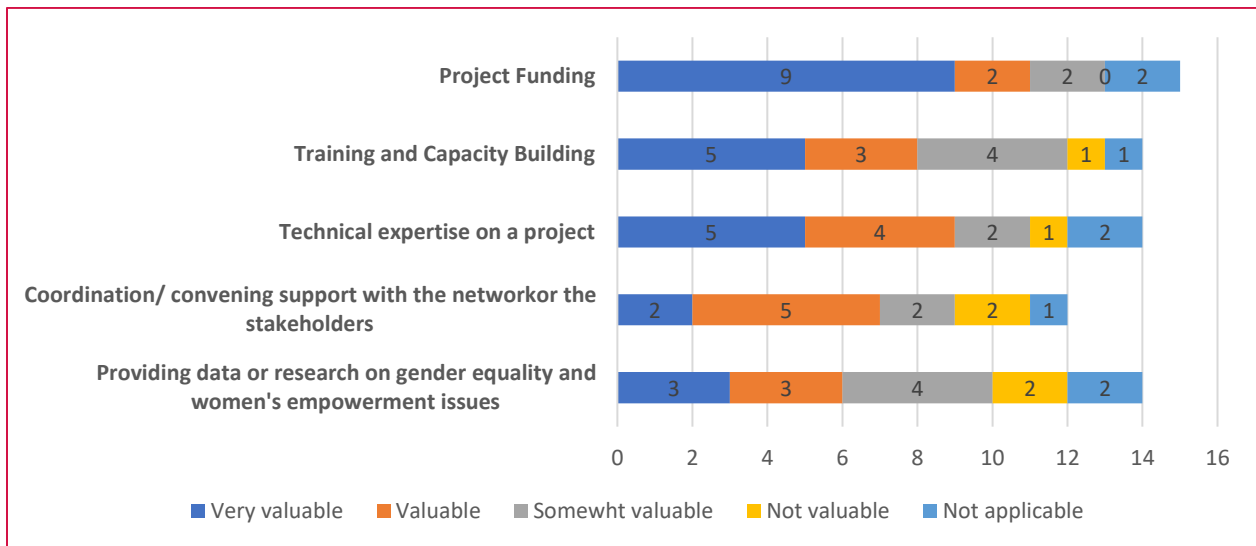
N=14

10. Please expand on your answer. (N=9)

- *Yes, because we advise our proposals based on the needs of the target groups*
- *There must be greater partnership to achieve qualitative change with national authorities. It is not enough to invite them to attend activities and conferences*
- *The Foundation seeks to promote and achieve gender equality, and the funding was aimed at achieving the goals sought by the association, and the funding was directly focused on the target groups targeted by the association, which are women in local communities*
- *Yes, as the project targeted the groups concerned by the institution*
- *Creating an environment that supports the political empowerment of women and their active participation in the public sphere. Creating an environment that values and supports women’s economic participation and ensuring equal economic opportunities. Countering gender-based discrimination and violence and achieving social justice and social empowerment of women. Mainstreaming gender in national legislation, policies, plans, programs and budgets. Institutionalizing the processes of monitoring and evaluation and ensuring compliance with Jordan’s national, regional and international commitments to gender equality. Ensuring JNCW’s sustainability and developing its institutional and administrative capacities.*

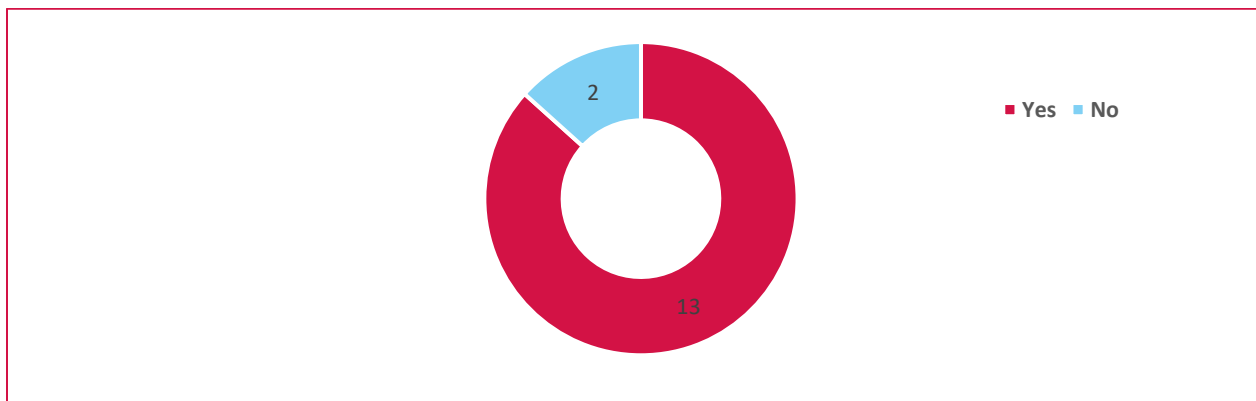
- The courses held are for women judges and are gender-related. The joint cooperation came to implement the national plan to activate the Security Council resolution related to women, security and peace, and specifically the third strategic objective. (Resolution No. 1325)
- Supporting women’s empowerment and gender equality, which is one of the priorities of the Public Security Directorate, where work has been done to build women’s capacities in various fields
- Responding to the technical and logistical needs of the Gender Department
- Our organization is committed to improving the quality of education in public schools and directly supporting the authority for the third year in a row.

11. How valuable was the type of support you received from UN Women?



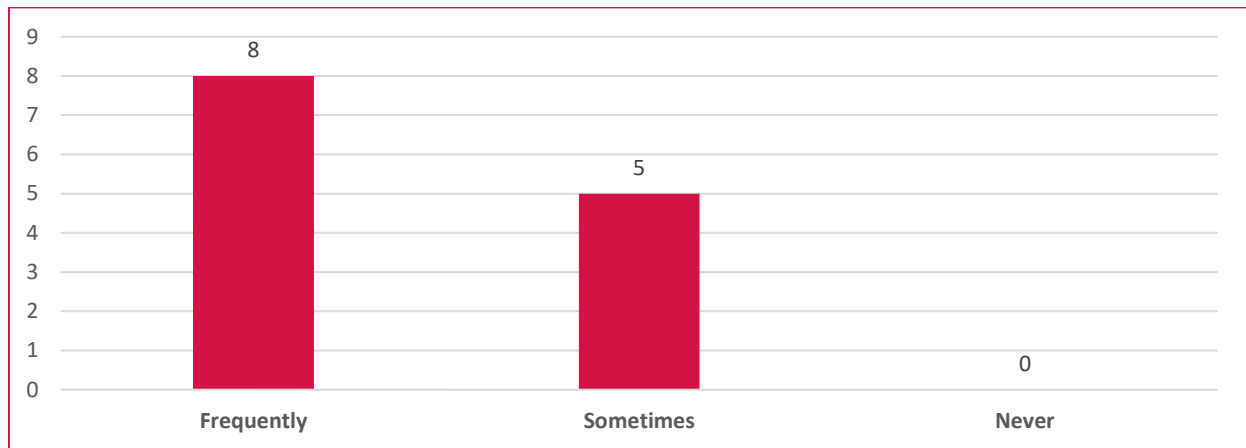
N=15/14/14/12/14

12. Through your relationship with UN Women, did your organization acquire new skills, knowledge or information that you did not have before?



N=15

13. If yes, do you use the knowledge, skills or information to improve your performance or services?

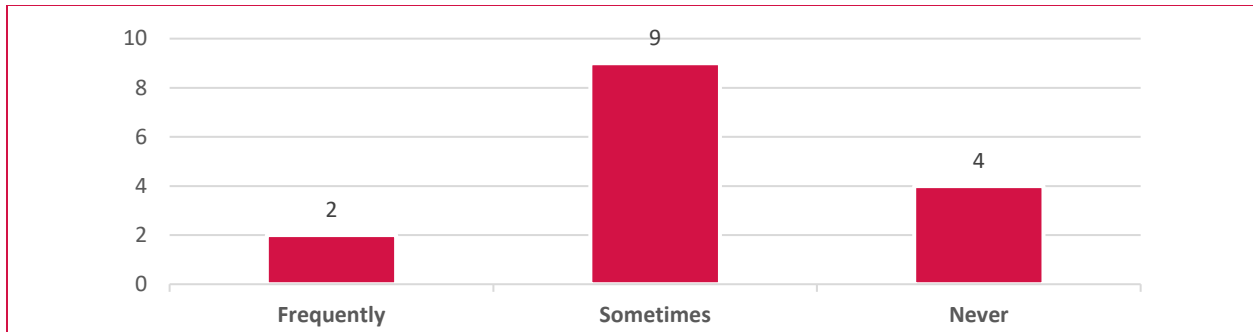


N=13

14. Please expand on your answer. (N=9)

- *The association relies on its experiences*
- *There is quality training provided on feminist economics*
- *There is a great opportunity to learn about new knowledge at the regional level through the funding obtained by the association, and there were periodic meetings at the regional level with the aim of transferring experiences between partners, as well as capacity-building programs obtained by the association's team that increase the experiences of the team and the institution in general*
- *The exchange of experiences was an important factor in raising the efficiency of the staff and the institution*
- *UN Women provides technical support through their pool of experts*
- *The content of the courses was reflected in the qualification of the level and type of performance provided, which affects the quality of the resulting decisions and thus increases the confidence of the public and dealers.*
- *Mechanisms and operational methods have been defined to activate gender equality and make it within the institutional and organizational framework*
- *With the support of the United Nations for Women, we trained a team that later became experts in integrating social defiance into curricula.*
- *Our team did not receive training or specialized resources. We kindly ask you to provide training to build capacity or raise sensitivity to gender and gender equality issues and other related issues.*

15. Were there any challenges related to efficiency in your cooperation with UN Women? (for instance, release of payment, communication, coordination, reporting etc.) ?

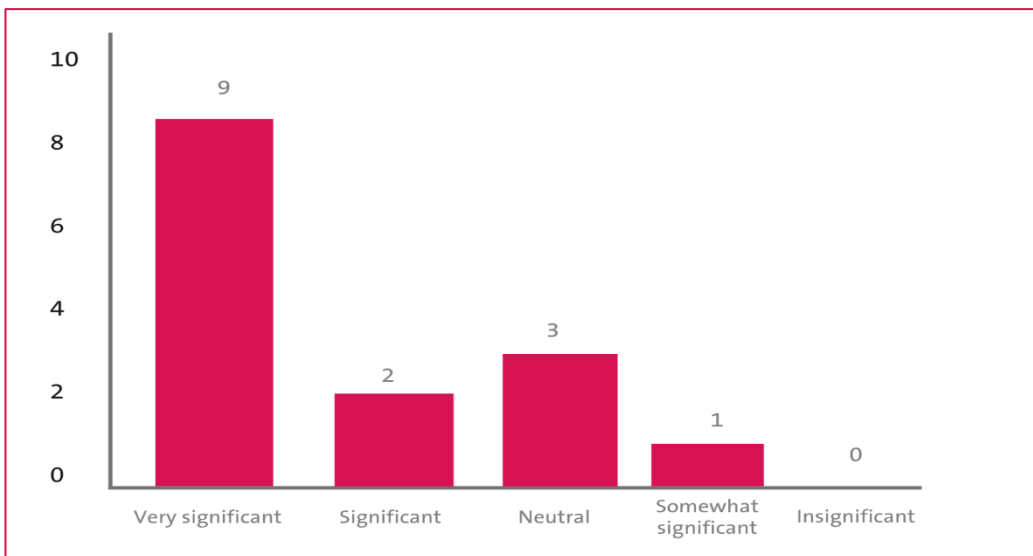


N=15

16. Please expand your response (N=10)

- *There is cooperation and commitment from us and them*
- *The organization should provide greater technical support to national institutions*
- *There can be some challenges in financial matters through delaying some payments, which sometimes negatively affects the implementation of some activities*
- *There is some delay in accepting and verifying reports, which affects the receipt of payments.*
- *Sometimes, assigned focal points change and that causes some trouble in communication*
- *Late payments*
- *There is no, there is flexibility on both sides and facilities to serve the implementation of activities.*
- *Coordination takes place around capacity building but is not implemented*
- *When the project period ends, we need to extend and wait for approval*
- *Approvals related to media and advertising materials take a lot of time and have some limitations.*

17. How would you describe the impact that UN Women makes to gender equality and women's empowerment in Jordan?

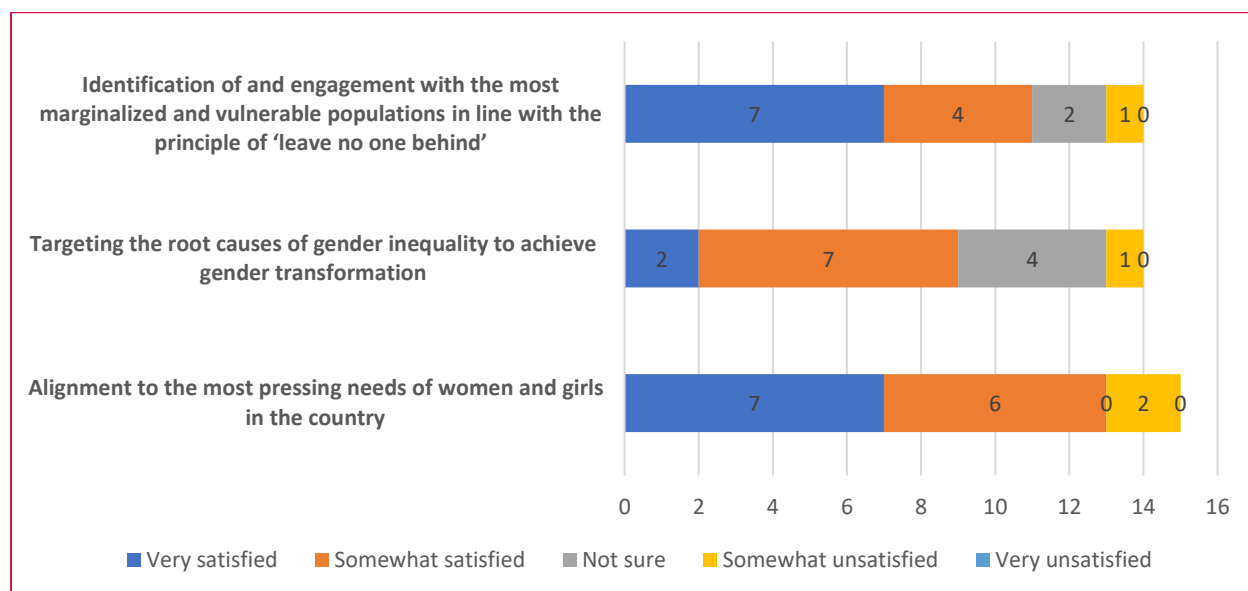


N=15

18. Please expand on your answer. (N=10)

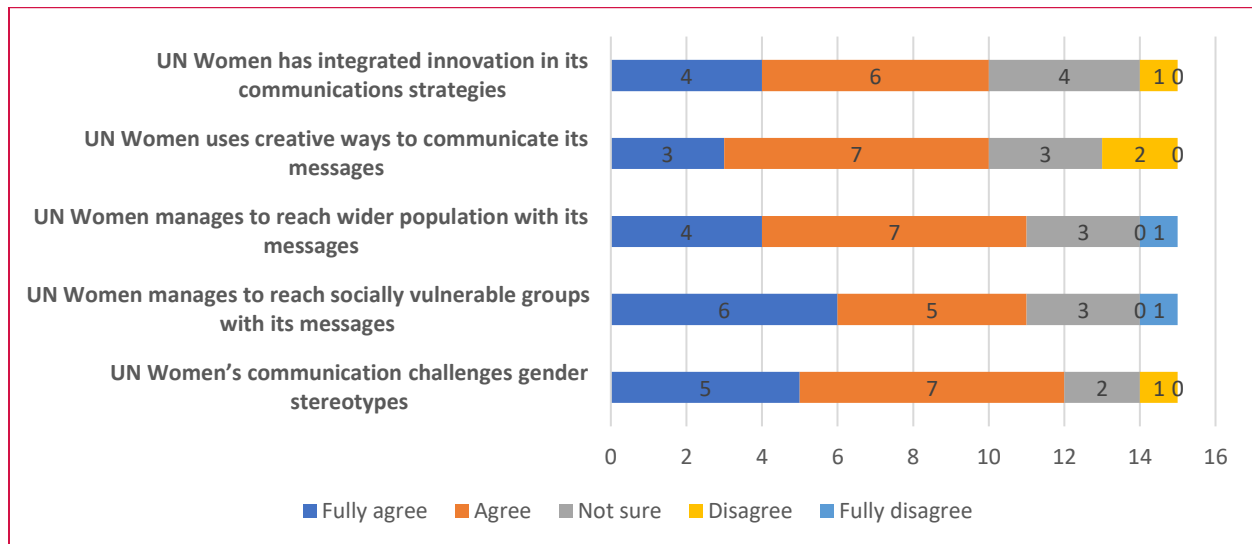
- They have a role in supporting programs and projects that promote equality
- The organization should expand partnerships and not be satisfied with only partnerships with official and semi-official institutions
- Funding affects gender equality in a positive and significant way so that this funding is better utilized through capacity building and support for women in local communities with the aim of enhancing the participation of women in all sectors and this is directly reflected in the level of gender equality
- It is very significant, as most of the activities, workshops and conferences aim to reach gender equality
- Strategic partnership to achieve UN Women and JNCW aligned mandates in Jordan
- The impact of UN Women’s work in the field of gender equality and women’s empowerment in Jordan is very significant, and this role must be preserved and developed to reach various levels, from policy makers to the most vulnerable societies and women.
- Raising the ability of women judges to deal with managing work pressures within the environment and highlighting through the work of the commission and its partnerships with national institutions on women and gender issues and the challenges they face in order to find mechanisms to overcome them.
- UN Women is the main reference for the application of gender equality mechanisms and the dissemination of gender culture
- There was an impact in all institutions to support women's issues and their equality
- The authority’s support to promote equality is very significant. There are no other bodies that support this issue in a specialized and decision-makers’ level, but we are not sure of the actual impact of this support at the grassroots level.

19. Please indicate how satisfied you are with UN Women’s approach to:



N=15/14/14

20. Please indicate your level of agreement with the following statements:

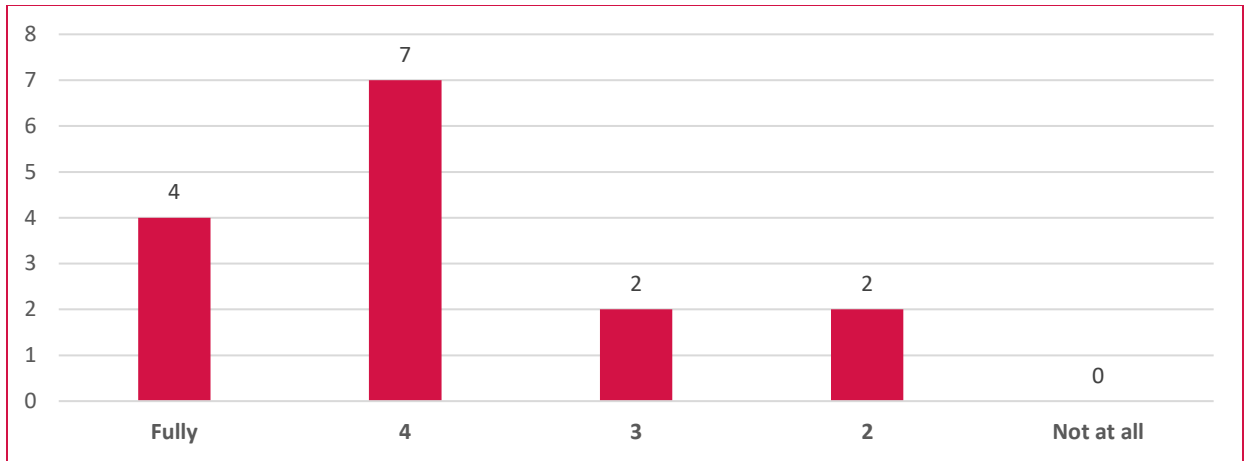


N=15

21. Please expand on your answer (N=7)

- *It carried out funding programs, but it did not have a role in communicating messages, i.e. building courses or technical support. It carried out funding programs, but it did not have a role in communicating messages, i.e. building courses or technical support for associations, it may be support for the national committee for women's affairs*
- *The impact must be tangible in a more effective way by changing the pattern, methods and forms of support and expanding access to institutions and thus reaching people through them.*
- *UN Women's partnerships enhance the reach of messages at all levels and all groups of societies. The development of intervention tools was positively reflected in the delivery of messages that are concerned with the goals that UN Women seeks to achieve.*
- *Through partner institutions that connect the United Nations to beneficiaries and through social media platforms related to partner associations and institutions, they have contributed to reaching the target groups and achieving their goals*
- *The authority was able to deliver its message in its innovative and diverse ways away from stereotyping, as it extended its impact to many categories.*
- *The United Nations tried to make interventions in all axes and topics and with the relevant institutions*
- *We do not have enough information about the Authority's communication activities with the public, with the exception of social media.*

22. Please assess the extent to which UN Women has effectively adapted its programme of work to the changing context in the country, including to COVID-19.



N=15

23. What recommendations do you have for UN Women's priorities and focus in the next five years?

- They should expand the support of women's alliances, networks, and women's movements, and amend their proposal forms and conditions, which focus on financing capable institutions, and thus recurring their financing at the expense of other small associations.
- Focus on supporting and stabilizing national institutions, strengthening their voice, and supporting the expansion of partnerships
- Focus on empowering women economically by promoting non-traditional professions and providing grants
- Strengthening partnerships between UN Women and national and local associations through strategic programs to achieve long-term goals in a sustainable and efficient manner
- Recommendations remain related to women's economic empowerment and political empowerment
- Knowing the priorities of women with disabilities, more integrating people with disabilities in their activities
- Focus on young girls and boys. Continuing focus on women's economic empowerment. Continuity of work on the most vulnerable communities of refugees and the most marginalized areas.
- Increasing the number and diversity of the topics of the courses offered
- Building the capacity of partners and informing them of international experiences on gender
- The agenda of women, security, peace and gender equality has been placed at the top of the priority list
- Continuing to move forward in partnership with government institutions
- Building a model for addressing equality issues stemming from the local environment that is more socially acceptable. Use simpler and less technical language when communicating with local communities. Training local partners on specialized trainings such as (raising gender sensitivity)
- Two years into the COVID-19 pandemic, we've learned a lot about resilience: what makes us stronger, safer, and more resilient — and what doesn't. Now, we need to focus on rebuilding our social, political and economic systems in ways that empower and protect us all. The choices we make today — how we choose to allocate our resources and who we choose to lead us forward —

will have long-term effects not only on women, girls and other vulnerable populations, but on our overall health and survival. Ocean. Two years into the COVID-19 pandemic, we've learned a lot about resilience: what makes us stronger, safer, and more resilient — and what doesn't. Now, we need to focus on rebuilding our social, political and economic systems in ways that empower and protect us all. The choices we make today – how we choose to allocate our resources and who we choose to lead us forward – will have long-term effects not only on women, girls and other vulnerable populations, but on our overall health and survival.

24. Please provide any additional comments or reflections

- *Providing qualitative technical support to institutions should be a priority*
- *The authority does not follow up on the activities that are agreed upon within the framework of support and capacity building for the concerned authorities*
- *The challenge of gender sections in government institutions is the constant need for support*
- *We are happy with this partnership, especially that we were able to reach the simple groups and communicate the non-equality in a socially smooth way, and we hope for more cooperation to reach the largest number of children through the education sector*
- *Nothing (x2)*
- *Thank you*

ANNEX 5: JORDAN COUNTRY

OFFICE STRATEGIC NOTE IMPACT

AND OUTCOME TABLE (Prepared by country office)

Impact 1: Women lead, participate in and benefit equally from governance systems	
Outcome 1.1	Gender statistics are available, accessible and analyzed to inform policy making, advocacy and accountability for delivering GE and WE or Strengthened institutional and financial environment, production, accessibility and use of gender statistics to ensure the effective monitoring of the GE commitments in national plans and in the 2030 agenda
Outputs	1.1.1 Capacity of government, civil society, women leaders, gender equality advocates and relevant stakeholders is strengthened to improve data collection for production and use of gender statistics, including SDG gender related indicators
Partners	Ministry of Planning and International Cooperation (MOPIC), Department of Statistics (DoS), Jordan's Economic and Social Council (ESC), The Jordanian National Commission For Women (JNCW)
FPI Link	Women Count FPI
SDGs	All gender related SDG indicators
Intervention Details	Implement the global Women Count programme to improve the enabling environment for gender statistics, support data production and support data use for evidence-based policymaking.
Impact Area 2: More vulnerable Jordanian women have access to income security, decent work and economic autonomy.	
Outcome 2.1	More policies promoting access to decent work and social protection for vulnerable Jordanian women are adopted and implemented.
Outputs	2.1.1 Evidence based policy dialogue is facilitated on impact of investments on barriers to women's employment and participation in economic growth. 2.1.2 Capacity of government to adopt legislation, policies and strategies on women's access to income security and decent work strengthened. 2.1.3 Women's economic empowerment in the Arab States region is enhanced through gender-responsive policy frameworks
Partners	ILO; Ministry of Labour; Ministry of Transport, Ministry of Social Development; MOPIC, IMC, SSC, ESC, World Bank, IFC
FPI Link	Global FPI on Women and Decent Work through Regional Joint Programme with ILO.
Outcome 2.2	Women participate in labour market through innovative partnerships and platforms with private sector, civil society and government.
Outputs	2.2.1 Women's capacity and skills in terms of business development are strengthened to allow them to participate in the economy through innovative partnerships and platforms with private sector, civil society and government.
Partners	Private Sector; Jordanian foundations; ILO; Ministry of Labour; Ministry of Social Development (MOSD); Ministry of ICT; municipalities; development banks, Social Security Investment Fund (SSIF), World Bank, The European Bank for Reconstruction and Development (EBRD) and International Financial Cooperation (IFC)
SDGs	5.4;5.A;5.B;8.2 ;8.5
Intervention Details	UN Women will focus on building demand-driven employment skills for women; providing the government with integrated policy support and convening policy dialogues and social mobilization for women's labour force participation.
Impact area 3 on Ending Violence Against Women (EVAW) is a cross-cutting area of work	
Impact Area 4: More Syrian women and girl refugees and Jordanian women in vulnerable communities contribute and have greater influence in building sustainable peace and resilience.	
Outcome 4.1	Jordanian government and stakeholders implement commitments on women, peace and security.
Outputs	4.1.1 Jordanian government and stakeholders have capacity to implement JONAP 1325 4.1.2 Expand and deepen a data driven evidence base on the drivers of extremist violence and its impact on women and girls 4.1.3 Enhance capacities of national and local authorities to understand and effectively respond to the gendered dynamics underpinning violent extremism 4.1.4 Strengthen women and women's groups involvement in efforts to prevent and counter terrorism and violent extremism
Partners	JNCW, International Medical Corps (IMC), Ministry of Interior (MoI), Ministry of Education (MoE), The National Centre for Curriculum Development (NCCD), The Jordanian Armed Forces (JAF), Jordan Public Security Directorate (PSD), Office on PVE, The Ministry of Justice (MOJ), Judicial Council, AGO, Generations for Peace (GFP), Madrasati.

Outcome 4.2	More Syrian women refugees and vulnerable Jordanian women are better served by humanitarian action and resilience-building initiatives
Outputs	4.2.1 Women's access to resilience and empowerment initiatives, in context of protracted humanitarian crisis, is increased
Partners	JNCW, MOSD, governorates, UNHCR, WFP, UNICEF, UNFPA, MOL, MOPIC, Arab Renaissance for Democracy and Development (ARDD), Arab Women Organization of Jordan (AWO), The Jordanian Women's Union (JWU), Education For Employment (EFE), Supreme Judge Department (Shariaa Courts)
FPI Links	Women's leadership, Empowerment, Access & Protection (LEAP) in Crisis Response; Women's Engagement in Peace, Security and Recovery
SDG Links	5.5 ;5.1; 16.3 ; 16.7 .
Intervention Details	UN Women will support the government and civil society to continue implementing the JONAP on 1325, and will support the design and preparations for JONAP phase II. This includes interventions in the areas of prevention of violent extremism; gender responsive security sector reform, and access to justice for vulnerable groups and building civil society initiatives for peace and security. UN Women will continue its interventions in the area of humanitarian action and resilience building by scaling up its Oasis model in host communities. Through the model, UN Women will continue to provide three integrated lines of services to vulnerable Syrian and Jordanian women. These services include: i) economic empowerment through short- and long-term livelihood opportunities; ii) prevention of gender-based violence through protection, referrals, awareness raising and working with men and boys in the community on changing attitudes towards violence; and iii) leadership and participation by supporting civic engagement and education opportunities. UN Women will also continue to implement a pilot initiative on blockchain technology in partnership with WFP.

Impact 5: Frontier Issues

Outcome	5.1. Marginalized women and young women have access to, participate in and achieve quality learning, entrepreneurship and employment outcomes through second chance education
Outputs	<p>5.1.1 Relevant and appropriate content is developed and curated in each context.</p> <p>5.1.2 Learning and career pathways are followed by women and young women accessing appropriate e-learning platforms.</p> <p>5.1.3 Context-specific delivery mechanisms are established, including safe community-based centers or Women's Empowerment Hubs.</p> <p>5.1.4 Potential employers in the private, public and NGO sector become more gender-aware and gender responsive and more women and young women are hired and retained.</p> <p>5.1.5 Private and public sector offer bridging programmes which are taken up by women and young women graduates emerging from the Programme.</p> <p>5.1.6 Graduate mentoring and coaching programme established. Women and young women become mentors to new learners to share experiences, advice, and support for second chance education.</p> <p>5.1.7 Awareness and advocacy of the importance of women's and young women's right to education and entrepreneurship and vocational learning, and how this benefits their families and societies is increased.</p> <p>5.1.8 Engagement with community stakeholders, households and individuals to support women's and young women's education and entrepreneurship and vocational learning is promoted.</p> <p>5.1.9 Women's and young women's education, entrepreneurship and vocational learning opportunities are supported and reinforced through social systems and networks.</p> <p>5.1.10 Evidence-based advocacy for women's and young women's second chance education conducted with national and local policy makers.</p> <p>5.1.11 Cross sectoral legislative and policy reform supported to promote marginalized women's and young women's access to second chance education.</p> <p>5.1.12 Financing frameworks are supported to translate policies and strategies into practice.</p> <p>5.1.13 Knowledge Development, Sharing & Communication.</p> <p>5.1.14 Direct Programme Management, Monitoring & Evaluation.</p>
Partners	MOSD, AWO
FPI Link	None
SDGs	4.3,4.4,4.5, 5.B, 8.2 .
Intervention Details	Second Chance Education initiative is implemented through UN Women's Oasis model. In camp settings this focuses on education and using ICT for education for girls as well as young women and older women and in non-camp settings it focuses on technical and vocational training for women.

Impact Area 6: Jordanian government and other stakeholders implement global, regional and national normative and policy frameworks on gender equality and the empowerment of women and girls.

Outcome 6.1.	Jordanian government and civil society assess progress on implementation of normative and policy frameworks on gender equality and the empowerment of women and girls.
Outputs	6.1.1 Capacity of government, civil society, women leaders and gender equality advocates is strengthened to assess progress on implementation of normative and policy frameworks on gender equality and the empowerment of women and girls.
Partners	MOPIC, JNCW, Parliament, IMC, HeForShe, SDG Fund, CSOs and CBOs
Outcome 6.2	Evidence and norms on gender equality and empowerment of women and girls are promoted by government and civil society.
Outputs	<p>6.2.1 Multi stakeholder initiatives convened to promote gender equality and women's empowerment.</p> <p>6.2.2 National stakeholders generate relevant data and analysis on gender equality and empowerment of women and girls.</p>
Partners	MOPIC, JNCW; Parliamentary Women's Caucus; The Information and Research Center – King Hussein Foundation (IRCKHF), The Center for Strategic Studies (CSS), Promundo, women's studies centres at academic institutions, UNDP, UNFPA, Ministry of Political and

	Parliamentary Affairs (MoPPA), IEC, Higher Council for Persons with Disabilities, Jordan Media Institute, National Human Rights Commission, World Bank
FPI Link	
SDGs	5.1; 5.3; 5.5
Intervention Details	Support to national stakeholders on building institutional capacity to implement gender equality policy commitments; support to women's leadership and participation on policymaking; support to long term behavioral change and promotion of positive social norms through rollout of IMAGES study; provide technical expertise and capacity development to national stakeholders on a gender responsive approach to financing the SDGs

Source: Jordan Country Office AWP 2021 Cover note

ANNEX 6: COUNTRY OFFICE CONTRIBUTION TO NORMATIVE CHANGE

UN WOMEN CONTRIBUTION TO NORMATIVE CHANGE DURING THE STRATEGIC NOTE PERIOD, PREPARED BY EVALUATION TEAM

Thematic areas	UN Women's contribution towards policy or legal changes	Other contributing players	Results
Women Peace and Security-WPS	<p>UN Women supported the Government of Jordan to create JONAP governance and coordination structures and to ensure a realistic costing.</p> <p>UN Women successfully engaged with key international partners in Jordan to establish and launch a pooled fund for the implementation of the JONAP</p> <p>UN Women supported JAF and PSD in developing their Gender Mainstreaming Strategy</p> <p>UNW supported JAF by providing English classes for the peacekeepers. 80% of trainees were women.</p> <p>UNW also provided online psycho social support for workers in the royal medical services during covid-19 and provided hygiene kits to be distributed to women. UNW supported an online conference to shed light on the role of women in the armed forces and civil services. UNW supported the training on how to be a gender focal point for – 40 men and 12 women and provided Gender TOT for 16 participants</p> <p>Different other activities were implemented under WPS/JONAP for example The Gender Responsive Education Reform Initiative was implemented jointly with UNESCO in partnership with the Ministry of Education and the National Centre for Curriculum Development is also an example of other activities the Country Office implemented under the WPS theme</p>	<p>Canada, the United Kingdom, Finland, Spain and Norway.</p> <p>The JONAP is implemented by the GoJ with the support of UN Women in partnership with the JNCW.</p>	<p>The Jordanian National Action Plan (JONAP) for the Implementation of UN Security Council resolution 1325 was launched in March 2018.</p> <p>Generated a wide ownership with key national and international stakeholders on a pooled funding.</p> <p>The JONAP has been recognized by the UN Secretary-General as a model for the localization of the WPS agenda and a promising example of WPS financing. The JONAP's governance model has also drawn attention from other countries seeking to develop and implement their own national action plans for WPS.</p> <p>JAF and PSD have a gender mainstreaming strategy and became more gender-responsive and inclusive of the meaningful participation of women.</p> <p>PSD and JAF have increased the women's representation in their forces and at the decision-making roles; in JAF, the participation of women increased to 14.5% - target was 18% but COVID-9 imposed its challenges.</p> <p>A baseline, JONAP 1, was established for JONAP 2</p>

Gender Data and statistics	<p>Through Making Every Woman and Girl Count (MEWGC) initiative, UN Women signed a trilateral MOU with the Ministry of Planning and International Cooperation, and the Department of Statistics to strengthen the production, analysis and dissemination of gender statistics to support Jordan in monitoring the implementation of its national and international commitments to GEWE.</p> <p>UNW statistics specialist provided technical support to DOS in the “Assessment of the Status of Gender Statistics in Jordan”</p>	DOS/MOPIC	The Assessment of the Status of Gender Statistics in Jordan identified the gaps in the availability, accessibility and use of gender data and statistics in Jordan and provided the basis for the design of the Programme “Making Every Woman and Girl Count”
	Supported the training of 99 data users and producers in the second half of 2021		Ninety-nine (53 female and 46 male) data producers and users from agencies representing DOS, government, NGOs, research centres, civil society organizations, community-based organizations and academic institutions have strengthened capacities in the collection, analysis, dissemination, and use of gender statistics and global SDG indicator monitoring and reporting.
	UN Women provided technical support in applying a gender lens in the public expenditure review for climate change under the joint project entitled ‘Accelerating Jordan’s Progress Towards SDGs by Establishing Building Blocks of an Integrated Financing Framework’ with UNDP and UNICEF.	UNDP UNICEF	The joint project supports the country in reporting on indicators for the Sustainable Development Goals (SDGs) 5, 6, 12, 13, 15 and 17. It will accelerate SDG progress and achievements by strengthening the ecosystem to better align public expenditure and existing investment pipelines with the SDGs, introduce innovative financing instruments, as well as attract new impact investment resources to Jordan.
	Jordan National Gender-Specific SDGs Indicators (NGSI) was recently launched: https://jordan.unwomen.org/en/digital-library/publications/2022/09/jordan-national-gender-specific-sdgs-indicators-ngsi	JNCW DOS	The DOS SDG database and UNSD SDG Global database have been strengthened. UNW work with DOS narrowed the GAP in SDG indicators required by UNSD SDG Global Database; out of 242, 109 are required from Jordan, the national list has 67 indicators only. This is because of the lack of certain specific surveys at DOS, for example the time use survey that provides important data that feeds the SDGs requirements in addition to economic indicators for Jordan.
	Funded the General Framework for Gender Equality in Jordan report by the Economic and Social Council of Jordan research and report	The Economic and social Council of Jordan	The report is a reference for researchers and a source for advocacy and data-driven Programming. It has a chapter on gender equality from a statistical perspective.
	Supported the networking between DOS and Social Security Corporation (SSC) and fully supported the workshop.	Social Security Corporation	Workshop on similar indicators produced by DOS and SSC on gender pay gap. Outcome of workshop was agreement on complementarity of two indicators produced by both.
	Partially funded DOS first time survey to estimate the costs of violence against women in Jordan. UNW covered the salaries of the staff hired and trained. Technically and financially supported the re-evaluation of DOS agriculture census and the economic establishment census and the development of two relevant analytical papers on the reality of agriculture and the reality of economic establishments from a gender perspective in Jordan.	UNFPA, ESCWA, JNCW	Producing gender data that was not available before. Covered what data gaps existed in the last census and added questions for next census to enhanced existing indicators to be gender sensitive and support the SDG indicators The addition of SDG indicators 5.A.1 and sub-indicators 5.A.1 (a) and 5.A.1 (b). DOS also produced an analytical paper on economic establishments, which contributed to a better understanding of SDG 8 and decent work in Jordan through sex-disaggregated data.

<p>The National Strategy for Women 2020 – 2025 & The National Gender Mainstreaming Policy</p>	<p>The strategy was drafted by JNCW in collaboration with national partners and civil society. UN Women provided guidance on aligning the monitoring framework with SDGs and other international commitments.</p>	<p>JNCW National partners Civil Society</p>	<p>In 2020, the Government of Jordan endorsed the National Strategy for Women 2020-2025 (NSW) and related action plan. The government also endorsed the National Gender Mainstreaming Strategy complementing the NSW. The endorsed strategy includes an objective related to gender statistics and SDG gender-related data collection.</p>
<p>National Committee on Domestic Violence</p>	<p>The formation of the committee followed from advocacy with the IMC by representatives of the civil society platform supported by the Country Office and JNCW highlighting the escalation in violence against women in the context of COVID-19 and emphasizing the importance of a comprehensive review of GBV and DV response mechanisms and procedures,</p>	<p>IMC JNCW Civil Society Platform</p>	<p>A national committee on Domestic Violence was formed by the Prime Ministry to coordinate GBV response efforts, in order to inform the policies, strategies and budget on prevention and protection of national GBV response mechanisms, in line with the NSW and GMP and CEDAW. It resulted in an announcement from the PSD that the Family Protection Department would be restructured</p>
<p>UN Women Jordan’s Institutional Capacity Development (ICD) Framework for gender mainstreaming</p>	<p>UN Women continued to collaborate with MoSD to develop the ministry’s gender mainstreaming infrastructure to ensure that GM can be effectively practiced and sustained. Furthermore, to ensure sustainability and replicability across government, the ICD process and structured approach has been developed as a practice note and shared with the Ministry of Institutional Performance Development to be further customized to support its work with other public institutions.</p>		<p>With the technical guidance of UN Women MOSD has now established a permanent committee for ICD for gender mainstreaming</p>
<p>WPP</p>	<p>Support to the Independent Election Commission (IEC) UN Women had a key role in convincing and supporting IEC to work on establishing the women Empowerment Unit within the structure of IEC. After 2020 elections, UN Women convened a meeting between elections observers and IEC to listen to their criticism</p>		<p>Women Empowerment Unit within the structure of IEC is a remarkable success UNW support to this unit will contribute to the increase of women political participation. The existence of this unit within IEC is very important for facilitating the creation and implementation of regulations by IEC to end violence against women in elections.</p>
	<p>Perception Survey Under the UN Women-UNDP Joint Program on Women’s Political Participation and Representation in Leadership Positions in Jordan a national survey on public perceptions towards women’s political participation and a post-elections report was developed.</p>	<p>UNDP</p>	<p>One of the interviewed stakeholders expressed that doing the research (survey) on perception on women political participation (opposition and support) is useful to design a strategy or women inclusion in different positions in public life. It created a value base for opposition disaggregated by age, education Also, this survey contributed to rationalizing debate on women involvement in public sphere and not having a hypothetical and judgemental debate.</p>
	<p>Twenty-six (26) national trainers were selected jointly with JNCW to form a national training team of trainers who were qualified through a TOT to deliver the 2019 Political Leadership and Candidates’ Trainings manual, a UN Women tool, ahead of parliamentary elections in November 2020.</p>	<p>under a four-year joint programme with UNDP on Enhancing Women’s Political Participation and Representation in Leadership Positions in Jordan</p>	<p>To facilitate women’s role in national decision-making, nearly 389 politically active women throughout Jordan were supported to develop their political campaigning skills and enter national politics through the electoral process.</p>
	<p>UN Women supported the government in rolling out the recommendations to the Royal Committee through conducting 15 governorate-level consultations, a roundtable discussion for parliamentarians (the Women and Family Affairs Committee and the Legal Committee) and a discussion session for the national training team on elections (established in 2020 to train potential women candidates). These gender responsive reforms address many challenges</p>		<p>These gender responsive reforms address many challenges facing women’s political participation. The sessions raise the awareness of participants on what is taking place around.</p>

	facing women's political participation documented in knowledge products produced by (or with the support from) UN Women		
Women's Economic Empowerment	<p>UN Women in partnership with ILO, Ministry of Labour, JNCW, CSOs and Trade unions used its convening partner to facilitate policy dialogue, provided technical support such as to review labor policies from a gender equality perspective, as well as strategic investment to build quality evidence.</p> <p>Strengthened the institutional capacities to operationalise these policies such as the contribution to establish and support Gender Units within the Ministry of Labour in Jordan</p> <p>Training of government staff on gender-responsive policy making (including budgets, services and workplans) as well as training on prevention of violence and harassment in the workplace at the International Training Centre of the ILO (ITC); and its contribution to develop a cadre of labor inspectors from the Ministry of Labour for conducting gender-sensitive labour inspection in Jordan.</p>	Ministry of Labour, Social Security Corporation, CSOs, Trade Unions, Jordanian National Commission for women (JNCW)	<ol style="list-style-type: none"> 1. One article was amended in Social Security Law in late 2019 (article 42) 2. Three-days paternity leave for private sector workers, 2019 3. Endorsement of the Regulation No. (93) on Maternity Social Protection under the 2020 Social Security Law, 2020 4. Childcare Facilities Instructions of 2021 5. Agriculture Workers Regulation of 2021 6. A four-year action and collaboration plan developed and approved by the Jordanian Ministry of Labour in October 2019 to mainstream gender more strongly into its institutional policies and operations. 7. Ministry of Labor (Women's Labour and Gender Directorate) drafted its first Gender Mainstreaming Policy. The policy is in the process of validation and approval. 8. Two collective bargaining agreements covering the food security and garment industries. The agreements included a full chapter on prevention of violence and harassment and discrimination in line with ILO C100, C111 and C190.
Gender Responsive Budgeting	UN Women in partnership with JNCW and the General Budget Department (GBD) under the Ministry of Planning and International Cooperation advocated the application of GRB in national budgeting processes. Funded by AFD, UN Women is providing technical support. Substantial technical support, capacity building and policy advice were provided to GBD and four-line ministries -- education, health, parliamentary affairs and labour	AFD GBD/MOPIC	<p>A national policy framework is now in place to ensure that policies and necessary budgets are appropriated to realize gender equality.</p> <p>The Ministry of Political Affairs, the Ministry of Education, the Ministry of Labour, and the Ministry of Health are selected as pilots for implementing GRB</p>
IMAGES	Under review by UNW – not lunched yet	University of Jordan's Center for Strategic Studies (CSS), the Information and Research Center at King Hussein Foundation (IRCKHF), and Equipundo	IMAGES opened the eyes on evidence based stereotypes in the community and how legislations enforce these stereotypes in addition to curriculum, media among others. IMAGES gives light for where to focus in future interventions

ANNEX 7: CASE STUDY ON ACCOUNTABILITY TO BENEFICIARIES

I. Context

Since 2012, Jordan has received hundreds of thousands of Syrian refugees fleeing the conflict in Syria. As of 30 June 2022, 675,433 Syrian refugees were registered with UNHCR in Jordan, of which 542,614 live in host communities.¹

During the period of the Strategic Note, international and national attention, priorities and resources were directed at this crisis and the UN Women portfolio similarly responded. The Jordan Country Office's humanitarian programme, the largest of its portfolio, is the Oasis programme. The programme has a cash for work component, life skills and vocational training, and GBV protection component. This programme operates in both the Azraq and Zaatari refugee camps and in 18 host communities.

Direct humanitarian implementation is not a significant element of UN Women's global delivery model. As a result, the Evaluation Team in consultation with the Country Office and the IEAS, decided to conduct a case study on Accountability to Affected People, examining the different ways that the Country Office directly engages beneficiaries through the Oasis model.

II. Case Study Approach and Methodology

Using the UNHCR Accountability to Affected People framework² (see below) as a basis for assessment and adapted to the gender equality context as needed, this case study asked the following questions:

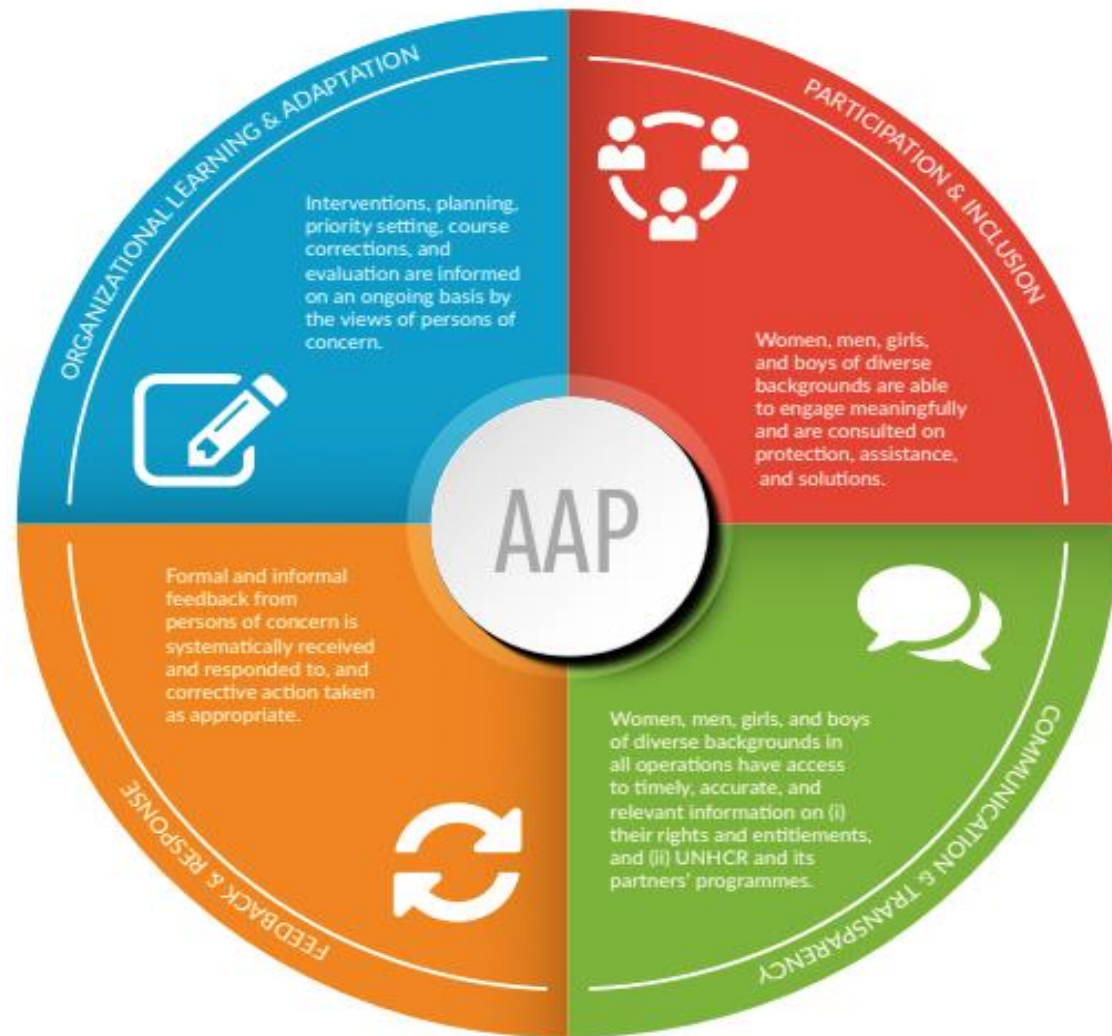
1. Are the interventions (at all stages from planning to evaluation) informed by the views of the beneficiaries and affected people?
2. Is formal and informal feedback from beneficiaries systematically received and responded to and corrective action taken in the interventions?
3. Are beneficiaries of diverse backgrounds able to engage meaningfully and consulted on protection, assistance and solutions?
4. Do beneficiaries of diverse backgrounds have access to timely, accurate and relevant information on interventions and actions that impact their rights?

¹ Situation Syria Regional Refugee Response (unhcr.org)

² https://www.unhcr.org/handbooks/aap/documents/UNHCR-AAP_posters-A3_final.pdf; https://www.unhcr.org/handbooks/aap/documents/UNHCR-AAP_Operational_Guidance.pdf

ACCOUNTABILITY TO AFFECTED PEOPLE

Accountability to Affected People is a commitment to the intentional and systematic inclusion of the expressed needs, concerns, capacities and views of persons of concern, in their diversity; and being answerable for our organisational decisions and staff actions, throughout the operations management cycle.



ACCOUNTABILITY TO AFFECTED PEOPLE BUILDING BLOCKS



PARTICIPATION & INCLUSION

Women, men, girls, and boys of diverse backgrounds are able to engage meaningfully and are consulted on protection, assistance, and solutions.



COMMUNICATIONS & TRANSPARENCY

Women, men, girls, and boys of diverse backgrounds in all operations have access to timely, accurate, and relevant information on (i) their rights and entitlements, and (ii) UNHCR and its partners' programmes.



FEEDBACK & RESPONSE

Formal and informal feedback from persons of concern is systematically received and responded to, and corrective action taken as appropriate.



ORGANIZATIONAL LEARNING & ADAPTATION

Interventions, planning, priority setting, course corrections, and evaluation are informed on an ongoing basis by the views of persons of concern.

SPECIFIC OUTPUTS (WHAT WE SHOULD DO)

- Persons of concern are made aware of their right and the means by which they can participate in programme decision making (including boys and girls).
- Means of continuous participation at all stages of the operations management cycle (assessments, design, implementation, monitoring, and impact evaluation) are adapted to provide different options for persons with specific needs.
- Programme decisions are informed by document consultations with persons of concern.
- Persons of concern are involved in the need identification and selection of targeting criteria.
- Communities can request formal meetings/consultation with relevant programme staff.
- Pre-existing community structures/organisations for community participation are strengthened/established where none exist.
- Identified capacities in Participatory Assessment are built into programme planning for community related actions.
- Documented participation of persons of concern (in their diversity) in the prioritization of intervention areas and explanation of final decisions.

- Share information on targeting, eligibility and selection processes and procedure (e.g. programme FAQs).
- Information is communicated in languages, formats and media that are culturally appropriate, and accessible (multi-channel) to all groups of all the community (consider literacy, radio/TV culture).
- Information shared is accurate and ethically reflects persons of concern as dignified humans beings with rights.
- Information updates on programmes and assessments are shared with representative sections of the community.
- Information shared on available feedback or complaints system and relevant contact details.
- Information on expectations on staff conduct and organisational commitments, rights and entitlements of persons of concern is made available.
- Operational guidelines/SOPs exist on information sharing with confidentiality and security considerations.
- Information is shared on feedback procedures timeframes, response, scope and limitations.
- Establish information systems to enable the sharing of information from persons of concern to the operation and partners.

SPECIFIC OUTPUTS (WHAT WE SHOULD DO)

- Actively received, record, analyse and respond to feedback and complaints (formal/informal).
- Contextually appropriate, accessible, and safe feedback mechanisms exist.
- Establish a clear internal feedback process with clear referral and responsibilities and timelines.
- Mechanisms are in place in feedback, complaints, referral and response.
- Identification of appropriate/accessible/community preferred feedback and response systems part of needs assessment.
- Complaints handling is carried out by competent staff with relevant authority to respond (Protection issues are referred to relevant staff, the same for programming issues).
- Clear and accessible procedures exist for handling of confidential complaints and SEA, and SGBV.
- Guidelines exist and protection and confidentiality of complainants.
- Staffing for feedback collection and response in gender sensitive.
- Identification of pre-existing and interagency mechanisms in the operating context.

- Periodical reporting includes data and action for feedback and responsive activities.
- Clear links exist between participatory evaluation/assessment results and planning and reporting.
- Community feedback is included in programme planning and e-design.
- Internal & external sharing of learning from community consultation and engagement.
- Internal systems for senior management to be informed and act of feedback data.
- Evaluation data includes community feedback on quality and impact of the programme.
- Monitoring includes both qualitative & quantitative feedback data from persons of concern.
- Feedback collection and analysis responsibilities are embedded within the operational structure.
- AAP responsibilities do not sit with one or two people but are relevant throughout staffing levels and thematic areas.

BENCHMARKS TO MEASURE PERFORMANCE (WHAT AN ACCOUNTABLE PROGRAMME LOOKS LIKE)

- Participatory Assessment reports include the outcomes of the community's input into priority areas.
- Participatory Assessment reporting includes outcomes of feedback to the community.
- Documentation of community participation is disaggregated through age, gender, and diversity lens.
- Documented community mapping exercises with different population groups (identifying diverse groups and inter-relationships).
- An engagement plan for respective community covering the entire operations management cycle is in place.
- Documentation of the outcomes from participation (focus group, discussions, satisfaction surveys, meetings and feedback) is included in planning/activity decisions.
- Persons of concern are satisfied with the frequency and quality of the opportunities they have to influence the response.




- Feedback is recorded for tracking trends on information gaps (e.g. feedback database).
- Mapping exercises of the communication landscape/infrastructure (including barrier & risk identification to accessing information) are conducted.
- Regularly update information materials (posters, leaflets, etc) exist.
- Operational plan budget includes resources assigned for communication with persons of concern.
- Documented mapping of community groups; their diverse information needs in the operation management cycle; and the respective communication plans exist.
- Needs assessment includes communication needs, barrier, risks and capacities of different groups.
- Information channel used are accessible to women, men, boys and girls, older people, and persons with specific needs.
- Information messages are regularly tested with target audiences for understanding.
- Established methods for reporting back to communities on assessments, surveys, decision, and actions.

BENCHMARKS TO MEASURE PERFORMANCE (WHAT AN ACCOUNTABLE PROGRAMME LOOKS LIKE)

- Feedback and complaints are responded to and the data is included in reporting.
- Feedback systems co-designed with community guidance and for the access and usability of all person of concern.
- Staff are trained on feedback complaints handling, their roles and level of responsibility.
- Operation budget for complaints and feedback collection, recording, analysis and reporting.
- There is a high percentage of complaints responded to within a reasonable time frame.
- Standardised feedback collection formats are used.
- Context assessment undertaken to assess the existing barriers to giving feedback.
- Referral pathways exist for feedback relating to external partners and taking in feedback for external partners.
- The specific needs of marginalised people including women, girls and boys, older people and people with disabilities, are reflected in the design of feedback mechanisms, and the feedback and complaints handling procedures.
- Persons of concern consider the complaints and referral mechanisms accessible, effective, and confidential and safe to use without fear of negative repercussions.

- Accountability outputs form part of performance management processes and partners monitoring.
- Feedback is formally captured, (e.g. data base or other format), analysed, and utilized in programme decisions.
- Evidence of programme changes and decisions that are directly linked to community feedback/input.
- Consistently closed feedback loops throughout the operations management cycle (e.g. responses to queries/complaints, reports to community on results of surveys and assessments conducted).
- Ongoing lessons learnt and good practice documentation i programming.
- Operational plans includes lessons learnt from feedback received from persons of concern in the preceding operations management cycle.
- Resources and responsibilities are assigned for documenting learning, and reporting on feedback from persons of concern.

The Building Blocks Specific Outputs Framework (**What we should do**) was used to assess the extent to which the expected steps were taken by the Oasis programme. The evaluation team used a traffic light scoring to grade the due steps at the host community as well the camp setting:

Grade	What do the score mean
	Strong achievement
	Some positive elements but areas of improvement
	Poor achievement

The Evaluation Team gathered evidence through:

- Document review: the Evaluation Team reviewed the Oasis programme documents, particularly with respect to the complaints process and cash handling procedures, as well as the previous Oasis programme evaluation ³and other UN Women accountability guidelines.
- Focus group discussions were conducted with 12 women beneficiaries and past beneficiaries at the community Oasis centre in Mowaqar, with 20 women beneficiaries at the Azraq refugee camp and 16 at the Zaatari refugee camp.
- Additional one-on-one interviews were conducted with 6 women at Azraq and 7 at Zaatari camps.
- Staff and stakeholder interviews included questions with respect to accountability, including during field visits to the host community and camps.
- Direct observation: At the Zaatari camp, the Evaluation Team witnessed the cash handling procedure.

III. Assessment Findings

1. Women beneficiaries in the camps and community centres, including women with diverse backgrounds, have access to timely, accurate and relevant information about their rights, entitlements, UN Women’s programming and complaints and feedback mechanisms.

Community members and in particular women beneficiaries consulted appeared to have an appropriate degree of information about their rights and entitlements and about the programme itself. Inside the programming, the civic engagement and life skills education focused on economic and community participation rights, as well as literacy skills supporting greater understanding of rights. The Gender Based Violence elements of the programme are information based. With respect to information about the programme itself, the Evaluation Team noted multiple modes of information sharing, including physical posters, use of social media such as group Whatsapp channels, use of partner agency networks, and word of mouth. No concerns about the respectful nature of the content were reported to the evaluation respondents or observed. The selection criteria and process for the programme is clearly provided when calls for participation are issued. Notices for participation are shared widely across the community. In the camps, UN Women physically posts calls for participation and shares the posts digitally across the message services of the UN agency camp partners and through social media. In host communities, calls are shared through social media and through the Ministry of Social Development. UN Women personnel are willing to discuss the results of the selection process with any community member who requests it. In the focus

³ Final Project evaluation for Eid bi Eid project phase I and II, 2019

group discussions, beneficiaries indicated that the programme selection opportunities are clearly communicated.



Picture of Complaints Process Poster, taken at Oasis Centre, Zaa'tari Refugee Camp by Evaluation Team



















Information about the complaints system and the staff/participant code of conduct is provided in multiple ways – through posters throughout the centres, at the time of the interview for the programme and at the introductory session for the programme. In the focus group discussions, beneficiaries verified the clear and repeated messaging about the complaints system. Participants reported to have multiple complaints channels, including to UN Women field staff or partner staff in the centres, to the Protection Officers, or through a hotline to the UN Women Country Office. However, there was less clarity or observable processes once the complaints mechanisms were engaged.

The process of cash handling has been evolving throughout the period of the programme and at the time of the evaluation included blockchain cash processes using WFP as a block chain service provider in the camps and a mobile ATM service at the community centres. In the camps, UN Women personnel do not handle any direct cash transactions with beneficiaries, as the process is conducted through WFP and grocery store staff. At the community centres, beneficiaries are given private PIN codes to access the mobile ATM. The Evaluation Team was advised that some beneficiaries require UN Women personnel support to use the ATM but that the PIN code provides them with protection from abuse. With respect to the cash handling procedures, information on the process was made clear to women beneficiaries and there are SOPs in place with partners and as a part of the programme documents.⁴ No concerns about transparency of the process or information about cash handling were raised by the beneficiaries in the focus group discussions. There were some concerns raised about lack of information related to delays in payment at the camps and these concerns have been raised in other fora as well. The Evaluation Team understood that the delays arose from a combination of circumstances, including lack of appropriate staffing and procedures in the Country Office to process payments in a timely manner and concerns from the grocery store service provider about the timing of cash distributions. These are concerning issues, and the Evaluation Team understands that further improvements are in active development to avoid repetition of these issues. It is incumbent on the Country Office, with oversight and support from the Regional Office and UN Women Headquarters to ensure that cash handling is conducted appropriately, transparently, and without delay in payment to beneficiaries.

UN Women in the camps relies on the UNHCR database for overall information about beneficiaries and on the WFP database for cash handling information. In the communities, information appears to be collected through the Ministry of Social Development partner database. UN Women maintains a database of personal information about beneficiaries however, discrepancies were noted in the total number of beneficiaries reported to different donors.⁵

⁴ The Evaluation Team notes the existence of guidance documents for cash handling in the region and recommends alignment between these documents and the Oasis programme documents to ensure that best practices are followed at every instance. See for example "Guidance Note on Gender Responsive Cash and Voucher Assistance in the Occupied Palestinian Territory" UN Women Palestine Country Office. <https://palestine.unwomen.org/en/digital-library/publications/2021/08/guidance-note-on-gender-responsive-cash-and-voucher-assistance-in-the-occupied-palestinian-territory>

⁵ UN Women Internal Audit Report- to be published.

















Specific Outputs (what should we do)	Camps	Communities
Share information on targeting, eligibility criteria and selection processes and procedures (e.g. programme FAQs)		
Information is communicated in languages, formats and media that are culturally appropriate, and accessible (multi-channel) to all groups of the community.		
Information shared is accurate and ethically reflects persons of concern as dignified human beings with rights.		
Information updates on programmes and assessments are shared with representative sections of the community.		
Information shared on available feedback or complaints systems and relevant contact details.		
Information on expectations on staff conduct and organizational commitments, rights and entitlements of persons of concern is made available.		
Organizational guidelines/SOPS exist on information sharing with confidentiality and security considerations.		
Information is shared on feedback procedures timeframes, response, scope and limitations.		
Establish information systems to enable the sharing of information from persons of concern to the operation and partners.		

2. Participation and inclusion of affected women and girls on protection, assistance, and solutions happens at the operational level. Continuous participation at all stages of the operations management cycle (assessments, design, implementation, monitoring and impact evaluation) can be more systematic and formal as a part of the Oasis programming model.

The Evaluation Team observed participation mechanisms that suggest that, at the operations level, the beneficiaries are able to provide feedback to influence programming decision-making. In both camps, it was clear that programming is flexible to accommodate requests of beneficiaries, including meeting specific needs of women seeking increased educational or vocational opportunities, and responding to the diverse needs of women with disabilities. UN Women personnel indicated, and beneficiaries confirmed, that they make efforts to seek the views of women participants about the conduct of programming and adapt, both on an individual basis and, where possible, in the overall programming. For example, in response to identified opportunities for work placements in the communities, the camp programming increased the number of women who were provided cash-for-work opportunities in office administration roles. In the community centre the Evaluation Team noted that there were programming decisions made to support women interested in working in food services and to support the specific needs of older women and women with disabilities.

In both the camps and the communities, women indicated that they felt comfortable approaching UN Women staff to discuss their concerns and provide feedback on the programming, and that they were regularly approached for such discussions by UN Women. Participation of beneficiaries in program design or adaption is not formally built into the OASIS program model in Jordan.

However, on some of the other aspects of participation such as continuous participation at all stages of the operations management cycle (assessments, design, implementation, monitoring and impact evaluation) this can be more systematic and formal. See the marking below:

Specific Outputs (what should we do)	Camps	Communities
Persons of concern are made aware of their right to participate and the means by which they can participate in programme decision making		
Means of continuous participation at all stages of the operations management cycle -assessments, design, implementation, monitoring and impact evaluation.		
Programme decisions are informed by documented consultations with persons of concern.		
Persons of concern are involved in the needs identification and selection of targeting criteria.		
Communities can request formal meetings/consultations with relevant programme staff.		
Pre-existing community structures/organizations for community participation are strengthened/established where none exist.		
Identified capacities in participatory assessment are built into programme planning for community related actions.		
Documented participation of persons of concern (in their diversity) in the prioritisation of intervention areas and explanation of final decisions.		

3. The Country Office’s processes around the management of beneficiary complaints and feedback mechanisms needs improvement to meet the gender-sensitive and beneficiary safety requirements.











With respect to the feedback and complaints process, although beneficiaries understood that a complaints process existed, they did not express clarity with respect to what actually happened in the formal process once a complaint was made. The level of appropriateness and safety of the feedback and complaint mechanisms is also mixed. In 2020 IEAS issued a lesson learned memo to enhance the grievance mechanisms following which the Country Office made attempts to revise the process. A number of routes were adopted by the Country Office: complaints boxes at the project premises, email and telephone hotlines etc. However, some of these were not sufficiently independent, e.g. the hotline was managed by personnel who was also involved in the project and recruitment of IBVs. Their Terms of Reference of were not updated, and they performed such duties without specific delegation of authority. Further, complaints boxes were accessible to the personnel directly involved in project implementation. This created conflicting responsibilities and did not ensure the independence of the grievance mechanism. Moreover, the personnel mentioned that they had not been trained, and tools were not available to guide them. It was not until the end of 2022 that the complaints handling responsibilities were moved from the project personnel and reporting changed directly to the Country Representative. However, project personnel may still be involved in with some complaints, e.g. submitted via complaint boxes. Therefore, the mechanism should be mapped and revisited to ensure Accountability to Affected Population principles are fully respected. It is also important to note the absence of clear corporate guidelines and procedures related to this area.

Specific Outputs (what should we do)	Camps	Communities
Actively receive, record, analyse and respond to feedback and complaints (formal/informal).		
Contextually appropriate, accessible, and safe feedback mechanisms exist.		
Establish a clear internal feedback process with clear referral and response responsibilities and timelines.		
Mechanisms are in place for feedback, complaints, referrals and response.		
Identification of appropriate/accessible/community preferred feedback and response systems forms part of needs assessment.		
Complaints handling is carried out by competent staff with relevant authority to respond (Protection issues are referred to relevant staff, the same for programming issues).		
Clear and accessible procedures exist for handling of confidential complaints and SEA, and SGBV.		
Guidelines exist on protection and confidentiality of complainants.		
Staffing for feedback collection and response is gender sensitive.		
Identification of pre-existing and interagency mechanisms in the operating context.		

4. Monitoring of key elements of the programmes that involved direct implementation needed to be done by independent experts. The monitoring system should also capture more systematically outcome and impact level data. The evaluation data included community feedback on quality and impact of programme and the lessons were used for programme course correction and organisational learning.

The Country Office planned and supported quality independent evaluations systematically for accountability and learning. The evaluation conducted involved close consultation with the direct beneficiaries to take on board their perspectives and subsequent course correction. Monitoring of the OASIS programme was mostly carried out by the field personnel and programme manager. Ideally, key elements of programme monitoring should be performed by independent specialists qualified in results-oriented monitoring. There was a need to capture more outcome and impact level results. The Evaluation Team understands that more rigorous data collection has recently begun that will provide greater insight into the experiences and needs of beneficiaries and align to best practices such as the Gender Sensitive Resilience Capacity Index being implemented.

Specific Outputs (what should we do)	Camps	Communities
Periodical reporting includes data and action from feedback and response activities.		
Clear links exist between participatory evaluation/assessment results and planning and reporting.		
Community feedback is included in programme planning and design.		
Internal & external sharing of learning from community consultation and engagement.		

Internal systems for senior management to be informed and act on feedback data.		
Evaluation data includes community feedback on quality and impact of programme.		
Monitoring includes both qualitative & quantitative feedback data from persons of concern.		
Feedback collection and analysis responsibilities are embedded within the operational structure.		
AAP responsibilities do not sit with one or two people but are relevant throughout staffing levels and thematic areas.		

IV. Conclusion

The Country Office programmes have good level of participation and inclusion of affected women and girls. Cash handling has been an evolutionary process throughout the programme and is performed with transparency, third party service providers, and in a manner that protects beneficiaries from undue influence by UN Women personnel. The target beneficiaries of UN Women programmes in the camps and community centres, including women with diverse backgrounds, have access to timely, accurate and relevant information about their rights, entitlements, UN Women’s programming as well as various complaints and feedback mechanisms. The beneficiaries feel comfortable to approach the programme personnel. However, the Country Office’s processes around the management of beneficiary complaints and feedback mechanisms needs improvement to meet the gender-sensitive and beneficiary safety requirements. The monitoring of key elements of the programmes that involved direct implementation needed to be done by independent experts and should capture outcome and impact level data more systematically.

ANNEX 8: COUNTRY OFFICE KNOWLEDGE PRODUCTS DEVELOPED DURING COVID-19 AND THROUGHOUT THE STRATEGIC NOTE PERIOD

1. [COVID-19 and Gender: Immediate Recommendations for Planning and Response in Jordan | UN Women – Jordan](#)
 - Developed jointly by JNCW and UN Women, outlining recommendations to address four main issues:
 - Access to information and health services
 - Protection, safety and security
 - Response planning and coordination structures
 - Economic impact
2. [Rapid assessment of the impact of Covid-19 on vulnerable women in Jordan | UN Women – Jordan](#): The assessment included questions related to the economic situation; health concerns; safety and access to health services; violence against women; the roles of men and women within the household; and access to education.
3. [Conducting Covid-19 rapid assessments in Jordan: integrating gender and intersectionality | UN Women – Jordan](#): A step-by-step guidance note to produce an in-depth picture of the situation, needs and capacities of women, men, boys and girls of diverse backgrounds to inform recommendations and actions that leave no one behind.
4. [Covid-19 and Women's Economic Empowerment: Policy Recommendations for Strengthening Jordan's Recovery | UN Women – Jordan](#): This report explores the impact of the Covid-19 pandemic in terms of women's economic empowerment in the Jordanian context and identifies the relevant policy implications.
5. [A Pocket Guide for Public Security Directorate Family Protection Department Officers | UN Women – Jordan](#): The Pocket Guide provides Public Security Directorate Family Protection Department Officers with information on how to best to respond to rising GBV during COVID-19, how to best support complainants of GBV and the Dos and Don'ts of response measures.
6. [A study on the impact of COVID19 on health, violence against women and economy in Jordan from a gender perspective | UN Women – Jordan](#): This study analysed, from a gender perspective, the effects of COVID-19 on health, social and economic aspects in Jordan during the period from March until the middle of the year of 2020.
7. [Women's Informal Employment in Jordan: Challenges Facing Home-Based Businesses During COVID-19 | UN Women – Jordan](#): This brief explores women's participation in the informal labor market, with a focus on home-based businesses before and during the COVID-19 crisis. The brief offers policy recommendations guided by insights from women-led and women-focused civil society organizations (CSOs) on how to address the economic impact on informal women-led home-based businesses in Jordan.
8. [Addendum on Impact of COVID-19 on NSW | The Jordanian National Commission for Women](#): The addendum proposes recommendations of how to address the gender and intersectionality-related impacts of the pandemic through NSW interventions to ensure effective socio-economic recovery for women and girls with diverse backgrounds. a subsequent addendum to the strategy on meeting the needs of women and girls in the context of COVID-19.

Website and social media

Studies, Policy Briefs and Reports	
	2022
1	COVID-19 and Women's Labour Force Participation in Jordan
2	Jordan National Gender-Specific SDGs Indicators (NGSI)
3	Intersectionality between gender and vulnerability Policy Brief 10
4	Vulnerability to be Redefined with Both Governmental and Local Perspectives Policy Brief 9
5	Coordination to Enhance Services for Vulnerable Groups Policy Brief 8
6	Building a Women's Local Network for Empowerment and Solidarity Policy Brief 7
7	Economic empowerment and mitigating domestic violence risks Policy Brief 6
8	Localizing Research on Domestic Violence
9	Enhancing Access to Services for Survivors of Domestic Violence: Building Trust in National and Local Services Providers Policy Brief 5
10	General Framework for Gender Equality in Jordan
11	Women Building Peace in the Arab States: Regional Synergies and Cross-Learning
12	2021 UN Country Annual Results Report Jordan
	2021
13	Redistributing Care Work in Jordan: Enacting Policy Reforms
14	The reality of agriculture in Jordan from a gender perspective
15	Guidance Note for Using the Gender Equality Analysis Tool in the Jordanian National Curriculum Framework
16	The reality of economic establishments from a gender perspective
17	2021 Assessment of the Impact of COVID-19 on Vulnerable Women in Jordan
18	Assessment of the Status of Gender Statistics in Jordan
19	Gender Mainstreaming Strategy for Jordanian Armed Forces - Arab Army 2021-2024
20	The National Framework for Gender Sensitive Public Transportation
21	Women's Financial Vulnerability: Challenges Women Face with Debt and Loans
22	Women's Informal Employment in Jordan: Challenges Facing Home-Based Businesses During COVID-19
23	A PERSONAL GUIDE FOR UNIFORMED WOMEN OF JORDAN ARMED FORCES AND PUBLIC SECURITY DIRECTORATE
24	Gender Mainstreaming Strategy and Implementation Plan for the Public Security Directorate in Jordan (2021-2024)
25	A study on the impact of COVID19 on health, violence against women and economy in Jordan from a gender perspective
26	UN WOMEN-WFP BLOCKCHAIN PILOT PROJECT FOR CASH TRANSFERS IN REFUGEE CAMPS JORDAN CASE STUDY
27	Assessing macroeconomic response policies to COVID-19 in the Arab region: What implications for women's economic empowerment?
28	Review of good practices for remote service delivery to survivors of violence in the Arab States region
29	Synthesis Final Evaluation Report "Strengthening the Resilience of Syrian Women and Girls and Host Communities programme
30	Fraught but Fruitful, Risks, Opportunities and Shifting Gender Roles in Syrian Refugee Women's Pursuit of Livelihoods in Lebanon, with Additional Observations from Jordan and Iraq.
31	Gender Adviser and Gender Focal Point Training Course - Strategic Training Framework and Curriculum
32	Jordan Review of Gender Equality and the Empowerment of Women and Girls in Humanitarian Action
33	Meal Framework for Localisation of Humanitarian Action in Jordan
34	Institutional Capacity Development on Gender Mainstreaming at the Ministry of Social Development
	2020

35	Jordanian National Action Plan on UNSCR 1325 (JONAP) Perception Survey - Gender Roles, Women in Decision Making and Violence against Women Baseline 2020
36	‘Who holds the microphone?’ Crisis-affected women’s voices on gender-transformative changes in humanitarian settings: Experiences from Bangladesh, Colombia, Jordan and Uganda
37	FISCAL POLICY, TAXATION AND GENDER EQUALITY IN JORDAN
38	COVID-19 and Gender: Immediate Recommendations for Planning and Response in Jordan
39	WOMEN-LED CIVIL SOCIETY ORGANIZATIONS EMPOWERED VULNERABLE WOMEN DURING COVID-19 PANDEMIC: THE INDEBTEDNESS OF WOMEN IN JORDAN
40	META-ANALYSIS ON WOMEN’S PARTICIPATION IN THE LABOUR FORCE IN JORDAN
41	Enhancing livelihood opportunities for Jordanian and Syrian refugee women
42	Gender and Intersectionality in Rapid Assessments
43	A Pocket Guide for Public Security Directorate Family Protection Department Officers
45	Jordan National Action Plan on the Implementation of UNSCR 1325 on Women, Peace and Security- Case Study
46	Covid-19 and Women's Economic Empowerment: Policy Recommendations for Strengthening Jordan's Recovery
47	Gender and the Digital Divide in Situations of Displacement: The Experiences of Syrian Refugee Women in Al-Azraq and Al-Za'atari camps
48	COVID-19 and Gender: Immediate Recommendations for Planning and Response in Jordan
49	Empowering the women of Tafilah through gender advocacy and civic engagement
50	Gender development needs in Tafilah (Baseline Report)
51	Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine
52	National Action Plans on Women, Peace and Security: Critical Tools in COVID-19 Responses in the Arab States Region
53	Enhancing livelihood opportunities for Jordanian and Syrian refugee women
54	The Role of the Care Economy in Promoting Gender Equality: Progress of women in the Arab States 2020
	2019
55	Legal Framework for Dealing with Cases of Domestic Violence
56	Communications Strategy - Jordanian National Action Plan for the Implementation of UN Security Council resolution 1325 on Women, Peace and Security
57	Gender Discrimination in Jordan
58	Generation Equality
59	Jordan Madad Factsheet
	2018
60	Gender Justice & The Law: Assessment of laws affecting gender equality in the Arab States region
61	Unpacking Gendered Realities in Displacement: The status of Syrian refugee women in Jordan (Report)
62	Unpacking Gendered Realities in Displacement: The status of Syrian refugee women in Jordan, Lebanon and Iraq (Brief)
63	Rural Women and Climate Change in Jordan
64	Women's participation in the agricultural sector, rural institutions and community life.
65	EU-Madad Regional Programme Brief
66	Unpacking Gendered Realities in Displacement: The status of Syrian refugee women in Jordan (Report)
67	Unpacking Gendered Realities in Displacement: The status of Syrian refugee women in Jordan, Lebanon and Iraq (Brief)
68	RESOURCE BOOK FOR MAINSTREAMING GENDER IN UN COMMON PROGRAMMING AT THE COUNTRY LEVEL

ANNEX 9: UN WOMEN JORDAN

STRATEGIC NOTE (2018-2022)

PORTFOLIO (Prepared by evaluation team and the country office)

Programme/Activity	Budget (US\$)	2018	2019	2020	2021	2022
NORMATIVE						
Support National Periodic Report to the Committee on the Elimination of Discrimination against Women (CEDAW)	654					
Support to Beijing +20 and +25 national review						
Regional and global inter-governmental processes						
Institutional Capacity Development of MOSD	524,139					
Total	524,793					
COORDINATION						
Lead, UNCT Gender Task Team (GTT)						
Lead, UNCT WEE Platform						
Co-chair, Humanitarian Partners Forum (HPF), Gender in Humanitarian Action (GiHA) Review Reference Group and the UN-NGO Sector Gender Focal Points (SGFP) network						
Co-chair Gender Partners Coordination Group (GPCG)						
Total	6,697,958					
PROGRAMMING						
Country-based Programmes						
WPS+HA- EUTF MADAD Phase 2	2,795,878					
WPS+HA- Expand self-reliance & social cohesion opportunities for Jordanian women in Mafraq Governorate and camp-based Syrian refugee women and promote meaningful engagement in community life (Eid bi Eid) – Phase II	3,101,364					
WPS+HA - Jordanian National Action Plan for the Implementation of UN Security Council resolution 1325 on Women, Peace and Security	8,532,318					
WPS+HA- Resilience and Empowerment of Vulnerable Women: Programme: The Future of Jordan's Growth and Stability: Eid bi Eid/Oasis Model Phase III / Strategic Note Outcome 4.2	10,779,998					
WPS+HA- ME function of the Global Acceleration Instrument on Women, Peace, Security and Humanitarian Action in Jordan	1,855,614					
WPS- Women, peace and security: Implementing UN SC Resolution 1325 as a mechanism to support national efforts to prevent and respond to conflict related sexual violence (JONAP)	837,872					
WPS- From Resolutions to Accountability: Women, Peace and Security Global Facility (JONAP)	22,000					
WPS+HA- Enhancing access to protection services and empowerment opportunities for women at risk in camps and host communities across Jordan under Oasis model	400,020					
G&L: From Principle to Practice: Understanding stereotypes that discriminate against women and pave the way for policy reform	265,134					
G&L: Making every woman and girl count	622,835					
G&L-Strategic Partnership Framework III, Women's Political Participation	150,000					
G&L-Strategic Partnership Framework II, Legislation	159,215					
G&L:Strategic Partnership Framework II, Measures on Women's Political Participation	118,700					
G&L-Accelerating Jordan's Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework	210,000					

WEE-Women's Economic Empowerment - Promoting Women Participation in the Public Sphere (Triple P)	1,790,242					
WEE-Second Chance Education and Vocational Learning Programme	703,784					
WEE-Building food security and supporting self-reliance through employment in Jordan: A holistic approach to gender equality	8,256,648					
WEE-Jordan CO - JP- SIDA ILO	76,279					
COVID 19 Emergency Response Window	231,650					
Total	40,909,551					
Regional Programmes						
WEE-UN Women-ILO Joint Programme	1,589,741					
WPS+HA-Resilience and Empowerment of Vulnerable Women: The Future of Jordan's Growth and Stability (EUTF Madad)	3,541,444					
WEE-Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP)	2,818,878					
Preventing Violent Extremism: Integrating a Gender Perspective (JONAP)	1,112,072					
Men and Women for Gender Equality	708, 299					
Total	9,770,434					
GRAND TOTAL	57,902,736					

Data source: Prodocs and consultation with programme leads