

What have we  
**achieved** so far?



**Hivos**  
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**WOMEN EMPOWERED  
FOR LEADERSHIP  
JORDAN**

What can we  
**improve?**



Ministry of Foreign Affairs of the  
Netherlands



What have we  
**learnt?**



[www.hivos.org/program  
/women-empowered-for-leadership-we4l](http://www.hivos.org/program/women-empowered-for-leadership-we4l)

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## BACKGROUND:

- A significant gap exists for women between constitutional rights and acceptable social norms, with traditional expectations and cultural restraints continuing to limit women's advancement. In addition, the perceptions towards women in leadership lack the belief in female capacities as leaders in the political life or public administration.
- With less than one-fifth of women engaged in the workforce, Jordan has one of the lowest rates of female economic participation in the world. Despite the inclusion of quotas for women in the national and municipal bodies, their political participation remains limited.



  
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## WHAT IS NEEDED

Ensuring women have equal opportunities and the capacity to fully participate in political life and decision-making processes requires a transformational mind shift at the individual and organizational levels in order to recognize gender issues, dynamics and power relations and how they affect / or are affected by projects and organizational actions. This **TAKES TIME...** and requires rigorous questioning and continuous learning

**1** Significant increase in women elected officials and new appointees at sub-national political and administrative level, participating fully and effectively.

**2** Women's CSOs and established and aspiring women leaders collaborate and impact political and societal development and opinion.

**3** The general public increasingly recognizes and supports women in leadership positions.

**5** Improved preconditions for women's rights and gender equality

**4** Civic organizations demonstrate a significant change in their policies and practices on full and equal participation of women in leadership positions.

Outcomes of  
**WE4L**

  
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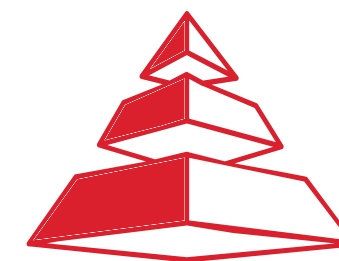


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Sensitizing women rights advocacy  
within the local context:

Increasing women's effective participation at the national and sub-national political and administrative levels has had significant impacts on Jordan's development, decisions and actions that affect women's daily lives at the local level. WE4L partners in Jordan have adopted a bottom-up approach to achieve the program goals. Community-level advocacy, creating informal safe spaces and enabling women networks were core tools to empower potential women leaders.



**BOTTOM-UP  
APPROACH**

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### Kitchen meetings:

A tool to collect gender-sensitive local data to enhance understanding about the context from the perspective of its constituencies. 18 kitchen meetings were organized and attended by 342 women. The “morning” gatherings of local women acted as a safe and accessible platform for females to express their necessities and ambitions, specifically for those living in remote and conservative areas where the culture and stereotypes force women to play a particular role - that of the housewife who does not actively participate in the community. The kitchen meetings were conducted to consult housewives and girls about the feasibility of community initiatives in their local areas.

### Popular education circles:

A tool that enables women activists to slowly build knowledge about their rights, and which they join as leaders in the rights-based advocacy campaigns while taking into consideration potential concerns of women risking their jobs. This tool ensured female activists are engaged and motivated in a natural manner.

### Café talks:

This tool engages young people to moderate discussions on issues that revolve around female leadership, in addition to generating related feedback and content.

### Phone banking:

Creating a database for women activists to reach out with awareness tactics and messages via phone calls.



**Engaging women and men** in decision-making positions and from political parties, trade unions and municipalities in calls for strengthening women’s participation. WE4L partners in Jordan have worked to create a common interest for stakeholders that demonstrated how women participation is the right thing to do from a human rights framework perspective and for society’s development.



Women’s public and political participation is about more than just numbers; initiatives implemented by partners in Jordan are intended to have real influence over decisions and actions on the ground. For that reason, WE4L in Jordan has provided a specialized Outcome Harvesting training and a **Monitoring Evaluation and Learning training** to its partners to enable them to understand the WE4L results framework and intended outcomes and how joint action is needed to achieve goals at the aggregate level. The trainings also aimed at engaging partners in conversations related to sharing experiences, enhancing synergies and adopting a collaborative approach to best adapt to the Theory of Change within the local context.

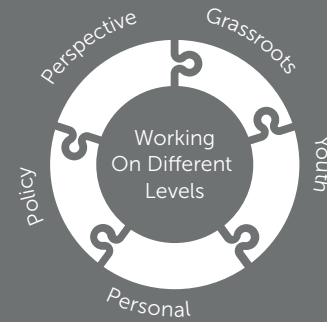


All of Hivos partners in Jordan have been trained on **problem tree analysis techniques**, which aim to identify and map causes and effects of problems related to limited women participation in the political and public life in Jordan. The process enabled partners to better identify the anticipated results that can be attributed to their organizational mandate and area of focus.

## What have we achieved so far?

Since enhancing women political participation is a complex mission that has deep rooted causes with various dimensions (cultural, economic, religious and social), solutions to address this issue also need to be holistic and multidimensional.

Through direct programming in addition to partnerships with WE4L partners in Jordan, Hivos has applied a number of strategies and innovative tools that engage stakeholders at different levels of the Jordanian society.



Furthermore, Hivos is supporting 7 NGOs and semi-governmental organizations and entities in achieving the program's vision for a world where women are economically independent, politically empowered and have access to public participation.



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Women Empowered for Leadership (WE4L) program in Jordan focused on:

**Grassroots engagement and mobilization:**  
Hivos partners such as ANHRE, the Jordanian National Commission for Women and Ahel (JNCW) utilized a rights-based approach to women participation in leadership. This included empowering women at the grassroots level to effectively identify core issues to address in their advocacy strategies. This approach enhances ownership and aims to achieve higher levels of sustainability through engaging “right owners” as drivers of change who are able to design and implement advocacy campaigns, community organizing initiatives and responsible gender equality actions.

**Skills training:**  
Hivos partners have engaged women in a variety of leadership, communications, advocacy and women’s rights training. To maximize the impact of the work NGOs do, men were actively involved in some of the specialized subject matter trainings including gender sensitive auditing and budgeting at the local municipal levels.

**Policy level advocacy:**  
Developing policy papers and correction plans to enhance women participation in decision-making positions such as the JNCW’s work on producing mechanisms and recommendations to support trade union and professional associations. The correction plan is expected to lead to a higher number of females in these unions, which will enable them to reach leadership positions. gender mainstreamed strategies and policies. Moreover, Hivos’ gender audit at the Central Bank of Jordan resulted in a series of recommendations to improve working conditions for the Central Bank’s female staff.

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A key focus of WE4L partners’ work in Jordan was **engaging with the media and the creative sector** to address challenges facing effective women participation, as well as limitations in representing social, political and economic challenges from a gender perspective in the media discourse. WE4L partners worked closely with potential women leaders, media outlets, and female candidates to monitor gender-focused events and debates before, during and after elections providing watch-dog entities to protect the rights of women and advocate for more effective and participatory role for women in public and administrative life in Jordan. Furthermore, WE4L partners worked on interventions to connect women experts with media gatekeepers to ensure females are better represented in the Jordanian media. Additionally, a significant focus has been given to women writers as influencers of public opinion. This included providing female writers with the communications expertise (such as digital security, online practices and analytical skills) to produce quality feature stories on areas of interest in different sectors from a gender perspective through the work of 7iber.



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WE4L program partners in Jordan are working on addressing the gap in reaching new players and agents of change. The women development sector in Jordan is largely focused on two levels; the local grassroots level, and the national level that is led by established activists and popular feminists. The challenge remains in finding innovative ways to reach and empower the pool of experts, academics and professionals that are in the middle. The potential leaders and change agents can collaborate and innovate with each other to create a peer network that can provide knowledge products, inform design of interventions and engage with the media to ensure women are fully and equally represented. Additionally, reaching new agents can have substantial impacts on mainstreaming the gender lens and contributing to changing stereotypes and raising public awareness on women's roles across sectors (education, environment and economic empowerment).



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Enhancing **synergies between partners in the arena of capacity building and skills training** on leadership, communications, gender mainstreaming, strategic planning and advocacy. This includes identifying “expert organizations” from WE4L pool of partners to deliver master training sessions with the aim of mainstreaming concepts and methodologies and contributing to effective knowledge sharing.

**Unifying evidence-based messages** to stakeholders and decision makers. This means engaging them at the national and subnational levels in constructive conversations on how improved conditions for Jordanian women can contribute to enhancing productivity within the workforce, in addition to making local and national-level institutions more representative. At the trade union and political parties’ levels, a number of WE4L partners worked to cultivate constructive conversations with men, since they play a critical role in building support for women and ensure that gender is mainstreamed into all of the internal policies and legal frameworks of parties and unions.

In Jordan, WE4L has identified the need for **relevant and locally sensitized resources on women participation and gender equality** that can enable partners and implementers deliver their messages and strengthen their programming. Resources include case studies, research papers, and up-to-date country-level and sector level stakeholder mapping, to mention a few.

### DEEP versus WIDE:

**Encouraging deeper programming that enables a pool of potential leaders to influence and realize women empowerment in leadership actions. Deeper approach entails:**

- Focused capacity building interventions such as organizational specific mentoring and coaching on key issues like leadership trainings and gender auditing.
- Investing in young people, writers and experts to build on the skills training they received and develop a follow-up action plan that ensures learning is shared within peers as well as organizations.
- Nurturing relationships with existing change agents, allies and activists through continuous knowledge sharing and capacity building
- Contributing to sustainable change by enabling effective coalition building.
- Encouraging collaboration and synergies between WE4L partners to complement each other’s work, and enhance effectiveness of programming in Jordan. This can be achieved through engaging partners in planning for initiatives and utilizing available resources in focus areas such as capacity building and advocacy.
- Continuing to work with a diverse group with partners in Jordan with different mandates and expertise to achieve Hivos goals through a holistic multidimensional approach.



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