



اللجنة الوطنية الأردنية  
لشؤون المرأة  
The Jordanian National  
Commission for Women

# Communications Strategy

## Jordanian National Action Plan (JONAP) on UN Security Council resolution 1325 Women, Peace and Security



  
#JONAP


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# PURPOSE OF THIS DOCUMENT

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This strategy document outlines the communications approach that will be followed to build awareness of and support for the implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security through the Jordan National Action Plan (JONAP) 2018-2021. This document is designed to establish a shared understanding of the situational context within which the JONAP will be implemented, by outlining the following: the SWOT analysis of the JONAP and the media landscape within which the Communications Strategy will be implemented; key insights driving the recommended approach for the target audiences for the communication activities; priority advocacy messages (Message House); key channels for deployment; proposed activities in line with key strategic objectives; estimated outcomes; measurement and evaluation framework; and the estimated budget.

# INTRODUCTION

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In 2017, Jordan endorsed the National Action Plan (JONAP) for the implementation of UN Security Council resolution 1325 on Women, Peace and Security, outlining an action plan to mainstream gender throughout the peace and security sectors in Jordan. However, several challenges must be overcome in order to ensure that the JONAP is successful. Due to the lack of comprehensive and nation-wide communications efforts thus far, multiple key stakeholders in Jordan, especially outside of Amman, may not be aware of the JONAP or its objectives—and in turn may not contribute to its implementation. In addition, as acknowledged in the fourth strategic goal of the JONAP, a change in community attitudes is needed in order for the first three goals of the JONAP, as well as the JONAP overall, to succeed.

In order to successfully implement the JONAP, key audiences must support its objectives, and underlying norms and expectations about women's role in society must be addressed. To mitigate these two threats to the success and efficacy of the JONAP, a Communications Strategy has been developed to reach specific target audiences with key messages developed through careful analysis and consideration of the Jordanian context.

UN Women contracted Magenta Consulting Firm to develop this JONAP Communications Strategy, and Magenta has in turn collaborated closely with UN Women, the Jordanian National Commission for Women (JNCW), the JONAP National Coalition/Steering Committee, and other key stakeholders to draft an effective and targeted Strategy. The Strategy development process took place from mid-October through the end of December 2018 and included the following phases:

1. **Inception phase**, including a literature review and key informant interviews (see Annexes 1 and 2 for a list of sources and key informants consulted, respectively)
2. **Stakeholder consultations**, including:
  - a. A two-day workshop with 45 representatives from Jordanian civil society, the security sector, the government, and the media (see Annex 3 for a list of participants)
  - b. A Focus Group Discussion with nine women currently working in the security sector, to dive more deeply into the experience of women in this sector (see Annex 4 for a list of participants)
  - c. A half-day meeting with JNCW to discuss the branding approach for the JONAP (see Annex 5 for a list of participants)
  - d. A half-day verification workshop with JONAP partners to gather feedback on the draft Strategy (see Annex 6 for a list of participants)
3. **Drafting process**, during which Magenta compiled and analysed the inputs gathered in the previous phases and developed a draft Strategy
4. **Review process**, during which the draft Strategy was shared with key stakeholders for review and feedback.

# SITUATIONAL ANALYSIS

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## INTRODUCTION

Despite Jordan's classification as a low-middle income country and its rank at 95 out of 189 countries (placing Jordan in the category of "high human development") on UNDP's Human Development Index (HDI)<sup>1</sup>, Jordan has struggled to mainstream gender equality throughout the social, political, and economic spheres of the country. On UNDP's Gender Inequality Index,<sup>2</sup> Jordan scores 0.460 (a score of 0 indicates perfect equality between men and women, a score of 1 indicates absolute inequality between men and women).<sup>3</sup>

Improving gender equality and promoting equal opportunities for women and men is critical for the long-term stability of Jordan, especially given the Kingdom's geographic susceptibility to the spill-over effects of neighbouring conflicts and the country's important role as a source of stability and peace in the region. In particular, increasing women's role in ensuring peace and security—through both the domestic security sector<sup>4</sup> and peacekeeping missions abroad—is a priority, along with promoting gender-sensitive humanitarian services for both refugees and Jordanian host communities. Women not only bring a unique and important set of experiences, perspectives, and skills to the sectors of peace and security—creating a synergy with men's equally important contributions—but also represent an educated and motivated segment of the population with a high potential to make a valuable contribution.

In 2017, Jordan endorsed the National Action Plan (JONAP) for the implementation of UN Security Council resolution 1325 (2000) on Women, Peace and Security, outlining an action plan to mainstream gender through four strategic goals:

1. Achieve gender-responsiveness and meaningful participation of women in the security sector and peace operations;
2. Achieve the meaningful participation of women in preventing radicalization and violent extremism, as well as in national and regional peace building;
3. Ensure the availability of gender-sensitive humanitarian services (including psychosocial, social, legal and medical services) that are safely accessible by Jordanians and refugees (including those women and girls most vulnerable to

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<sup>1</sup> <http://hdr.undp.org/en/content/human-development-index-hdi>

<sup>2</sup> A composite measure reflecting inequality in achievement between women and men in reproductive health, empowerment and the labour market.

<sup>3</sup> UNDP, *Human Development Indicators, Jordan*. Accessed 22 October 2018.

<sup>4</sup> As per the definition in the JONAP, this includes the Jordanian Armed Forces, Public Security Directorate (Police), Gendarmerie, and Civil Defense



violence and in need of protection, in host communities and refugee camps in Jordan);

4. Foster a community culture that recognizes gender needs, the importance of gender equality and the role of women (including young women) in peace and security.

Women currently comprise 4.4% of staff in the Jordanian security sector, 6.8% within the Jordan Armed Forces (JAF), and 10% within the Gendarmerie.<sup>5</sup> While these numbers may seem low, they represent a substantial improvement in gender equality in the security sector compared to previous years.<sup>6</sup> Some JAF branches, including the Jordanian Air force, JAF Band, and the military medical services, are also known to have a higher percentage of women than the JAF overall. In terms of peacekeeping, Jordan provides 8% of all police peacekeepers in UN missions, though it is difficult to determine the percentage of female peacekeepers.<sup>7</sup> Some women do occupy leadership roles in the security sector, though a “glass ceiling” often makes it difficult for women to advance to senior roles. The lack of a strong bureaucracy and enforcement mechanisms in the security sector also poses challenges for the implementation of policies promoting women’s participation and advancement, further hindering women’s full contribution to peace and security in Jordan.

Women can also contribute to security and peace building by helping to prevent radicalization and violent extremism. Mothers are uniquely positioned within the family to identify children who are at risk of becoming radicalized. Mothers are often the primary caregivers for children. As such, mothers have the opportunity to guide the development of their children’s mindsets and beliefs.<sup>8</sup> At the same time, due to this unique role in the family, women may also be targeted by extremist groups who seek to use them as a conduit to reach other vulnerable family members.<sup>9</sup>

The JONAP also calls for stronger service delivery mechanisms, with improved gender-responsiveness, to support women and girls affected by conflict—including both refugees and Jordanians in host communities. Insufficient and overstretched services for women and girls—including those related to issues such as gender-based violence (GBV) and conflict-related sexual violence (CRSV)—make it difficult for them to receive the support they need. In 2017, 95% of reports of sexual and gender-based violence (SGBV) collected by UNHCR protection partners were filed by women and girls; underreporting by men and boys due to social stigma may be a factor in this gender gap, but it is still likely that the majority of survivors of SGBV and CRSV are women and girls. The three most common types of incidents reported were psychological/emotional abuse (44%), physical assault (25%), and forced marriage

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<sup>5</sup> JONAP 2018 – 2021.

<sup>6</sup> Interview with Colonel Hedley Tomlyn, October 25<sup>th</sup>, 2018.

<sup>7</sup> UN Department of Peacekeeping Operations (30 June 2017).

<sup>8</sup> UN Women and the Jordanian National Commission for Women, *Women and Violent Radicalization in Jordan*. March 2016.

<sup>9</sup> Ibid.

(18%).<sup>10</sup> About one in three survivors of violence declined health or medical services in 2017: 78% declined legal services, 87% declined safety and security services (i.e. the option to relocate to a safe shelter), 40% declined livelihood support, and 9% declined psychosocial services.<sup>11</sup> In many cases, mandatory reporting requirements may discourage survivors from accessing services.<sup>12</sup> These data show that vulnerable refugees and Jordanians may not be accessing the services they need, indicating that the humanitarian system is not meeting the needs of the people it's meant to support, including women and girls.

Behind many of the issues the JONAP aims to address norms, perceptions, and expectations around gender. A poll conducted in 2016 by the Arab Barometer found that 18% of Jordanians (21% of men and 6% of women) believe that married women should *not* work.<sup>13</sup> The same poll also found that 18% agree that a university education is more important for a boy than for a girl, and that 58% believe that husbands should have the final say in all decisions concerning the family.<sup>14</sup> A survey conducted by the International Republican Institute (IRI) in May 2017 showed that 28% of Jordanians disagreed or strongly disagreed that women should be equally represented in political decision making in Jordan.<sup>15</sup> These statistics indicate that a small but important minority of Jordanians still do not support equality between men and women, which is a substantial barrier to the implementation of the JONAP. Furthermore, given that men are still the decision-makers in many contexts, ensuring their buy-in for the JONAP and identifying men who can be allies and advocates for women is integral to the success of these efforts.<sup>16</sup> At the same time, changes to women's roles in society will also affect men's roles, and such consequences must be taken into account in order for the JONAP to be successfully implemented.

Since the JONAP was endorsed, the implementation of the plan has been spearheaded by JNCW, with support from UN Women and other Government of Jordan (GoJ) entities. A JONAP Facebook page has been actively managed by JNCW since November 2016, and several promotional videos have been produced highlighting the successes of women in the security sector (see the below section "Audit of Communications Assets and Activities" for more detail).

However, as there has not yet been a nation-wide communication effort to increase awareness and understanding of the women, peace and security agenda, and consequently of the JONAP, it is assumed that current levels of awareness vis-a-vis the JONAP—and why the plan is important—are low. This is likely true among both the Jordanian public and the security sector, which poses a challenge to the implementation of the JONAP. While Jordanians are highly aware in general of

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<sup>10</sup> UNHCR, *Jordan GBV IMS Task Force Annual Report 2017*.

<sup>11</sup> Ibid

<sup>12</sup> Ibid

<sup>13</sup> Arab Barometer, *Jordan Five Years After the Uprisings*. 1 August 2017.

<sup>14</sup> Ibid.

<sup>15</sup> IRI, *Survey of Jordanian Public Opinion*. May 2017.

<sup>16</sup> Interview with Political Officer at US Embassy in Jordan, October 29<sup>th</sup>, 2018.

external security threats facing Jordan—including instability in Syria, Lebanon, Iraq, and Palestine that may spill over into Jordan's borders—citizens are less aware of how the JONAP addresses these concerns by allocating resources and support to the security sector to improve its efficacy through the increased participation of women. Part of this lack of awareness may be derived from an assumption that women are not well-positioned to contribute to security to begin with—an attitude that also poses a challenge to the JONAP implementation.

Yet, without a strong understanding of what the JONAP is, what it means for regular people in Jordan, and how it can benefit them, stakeholders will have no interest in supporting its implementation. In order to raise awareness of and support for the JONAP among these key audiences, it's necessary to frame the JONAP as a plan responding to the needs and concerns of people in Jordan, highlighting its relevance to the daily lives of individuals.

# SWOT ANALYSIS

The following matrix shows the strengths, weaknesses, opportunities and threats related to the implementation of the JONAP. These factors are important to consider in the development of the Communications Strategy, as strengths and opportunities can help bolster the efficacy of the Strategy, while weaknesses and threats will need to be mitigated.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>■ JONAP developed by diverse Jordanian stakeholders from all governorates</li> <li>■ High-reach media channels (on and off-line) in Jordan covering all key demographics</li> <li>■ Focus on community engagement</li> <li>■ High representation of women among the JONAP stakeholders</li> <li>■ Strong support from civil society for the JONAP</li> <li>■ The JONAP is linked to UN Security Council Resolution 2250 on Youth, Peace and Security</li> <li>■ 97% of the JONAP is focused on strategic and institutional needs and priorities vis-à-vis women, peace and security (WPS), ensuring that the strategic needs of women are met and that the Jordanian government and security sector have the resources needed to implement the JONAP.</li> </ul>	<ul style="list-style-type: none"> <li>■ The JONAP doesn't specify how to engage men on WPS, which is an important part of the communication efforts</li> <li>■ Current JONAP brand doesn't communicate the key messages clearly</li> <li>■ The JONAP sets challenging targets that may be difficult to meet</li> <li>■ The security sector doesn't have the mechanisms in place to enforce the implementation of the JONAP</li> <li>■ The JONAP does not disaggregate actions by age, disability, geographic location or other important categories While JNCW has a strong social media presence and good relationships with the media, these assets are not being utilised in a strategic manner.</li> <li>■ Only 3% of JONAP activities are focused on the practical needs of women and girls, and therefore may not feel relevant to the broader public<sup>1</sup></li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>■ Jordan has a relatively vibrant media landscape with high reach and influence</li> <li>■ Global women's rights movements (such as #Me Too) mean that there is presently a higher-level of awareness about broader women's rights issues</li> <li>■ A strong, convention-breaking brand for the JONAP can elevate the campaign and help achieve stand-out</li> <li>■ There are various success stories and examples of positive deviance, for both men and women</li> <li>■ Jordanian culture and traditions have strong examples that can be used to communicate with target audiences</li> <li>■ Men can become allies and advocates helping to strengthen the communications approach</li> <li>■ JNCW has good relationships with the media and a strong social media presence that can be leveraged</li> <li>■ Support from the international community for the JONAP could be leveraged to motivate stakeholders to implement the JONAP, but a careful balance will be needed to ensure that the JONAP is not perceived as solely an international effort.</li> </ul>	<ul style="list-style-type: none"> <li>■ Possibility of social media backlash from certain sectors of Jordanian/regional society</li> <li>■ Multiple government/public sector initiatives and messages make it hard to achieve campaign cut-through</li> <li>■ Increased prevalence of 'fake-news' means trust in the truthfulness of social media posts is weak, although we don't yet know to what extent this holds true</li> <li>■ UNSC Resolution 1325 is seen as imposed by international actors, or not relevant to Jordan</li> <li>■ Insufficient funding is allocated for the JONAP implementation</li> <li>■ The leadership of the security sector and GoJ is not supportive of the JONAP</li> <li>■ The JONAP is seen as a plan addressing "women' issues", thus excluding men from the conversation</li> <li>■ Too much English content could create the perception that the JONAP is an external or international effort, which would weaken its impact</li> </ul>

Figure 1. SWOT Analysis

<sup>17</sup>UN Women Guidance Note: Balancing Priorities: lessons from Iraq, Jordan and Palestine for NAP-1325 drafting teams

## CURRENT BARRIERS

As the Communications Strategy must support the overall implementation of the JONAP, it is important to consider potential barriers to successful implementation, in order to ensure that they are effectively addressed as part of the Strategy. Based on insights gathered from the literature review, the Stakeholder Workshop, and the FGDs, we have identified the following major barriers to the implementation of the JONAP. Most of these barriers are related to gender norms in Jordan.

- Men—and especially some male leadership figures in the security sector—lack a strong understanding of the benefits of the JONAP (i.e. the benefits of women's increased participation in the peace and security sectors), which limits their buy-in and support to the JONAP.
- Some male leadership figures in the security sector hold traditional beliefs about the role of women in society, which are not compatible with women's equitable participation in the peace and security sectors.
- The distinction between gender equity and gender equality is not fully understood by Jordanian men and women. As a result, it is often not acknowledged that allowing for—and even enabling—differences in how men and women are treated is not only justified, but also needed, in order to ensure that both men and women have the support needed to succeed. Currently, different treatment for men and women—such as allowing women to leave work early to pick up children—is seen by both sexes as a gender-specific privilege that should be eliminated in order to advance the cause of women in society; in reality, such accommodations are needed and ought to be accepted—instead of criticized as unfair—in order to give men and women an equal opportunity to succeed.
- Current gender inequalities in the peace and security sectors are often interpreted as expected and acceptable based on traditional gender norms in Jordan.
- Women and men do not feel capable of defending women's equitable participation in peace and security when the issue arises.
- Women often do not have access to leadership positions, and don't have the resources and support to pursue these roles.

## KEY INSIGHTS

In addition to the barriers mentioned above, we have also identified the following key insights that are relevant for the Communications Strategy, organized according to the JONAP's pillars:

- **Pillar 1:** Achieve gender-responsive and meaningful participation of women in the security sector and peace operations:

- Women can add immense value to the security sector and peace building, but the conversation is rarely framed in these terms. Having more women in the security sector could encourage Jordanian girls and women to come forward with reports of sexual assault and other sensitive crimes, as survivors may not feel comfortable reporting such cases to men. In addition, while it is not culturally acceptable for men to conduct personal searches of women, female security officers can conduct such searches, improving the safety of all Jordanians. Furthermore, while on peace keeping missions abroad, female officers are able to better communicate with local women compared to male officers.
- Both women and men are reluctant to talk openly when discussing challenges faced by women in the peace and security sectors and how gender norms contribute to those challenges. This reluctance may be derived from certain expectations of how women and men are “supposed” to act, and a hesitancy to openly question attitudes about gender.
- A woman’s decision to join the security sector is not necessarily the result of deliberate planning. For many women this is a casual choice derived by an interest in doing something different.
- Women at different levels of seniority in the security sector have diverse experiences in the workplace. Women in junior positions may face more challenges related to gender norms, while women in senior positions may encounter less resistance. This pattern could be due to a variety of reasons, including a potential selection bias, whereby women who continue in the security sector until they reach senior positions are bothered less by gender inequities or are more willing to speak out on these issues.
- Certain military traditions and regulations may also reduce inequalities between men and women, but the implementation of the rules may not always be consistent.
- Women may not have equal access to leadership positions in the security sector as a result of a variety of considerations, including gender inequalities that make it difficult for women to remain in the security sector long enough to advance to a senior position. This also contributes to a situation in which women in junior positions have few role models within their workplace, making it less likely that they will remain in the security sector until they reach senior levels.
- The fact that peacekeeping missions involve international travels can be both an incentive and a deterrent for women. Some women look forward to international deployment, and see this as an opportunity to learn about new cultures and countries. Other women have cited the travel requirement as a barrier to their participation in peacekeeping, as it is often not culturally acceptable for young women to travel abroad without their family.
- Efforts to increase women’s participation in the peace and security sectors must be applied not just to increase their representation, but also to promote their active role throughout all career levels, including leadership

and Active Duty positions. Women and men have the same mandate in the security sector, and women have the potential to contribute in a variety of positions, not just administrative roles.

- **Pillar 2:** Achieve the meaningful participation of women in preventing radicalization and violent extremism, as well as in national and regional peace building:
  - Women's involvement in violent radicalization—both as a first line of defence against radical ideologies within families but also as perpetrators of violence—is a highly sensitive topic that Jordanians may not be willing to discuss openly, at least at first.
  - Youth can and should play a key role in national and regional peace building, including countering violent extremism. Youth represent the next generation of Jordan's leaders, and experiences with peace building at a young age can motivate them to continue contributing to civil engagement, peace and security in the future. In addition, young people have a critical understanding of the challenges facing the country as well as innovative ideas for how to address them. This combination makes youth well-positioned to contribute to peace building. Youth are also a segment of society particularly at risk of adopting violent and extremist ideologies. Discussing such topics with youth can help dispel myths regarding extremism and raise their awareness about warning signs among their peers.
  - Similarly, grassroots organizations are well-positioned to address issues of peace building and violent extremism. These organizations are managed by and for local citizens, giving them unique insight into community dynamics, including potential sources of tensions and threats of extremism, if they exist. In addition, grassroots efforts to address challenges around peace building are more sustainable than top-down solutions proposed by external entities. These organizations are usually trusted by the community, which is an important factor in delivering advocacy messages empowering local communities to be responsible for their own security and peace, thus contributing to a more stable Jordan in the long term.
- **Pillar 3:** Ensure the availability of gender-sensitive humanitarian services (including psychosocial, social, legal and medical services) that are safely accessible by Jordanians and refugees (including those women and girls most vulnerable to violence and in need of protection, in host communities and refugee camps in Jordan):
  - International standards may discourage some women from accessing the services they need, especially when such standards are conflicting with the local culture. For example, women may not feel comfortable reporting SGBV because such issues are traditionally addressed within the family and making such cases public would bring shame on the family. Yet, accessing some protection services may require a formal report to be filed.
  - Civil Society Organisations (CSOs) play a key role in the delivery of gender-sensitive humanitarian services but require additional support and training

to continue providing high quality and culturally-sensitive services to vulnerable populations. Donor funding for CSOs is often limited, resulting in insufficient resources for supplies, staff training, and capacity building on gender mainstreaming, which is critical to strengthen CSOs' response services in support of communities throughout Jordan. Training for staff is particularly important in this context, as CSOs service providers often interact with populations who have experienced trauma, suffer from mental health conditions, and have specific vulnerabilities that require a high level of sensitivity (especially women and girls).

■ **Pillar 4:** Foster a community culture that recognizes the gender needs, the importance of gender equality and the role of women (including young women) in peace and security:

- Families play a critical role in how children—both sons and daughters—are raised and their views on gender. To change gender norms, including those limiting women's participation in the peace and security sectors, it is important to reach out to the next generation, as well as their caregivers.
- Both men and women often express contradictory views on gender norms, including how they affect their own lives. Some favour gender equality when it benefits them but express more traditional opinions on the role of women and men when not personally beneficial. For example, a husband may be in favour of his wife working in the security sector because of the good pay and job's benefits, but he will not want her to stay late at work or talk to her supervisor after working hours, even though these may be the job's requirements.
- There is a perception that the treatment of women working in the peace and security sectors is largely determined by the individual behaviours of women and men. For example, there is a perception that women who speak out against gender discrimination do so because of their strong personality, and men who support women's equal participation do so for the same reason. However, it is also important to acknowledge sociological and environmental factors contributing to shape one's personality and opinions.
- Female role models and community leaders are particularly important when it comes to encourage women to pursue an active role in peace and security. Providing examples of women who successfully and proudly engaged in the peace and security sectors will encourage young girls and women to get involved.
- Men should play an active role in supporting women as allies and advocates of gender equality. Gender equality is not simply a "women's issue" and affects everyone in Jordan, both men and women of all ages. Encouraging men to stand up for and support women in their lives will send a powerful message about the importance of this issue and will facilitate a conversation at both the national and local level about what everyone individually can do to support gender equality.



- Cultural norms have a significant influence on people's daily life throughout the Kingdom. These traditions can contribute to communications efforts and key messages in a positive way, especially in terms of reaching key target audiences.

## AUDIT OF COMMUNICATION ASSETS AND ACTIVITIES

As part of the development of the Communications Strategy, we have considered the status of existing communications assets and activities, as well as the best way to incorporate these into the Strategy.

### 1325 Facebook Page

Since the 1325 Facebook page was launched in November 2016, it has received over 30,300 likes and has over 30,500 followers. Fifty-seven percent of people who liked the page are men, and 66% fall in the age range of 18-34 years (the distribution is similar for followers). As 58% of overall Facebook users are men,<sup>18</sup> this skew towards men among people who have liked the JONAP page is expected. The fact that the gender split is *not* closer to 50/50 can actually be seen as a positive sign, indicating that equal proportions of men and women—relative to overall Facebook use—have liked the page. However, of the people reached by the page, 84% were men and 16% were women; 35% of all people reached were men between the ages of 25-34 years. Similarly, 78% of people who have engaged with the page are men, and 32% are men between the ages of 25-34 years. These figures do reflect an unexpected gender gap in favour of men, which could potentially be due to how promotions are being used to target users.

From 31<sup>st</sup> October 2018 to 27<sup>th</sup> November 2018, more men in every age category viewed the page than women. The page is most popular among men ages 25-34, with 57 women and 191 men in this age range viewing the page during the above time period. Very few people under the age of 18 or above the age of 65 viewed the page. In the first seven days of November 2018, the vast majority of users accessed the page through a mobile device (238 people), rather than a computer (23 people).

JNCW has successfully utilised paid promotions to boost the page, with the majority of the page's reach derived from these paid promotions. In some cases, the promotions helped posts reaching over 50,000 people.

Specific advantages of the Facebook page that can be leveraged to contribute to this Strategy include:

- The page has strong reach among both young men and women;
- The Facebook page has generated a strong following around the "1325" brand;

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<sup>18</sup> Hootsuite, *Digital in Jordan 2018*. <https://www.slideshare.net/EveryLeader/digital-in-jordan>.

- Posts almost always feature photos and videos, which are very appealing for audiences.

Suggested improvements to the Facebook page that will be incorporated into the social media component of the Strategy include:

- Target promotions to specific audiences to help the page reaching different audiences with specific key messages;
- Link the Facebook page with other communications activities, so audiences can follow the progress of the JONAP and all related events;
- Use the full range of Facebook tools, including Facebook live, and events to advertise other JONAP activities and further seek to promote content which engages the user on the women, peace and security agenda.

## JONAP Promotional Videos

JNCW has previously produced and disseminated four short videos on women's participation in security sector agencies. The videos include relevant messages, such as women feeling proud to join the security forces, women working productively next to male colleagues, and women encouraging other women to pursue a career in security forces until they reach a senior level. The videos show women at the work place, which allows the viewer to learn more about what they do and the type of training they receive. Three of them were published in one day, and the fourth four days later, receiving between 19,000 and 35,000 views.

Specific advantages of the JONAP promotional videos that can be leveraged to contribute to this Strategy include:

- The videos have a high production quality;
- The format of the videos is appealing to viewers: the clips are short and quickly move between scenes;
- The videos have already been shared across national TV in Jordan.

Suggested improvements to the promotional videos that will be incorporated into the production of future videos:

- Sharing the videos on media channels specific to the security sector and social media outlets;
- WPS Champions can be featured in the videos to attract additional attention;
- The videos can be used as part of the earned media effort.

## JONAP Branding

A unique logo and visual identity have already been created for the JONAP, which prominently feature the numbers “1325,” alluding to the UN Security Council Resolution on which the JONAP is based. As part of this Strategy, an updated version of the branding was developed, building on the existing visual identity but also bringing in new elements to signal the start of a new round of communications efforts in support of the JONAP (see the section Branding and Attribution, below, for more information on how the branding was developed).

Specific advantages of the previous JONAP branding that can be leveraged to contribute to this Strategy include:

- Widespread recognition among key stakeholders of the “1325” brand;
- “1325” has begun to take on its own meaning, shifting from simply referring to the UN Security Council resolution towards the recognition of Jordan’s efforts to promote the WPS agenda.

Suggested improvements that have been incorporated into the updated branding include:

- Designing the branding and visual identity around the human truths identified during the branding workshop;
- Breaking conventions and creating a brand that is surprising and unique;
- Ensuring the branding speaks to all citizens and makes the JONAP relevant.

## COMMUNICATIONS OBJECTIVES

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Based on consultations with UN Women, JNCW, and the 1325 Coalition—including civil society members, the security sector, the Jordanian government, and the media—the following objectives and sub-objectives for the Communications Strategy were agreed on:

- 1. Enhance public support for WPS issues in Jordan**
  - a. Improve the public’s understanding of the importance of WPS;
  - b. Enhance visibility of JONAP activities and progress related to WPS;
  - c. Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields.
- 2. Build and maintain strong support for the JONAP among key stakeholders and audiences**
  - a. Motivate relevant GoJ institutions and the security sector to lead the implementation of the JONAP;

- b. Increase GoJ and security sector resources available for the JONAP.

These objectives respond to the above-mentioned risks hampering the successful implementation of the JONAP, such as the potential *lack* of support for the JONAP and WPS on the part of the public, the GoJ and the security sector, linked to low awareness of the JONAP overall.

## TARGET AUDIENCE ANALYSIS

Before identifying the target audience (TA) it is important to differentiate the TA from both beneficiaries of communications efforts and relevant stakeholders and influencers, who are also relevant to the Communications Strategy. Figure 2 below outlines this distinction.

Stakeholders and influencers encompass a large array of actors and institutions in Jordan, including the media, religious and community leaders, the GoJ, international agencies such as the United Nations, and civil society. The primary beneficiaries of the JONAP are women in Jordan, though men and grassroots women's organizations will also indirectly benefit from the increased stability and economic development achieved through the promotion of the WPS agenda. Women involved in the security sector will likely receive the most benefit, though the expected change in social norms and attitudes around gender will benefit all women and girls in Jordan.

### Stakeholders and Influencers

Media, religious and community leaders, key stakeholders in GoJ and security sector, UN Women and other UN agencies, humanitarian aid organizations, international donors, civil society



### Beneficiaries

All Jordanians, especially women and grassroots women's organisations



### Target Audience

All Jordanians; sub-groups include: youth, civil society, GoJ stakeholders, security sector, Jordanian general public; secondary audience: donors and international community



Figure 2. Stakeholders and Influencers, Beneficiaries, and Target Audience

In light of the objectives of this Communications Strategy outlined above, and given that large-scale social change is an important component of the Communications Strategy, the target audience encompasses all Jordanians. Yet, it is important to

examine the various sub-groups of the target audience to understand their interests, attitudes, information consumption habits, and which activities and key messages are relevant for specific sub-groups.

The specific sub-groups identified within the TA include: youth, civil society, GoJ stakeholders,<sup>19</sup> the security sector, and the Jordanian public; donors and the international community are considered a secondary target audience sub-group, as they are not integral to the success of this Strategy, but their support and buy-in for the JONAP would help support the implementation of the plan, as well as to mobilize consensus and resources for the plan. Critically, a primary consideration for each sub-group is gender, as men and women have different experiences and needs. Secondary considerations include geographic differences (urban/rural), and status (refugees/host community) (Figure 3).

It is also important to consider the interaction between these characteristics, i.e. a woman from Amman working in the security sector may have a very different set of perceptions, attitudes, interests, and influences than a woman from a more rural governorate working in the security sector. By using this type of segmentation to analyse the target audience we can better understand the social and behavioural profile of the TA, and in turn determine the most effective communication approaches through which they shall be reached. The following sections outline key characteristics of each of these sub-groups. A separate section at the end discusses how gender affects roles and norms in Jordanian society, and why this should be taken into consideration within the context of the target audience.

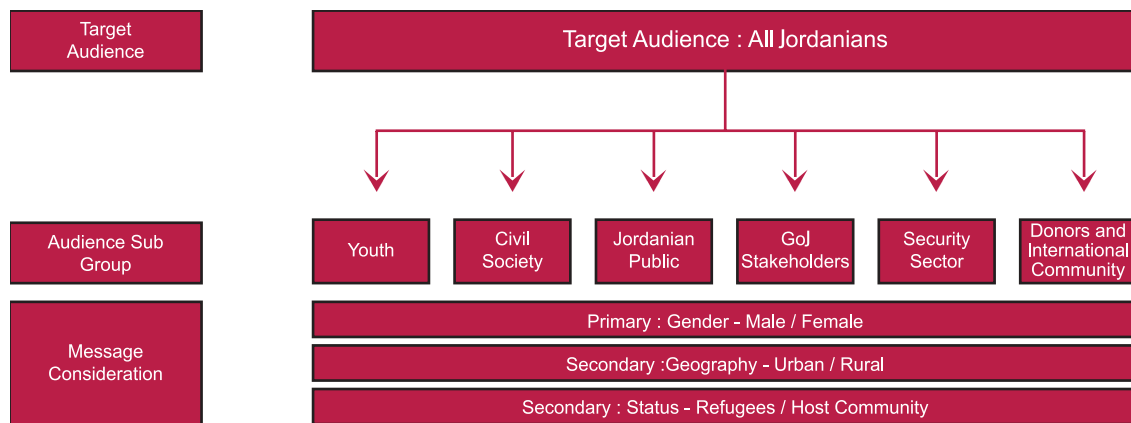


Figure 3. Target Audience Sub-Groups and Segmentation

<sup>19</sup>Based on the entities mentioned in the JONAP, these include: Ministry of Interior (MoI), Ministry of Culture (MoC), Ministry of Awqaf and Islamic Affairs, Ministry of Education (MoE), Ministry of Higher Education, Ministry of Social Development (MoSD), Ministry of Planning and International Cooperation (MoPIC), Ministry of Justice (MoJ), Directorate of Civil Defence, MoI Syrian Refugee Affairs Directorate, National Centre for Human Rights, Jordan Media Commission, Audio Visual Media Authority, JNCW, the Peacekeeping Operations Training Centre (PKOTC-PSD), Peace Operations Training Centre (POTC-JAF), the National Defence College, the Jordan Institute of Diplomacy, All of Us Jordan Youth Commission (AJYC), Crown Prince Foundation, Institute for Family Health, National Council for Family Affairs, National Assembly for Curriculum Development.

# TARGET AUDIENCE SUB-GROUPS

## Youth

Jordan has a substantial youth population, with 19.9% of citizens between the ages of 15-24 years old.<sup>20</sup> Youth comprise a notable portion of Syrian refugees as well.<sup>21</sup> This is a key demographic segment to consider in the context of any social movement in Jordan, as youth represents the next generation of change makers in the Jordanian society that can be easily reached through social media and often push for progressive change in society. In addition, young people in their late teens and early 20s are typically open to consider new perspectives and ways of thinking. Reaching young people with specific messages at this age can help shape the thinking of Jordan's future leaders.

Youth are frequent users of social media, especially Facebook, with 79% of Jordanians ages 18-36 using social networking sites, compared to 71% ages 37 and older.<sup>22</sup> Social media represent a reliable communications approach to reach out to youth in Jordan, and is likely to become even more important in the coming years as the percentage of Jordanians on social media continues to increase.

Youth in Jordan are often frustrated by the status of Jordan's economy, including unemployment, low wages, and high prices; low-quality education in public schools also fails to give youth the skills they need. Nearly 40% of youth in Jordan are unemployed, compared to 15% of the population overall<sup>23</sup>. This situation makes it difficult for young people to find their place in society and to transition to adulthood. Many youth seeks to leave Jordan, to pursue education or a career elsewhere—particularly in the US, Canada, Europe, or the Gulf—but few have the resources to do so. Similarly to youth worldwide, young Jordanians are trying to reconcile the pull of the traditional beliefs and culture of their older relatives on one hand, and more progressive principles that they've been exposed to growing up, often through social media. Disillusionment with the economy and professional opportunities in Jordan also contributes to youths' search for alternate paradigms.

## Civil Society

Jordan has a vibrant civil society, with thousands of local organizations supporting vulnerable Jordanians and promoting human rights throughout the Kingdom. One

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<sup>20</sup> Government of Jordan, Department of Statistics. Accessed 12 December 2018.

<sup>21</sup> A demographic breakdown of Syrian refugees in Jordan between the specific ages of 15 – 24 years is not available.

<sup>22</sup> Pew Global Survey, "Social network adoption varies widely by country." 19 June 2018; statistics on social media use for the specific age group 15-24 could not be found.

<sup>23</sup> Databank, World Bank. Accessed 8 December 2018.

estimate puts the number of CSOs in Jordan at 3,800 as of 2016, though many small community-based organizations may be excluded from this count.<sup>24</sup>

The start of the Syrian refugee crisis in Jordan in 2012 led to a rapid increase in international funding for both local and international non-profit organizations in the country, though most local CSOs have struggled to develop the institutional and human capacity needed to implement large-scale programs and attract substantial donor funding, except through sub-grants from INGOs.<sup>25</sup> Nevertheless, civil society in Jordan is an important target audience given their role in amplifying key messages within their communities, and noting their role as trusted sources of information for many Jordanians (in contrast to international NGOs, which are often associated with foreign interest). CSOs are also key to promoting grassroots and sustainable change in Jordan, especially in terms of attitudes about gender. Civil society—and in particular grassroots women's organizations—may be an important mechanism to reach women, as CSOs can provide an accepted and trusted public space where women can come together to discuss issues of peace and security. CSOs also represent an existing organizational structure through which communications efforts can be directed and contribute to building a network of support for Jordanians, by Jordanians, that can function independently from external actors.

## Jordanian General Public

On a day to day basis, Jordanian citizens are most concerned with the economic situation in the country: high prices, relative low wages, and changes to the income tax legislation drive concerns about how families will be able to make ends meet. Many Jordanians are not able to find jobs commensurate with their skill set and education, further exacerbating families' financial concerns.

Parallel to this, Jordanians admire the armed forces and security sector, associating them with the pride that citizens feel for their country. The military is also one of the most trusted institutions in the Kingdom. This natural confidence in the armed forces can provide a useful entry point to design and target messages to the public.

## GoJ Stakeholders

As the JONAP is a government-led initiative, key GoJ stakeholders are an important target audience for communication efforts. Officials who did not directly participate in the development of the JONAP may not be fully aware of the plan, or their expected role in implementing it, which could limit its success. Government officials should be encouraged by their superiors to implement the JONAP and may be additionally motivated if the JONAP is framed as a patriotic effort to support the security sector.

Specific government institutions to be prioritized in this TA sub-group include: Jordan Armed Forces, Public Security Directorate, Gendarmerie Directorate, Civil Defence

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<sup>24</sup> ARDD-Legal Aid, "The Role of Civil Society in Jordan." 2016.

<sup>25</sup> Ibid.

Directorate, Ministry of Interior, Ministry of Education, Ministry of Awqaf and Islamic Affairs, Ministry of Social Development, Ministry of Planning and International Cooperation, and the Jordan Media Commission.

## Security Sector

Members of the security sector have a strong sense of pride and patriotism for their country and view their job as an opportunity to make a worthwhile and respected contribution to Jordan. The strong sense of patriotism in Jordan is linked to the security sector itself, which creates the potential for members of the security sector to play a role as opinion leaders throughout communications activities.

Both men and women may be interested in the security sector for various reasons, including because other members of their family have joined or as it is considered an expected and/or acceptable career choice (this factor may be especially relevant for women). Some women have also expressed that they joined the security forces because they were interested in a new opportunity and happened to find out about an available opening in the sector.

Senior male members of the security sector, and those who have been in their positions for many years, may have more conservative views and may be less open to changes, including an increased number of women in their ranks. Men may also be less willing to facilitate the inclusion of women in more “active” positions, as opposed to administrative jobs, which they see as more aligned with women’s expected roles.

## Secondary Target Audience: Members of the International Community

While the international community is not a primary target audience,<sup>26</sup> to continue improving Jordan’s positive reputation on the global stage on WPS, a limited number of communication activities target the international community (see below in the section on Annual Visibility Events). Similarly, international donors have significantly contributed to the funding of the JONAP and will be keen to see progress, while receiving recognition for their contribution. Therefore, the aim of these events is to publicize the achievements of the JONAP, highlight the efforts on the part of the GoJ to promote WPS and give recognition to donors’ contributions.

## OTHER AUDIENCE CONSIDERATIONS

### Gender Segmentation

In order to understand the interest, attitudes, and concerns of men and women in Jordan, it is important to first acknowledge the shift in gender norms and roles that has slowly taken place—and is still ongoing. Both women and men are beginning to take

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<sup>26</sup> The support of the international community for the JONAP is important to its success in terms of funding the initiative, but this will be planned for separately from this Communications Strategy.



on new roles that traditionally were the responsibility of only one gender. To some extent, both men and women have experienced stability and pride from the traditional division of gender roles: masculinity in Jordan is often directly tied to one's ability to financially support the family, while femininity is often associated with having and raising children. Changing gender norms have provided new opportunities for both men and women to take on new roles in the household and society. However, some see this shift as a threat to a way of life that people are accustomed to.

It is worth noting that the spectrum of opinions about gender roles in Jordan is quite diverse, with many different people falling at all points on the spectrum. Some assumptions can be made for the purposes of developing and targeting communications material—for example, that people in rural areas are more likely to hold traditional and conservative beliefs than people in urban areas—but these assumptions do not hold true in all cases, and the nuance and sensitivity of this issue must be continually acknowledged and revisited throughout the implementation of this Strategy.

## **Men**

Men take great pride in supporting their families and want to be respected for successfully fulfilling that role in the household. Fathers, brothers, and sons are typically the decision makers in a family, responsible for decisions that affect the whole family, including who has access to which resource—financial and others. However, with more and more Jordanian women accessing the labor market (though in some cases financial pressures are a main driving factor) after they get married or have children, men find that they are no longer the sole breadwinner in the family. It can be difficult for some men to accept that their wives, sisters, or daughters are now taking on what is traditionally seen as the man's role in the household, leading some men to push back against this change, either actively or passively. Men may see women working as a threat to their own power and pride within the household, i.e. be the main breadwinner. Some may also assume that women are not capable of performing well in certain jobs—particularly if the job is one that men usually do—and that they ought to remain at home with the children, which is better suited to their skills.<sup>27,28</sup>

At the same time, men and boys have a great deal of respect for women, and value women's honour, privacy, and their role as mothers, wives, and caretakers for the children. Men do not see their scepticism of women working as antithetical to their respect for women. On the contrary, they often believe that by supporting women to stay at home they are preserving the natural family dynamic.

Jordanian men get their information from and are influenced by a variety of sources, including social media—and specifically Facebook. Fifty-nine percent of Jordanians

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<sup>27</sup> JOHUD, "Insights into Gender Dynamics in Marginalized Urban Communities in Jordan." April 2009.

<sup>28</sup> Shteivi, Musa. "Attitudes Towards Gender Roles in Jordan." *British Journal of Humanities and Social Sciences*. Vol. 12 (2) January 2015.

are on social media, and 58% of Facebook profiles are labelled as male.<sup>29</sup>As expected though, social media is more popular among the younger generation and in urban areas (90.3% Jordan's population lives in urban areas<sup>30</sup>). In rural areas—and still in urban areas to some degree—men also get information from male friends and family, as well as community/religious leaders. Reaching men through such existing and trusted channels will be critical to properly communicating the key messages.

Given that men often have public roles in the community—as religious leaders, politicians, etc.—men can influence others around them, and this aspect can be leveraged in communications efforts. Along the same lines, men also have substantial influence in shaping the perspectives of younger male relatives and friends. This point is very important when it comes to the treatment of and perspectives on women, as younger men will replicate the behaviour of their older counterparts—especially sons replicating their father's treatment of their mother. While this provides an opportunity for men to act as role models—exemplifying positive attitudes and norms vis-à-vis women and passing these down to the younger generation—unfortunately it is typically stereotypical and harmful attitudes that are more likely to be replicated. Other than male relatives and community members, men have few positive role models to look up to, especially when it comes to equitable gender norms.

While men in urban areas may be more accustomed to seeing women in a professional and public capacity—and presumably are more accepting of women in these roles in turn—men in rural areas may not be used to such practices. This urban/rural divide is important to consider, as communication approaches and key messages need to be adjusted in light of these patterns.

## **Women**

Women have traditionally been responsible for raising children and conducting household chores, and many women enjoy this role and take great pride in being able to make this contribution to the family. Some women also see fulfilling these duties as a way to please and honour their husbands, who typically support them financially. Many women in Jordan are satisfied with this division of labour, but some women do have a desire to work; however, it is often difficult for them to balance their familial duties with their professional responsibilities. Often a job requires them to make sacrifices that they are unwilling to make; workplaces may not be set up to accommodate women's needs in light of certain gender norms in Jordan. For example, more women would likely work if transportation to the workplace was cheap, safe, and accessible, which it is typically not the case in Jordan. As a result, many women are hesitant to work to begin with, or leave their jobs once they marry or have children. It is more likely that women in urban areas will work compared to

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<sup>29</sup>Department of Statistics, Government of Jordan.

<sup>30</sup>Ibid.

women in rural areas, both due to more traditional gender norms in the latter, as well as potentially a lack of jobs that are seen as suitable for women in rural areas.<sup>31,32, 33</sup>

Within the household women have an important role in raising children, and Jordanian children—especially sons—have a great deal of respect for their mothers. Women do have an influence on the views and attitudes of their children, but this is probably stronger for daughters than for sons. However, a wife's response to her husband's treatment can exemplify certain behaviours—positive or negative—for their children, who are likely to adopt similar behaviours in their own adult lives.

Women in Jordan tend to receive information through social media, as well as through friends and family; 42% of Facebook profiles are declared as female.<sup>34</sup> Female friends and family members also have strong networks among themselves, with girls and women often exchanging and sharing information they find relevant or interesting.

## Secondary Audience Considerations

Gender considerations are critical when designing messages and selecting communication platforms, and this is emphasised in the subsequent sections. However, other audience considerations include the difference between urban versus rural communities, as well as the identification of ways to reach refugee communities.

### Urban Versus Rural Segmentation

While 90.3% of Jordanians live in urban areas,<sup>35</sup> the rural population represents a small but important demographic group to consider in the design of communications activities. Audiences in Amman—and to some extent other urban centres such as Irbid and Zarqa—will have different attitudes and exposure to certain types of media than audiences in more rural areas. Rural audiences may have more conservative and traditional beliefs, thus being less accepting at first of shifting gender norms and roles. These audiences likely have less access to social media and the internet, being more likely to be influenced by community and religious leaders than their urban counterparts. These factors will be taken into account when developing and disseminating content to these audiences, to ensure that the messaging and communications approaches have maximum impact for audiences in all geographic areas.

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<sup>31</sup> JOHUD, "Insights into Gender Dynamics in Marginalized Urban Communities in Jordan." April 2009.

<sup>32</sup> Mehtap, Salime; Jayyousi, Yazan; Gammoh, Njood; and Al Haj, Ahmad; "Factors Affecting Women's Participation in the Jordanian Workforce." *International Journal of Social Science and Humanity*, Vol 6, No 10, October 2016.

<sup>33</sup> Shteivi, Musa. "Attitudes Towards Gender Roles in Jordan."

<sup>34</sup> Hootsuite, *Digital in Jordan 2018*. <https://www.slideshare.net/EveryLeader/digital-in-jordan>.

<sup>35</sup> Department of Statistics, Government of Jordan.

## Host Versus Refugee Communities Segmentation

Jordanian host communities and their refugee neighbours may have specific attitudes and perspectives about local security, given the challenges often associated with social cohesion in these areas. Competition over scarce resources and economic opportunities can cause tension in the northern governorates and Amman, where urban Syrian refugees are concentrated.<sup>36</sup> While this tension has not led to large-scale violence, lower-level confrontation and social exclusion can still negatively affect the daily lives and security of both Jordanians and Syrians, especially women, who are more likely to experience sexual or street harassment than men. These specific security concerns and their cause will need to be taken into account when finalizing the content and key messages disseminated to these populations, in order to ensure that host communities and Syrian refugees understand how the JONAP is relevant to them and how it can improve their personal security.

# MESSAGE HOUSE

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The message house diagram shown on the next page illustrates the key messages that all communication activities will deliver. These have been developed based on consultations with JONAP stakeholders, as well as by taking into consideration the objectives of the Communications Strategy and in light of the Jordanian context. A limited number of messages have been carefully selected in order to ensure that communication efforts remain highly focused and centred on raising awareness on the JONAP in Jordan. In order for the message house to be effective, the messages - and only these messages except under specific circumstances - must be consistently applied to all communications. The more these messages are repeated, the more likely it is that the audience will internalise them. A diluted message house will have limited impact.

The three layers of the message house are interconnected and mutually supportive. The key messages (bottom layer) are organized under three pillars or “core messages” (middle layer), which in turn support the overarching message at the top (top layer). All key and core messages are closely linked reinforce one another.

Table 2, below the message house, summarizes which key messages should be used with which target audience sub-groups.

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<sup>36</sup>WANA Institute, “Syrian Refugees and Social Cohesion in Jordan.” April 2018.

**By promoting the Women, Peace and Security agenda in Jordan, the JONAP represents a critical opportunity for Jordanian women and men to contribute to the security and prosperity of the Kingdom, by amplifying women’s voices and participation.**

**CORE MESSAGES**

The JONAP promotes the stability and economic development of Jordan by strengthening the country’s capacity to maintain peace and security for its citizens

Women positively contribute to their family and society by applying their unique skills and perspectives to advance peace and security in Jordan and abroad

The security and economic stability of families in Jordan depend on all citizens—both women and men—standing up for the equal rights of women and girls

**KEY MESSAGES**

- The JONAP was informed and designed by Jordanians, for Jordanians
- The JONAP allocates resources and support to key government ministries and security sector agencies specifically to improve peace and stability in Jordan
- The JONAP supports women’s economic empowerment and leadership by encouraging them to choose careers in the peace and security sectors

- Women are loyal to their country and bring pride to Jordan by engaging in peace and security efforts, including through leadership positions
- Women’s role as mothers, wives, sisters, and daughters make them well-positioned to support stability and peace among Jordanian families and communities
- Women can fill a gap in the peace and security sectors due to their ability to reach and communicate with other women in a way that men in Jordanian society can’t

- Men have an important role to play as allies and advocates for women’s empowerment
- As trusted actors in the community, civil society has a unique role to play in advocating for women.
- As the future leaders of Jordan, youth have a responsibility to support women’s contribution to families and the community
- Social change in Jordan must come from the ground up: communities must take the lead in supporting women and girls

Figure 4. Message House

Key Messages		Target Audience Sub-Groups						Target Audience Segmentations
Pillar	Message	Civil Society	Youth	Security Sector	GoJ	Jordanian General Public	Secondary TA: donors and international community	Women
1. The JONAP promotes the stability and economic development of Jordan by strengthening the country's capacity to maintain peace and security for its citizens	The JONAP was informed and designed by Jordanians, for Jordanians.	X	X	X	X	X		X
	The JONAP allocates resources and support to key government ministries and security sector agencies specifically to improve peace and stability in Jordan			X	X			X
	The JONAP supports women's economic empowerment by encouraging them to choose careers in the peace and security sectors		X	X		X		X
2. Women bring honour and pride to the family and society by applying their unique skills and perspectives to advance peace and security in Jordan and abroad	Women are loyal to their country and bring pride to Jordan by engaging in peace and security efforts, including through leadership positions		X	X	X	X		X
	Women's role as mothers, wives, sisters, and daughters makes them well-positioned to support stability and peace among Jordanian families.	X		X	X	X	X	X
3. The security and economic stability of families in Jordan depend on all citizens—both women and men—standing up for the equal rights of women and girls	Women can fill a gap in the peace and security sectors due to their ability to reach and communicate with other women in a way that men in Jordanian society can't.			X	X	X	X	X
	Men have an important role to play as allies and advocates for women.	X	X	X	X	X		X
	As the future leaders of Jordan, youth have a responsibility to support women's contribution to families and the community.		X	X			X	
	Social change in Jordan must come from the ground up: communities must take the lead in supporting women and girls.	X	X			X		X
	As trusted actors in the community, civil society has a unique role to play in advocating for women.	X	X					

Table 2. Key messages and the corresponding target audiences

# COMMUNICATIONS APPROACH

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## ROOTED IN BEHAVIOURAL CHANGE PRINCIPLES

Recognizing that the successful implementation of the JONAP and its Communications Strategy depends on promoting a change in attitudes and norms in Jordan, the communication approach has been guided by robust and scientific behavioural change and social marketing theories and models. The key ones include:

1. **Stages of Change (SCM) model**, which is rooted in the idea that behaviour change takes time and that people need to first acknowledge there is a problem before they can be prepared to change.
2. **Social network theory**, which focuses on the role of social relationships in transmitting information, channelling personal or media influence, and enabling attitudinal or behavioural change.
3. **Diffusion of innovation** model, which affirms that if the opinion leaders adopt a new attitude or behaviour it tends to diffuse rapidly throughout society.
4. **Social marketing**, which aims to “sell” an idea to the audience and finds ways to ensure the audience feels that this is something that is relevant and useful in their lives.

Applying these theories, the following principles shall guide the communication strategy:

- **Time and repetition:** Communications will be phased over four years, building momentum, trust, learning and eventual behaviour change. Messages will be repeated in different forms via multiple platforms.
- **Media** and other trusted platforms will be engaged.
- **Opinion leaders:** Opinion leaders and influencers will be engaged to accelerate the diffusion of positive attitudes in society.
- **Human-interest stories:** The approach will be rooted in making the message feel relevant to the lives of citizens.

A four-year, two-pronged, phased approach will be used, including (1) media-led, and (2) community-level engagement. Under these two components, several activities will be conducted. Over the four years, the audience will be taken on a journey from pre-contemplation to action, as shown below in Figure 5.

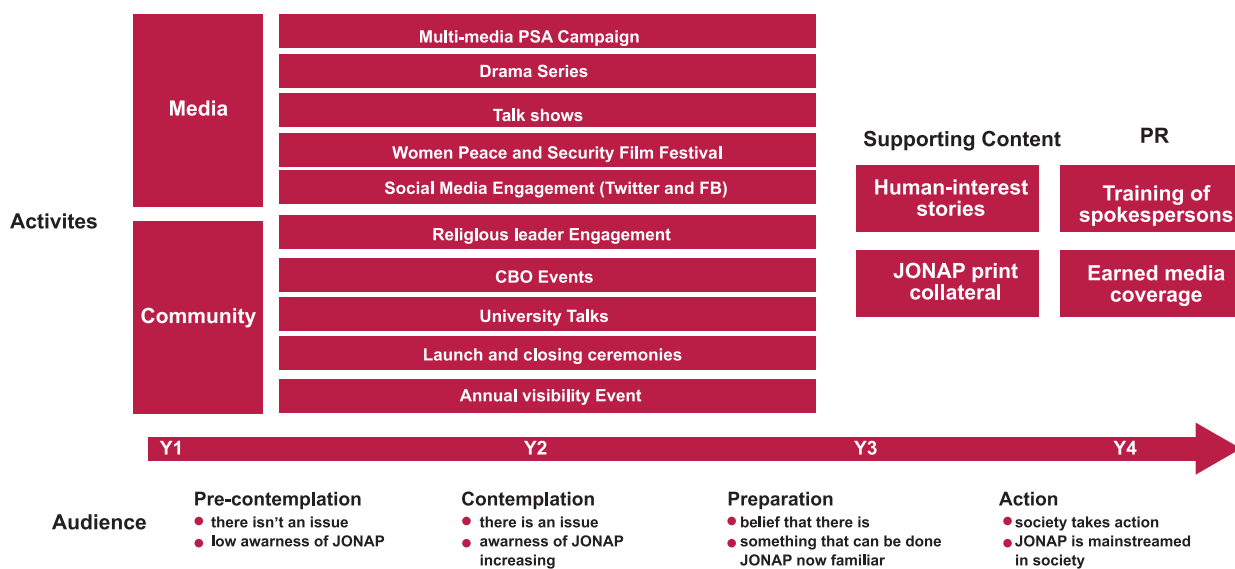


Figure 5. Diagram of the overall Communications Strategy

## BRANDING AND ATTRIBUTION

The communications campaign will be publicly led and implemented by JNCW, with support from UN Women, and with overall attribution to the Government of Jordan. It is important that all communications activities be seen as Jordan-led initiatives as opposed to implemented by the international community, in order to build public buy-in and support. Branding of the campaign and all related activities, therefore, will be led by JNCW and the Government of Jordan, with limited international donor branding.

As mentioned above, the previous branding that had been developed for the JONAP was re-visited during a half-day meeting with JNCW staff on 4<sup>th</sup> December 2018. During this session, participants engaged in a branding exercise to determine the essence behind the JONAP brand, and what principles or “human truths” the updated brand should encompass. These outputs from the meeting were then used to revise the visual identity for the JONAP. The updated branding can be found in Annex 7.

## WOMEN, PEACE AND SECURITY CHAMPIONS

During the activities outlined below, select WPS “Champions” will be involved as opinion leaders to promote the JONAP and generate additional media and public attention for the activities, including community events, annual visibility events, social media engagement, and through TV, radio, and print media. The WPS Champions should be selected based on the following criteria:



1. Ability to reach and influence a variety of target audience sub-groups, including men and women;
2. Demonstrated record of support for human rights and/or gender issues in Jordan;
3. Well-known figure in the security sector, GoJ, or civil society;
4. Include Champions from governorates across the Kingdom;

WPS Champions differ from JONAP Spokespersons in that the Champions will be engaged in order to utilise their existing public profile to promote the JONAP and based on the trust these figures already have with specific audiences. On the other hand, the Spokespersons will be official representatives from the 1325 Coalition who engage with the press in a formal manner. The WPS Champions also differ from the individuals to be featured in the human-interest stories, as the latter will be identified based on their compelling personal stories vis-à-vis peace building and the security sector, while this is not a requirement for the WPS Champions.

The selection of the WPS Champions was discussed at length during the Verification Meeting with key stakeholders from the 1325 Coalition; specific people that were recommended by the stakeholders to feature as WPS Champions are included in Annex 8. Given the high level of interest in the WPS Champions demonstrated by the JONAP stakeholders, it is recommended that a separate committee be formed at the start of implementation, to be led by JNCW and with representatives from the JONAP coalition, to select the full list of WPS Champions.

## **CAMPAIGN ACTIVITIES**

As described in the Situational Analysis section above, the below activities have been developed specifically in light of the objectives of this Strategy and designed to fill identified gaps in awareness on WPS, while addressing specific attitudes that could hamper the implementation of the JONAP.

It is recommended that a committee will be formed at the start of the implementation, led by JNCW and with representatives from the various JONAP stakeholders, in order to develop specific implementation plans for each of the activities below. During the Verification Meeting many participants expressed a desire to be more involved in the planning of activities, to continue their involvement in the JONAP process.

Annex 9 summarizes the target audience for each activity, the numerical targets, the calculation of those targets, which sub-objective the activity most contributes to (several activities contribute to more than one sub-objective, but the objective that is most impacted is mentioned), and the most important government and security sector agencies to be involved in the implementation of the activity. This information is also provided in brief below for each activity.

## Human-Interest Series

**Target Audiences:** civil society, youth, security sector, GoJ, Jordanian general public; women, men

**Target Number:** 48 human-interest stories over four years

**Contributes Most to Objective:** 1.a Improve the public's understanding of the importance of WPS

Building off the stories of women featured in the JONAP promotional videos mentioned above, a series of human-interest stories will be developed at the start of the JONAP implementation, with regular updates over the coming four years. These will take the form of short videos (60 seconds) and longer documentaries where appropriate. These stories will be carefully crafted and feature narratives about real Jordanians—men and women—and will aim to emphasize how and why the JONAP makes a difference in citizens' lives. These human-interest stories will be used as content throughout the various activities outlined below.

## Multimedia Public Service Announcement (PSA) Campaign

**Target Audiences:** youth, security sector, GoJ, Jordanian general public; women, men

**Target Number:** N/A -Ongoing throughout the 4 years

**Contributes Most to Objective:** 1.b Enhance the visibility of JONAP activities and progress related to WPS

Utilising the human-interest stories, a multimedia PSA campaign will run during the four years of JONAP implementation, with peaks and troughs depending on other events and important milestones for the JONAP. PSAs will be disseminated on radio, television, social media, and on billboards and posters. Radio and TV channels for broadcast will be selected in order to optimize the Opportunity to See (OTS) (see the Media Planning section below for a list of priority TV and radio channels). Social media will include the use of Facebook and Twitter. Billboards and posters will be placed on bridges in key urban areas, such as Amman, Irbid and Zarqa (there are few outdoor media opportunities in the southern governorates, with the exception of Aqaba city). Billboards will also be placed in areas close to stakeholders' offices, such as police stations, embassies etc. The media selected to distribute PSAs and the location (if relevant) will be determined by the target audience for each PSA, which will be aligned with the key messages of each PSA. For example, PSAs with key messages targeting the security forces will be placed on billboards near or en route to military bases, and broadcast on the security sector radio channel.

## Community Engagement

Community level events will take place throughout the JONAP implementation to highlight the importance of the JONAP and WPS to communities in Jordan, and to

encourage communities to take the personal and collective initiative to support women and girls in the peace and security sectors.

Events will be ongoing throughout the four years (2019-2022), with events being hosted in each governorate. The events will be implemented by JNCW in collaboration with local organisations in each governorate, including those that participated in the initial consultations to develop the JONAP. Community groups will also be encouraged to plan their own events, in addition to those outlined below. The events are designed to promote interaction and understanding between the security sector and the local community, focusing on the positive role that women can play in peace and security. JNCW will work with local CSOs to also ensure that events include a diverse range of participants, including both men and women of different ages; people of different nationalities, including refugees; people of different socioeconomic backgrounds; and people with disabilities. The events will be featured on the JONAP social media pages, both before and after. Specific events will include the following:

#### University Talks

**Target Audiences:** civil society, youth, Jordanian general public; women, men

**Target Number:** 8 University Talks over four years

**Contributes Most to Objective:** 1.c Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields

Twice a year WPS Champions will be invited to speak at local universities to discuss their experiences, WPS, the JONAP, and how the community can support these efforts. The events will be open to the public but may target specific demographics, such as young women in secondary school and university who are interested in joining the security sector. These events may also be coordinated with career fairs or security sector recruitment initiatives on university campuses.

#### High School Engagement

**Target Audiences:** youth, Jordanian general public; women, men

**Target Number:** Supporting 48 Events

**Contributes Most to Objective:** 1.c Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields

Communication materials and resources will be allocated to support events that JAF currently hosts during *tawjihi* for high school students by, for example, having female officers speak to students about what it's like to work in the security sector. These events aim to increase young people's awareness of possible career paths in the security sector.

#### Workshops with Religious Leaders

**Target Audiences:** civil society, Jordanian general public; men

**Target Number:**16 Workshops

**Contributes Most to Objective:** 1.c Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields

Recognising the important role that religious leaders play in shaping community opinions and local norms, these individuals will be engaged (through the Ministry of Awqaf and Islamic Affairs) in quarterly workshops, reaching all governorates during the four years. The workshops will aim to raise awareness among religious leaders about the JONAP, its objectives, key messages, and how it can benefit people in their communities. Participants will also be encouraged to integrate messages around the JONAP into their conversations with community members, including during the *khutbah* (Friday Prayer Sermon).

#### CBO Events and Activities

**Target Audiences:** civil society, youth, Jordanian general public; women, men

**Target Number:**20 Events

**Contributes Most to Objective:** 1.a Improve the public's understanding of the importance of WPS

It is important that local CBOs in Jordan have scope to design and implement their own events and activities in line with the JONAP objectives and their own areas of strength. Including (and in addition to) the proposals we have made below, local CBOs in Jordan will be provided with small grants to host their own events throughout the JONAP implementation, to complement other events outlined above and give communities ownership over how they engage on WPS. JNCW will support these organizations in implementing activities, including by featuring these activities on the JONAP Facebook page and promoting them to followers in relevant governorates.

#### CBO activity suggestion 1: Success Stories

CBOs to use their community outreach capacities to help source, develop and share success stories relating to the JONAP from civil society. These stories can take multiple forms – video testimonials, written testimonials, photographs, interviews and documented talks. The CBO can then help to disseminate the stories across social-media or using any local traditional media contacts that they have.

#### CBO activity suggestion 2: Local Celebrations

CBOs can organise local celebrations designed to give recognition to the women from their communities who are contributing and serving in the peace and security sectors. This will serve the purpose of promoting stories within local communities to inform and inspire; create role-models from local people; strengthen bonds between local communities and the peace and security sector. Social media and local press

coverage will create more awareness of the JONAP, and the role played by individual women from within the peace and security sector.

### CBO activity suggestion 3: Thank You Letters

CBOs can create the platform for members of civil society to express their recognition for the ongoing contribution of women from the peace and security sector.

Acknowledgment letters written by civil society and their communities will be sent to women serving in the peace and security sector. These letters, as well as women's reactions in receiving them, can be shared on social media and published in local newspapers.

## Women, Peace and Security Film Festival

**Target Audiences:** civil society, youth, Jordanian general public; women, men

**Target Number:** 3 Film Festivals; 15 grants to Film Makers

**Contributes Most to Objective:** 1.a Improve the public's understanding of the importance of WPS

Grants will be provided to local film makers in Jordan to document human interest stories, create short films related to WPS in Jordan and about Jordanian peacekeepers abroad, or to develop other creative media related to WPS and the JONAP. The films and stories will be presented as part of UN Women's annual film festival on the occasion of International Women's Day, held in March of 2020 2021, and 2022 (2019 will be skipped in order to allow grant recipients enough time to produce the films). After the films are presented, the Directors and JONAP stakeholders will facilitate a discussion around the content of the films, and how WPS is important in the daily lives of the audience.

## Drama Series

**Target Audiences:** youth, Jordanian general public; women, men

**Target Number:** 24 Episodes Over 2 Seasons

**Contributes Most to Objective:** 1.c Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields

An edutainment drama series focusing on WPS will play a powerful role in changing attitudes and norms about women's participation in peace and security. Influenced by diffusion of innovation theory, social marketing principles and social learning theory, the use of entertainment formats to promote change in attitudes and behaviours is widely used by development actors and governments around the world.<sup>37</sup>

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<sup>37</sup> Oxfam Edutainment White Paper

The drama series will be co-created with one of the top Jordanian TV channels, such as Roya TV channel, in order to ensure the show reaches a broad audience utilising a trusted platform. Characters and storylines will be developed, embedding the key messages from the message house, and used to create empathy, provide role models and build affinity with the audience.

As the drama series will mainly target Jordanian youth, young people will be involved throughout the development of the drama series—in the ideation stage, working with the Creative team to develop realistic and compelling characters, as well as in the production and acting phase: many production teams in Jordan—including at Roya — and actors fall within the youth bracket. In this way, the drama series will not only be highly relevant for Jordanian youth, but it will be promoted as co-created by youth themselves.

## Talk Shows

**Target Audiences:** youth, Jordanian general public; women, men

**Target Number:**48 Talk Show segments

**Contributes Most to Objective:** 1.c Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields

As part of the public relations efforts, on a monthly basis, JONAP representatives will appear on talk shows on popular Jordanian TV channels. This could include interviews with Spokespersons, WPS Champions, or appearances from individuals featured in the human-interest stories. Preferred talk shows on JTV include: “Yesa’d Sabahak,” “60 Minutes,” and “Yawm Jadeed;” on Roya the preferred shows include: “HelwaYa Donia,” “Nabd Al Balad,” “Donya Ya Donya,” and “Caravan.”

## Social Media

**Target Audiences:** civil society, youth, security sector, GoJ, Jordanian general public; women, men

**Target Number:** N/A - Ongoing throughout the 4 years

**Contributes Most to Objective:** 1.b Enhance the visibility of JONAP activities and progress related to WPS

Building off the success of the existing JONAP Facebook page, social media—including Facebook and Twitter—will be used to reach the public through continuous engagement and content generation during the implementation of the JONAP. All content will be posted/developed in Arabic unless there is a specific reason to post in English. Social media activities may include but are not limited to:

- Original content generation in the form of posts about JONAP and WPS activities and updates;

- A monthly series of posts featuring citizens who exemplify the objectives and values of the JONAP, to provide strong examples of how people all over the Kingdom are supporting WPS. This would be modelled after the “Humans of New York” series;
- Sharing articles, links, videos, infographics, memes, and other content posted by relevant online sources related to the JONAP and WPS;
- Posting pictures from other JONAP and WPS activities, or related events around the Kingdom;
- Sharing updates from women in the Jordanian security sector;
- Engaging social media users in discussions and conversations related to the JONAP and WPS;
- Using Facebook Live to stream videos of JONAP and WPS events;
- Q&A sessions with WPS Champions or other notable public figures supporting the JONAP; users may submit questions in advance or in real-time and the WPS Champion answers the questions either through Facebook live or a pre-recorded video.

Facebook promotions will also be used to reach specific demographic audiences that currently have lower engagement in the page (such as teenage girls, and citizens in rural areas), and direct tailored content and messages towards those specific groups.

## Print Collateral

**Target Audiences:** civil society, security sector, GoJ, Jordanian general public; women, men

**Target Number:** 5000 Brochures

**Contributes Most to Objective:** 1.b Enhance the visibility of JONAP activities and progress related to WPS

Print collateral (brochures) will be used strategically to reach the public in highly-frequented areas and will be distributed to key government ministries and JONAP partner organizations (such as JNCW), UN agencies, universities, and large hypermarkets (such as Carrefour). These brochures can also be distributed during job fairs in which the security forces participate. All print media will feature the revised JONAP logo and branding. Print media will be updated on a yearly basis to reflect recent achievements and progress related to the JONAP; the new versions will be re-distributed as appropriate.

## Earned Media

**Target Audiences:** civil society, youth, Jordanian general public; women, men

**Target Number:** N/A – Ongoing throughout the four years

**Contributes Most to Objective:** 1.b Enhance the visibility of JONAP activities and progress related to WPS

Building on the strong positive relationships with the media that JNCW has already cultivated, communication efforts will feature regular press engagement and will utilise opportunities to leverage earned media to further boost the visibility and reach of communications efforts, ultimately in support of the communication objectives and those of the JONAP.

Earned media coverage should be utilised for the Launch and Closing Ceremonies, the Annual Visibility Events, and selected Community Events on at least a quarterly basis.

WPS Champions and JONAP spokespersons will be available for exclusive interviews with key media outlets. In addition, at least one op-ed every quarter will be developed in partnership with key print outlets such as the Jordan Times.

Earned media outreach will target TV and radio channels, though focusing more on the former as radio listenership in Jordan is estimated at 30% (compared to the 92% of the population who watch TV).<sup>38</sup> Those who listen to the radio typically do so while commuting in the morning and evening hours, and mostly during weekdays. The Media Planning section below covers specific TV and radio outlets to be utilised for communications efforts. Media planning will take place on a quarterly basis to allow enough time for planning and production of any TV and radio spots.

In addition, other media outlets, such as popular YouTube channels, will also be targeted for earned media, to reach a broad audience through media they already trust and regularly access. Specific human-interest stories and profiles of men and women who embody the goals of the JONAP will also be disseminated to media outlets on a regular basis to attract earned media coverage.

## Communications Capacity Strengthening

### Training for GoJ and Security Sector Communications/Media Officials

**Target Audiences:** security sector, GoJ; women, men

**Target Number:** 4 Trainings

**Contributes Most to Objective:** 2.a Motivate relevant GoJ institutions and the security sector to implement the JONAP.

In early 2019, staff across relevant GoJ and security sector Ministries and Departments, including the JONAP spokespersons (see below under Resources), will be trained on public relations and communications best practices. The aim of this training is to build the capacity of communications teams within the GoJ and security sector to better utilise communications to support projects and initiatives. The specific topics to be covered in the training will be determined based on consultations with the expected participants and a needs assessment.

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<sup>38</sup> Northwestern University, "Media Use in the Middle East Survey," 2017. <https://www.qatar.northwestern.edu/news/articles/2017/09-middle-east-media-survey-report.html>



## Training for Journalists

**Target Audiences:** civil society, youth; women, men

**Target Number:**4 Trainings

**Contributes Most to Objective:** 1.a Improve the public's understanding of the importance of WPS

In early 2019 a separate series of trainings will be held for local journalists in Jordan, to both improve overall reporting practices and increase journalists' understanding of WPS issues. Youth journalists in particular will be targeted for the training in order to enhance the skill set and experience of the next generation of reporters in Jordan. The exact topics of the training will be determined at a later date in consultation with journalists and following a needs assessment.

## Launch and Closing Ceremonies

**Target Audiences:** civil society, security sector, GoJ; women, men

**Target Number:**2 Events

**Contributes Most to Objective:** 2.a Motivate relevant GoJ institutions and the security sector to implement the JONAP

The JONAP Conference, planned for 5<sup>th</sup>-7<sup>th</sup> February 2019 at the Dead Sea, will function as the Launch Ceremony for the implementation of the JONAP. The conference will bring together key JONAP stakeholders, as well as global and regional actors on WPS issues, to promote the launch of implementation and share important knowledge and experiences on WPS National Action Plans. The Conference will be attended by senior Jordanian government officials, Ambassadors, senior UN officials, representatives from JONAP stakeholders, all members of the JONAP Higher Steering Committee, interested NGOs, international partners in Jordan, UN agencies, regional partners from other Arab states developing NAPs, and international experts. The JONAP Conference/Launch Ceremony will also provide an opportunity for visibility and earned media activities to increase awareness of the JONAP and the GoJ's efforts to implement the plan.

The Closing Ceremony will occur in the last quarter of 2022 and will reconvene the high-level stakeholders and officials who attended the Launch Ceremony. The Closing Ceremony will provide an opportunity to review and celebrate the achievements of the JONAP, generate lessons learned and best practices for future WPS efforts in Jordan, and identify where additional efforts are needed. This will also be an opportunity to leverage earned media and communicate to the public the successes of the JONAP.

## Annual Visibility Events

**Target Audiences:** security sector, GoJ, international community; women, men

**Target Number:** 4 Events

**Contributes Most to Objective:** 2.b Increase GoJ and security sector resources available for the JONAP

A series of annual visibility events will take place once in each of the four years, with one of the JONAP pillars highlighted in each year. The events will be held in October of each year, in conjunction with the global commemoration of the endorsement of UNSC Resolution 1325, taking place both in Jordan as well as at key international venues. This will include a side event during the annual UNSC Open Debate on WPS held every October, to be hosted by the Permanent Mission of Jordan to the UN. These events will provide an opportunity to showcase the achievements of the JONAP during the preceding year and will feature Jordanians who epitomize the values and goals of the JONAP. These citizens would be invited to the visibility events to discuss their experiences and why WPS is important to them.

## MEDIA PLANNING

In order to ensure that communication activities and efforts reach a large segment of the target audience and have an impact over the course of the implementation, it is important to select specific TV and radio channels—as well as specific shows and airtimes—that will reach the target audience at an appropriate time and through a trusted medium.

### TV

The following TV channels will be targeted for earned media coverage and public service announcement placement:

- Jordan Television (JTV): one of the most watched Jordanian TV channels
- Roya TV: one of the most watched Jordanian TV channels
- Al Mamlakah TV: a new independent TV channel launched in July 2018

In addition, any TV channel specific to the security sector that is available will also be utilised to target content to this target audience.

Generally, the most watched shows on these channels are the morning shows, news bulletins and talk shows. On JTV the most popular shows are the Friday morning show “Yesa’dSabahak,” the weekly talk show “60 Minutes,” and the daily morning show “YoumJadeed.” On Roya TV the most popular shows are the Friday morning show “HelwaYaDonia,” the nightly talk show “Nabd Al Balad,” the daily morning show “Donya Ya Donya,” and the daily youth show “Caravan.” Targeting these shows for

paid and earned media would maximize the Opportunity To See (OTS) and achieve optimal engagement and awareness. Roya TV also offers regular ads during breaks and Pop-Ups that can last on the screen from 5 to 20 seconds. Pop-Ups are ideal for promoting a campaign's hashtag or an important up-coming event.

## Radio

Target radio stations include:

- Hala FM is a nationwide FM radio station and one of its popular programs is the daily morning show presented by Mohammad Al Wakeel. Hala FM is part of Al Raya Media group, which also manages the Jordan Armed Forces radio, Jeish FM. These stations will be used to broadcast content specifically targeting the security forces.
- Radio Fann is part of Al Kawn Advertising company. They have a number of popular programs, such as a daily morning show presented by Hani Al Badri and two other programs presented by Kholoud Al Haj Theeb and Ammar Madallah.
- Amen FM is owned and operated by the Public Security Directorate. It has a wide reach and is a good option for promoting messages on women in peace and security.
- Farah Al Nas is a community radio station that's part of JOHUD and in the past few years had managed to expand their reach to several radio frequencies to reach more areas in Jordan. They have several programs with social messages.
- Sawt Al Janoub radio is a station for King Al Hussein Bin Talal University in Ma'an governorate. This station's signal covers most areas in the south of Jordan.

A long-term agreement with radio stations will be negotiated for a-once-weekly segment in a daily show to share stories from the field and experts' views, or inviting popular shows' presenters to broadcast live from any on-site location on a quarterly basis.

# RISKS AND MITIGATION MEASURES

(Risk Description (1 – low, 5 – high	Impact (A)	Likelihood (B)	Risk Level (A x B)	Mitigation Measures
The key messages do not resonate with the target audiences.	4	4	16	The message house has been developed based on insights from the Stakeholder Workshop and the FGD conducted with women from the security sector, and has been informed by a deep contextual knowledge of Jordan. The Communications Agency hired to oversee the implementation of this Strategy should carefully monitor whether the key messages are resonating with the target audiences, and if not, adjust them accordingly.
Insufficient funding is raised for the JONAP, limiting the scope and/or quality of the communications activities and reducing their efficacy.	4	3	12	The Strategy and activities can be adjusted in the event of limited funding to still maximize the impact of the communications efforts.
Target audiences do not understand relevance of the JONAP and its impact in their daily lives.	4	3	12	The Communications Approach includes human-interest stories specifically designed to appeal to the target audiences and demonstrate how the JONAP is relevant to them.
Qualified staff and partners cannot be found to implement the communications activities.	4	2	8	Recruitment efforts should encompass a variety of techniques, including reaching out to qualified candidates through social networks. Additional training may be planned for staff/partners to increase their capacity if necessary.
The JONAP is perceived as an effort on the part of external stakeholders to influence Jordan.	3	2	6	The branding and visual identity of the communications efforts will be attributed to JNCW and the GoJ, with only limited mention of external support during high-profile international visibility events. The vast majority of content will be developed in Arabic and the JONAP will be framed as a plan for Jordanians, by Jordanians.
Negative earned media coverage of the JONAP reduces support for the plan among key stakeholders.	3	2	6	Capacity building training for media/communications staff within the GoJ will reduce the likelihood that negative media coverage will emerge, and if it does the training will prepare staff to effectively address the situation in a timely manner.
There is resistance to messaging around preventing violent extremism, given the sensitivity of this topic.	2	3	6	Messages will be designed to take into account potential resistance from audiences, and reaction to the messages will be closely observed.
Unanticipated changes in the political, social, or economic context of Jordan results in other issues taking precedence over the JONAP.	5	1	5	The communications team will carefully monitor any developments that could threaten the implementation of communications activities and will liaise with the security sector for advice on any emerging crises.
Public rejects communications campaigns on social media due to lack of trust in social media.	3	2	5	The Communications Agency hired to oversee the implementation of this Strategy and the JNCW Social Media Community Manager will closely monitor analytics from the JONAP Facebook and Twitter pages to assess if public trust or support is waning as a result of these platforms. The Communications Approach also includes a variety of non-social media activities to ensure there is a balance between different types of media that appeal to different sub-groups of the target audience.
Too much English language content makes the communications activities seem like they are coming from a foreign source, thereby limiting the target audience's interest in supporting the JONAP.	2	1	2	The vast majority of communications content produced as part of this Strategy will be in Arabic, with English content limited to high-profile visibility events at the international level.

Table 3. Risks and Mitigation Measures



# RESOURCE AND MANAGEMENT PLAN

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## RESOURCES

The following resources are required to implement the Communications Strategy. The organogram below in Figure 7 shows the management set up for the implementation of this Strategy.

### JNCW Communications Focal Point

The Communication Focal Point will be responsible for managing the implementation of this Strategy and coordinating between all JONAP stakeholders and management committees, including all spokespeople. This person will also liaise with the WPS Champions to facilitate their participation in various events. Other responsibilities include ensuring that the media is aware of and attends key JONAP events (such as the Annual Visibility Events), as well as identifying and soliciting human interest stories from JONAP partners to include in communications materials.

The Communication Focal Point will supervise the Social Media Community Manager and will liaise closely with all partners and stakeholders. The Focal Point will also participate in the High-level Steering Committee and the Senior Management Team. Lastly, the Focal Point will function as JNCW's spokesperson.

### Professional Communication Agency

A professional Communications Agency will be hired to oversee the overall management of the communications activities, content development, and media relations. Centralizing this management role in one agency will ensure a highly professional and mainstreamed approach. This agency will liaise with the JNCW and JONAP Communications staff on a regular basis to coordinate activities, public relations appearances, and the M&E activities.

### JNCW Social Media Community Manager

The Social Media Officer will report to the JNCW Communication Focal Point and will also be based at JNCW. This person will be responsible for managing the Facebook and Twitter pages for the JONAP, including creating new content and posts, moderating discussions and comment threads, responding to questions and messages from users, and liaising with other JONAP stakeholders to collect and prepare content to be posted on the page. The Social Media Community Manager will also be responsible for creating,

purchasing, and managing promotions, and attending and documenting JONAP and WPS events to generate social media posts and create a library of photos and content.

## JONAP Spokespersons

Dedicated spokespersons will be identified among existing staff at each level of the 1325 Coalition (Implementation and Coordination level, as well as the UN Women's JONAP project level), within JNCW, GoJ Ministries, and security sector departments. Spokespersons should be staff who currently work in communications and media, and have experience working with the press. These spokespersons will be the focal points for all communications with the press and will be responsible for communicating directly with the press to provide talking points, context for articles, and quotations for articles and stories. The spokespersons will also be responsible for ensuring that earned media is leveraged to the fullest extent possible throughout the implementation.

Having such focal points will streamline external communications through specific individuals, allowing for increased control and influence over what and how the press reports on the JONAP and WPS. In addition, having specific points of contact for media outlets will make it easier for them to report on the JONAP and WPS with accurate information. Following the initial training, the spokespersons will draft a shared protocol for how to handle various press inquiries and to respond to any negative or inaccurate press coverage. The spokespersons will also draft common talking points to align all public relations efforts and ensure that a common narrative is consistently delivered throughout the implementation regarding the objectives and achievements of the JONAP and WPS. The talking points should be based on the message house provided below, to ensure alignment with the overall Communications Strategy and to support the effectiveness of all communication activities. It is suggested that these documents should be drafted by the spokespersons themselves instead of included as part of this Strategy, in order to ensure the buy-in of the spokespersons for the final documents.

## M&E Partner

An M&E agency will be hired to implement the perception studies and other surveys required to monitor and evaluate the success of the JONAP. This company will be managed directly by the Communications Agency (see below), with regular coordination with JONAP stakeholders as needed.

## MANAGEMENT PLAN

In addition to participating in JONAP-wide coordination groups, the Communications staff mentioned above will also convene monthly meetings to discuss upcoming communications needs and any problems that have arisen. These meetings may also be

attended by non-communications staff, such as the UN Women JONAP focal point or Jordanian government officials.

The JONAP annual report will also include a section highlighting communications achievements and progress, such as popular news stories, and will feature a human-interest story drawn from those developed during the preceding year.

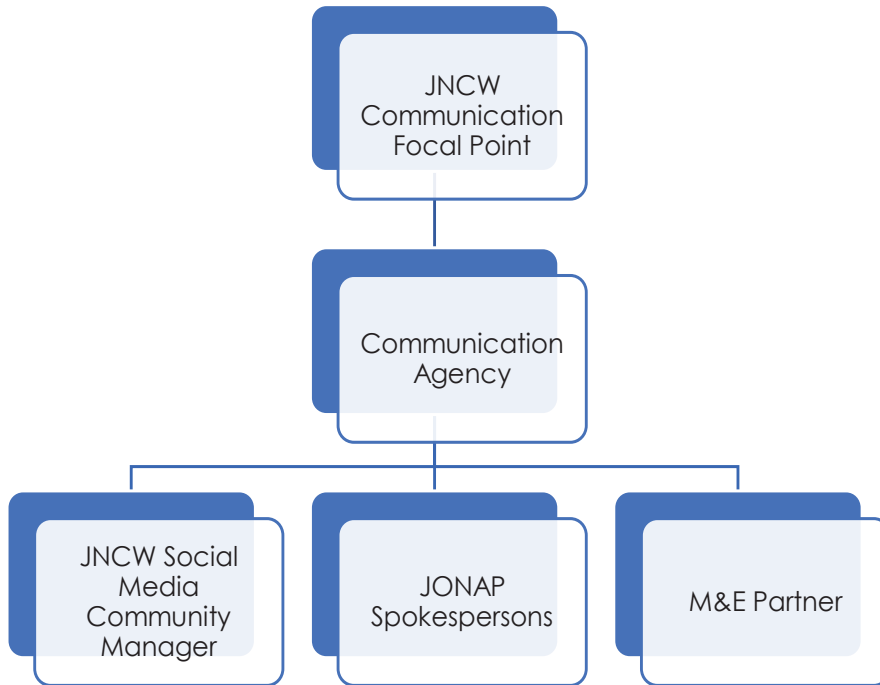


Figure 7. Communications Team Organogram



# MONITORING & EVALUATION PLAN

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## BACKGROUND AND EVALUATION OBJECTIVES

The objective of the evaluation is to determine awareness levels and current national sentiments with regards to the role and objectives of JONAP in general, while assessing the extent to which communications activities have succeeded in garnering greater trust, credibility and acceptability of JONAP amongst the Jordanian public and key stakeholders throughout the four-year implementation period. In specific, the evaluation will be designed to measure national sentiment change against the desired social attitudes and behaviours set forth in the JONAP communications strategy:

### 1. Enhance public support for WPS issues in Jordan

- Improve the public's understanding of the importance of WPS;
- Enhance visibility of JONAP activities and progress related to WPS;
- Improve attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields.

### 2. Build and maintain strong support for the JONAP among key stakeholders and audiences

- Motivate relevant GoJ institutions and the security sector to become national leaders in the implementation of the JONAP;
- Increase GoJ and security sector resources available for the JONAP.

## EVALUATION DESIGN

This document is an Annex to the JONAP Communications Strategy and includes the proposed evaluation design for the 4-year implementation of the JONAP Communications Strategy across Jordan. It has been designed based on the JONAP Communications Strategy, the programme Logic Framework, as well as the listed Indicators of Success. This Evaluation Plan is to provide the selected M&E firm with the initial guidance needed to conduct a comprehensive evaluation of communications activities. The proposed methodology, sampling statement and timeframes might be amended based on discussions with JONAP implementing partners and based on the final M&E budget available for this effort.

This Evaluation Plan outlines a proposed data collection and implementation plan for the overall 4-year evaluation of the JONAP in Jordan and should not be considered the M&E data collection plan. A separate and more comprehensive M&E plan, consisting of monthly activities, targets and milestones, should be drafted by the contracted M&E team on the final activities and outputs decided upon during implementation.

In line with the communications strategy, the evaluation will ensure that the opinions of primary target audiences have been captured in a nationally representative and comprehensive manner, through a mixed-method data collection process, a robust sampling plan, and the appropriate methodologies and tools needed per segment. In specific, the evaluation will uncover attitudes, sentiments and potential shifts in behaviours across the following target audience segments and through the proposed research methodologies:

Target Audience	Definition	Proposed Methodology
The Jordanian population at large	Males and females, 18 years of age and older, all governorates	Focus group discussions  Nationally representative survey  Social/ online media monitoring activities
Stakeholder and influencers	Governmental representatives, international and humanitarian organizations, implementing partners, members of the media, religious and community leaders	Key informant interviews

## Methodology

In order to address the primary evaluation objectives, a comprehensive mixed-methods methodology will be used, consisting of qualitative focus group discussions and key informant interviews, as well as a nationally representative quantitative survey to be conducted across three waves, producing a baseline, midline and end line assessment of all activities and achievements against indicators. Furthermore, it is recommended that the selected M&E team conduct ongoing social/ online media monitoring activities to collect reach, engagement and online sentiment data related to online communications efforts.

The data collection methods proposed below have been based on a review of the programme indicators of success, the relevant target audiences, as well as upon careful consideration of the most effective tools in gathering sentiments from each segment.

### Evaluation of Intermediate Outcome 1. Enhanced public support for WPS issues in Jordan

% of population who state support for the inclusion of women in the peace and security sectors

*Immediate Outcome 1.1 Improved public understanding of the importance of WPS*

- % of population who agree that women have a vital role in WPS
- % of population who can state specific benefits of women in peace and security roles

*Immediate Outcome 1.2 Enhanced visibility of JONAP activities and progress related to WPS*

- % of population who can accurately identify the JONAP brand
- % of population who can accurately identify the JONAP vision
- % of population who can correctly attribute activities to the JONAP

*Immediate Outcome. 1.3 Improved attitudes towards the presence of women in the peace and security sectors in Jordan, including in support of women who are seeking a career in these fields*

- % of population who support a female family member working in the peace and security sectors
- % of female population who would consider joining the peace and security sector
- % of population who would recommend a career in the security sector for women
- % of population who believe they benefit from women's involvement in the peace and security sectors

The evaluation of Intermediate Outcome 1 as well as its sub-indicators is best conducted through the use of:

**Quantitative research**, to measure the effect of exposure to the campaigns on outputs, intermediate outcomes and outcomes across different target audiences living in different governorates. To maximise robustness of comparisons across the quantitative research, a consistent sampling approach across all areas and a questionnaire which is consistent across all three waves is required. A nationally representative sample of 1,600 Jordanians, aged 15 and above is recommended, completing a 30-minute face-to-face survey. It is anticipated that the survey will consist of 35 close-ended questions (including a demographics section) and no more than 5 open-ended questions.

Face-to-face surveys based on random probability proportional to size (PPS) sampling remains the gold standard for national public opinion and social research. This surveying method ensures the statistical guarantees provided by random sampling, permit the use of long and complex questionnaires and, because of the additional motivation associated with the presence of an interviewer, tend to deliver higher quality data. CAPI (computer-assisted personal interview) method is recommended, allowing the interviewer to either use paper questionnaires or a tablet device to quickly and accurately record responses to each question. If tablet devices are available to the M&E team, the questionnaires should be scripted using appropriate data-entry software, making it easy to export the final dataset into SPSS or Excel format for analysis. Paper questionnaires will need to be entered manually by the data entry team, and then randomly checked by the supervisor to ensure accuracy in coding and entry.

**Qualitative focus groups**, to provide a deeper understanding of how key target audiences perceive JONAP and its objectives, in addition to how they are interacting with the campaign, what works and why and provide pointers for future activity. A minimum of 30 focus group discussion sessions per wave is recommended, split across the 12 governorates in Jordan, to include both genders, two age brackets (18-25, 26-50) and capturing the respective socio-economic bracket which characterise the majority population within each governorate. Groups should consist of eight participants each and should last two hours in duration. It is recommended that focus groups are held in a quiet and private venue (if a professional focus group venue is not available) with a viewing or adjacent observation room so that the M&E and communications teams can observe and collect feedback immediately.

**Media Narrative Analysis**, to monitor and assess how WPS issues are being discussed within the local media. It is recommended to conduct social media sentiment analysis using social media listening tools. In addition, and where possible, monitoring of traditional media (TV, radio, print), should also feed into the overall media narrative analysis.

**Evaluation of Intermediate Outcome 2. Strong support for the JONAP among key stakeholders is built and maintained**

% of key stakeholders who demonstrate support for the JONAP

*Immediate Outcome 2.1 Relevant GoJ institutions and the security sector are motivated to become national leaders in the implementation of the JONAP*

% of officials who feel positive about the GoJ's plans to implement the JONAP

public sentiment towards GoJ's role in implementing the JONAP

% of key stakeholders who feel that they have been involved in the JONAP implementation process

% of key stakeholders who feel that they have been involved in the JONAP implementation process

% of key stakeholders who see themselves as national leaders in the implementation of the JONAP

% of donor governments satisfied with the JONAP progress

# of donor representatives attending JONAP communications events

*Immediate Outcome 2.2 Increased GoJ and security sector resources are available for the JONAP*

JODs committed to JONAP implementation

The evaluation of Intermediate Outcome 2 as well as its sub-indicators is best conducted through the use of:

**Qualitative Key Informant Interviews**, to track changes in attitudes, perceptions and acceptability of key stakeholders, implementing partners and influencers as a direct result of communications and branding activities. A sample of 15 key informant interviews per wave will provide necessary insight to assist in evaluating overall achievements against Intermediate Outcome 2. That being said, it is important to diversify the profile of key stakeholders to ensure that a wide spectrum of perspectives has been collected.

Three interviews from any one stakeholder organisation or ministry should be sufficient per wave. Interviews should last no more than 30 minutes each and should be conducted at the respondent's place of work, or a private venue where the discussion can be recorded.

## EVALUATION OF OUTPUTS

# of people reached with communications activities

# of searches for JONAP on the internet in Arabic

social sentiment towards JONAP

# of people who attended events

# of earned media stories

JOD value of earned media stories

# of hits on JONAP Facebook and Twitter pages

# of WPS Champions on board

# of religious leaders who report referencing WPS in the *khutbah* (Friday Prayer Sermon)

JOD value of grants given to local film makers and CBOs

# of community events

# of human interest stories

# of districts in Jordan that host communications events

# of spokespersons with increased capability

For the evaluation of Outputs, it is recommended that the successful M&E firm design a comprehensive monthly M&E data collection plan and supporting tools capable of capturing attendance, reach, engagement and sentiments of online communications activities as well as key events. The appropriate tools and media monitoring matrix can only be designed once the social/online media activities, intended messages and supporting dissemination plan have been finalized.

## SAMPLE SIZE AND PROFILE

For qualitative research activities, a total of 30 focus groups per wave, split across the 12 governorates in Jordan is suggested. Given that approximately 70% of Jordanians reside in three main governorates, four focus groups are recommended in each (Amman, Irbid and Zarqa), with two groups held in each of the nice remaining governorates. Each

group should be homogeneous in nature, consisting of participants of the same gender, socio-economic background and education level. Due to the potential social sensitivity of JONAP initiatives, as well as cultural norms in Jordan, we recommend that male and female groups are conducted separately.

Key Informant Interviews should be conducted with a sample of key stakeholders, governmental organisations, implementing partners and opinion leaders in Jordan. A sample of 15 interviews per wave, with three interviews sector/ stakeholder type. While we envisage that a majority of these interviews will be conducted in Amman, they should cover individuals who work in, or with insights into, the 12 governorates of Jordan.

For the quantitative survey, a sample size of 1,600 nationally representative interviews per wave is recommended. Again, the sample should be drawn proportionately to the population size of each governorate, allowing results to be disaggregated by governorate, urban versus rural, gender, age, socio-economic bracket and education level.

## QUANTITATIVE SAMPLING

The sampling plan should be designed in accordance to a nationally representative PPS method with a representative sample of 1,600 Jordanian residents aged 15 years or older. A multi-stage stratified random probability sampling approach is suggested. With this approach, larger (i.e., more populated) geographical units will have a proportionally greater weight in the final sample size. This approach neutralizes any known bias that may affect the accuracy of the data. Every element of the population will be given an equal and calculable chance of being included in the sample.

It is recommended that the selected M&E team employs a multi-stage sample stratification method. Such might include:

**Stage 1** – Stratification across the 12 governorates in proportion to the population and based on the latest national census data available.

**Stage 2** – Stratification by urban/rural locations within each.

**Stage 3** – Selection of locations from urban and rural sampling frames for each governorate by PPS – using updated lists of the census circles.

**Stage 4** – Selection of starting points within each sampling unit and household selection. For urban locations, house numbers should be selected at random from a group and then every third household on the right of the street should be contacted.

- For rural locations, a central landmark should be selected and then a walking route created to the right of the landmark. The first household on the right-hand

side of the walking route should be chosen, with every third household then contacted.

**Stage 5** – Respondent selection – A Kish grid or next birthday method should be used to randomly select the eligible respondent within a household.

Any exclusions from the sampling universe should be discussed with the client ahead of time, with supporting rationale as to why these groups were excluded.

## PROPOSED TOOLS

In order to address the evaluation questions and relevant indicators at hand, a minimum of three different tools is recommended, as well as a comprehensive social/ online media monitoring matrix to assist in gathering the necessary insight. The three primary research tools should be used during all three phases of evaluation (baseline, midline and end line), with minor modifications or amendments as needed. Using the same tools for all three phases will allow the evaluation team to obtain a longitudinal assessment of the implementation of the JONAP Communication Strategy, with the ability to provide a measurable (quantitative) as well as comparative (qualitative) appraisal of impact on the national population as well as key stakeholders. The proposed primary data collection tools for all three phases of the evaluation include:

*Qualitative Focus Group Discussion Guide* – A list of open-ended discussion topics which include both rational (direct questions) as well as projective techniques (imaginative or collective exercises), that can encourage participants to speak freely about the perceptions, attitudes and beliefs with regards to role of women in Jordanian society in general, and their role in the peace and security sector in specific. A draft discussion guide has been developed with this Evaluation Plan but should be reviewed and modified as needed by 1325 Coalition members and the successful M&E partner once the final communications plan, messaging strategy and supporting activities have been agreed upon. The discussion guide will be prepared in English and should be translated in Arabic, and then validated by an independent third party. The content of the discussion guide will be structured in a way where the moderator can start by asking general questions related to personal priorities, national interests and personal growth/ career opportunities, before leading into more specific questions related to the visibility, significance and potential impact of JONAP and its communication activities.

*Qualitative Key Informant Interview Guide* – A list of open-ended direct questions to be used as talking points when speaking to key national stakeholders, partnering organisations and the international community. The key informant interview guide will be slightly less structured than the focus group guide, allowing each interviewee to bring in their unique professional insight based on the scope of their operations and their relationship with JONAP. Given the high-profile nature of key informants, the interview tool will be timed to last no longer than 30 minutes to administer.

*Quantitative Questionnaire* – A 30-minute questionnaire consisting of primarily close-ended questions that is administered face-to-face by a team of male and female interviewers at the respondent's home. The quantitative questionnaire will collect nationally representative feedback from the Jordanian population with regards to their knowledge, attitudes and understanding of the JONAP in general, as well as its specific agendas, initiative and communications activities in specific. It is recommended that the same questionnaire is used through all three phases of the evaluation with minor amendments or modifications as needed. The questionnaire will provide measurable insights related to changes in perceptions, attitudes and beliefs related to the role of women in peace and security while quantifying exposure, resonance and perceived impact of JONAP related communications activities.

*Social/Online Media Analytics Matrix* – A data collection matrix designed to collect, organize and compare reach, engagement and impact of online and social media communications activities across the various platforms used to disseminate JONAP strategic messaging. The selected M&E team will be asked to review their online and social media activities and design the appropriate tools to capture online sentiments.

## **ANALYSIS AND REPORTING**

It is recommended that the lead evaluator from the M&E team is responsible for all analysis and reporting activities related to their evaluation. The lead evaluator should review all qualitative transcripts (both focus group discussions and key informant interviews) in order to uncover majority trends and specific differences presented by certain socio-demographic segments. Qualitative data should be examined based on age, gender, education level and governorate. The segmentation of qualitative attitudes and beliefs can provide profound insight as to which pockets of the population might need additional or refined messages to encourage greater confidence and acceptance of JONAP. The analysis of quantitative data should be done using a statistical software package such as SPSS, allowing for regression and correlation analysis to be carried out prior to presenting segmentation results and overall national insights. Data should also be examined across key demographic variable such as gender, age, education level and governorate.

Cross-tabulations of two to three variables will be used to produce associative analysis. SPSS will create cross-tabs across different variables and will be used to test data for statistical significance where necessary. These raw data tables will be made available to the client upon request. The master data itself will also be provided in a user-friendly Excel format, as well as in a more flexible .csv format which has compatibility with a greater range of database and analysis software.

Insights related to communications activities should be collected into a separate document that can then be used to further inform or refine the communication



objectives and supporting messages. The incorporation of evaluation insights into the Communication Strategy will ensure higher probability that communication activities resonate with the hearts and minds of the Jordanian population, garnering greater support for JONAP and its activities.

While it is important that the lead evaluator takes the lead on contextualising the data, it is recommended that a data and insights expert within the communications team review and challenge the overall narrative of the evaluation, especially if unexpected outcomes emerge.

## **QUALITY CONTROL**

Several quality control measures should be taken into consideration to ensure that the evaluation is conducted at the highest standard. The most important level of quality control is the training and supervision of local fieldworkers. The second stage of quality control is ensuring that data is managed and entered with the highest care. Data collection for this evaluation will be handled directly by the evaluation team. It is recommended that the M&E team adhere to the following qualitative and quantitative quality control measures throughout data collection activities for this evaluation.

### *Translation and Back-Translation of tools*

Once the evaluation tools have been finalized and approved by the JONAP coalition, they would be translated into spoken Arabic. It is recommended that an independent Arabic/ English translator blind back translates all materials into English. This translator would not have seen the original English version, allowing the evaluation team to validate the accuracy of the Arabic tools.

### *Data Cleaning*

Upon the completion of quantitative fieldwork, the local team should enter all questionnaire into Statistics Package for the Social Sciences (SPSS) template designed by M&E team. Data entry must be overseen by quality control supervisors. A full check should be performed by the lead supervisor prior to and during the data entry stage.

The final dataset should then be sent to the evaluation team for review and quality control checking. Evaluators should review each dataset by running frequencies and crosstabs of each variable followed by a series of logic checks to ensure that none of the substantive or demographic data contains errors. The administrative variables should also be thoroughly checked. For example, these checks included: ensuring that each interviewer has completed the correct number of interviews; checking that no interviewer has performed an unrealistic number of interviews in one day; checking that the duration of each interview is within an acceptable limit and not performed too quickly; ensuring that the sample information was correctly entered and matched the sample specification. All interviewers and supervisors should be identified by unique

identity codes within the dataset. This allows for the analysis of the quality of work for each interviewer.

## **RISKS, LIMITATIONS, ETHICAL CONSIDERATIONS**

There are several risks, limitations and considerations that should be taken into account by the M&E team throughout the implementation and data analysis process. While the majority are cultural considerations that can be mitigated through the design of culturally appropriate and sensitive tools, other limitations related to the availability of specific data (both secondary and youth specific) should be noted by the evaluation team during the presentation of final results.

The absence of available data on current attitudes related to the perceived role of women in the peace and security sector means that a comprehensive baseline effort is needed to establish a working benchmark to effectively measure the impact of programmatic and communications activities.

Given that JONAP reforms will challenge several social and gender specific cultural norms, evaluation tools will need to be carefully worded and pre-tested for appropriateness as well as correct meaning and understanding. The M&E team should conduct several pilot interviews and focus groups in order to ensure that the overall content of the tools is culturally appropriate and that the wording of specific questions is in no way inflammatory or offensive.

Similarly, the socio-cultural nature of the JONAP reforms might have an impact on the overall response rate of females in rural areas. The M&E team must ensure that they have an appropriate number of female enumerators who have been properly trained on how to gain the trust and confidence of potential female respondents in rural areas. Furthermore, enumerators must work on minimising the input/ influence/ opinions of male household members when conducting interviews with females and youth.

As part of this research includes interviewing respondents under the age of 18 (i.e. 15 +), specific ethical considerations as well as prior parental consent to participate in data collection activities would be required. The M&E team will be required to draft an initial risk and mitigation plan related to conducting research with those under the age of 18.

It is recommended that the M&E team adhere to industry best practice (ESOMAR and MRS) as well as any additional funder requirements. In specific, the team should work to ensure:

- The safety of all staff, interviewees and beneficiaries;
- Informed consent is obtained by interviewees prior to all local fieldwork activities;

- The confidentiality and anonymity of all research respondents is maintained;
- Raw data is collected and stored in a secure way.

The M&E team should raise and discuss any potential concern with the appropriate JONAP point of contact in a timely manner, ensuring that all activities, and/or mitigation plan if necessary, adhere to these rigorous risk and ethics standards.

## DELIVERABLES

The specific deliverables for this evaluation should be agreed upon between JNCW and the contracted M&E provider. At a minimum, the following should be delivered as part of the evidence package supporting the overall evaluation effort:

- A modified evaluation plan (based on any changes to the programme activities, communication messages, or discussions between JONAP and other implementing partners);
- Data collection plan (detailing the team, exact roles of each evaluation member, detailed timetable and final budget breakdown);
- Social / online media analytics matrix and monthly reports;
- Modified data collection tools;
- Raw data (i.e. English and Arabic transcripts of all focus groups and key informant interview and a clean quantitative data set for each wave of the national survey);
- Audio recordings of focus groups discussions and interviews (upon consent of interviewees);
- Evaluation report with a supporting methods' report and learning documents for each wave.

## TIMESCALE

The exact timetable for the evaluation should be provided by the successful M&E team, based on the final timeframe of communication activities under the JONAP Communications Strategy. It is anticipated that for each phase, the below timeframes will be needed for completing specific evaluation related activities.

Activity	Time needed	Considerations
Modification of evaluation tools and screening questionnaires	3 working days	Upon commissioning of the M&E team
Translation of tools into and validation by an independent third-party translator	5 working days	From approval of final tools

Focus group and KII recruitment	2 working weeks	From approval of final screening questionnaires
Moderation of 30 focus groups and 15 KII	3 working weeks	From completion of recruitment
Execution of 1,600 face-to-face nationally representative random interviews	4 working weeks	From approval of final Arabic questionnaire
Transcription of qualitative focus groups and KIIs	3 working weeks	From start of first qualitative fieldwork activities
Data entry	4 working weeks	In parallel to survey execution
Data cleaning	1 working week	From completion of quantitative fieldwork
Analysis and reporting	2 working weeks	From completion of English transcripts and clean dataset

The proposed timeframes are subject to the final evaluation methodology as well as sample size for each research/ data collection component.

# ANNEXES

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## ANNEX 1 - LITERATURE

### UN Women Jordan Programme Documents

- A National Dialogue on UNSCR 1325: Women, Peace, and Security in Jordan: A Resolution in Action (UN Women)
- Women and Violent Radicalization in Jordan (UN Women and JNCW)
- Advancing Gender Equality Within Peace and Security in Jordan (UN Women)
- Participatory Peace Planning Report on the JONAP Process (Draft)
- Balancing Priorities: Lessons from Iraq, Jordan and Palestine for NAP-1325 Drafting Teams (UN Women).

### Strategy and Policy Documents

- UN Security Council Resolution 1325 on Women, Peace, and Security (United Nations Security Council)
- UN Security Council Resolution 1889 on Women, Peace and Security (United Nations Security Council)
- UN Security Council Resolution 2122 on Women, Peace and Security (United Nations Security Council)
- UN Security Council Resolution 2242 on Women, Peace and Security (United Nations Security Council)
- UN Security Council Resolution 2250 on Youth, Peace and Security (United Nations Security Council)
- UN Security Council Resolution 2419 on Youth, Peace and Security (United Nations Security Council)
- Jordanian National Action Plan for the Implementation of UN Security Council Resolution 1325 on Women, Peace, and Security 2018 – 2021 (JONAP) (Government of Jordan)
- National Strategy for Jordanian Women (2013 – 2017) (Government of Jordan)
- Comprehensive National Human Rights Plan (2016 – 2025) (Government of Jordan)

### Programmatic Guidelines and Frameworks

- Gender Equality in Humanitarian Assistance (Sida)
- Handbook on Integrating Gender in Peace building and State building (Cordaid)
- Women, Peace, and Security in Post-Conflict and Peacebuilding Contexts (Norwegian Peacebuilding Resource Centre)
- Women Preventing Violent Extremism: Charting a New Course (USIP)

- Guidebook on CEDAW General Recommendation No. 30 and the UN Security Council Resolution on Women, Peace, and Security (UN Women)

## Articles and Other Reports

- “Stakeholders celebrate the launch of the Jordanian National Action Plan to active UNSC Res. 1325 on Women, Peace, and Security” <http://jordan.unwomen.org/en/news/stories/2018/march/jonap-launch> (UN Women)
- “Jordanian Women’s Evolving Role in the Armed Forces” <https://www.wiisglobal.org/jordanian-womens-evolving-role-in-the-armed-forces/> (Women in International Security)
- Women, Peace, and Security (United Nations)
- The Effect of Gender Equality Programming on Humanitarian Outcomes (UN Women)
- WPS + GPS: Adding Gender to the Peace and Security Equation (Women in International Security)
- Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of the UNSC Resolution 1325 (UN Women)
- Women Preventing Violent Extremism: Broadening the Binary Lens of “Mothers and Wives” (Women in International Security)
- UNDP, *Human Development Indicators, Jordan*.
- Queen Rania Foundation, *Fact Sheet: Gender and Education in Jordan*. December 2017.
- Pew Research Centre, *Gender Equality Universally Embraced, but Inequalities Acknowledged*. July 1, 2010.
- GBV Task Force, Jordan GBV IMS Task Force Annual Report 2017.
- Shteivi, Musa, *Attitudes Towards Gender Roles in Jordan*. University of Jordan. January 2015.
- Tweissi, Ahmad, *Gender Gap in Student Achievement in Jordan Study Report*. Mu’tah University. January 2014.
- World Bank, *Jordan Country Gender Assessment: Economic Participation, Agency and Access to Justice in Jordan*.
- IRI, *Survey of Jordanian Public Opinion*. May 2017
- Arab Barometer, *Jordan Five Years After the Uprisings*. August 2017.

## ANNEX 2 - KEY INFORMANT INTERVIEW PARTICIPANTS

- Cat Rashid | First Secretary, British Embassy in Jordan
- Sawsan Qaddoumi | Education Department Manager, Jordan Olympic Committee; former boxing champion
- Colonel Hedley Tomlyn | Defence Attaché, British Embassy in Jordan
- Molly Mayfield Barbee | Political Officer, US Embassy in Jordan

- Rawan Da'as | Human Rights Policy and Projects Officer, Dutch Embassy in Jordan
- Juliana Lopez Fajardo | First Secretary for Regional Security, Peace and Stabilisation Programming, Canadian Embassy in Jordan
- Amal El-Atifi | First Secretary for Development, Canadian Embassy in Jordan
- Major Paul Hook | Deputy Defence Attaché, Canadian Embassy in Jordan
- Paul-Andre Wilton | Conflict Advisor for Jordan and Lebanon, DFID Jordan
- Sana' Fadel Ali Al-Sarhan | Brigadier General Ret., Jordanian Armed Forces, and former Head of the Directorate of Military Women's Affairs in Jordan

## ANNEX 3 - WORKSHOP PARTICIPANTS

	Name	Institution
<b>Public sector</b>		
1.	Dr. Mohammad Al-Hadid	Ministry of Interior
2.	Dr. Azzam Mahmoud Al-Shamaileh	Ministry of Awqaf and Islamic Affairs
3.	Ms. Kafa Mishal Akroush	Ministry of Education
4.	Mrs. Sawsan Jaradat	Ministry of Social Development
5.	Mrs. Ghadeer Ahmad Iskandarani	Prime Ministry / Office of Government Coordinator for Human Rights
6.	Hon. Judge Dr. Ziad Al-Hajjaj	Department of Chief Justice
7.	Hon. Mufti Dr. Hassan Abu Arqoub	Ifta Department
8.	Mrs. Manal Qabalan Al-Abdallat	GAM / International Woman Network
9.	Lawyer Husam Daifallah Taifor	The National Council for Family Affairs
10.	Dr. Amneh Isa Al-Khasawneh	Princess Basma Center for Woman Studies / Yarmouk University
11.	Engineer Hiyam Ali Al-Khateeb	
12.	Ms. Nawal Basheer Yahya	House of Deputies

13.	Dr. Maen Amin Al-Shamaileh	Parliamentarian and Political Affairs Ministry
14.	Ghufan Al-Hajj	JRTV / Irbid Radio Station
<b>Military Sector</b>		
15.	Colonel Khaleda Twal	Public Security Department
16.	Captain Ayman Awad Ghuneimat	Ministry of Interior / Syrian Refugees Affairs Directorate
17.	Captain Engineer Inas Abu Anzah	General Directorate of Civil Defense
18.	Captain Engineer Shaden Al-Btoush	
19.	Captain Engineer Ghada Abdurazzaq	The General Directorate of Gendarmerie Forces
20.	Mrs. Rania King Al-Hyouk	The National Establishment for Family Empowerment
21.	Mrs. Kaltham Abdulatif Mureish	Solidarity Society / Ladies of the Third Millennium
22.	Mrs. Reem Jamil Ali	Arab Women Society
23.	Mrs. Jamilah Jamil Abu Zanona	
24.	Mrs. Zainab Khalil	The Arab Renaissance for Democracy and Development
25.	Mrs. Hadeel Zuhair Al-Qudah	Arab Media Women Center
26.	Mrs. Kefah Al-Nasrawi	The Jordanian Society for Human Development / Jerash
27.	Mrs. Nuha Hanna Mehraiz	Women Network for women support
28.	Mrs. Maram Magalseh	Al-Adl Center for Legal Aid
29.	Dr. Siham Shdeifat	The National Society for Women Empowerment
30.	Media woman Amal Jabr Al-Atrash	The Arab Future / a Jordanian website
31.	Retired Lt. Col. Dia Salim Hammad	Military Female Retirees Society
32.	Retired Major Haifa Al-Abdallah	
33.	Thurayya Issa Hattar Mary (Mary)	Forward Global Women



34.	Rawda Abu Taha	Leadership Excellence Organization
35.	Ruba Sharaiha	Arab centre for consulting and training services (AWT)
36.	Hiba Haddadin	Madaba Cultural Forum for Children
37.	Amal Salim Shawahneh	Women Society for Socio-economic Empowerment
38.	Dr. Fadia Yaseen Al-Jawazneh	Al-Sura Society for Rights of Disabled Persons
39.	Onoud Al-Hmoud	The Women Fund for Peace and Humanitarian Work
40.	Sahar Saad	The Jordanian Society for Sciences and Culture

### Press and Media

41.	Mr. Khaled Al-Deiri	International fact
42.	Wafa Zeinatiah	Jordan News Agency / Petra
43.	Basimah Al-Jarrah	Public Security Radio
44.	Dr. Nasreen Al-Hamadani	Jordan Radio
45.	Mr. Raed Al-Harasis	Jordan Television

### Organizers

46.	Shrouq Shatnawi	JNCW
47.	Namer Al-Houh	JNCW
48.	Sana Al-Banawi	JNCW
49.	Anwar Al-Syouf	JNCW
50.	Lauren Rooney	UN Women
51.	Evan Qursha	UN Women
52.	Elizabeth Robinson	Magenta Consulting
53.	Sarah-Jean Cunningham	Magenta Consulting
54.	Mays Zanah	Magenta Consulting
55.	Batul Abu Qdairi	Magenta Consulting

## ANNEX 4 - FGD PARTICIPANTS

- Maha Al Naser | General Directorate of the Armed Forces
- Shayma' Nawaf Al-Sarayreh | General Directorate of the Armed Forces
- Khalida Twal | Public Security Directorate
- Alia' Thamer Obeid | Public Security Directorate
- Rima Abdallah Ahmad Harasis | General Directorate of the Gendarmerie
- Ghada Abdel-Razzaq | General Directorate of the Gendarmerie
- Enas Abdallah Abuanzeh | General Directorate of Civil Defence
- Shaden Btoush | General Directorate of Civil Defence
- Mariana Haddad | Peace Keeping Operations Training Centre

## ANNEX 5 – BRANDING MEETING PARTICIPANTS

- Daniel Shepherd | Director of Strategy and Innovation, Magenta Consulting
- Elizabeth Robinson | Program Manager, Magenta Consulting
- Mays Zaneh | Consultant, Magenta Consulting
- Batul Abu Qdairi | Intern, Magenta Consulting
- Dr. Salma Nims | Secretary General, JNCW
- Shorouq Shatnawi | Project Manager, JNCW
- Janette Shurdum | JNCW
- Ashjan Ananzeh | Advocacy Unit, JNCW

## ANNEX 6 – VERIFICATION MEETING PARTICIPANTS

Name	Institution
1st Lt. Engineer Rima Al-Harasis	The General Directorate of Gendarmerie Forces
Captain Engineer Ghada Abdulrazzaq	
Captain Engineer Inas Abu Anza	The General Directorate of Civil Defense
Captain Engineer Shaden Al-Btoush	

Captain Ayman Awad Ghuneimat	Ministry of Interior / PSD/ Syrian Refugees Affairs Directorate
Mohammad Al-Hadid	Ministry of Interior
Ms. Kafa Mishal Akroush	Ministry of Education
Sawsan Jaradat	Ministry of Social Development
Ms. Nawal Bashir Yahya	House of Deputies
Dr. Maen Amin Al-Shamailah	Ministry of Parliamentary and Political Affairs
Ghofran Al-Hajj	JRTV / Irbid Radio Station
Mrs. Manal Qabalan Al-Abdallat	GAM / The International Women Network
Hon. Judge Dr. Ziad Al-Hajjaj	Department of Chief Justice
Mrs. Jamilah Jamil Abu Zanonah	Arab Women Society
Mrs. Kifah Saleh Al-Nasrawi	The Jordanian Society for Human Development / Jerash
Retired Lt. Col. Dia Salim Al-Hammad	Military Female Retirees Society
Retired Major Haifa Al-Abdallah	
Mrs. Maram Mahmoud Magalseh	Al-Adl Center for Legal Aid
Media woman Amal Jabr Al-Atrash	The Arab Future / a Jordanian website
Amal Salim Shawahneh	The Women Society for Socio-economic Empowerment
Dr. Fadia Yaseen Al-Jawazneh	A-Sura Society for Rights of Persons with Disability
Mrs. Rania King Al-Hyouk	The National Establishment for Family Empowerment
Al-Onoud Al-Hmoud	Women Committees Association
Dr. Hiba Haddadin	Madaba Cultural Forum Society for Childhood
Zeinab Khalil	The Arab Renaissance for Democracy and Development
Elizabeth Robinson	Magenta
Daniel Shepherd	Magenta
Mays Zaneh	Magenta

## ANNEX 7 – REVISED BRANDING

## ANNEX 8 – SUGGESTED WPS CHAMPIONS

- Dr. Akef Al Maaytah: Lawyer, advocate for women's rights, researcher, and consultant in women's and human rights
- Asma Khader: Former Secretary General of JNCW and current Chairperson for Sisterhood Is a Global Initiative, an international NGO
- Major General Nawal Al Nsour
- Dr. Mohammad Nouh Al Qudah: Current Member of Parliament and a religious leader who has radio and television shows
- Rania Hayouk: Member of the JONAP coalition and head of a CBO
- Dr. Ahmad Abu Haidar: Ministry of Social Development official
- JONAP focal point at JNCW

## ANNEX 9 – COMMUNICATIONS ACTIVITIES MATRIX

See attached matrix.

## ANNEX 10 – MONITORING & EVALUATION FRAMEWORK

See attached matrix

## ANNEX 11 – DATA COLLECTION TOOLS

See attached tools:

1. Survey questionnaire
2. Focus group discussion guidelines

### 3. Key informant interview guidelines

## **ANNEX 12 – IMPLEMENTATION BUDGET**

See attached budget sheet

# Annex 9– Communications Activities Matrix

Activity	Target Audiences Sub-Groups						Primary Target Audience Segmentations	Target	Calculation	Priority (1- high, 3- low)	Main Objective	Main Goal and Security Sector Institutions Involved
	Civil Society	Youth	Security Sector	Gov	Jordanian General Public	Secondary TA Sub-Group: Donors and Internal Community						
							X	X	Ongoing throughout the 4 years	N/A	1	JNCW, Jordan Media Commission
Human-Interest Series							X	X	8 University Talks	2 University Talks per year * 4 years = 8 University Talks	3	JNCW, University of Jordan (Including Center for Strategic Studies and the Center for Women's Studies), Ministry of Education, Ministry of Higher Education
Multimedia Public Service Announcement Campaign							X	X	48 Events	1 Event per governorate per year * 12 governorates * 4 years = 48 Events	3	JNCW, JAF, Ministry of Education
University Talks							X	X	16 Workshops	4 Workshops per year * 4 years = 16 Workshops	2	JNCW, Ministry of Awqaf and Islamic Affairs (Including Directorate of Women's Affairs)
High School Engagement							X	X	20 Events	5 Events per year * 4 years = 20 Events	2	JNCW, JOHUD, JHCO, MoSD, MoPIC, MoC
Workshops with Religious Leaders							X	X	As a contribution to the above events	As a contribution to the above events	2	JNCW, JOHUD, JHCO, MoSD, MoPIC, MoC
CBO Events (sample suggestions below)							X	X	As a contribution to the above events	As a contribution to the above events	2	JNCW, JOHUD, JHCO, MoSD, MoPIC, MoC
CBO activity suggestion 1: Success Stories							X		As a contribution to the above events	As a contribution to the above events	2	JNCW, JOHUD, JHCO, MoSD, MoPIC, MoC
CBO activity suggestion 2: Local Celebrations							X	X	3 Film Festivals * 3 years = 3 Film Festivals; 15 Grants per year * 3 years = 15 Grants to Film Makers	1 Film Festival per year * 3 years = 3 Film Festivals; 5 grants per year * 3 years = 15 Grants to Film Makers	3	JNCW, Royal Film Commission
CBO activity suggestion 3: Thank You Letters							X		24 Episodes over 2 seasons	1 Drama Series * 2 seasons * 12 30-min episodes per season = 24 episodes	1	JNCW, Jordan Media Commission



# Annex 10 – Monitoring & Evaluation Framework

## Monitoring & Evaluation Plan

\* All indicators should be disaggregated by gender and age (where possible)

### Outcome Statement 1: Enhance public support toward the JONAP

Objectives	Indicator as measured by #, %, \$, etc	Baseline Value (Year)	Target (Yr 4)	Data Collection		Assumptions & Risks		
				Frequency	Methods & Source			
1. Improve understanding of the importance of the JONAP	% of population who agree that women have a vital role in WPS			3 waves of research (Baseline, midline, endline)	National Opinion Survey/Supported with anecdotal evidence from Focus Groups and Kil's	JNCW / M&E Firm	The M&E team has the capability of implementing a true nationally representative, random sample.	
				3 waves of research (Baseline, midline, endline)				JNCW / M&E Firm
	% of population who can state specific benefits of women in peace and security roles				3 waves of research (Baseline, midline, endline)	National Opinion Survey/Supported with anecdotal evidence from Focus Groups and Kil's	JNCW / M&E Firm	No other 'national issues' are being discussed during the time of JONAP branding and comms campaigns
					3 waves of research (Baseline, midline, endline)			
	2. Enhance visibility of JONAP activities and progress	% of population who can accurately identify the JONAP brand			3 waves of research (Baseline, midline, endline)	Social media listening tools Media monitoring	JNCW / M&E Firm	The M&E team has the capability of implementing a true nationally representative, random sample.
					3 waves of research (Baseline, midline, endline)			
	Sentiment of JONAP mentioned within traditional and social media			Annual		JNCW / M&E Firm	No other 'national issues' are being discussed during the time of JONAP branding and comms campaigns	



<p><b>3. Improve attitudes towards presence of women in peace &amp; security sectors in Jordan</b></p>	% of population who support a female family member working in the peace and security sectors			3 waves of research (Baseline, midline, endline)	National Opinion Survey	JNCW / M&E Firm	<p>The M&amp;E team has the capability of implementing a true nationally representative, random sample.</p>
	% of female population who would consider joining the peace and security sectors			3 waves of research (Baseline, midline, endline)		JNCW / M&E Firm	
	% of population who would recommend a career in the security sector for women			3 waves of research (Baseline, midline, endline)	Supported with anecdotal evidence from Focus Groups and KI's	JNCW / M&E Firm	<p>Questions of a potentially 'culturally sensitive nature' have been screened and worded carefully as to not offend respondents</p>
	% of population who believe they benefit from women's involvement in the peace and security sectors			3 waves of research (Baseline, midline, endline)		JNCW / M&E Firm	
	#civil society groups and CEOs promoting the WPS agenda			Annual	Events register	Program Team	

# Annex 11 – Data Collection Tools

## Focus Group Discussion Guide

JONAP

December 2018

### Background and purpose:

This tool has been designed with the objective to help gauge perceptions of the general public with regards to JONAP in general, as well as its effectiveness in garnering greater support for the participation of women in the peace and security sector. This discussion will examine how well the JONAP has been able to communicate its operational objectives and create a community culture which recognises the valuable contributions that women can make in their field and for the overall stability of Jordan. A communications evaluation section has been included in this version of the FG tool but should only be used in the midline and endline phases, or at least after two-weeks of communications activities have taken place.

The group discussion will be audio recorded and transcribed in English for analysis and reporting.

### Draft Qualitative Tool

Introduction

(5 minutes)

Good morning/ afternoon. My name is ....., I am an independent researcher who is helping to understand current perceptions held towards the role of women in society in general and their expanding role in the peace and security sector in specific. Furthermore, we are here today to help evaluate various communication activities that have been designed to raise awareness to this issue and how well these efforts have been in convincing various segments of the population to encourage women to play a greater, and more relevant role in this space. Our discussion will last approximately 90 minutes and your insight is extremely valuable to us. Before we begin, I would like to discuss some general rules for today's discussion.

There are no right or wrong answers. Everything you say is important to us and we want to hear what you, personally, have to say. Let's show everyone in this room the same level of respect and not talk/ shout over one another.

Everything you say here today is confidential and your names will not be attributed to your responses. I would like to record this session so I can go back and write my report. This recording is for the sole purpose of the research and will not be distributed or published in anyway. I ask that we speak slowly, clearly and with an audible volume so that the recording captures all your valuable thoughts.

Providing examples is very important so please give as much detail to your responses when possible.

Please turn off your mobile phones as these disrupt the group and interfere with the recording. If you need to take a phone call please excuse yourself quietly and return to the discussion as soon as possible.

Do I have everyone's permission to record?

Great, let's begin. Can we start by going around the room and introducing ourselves each other? Can you start by sharing your first name, age and what you do for a living.

The first two sections of this FG tool (covering questions 1-5) have been drafted to serve as an icebreaker, warm-up section and a basic profiling of basic needs, priorities, as well as attitudes towards Jordan and other key prompts. While these questions do not directly address M&E indicators, they act to provide context that will further weight or explain responses related to the JONAP, the role of women in society and potential level of support and impact of the JONAP activities.

### Participant Profiling

1. What was the first thing that came to your mind when you woke up this morning?
2. What are your most important priorities in life? Please list at least three.

(Probe for: family, career, financial stability, good health, education, social values, national peace and security...etc)

3. Why are these priorities so important to you?
4. Currently, how easy is it for you to meet these priorities in life? Why do you say so?

### Top of mind associations

I would like us to play a little game. When I say a word, I want you to share the first things that come to your mind without thinking too much into it. Share everything that comes to your mind and here, it is ok for you to just speak out words as they come to you. For example, if I say "Green" the words "tree, life or fresh smell" might come to your mind. Does everyone understand?

Repeat for:

Women

Development

National stability

Employment opportunities

Questions 6-12 have also been added to provide additional context to frame the remainder of focus group findings. Understanding current attitudes held towards the state of national stability and development in Jordan helps to frame responses provided under the JONAP appropriate sections in line with participants' priorities.

Attitudes towards National Stability and Development

1. Let's talk about the overall stability of Jordan. How stable or unstable do you personally feel Jordan is today as a country? Why do you say that?
2. What is most worrying for you today?
3. What makes you feel the most confident?
4. How about the overall rate of development in our country. How fast or slow do you believe Jordan is developing compared to other neighbouring countries?
5. Why do you say so? Can you please provide specific examples?
6. Can you provide positive examples of development which you have personally witnessed in the past 5 years?
7. Similarly, have you noticed and negative effects of development? On you, your family, your community? Please provide specific examples.

Questions 13-20 as well as questions 25-30 have been drafted to support Outcome indicators 1.1 [Improved public understanding of the importance of WPS]. Questions covered in this section examine the perceived role of women in society in general, their perceived role in the peace and security sector as well as perceived impact/ benefit associated with greater participation.

Role of Women in Jordanian Society

8. Let's talk about the role of women in today's society. What would you say the role of women is in Jordanian society? Why is this the case?
9. How, if at all, has the role of women in society changed in the past 10 years? Please provide specific examples.
10. What about the role of women and their participation rate in the workforce. What changes have happened in the past 10 years?
11. And now thinking specifically about the role of women in the public/ civil service sector, what if anything has changed in terms of their participation level and influence here?
12. What are the factors that you believe are primarily responsible for shifting the role of women in Jordanian society?  
(Probe for: political factors, economic stability, democratisation, reduction of social or gender related stigmas, personal financial factors, higher education levels amongst women, regional influences...etc)
13. What roles, if any, do you believe women are under-represented in?
14. What role, if any, do women currently play in the peace and security sector in Jordan. Is this a good or bad thing?
15. What role should they play in the future?

Questions 21-24 have been drafted to support Outcome indicators 1.2 [Enhanced visibility of JONAP activities and progress related to WPS]. This set of questions covered brand awareness, recognition, source of awareness, familiarity and meaning/ intended objectives.

**Awareness levels of JONAP**

16. Have you heard of the Jordan National Action Plan?
17. If so, what have you heard about it?
18. If you have never heard of it before, what do you think it means or stands for?

## Annex 12 – Implementation Budget

CATEGORY	UNIT	Year 1			Year 2		
		# UNITS	UNIT COST	TOTAL (USD)	# UNITS	UNIT COST	TOTAL (USD)
Personnel							
JNCW Communication Focal Point	Month	12	2200	\$ 26,400.00	12	3000	\$ 36,000.00
JNCW Social Media Community Manager	Month	12	800	\$ 9,600.00	12	1000	\$ 12,000.00
<b>Total</b>				<b>\$ 36,000.00</b>			<b>\$ 48,000.00</b>
Contractual							
M&E Partner	Month	1	50000	\$ 50,000.00	1	50000	\$ 50,000.00
Professional Communications Agency (Management Fee)	Month	12	7000	\$ 84,000.00	12	7000	\$ 84,000.00
<b>Total</b>				<b>\$ 134,000.00</b>			<b>\$ 134,000.00</b>
Other Direct Costs							
Human-Interest Stories	Content piece	16	3500	\$ 56,000.00	12	3500	\$ 42,000.00
Multimedia PSA Campaign Media Placement	Lumpsum	1	175,000	\$ 175,000.00	1	175,000	\$ 175,000.00
University Talks	Event	2	2000	\$ 4,000.00	2	1500	\$ 3,000.00
Workshops with Religious Leaders	Event	4	2000	\$ 8,000.00	4	1500	\$ 6,000.00
CBO Events	Event	5	1500	\$ 7,500.00	5	1500	\$ 7,500.00
WPS Film Festival - grants	Grants	0	5000	\$ -	5	5000	\$ 25,000.00
WPS Film Festival - event (and marketing)	Event	0	20000	\$ -	1	30000	\$ 30,000.00
Drama Series	Season	0	250,000	\$ -	1	250,000	\$ 250,000.00
Talk Shows (regular segment)	Show	12	2500	\$ 30,000.00	12	2500	\$ 30,000.00
Social Media Boosting	Month	12	750	\$ 9,000.00	12	750	\$ 9,000.00
Print Collateral	Item	2000	0.5	\$ 1,000.00	1000	0.5	\$ 500.00
Training for Spokespersons	Training	1	3000	\$ 3,000.00	1	3000	\$ 3,000.00
Training for Journalists	Training	1	2000	\$ 2,000.00	1	2000	\$ 2,000.00
Launch Ceremony	Event	1	10,000	\$ 10,000.00	0	10,000	\$ -
Closing Ceremony	Event	0	10,000	\$ -	0	10,000	\$ -
Annual Visibility Events	Event	1	10,000	\$ 10,000.00	1	10,000	\$ 10,000.00
<b>Total</b>				<b>\$ 315,500.00</b>			<b>\$ 593,000.00</b>
<b>Total Budget</b>				<b>\$ 485,500.00</b>			<b>\$ 775,000.00</b>

Year 3			Year 4			Total	
# UNITS	UNIT COST	TOTAL (USD)	# UNITS	UNIT COST	TOTAL (USD)	# UNITS	TOTAL (USD)
12	3000	\$ 36,000.00	12	3000	\$ 36,000.00	48	\$ 134,400.00
12	1000	\$ 12,000.00	12	1000	\$ 12,000.00	48	\$ 45,600.00
		\$ 48,000.00			\$ 48,000.00		\$ 180,000.00
1	50000	\$ 50,000.00	1	50000	\$ 50,000.00	4	\$ 200,000.00
12	7000	\$ 84,000.00	12	7000	\$ 84,000.00	48	\$ 336,000.00
		\$ 134,000.00			\$ 134,000.00		\$ 536,000.00
12	3500	\$ 42,000.00	8	3500	\$ 28,000.00	48	\$ 168,000.00
1	175,000	\$ 175,000.00	1	175,000	\$ 175,000.00	1	\$ 700,000.00
2	1500	\$ 3,000.00	2	1500	\$ 3,000.00	8	\$ 13,000.00
4	1500	\$ 6,000.00	4	1500	\$ 6,000.00	16	\$ 26,000.00
5	1500	\$ 7,500.00	5	1500	\$ 7,500.00	20	\$ 30,000.00
5	5000	\$ 25,000.00	5	5000	\$ 25,000.00	15	\$ 75,000.00
1	30000	\$ 30,000.00	1	30000	\$ 30,000.00	3	\$ 90,000.00
1	250,000	\$ 250,000.00	0	250,000	\$ -	2	\$ 500,000.00
12	2500	\$ 30,000.00	12	2500	\$ 30,000.00	48	\$ 120,000.00
12	750	\$ 9,000.00	12	750	\$ 9,000.00	48	\$ 36,000.00
1000	0.5	\$ 500.00	1000	0.5	\$ 500.00	5000	\$ 2,500.00
1	3000	\$ 3,000.00	1	3000	\$ 3,000.00	4	\$ 12,000.00
1	2000	\$ 2,000.00	1	2000	\$ 2,000.00	4	\$ 8,000.00
0	10,000	\$ -	0	10,000	\$ -	1	\$ 10,000.00
0	10,000	\$ -	1	10,000	\$ 10,000.00	1	\$ 10,000.00
1	10,000	\$ 10,000.00	1	10,000	\$ 10,000.00	4	\$ 40,000.00
		\$ 593,000.00			\$ 339,000.00		\$ 1,840,500.00
		\$ 775,000.00			\$ 521,000.00		\$ 2,556,500.00



اللجنة الوطنية الأردنية  
لشؤون المرأة  
The Jordanian National  
Commission for Women

## Communications Strategy

# Jordanian National Action Plan (JONAP) on UN Security Council resolution 1325 Women, Peace and Security



#JONAP

Canada



With support from  
Finland's development  
cooperation

NORWEGIAN MINISTRY  
OF FOREIGN AFFAIRS



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