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Al-Hayat Center – RASED

Terms of Reference

Expert / Group of Experts to Deliver Training on

Building Gender-Responsive Institutional Policies and Systems

Project Title: Women Friendly Label: Promoting and Protecting Women's Rights in the Workplace

Location: Jordan

Implemented by: Hayat Center – RASED, in partnership with ActionAid Arab Region

Funded by: European Union

Contract Type: Consultancy

Reporting to: Project Manager – Hayat Center / RASED

Working Days: Flexible, based on project needs

Training Duration: 3 training days

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1. Background

Hayat Center – RASED, in partnership with ActionAid Arab Region, is implementing the project “**Women Friendly Label: Promoting and Protecting Women’s Rights in the Workplace,**” funded by the European Union. The project aims to promote inclusive, safe, and gender-responsive workplaces by supporting companies, civil society organizations, and other relevant institutions to adopt practices and policies that protect and advance women’s rights in the workplace.

This training comes as part of the project’s efforts to support targeted organizations, particularly SMEs and civil society organizations, in reviewing and developing their internal policies and institutional systems. The training focuses on written institutional policies, effective complaint mechanisms, accountability pathways, and flexible work arrangements that respond to the needs of both women and men.

The training also contributes to preparing participating institutions to adopt the principles and standards of the **Women Friendly Label** by equipping them with the practical tools and knowledge needed to create safer, fairer, and more inclusive workplaces.

2. Purpose of the Assignment

The purpose of this Terms of Reference is to define the role, responsibilities, and deliverables of the expert or group of experts who will be contracted to design and deliver a specialized training program on:

“Building Gender-Responsive Institutional Policies and Systems.”

The training aims to strengthen the capacity of participating organizations to review, develop, and implement internal policies and systems that promote gender equality, equal opportunities, accountability, workplace flexibility, and the protection of women’s rights in the workplace.

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3. Specific Objectives of the Training

The training aims to:

1. Strengthen participants' understanding of the importance of written institutional policies in creating fair, safe, and gender-responsive workplaces.
2. Enable participating institutions to analyze and review their internal policies from a gender perspective.
3. Build participants' capacity to develop gender-responsive institutional policies.
4. Support institutions in designing effective, safe, and confidential internal complaint mechanisms.
5. Enhance participants' understanding of accountability procedures and standards for handling complaints fairly and efficiently.
6. Enable institutions to design flexible work policies that respond to the needs of both women and men.
7. Provide institutions with practical tools, templates, and models that can be adapted according to the nature of each organization.
8. Support participating institutions in taking practical steps toward adopting the Women Friendly Label standards.

4. Target Groups

The training will target representatives of institutions, companies, and organizations participating in the Women Friendly Label project, particularly:

- Small and medium-sized enterprises.
- Civil society organizations.
- Community-based organizations.
- Human resources officers.
- Senior and middle management representatives.
- Staff responsible for internal policies and procedures.
- Staff responsible for complaints, governance, or compliance.
- Institutional leaders involved in improving workplace environments.
- Institutions interested in adopting the Women Friendly Label standards.

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5. Scope of Work

The expert or group of experts will be responsible for the following tasks:

5.1 Preparation and Design of Training Materials

The expert shall prepare and design the training materials in line with the objectives of the Women Friendly Label project and the needs of the participating institutions.

The training materials should cover, at minimum, the following topics:

- Gender-responsive institutional policies.
- The importance of written policies in promoting institutional justice.
- Components of gender-sensitive policies.
- Reviewing and adapting institutional policies.
- Effective internal complaint mechanisms.
- Principles of confidentiality, protection, fairness, and non-retaliation.
- Internal accountability pathways.
- Flexibility in the workplace.
- Flexible work policies responsive to the needs of both women and men.
- Successful local and international practices.

The training materials should also include practical tools and templates that can be used by participating institutions.

5.2 Delivery of the Training

The expert shall deliver a three-day training program using participatory and practical methodologies, including:

- Presentations.
- Group discussions.
- Practical exercises.
- Review of policy templates.
- Case simulations.
- Group work.

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- Practical applications based on the nature of each institution.
- Open discussions to extract recommendations.

The training should take into consideration the different needs, capacities, and institutional structures of the participating organizations.

5.3 Support to Institutions in Policy Development

The expert shall support participating institutions in reviewing existing or proposed policy templates and provide practical guidance on how to adapt them to their institutional context.

This includes supporting institutions in relation to:

- Human resources policies.
- Non-discrimination and equal opportunity policies.
- Protection from violence and harassment in the workplace.
- Complaint and accountability policies.
- Flexible work policies.
- Work-life balance policies.
- Internal procedures that ensure a safe, fair, and inclusive workplace.

5.4 Development of Practical Tools and Templates

The expert shall prepare and provide practical templates that can assist participating institutions in developing their internal systems, including:

- A gender-responsive institutional policy template.
- An internal complaint policy template.
- A complaint-handling pathway template.
- A flexible work policy template.
- A checklist for reviewing policies from a gender perspective.
- A preliminary action plan template for institutional policy development.

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5.5 Evaluation and Follow-up

The expert shall design and implement evaluation tools to measure the effectiveness of the training, including:

- Pre-training questionnaire.
- Post-training questionnaire.
- Daily or final training evaluation form.
- Analysis of knowledge gained.
- Collection of participants' feedback.
- Identification of institutions' follow-up needs.
- Practical recommendations for post-training follow-up.

5.6 Final Report

Following the completion of the training, the expert shall prepare a comprehensive final report including:

- Executive summary.
- Description of the training process.
- Training objectives.
- Number of participants and participating institutions.
- Main topics covered.
- Methodologies used.
- Results of the pre- and post-training assessments.
- Key discussions and outputs.
- Challenges and observations.
- Practical recommendations for participating institutions.
- Recommendations for the project team regarding follow-up.
- Annexes including the agenda, attendance sheets, photos if available, and evaluation tools.

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6. Proposed Training Agenda

Day One: Developing Gender-Responsive Institutional Policies

Time	Session
09:00 – 10:00	Registration + Morning Coffee
10:00 – 10:15	Institutional Review and Sustainability of Change: Context and Expectations
10:15 – 11:30	The Importance of Written Institutional Policies in Promoting Fair and Gender-Responsive Work Environments
11:30 – 11:45	Coffee Break
11:45 – 01:00	Workshop: Components of Gender-Sensitive Policies
01:00 – 02:00	Lunch Break
02:00 – 03:30	Practical Training: Reviewing Ready-Made Policy Templates and Adapting Them to the Nature of the Institution
03:30 – 04:00	Day Summary and Open Discussion

Day Two: Building an Effective Complaint and Accountability System

Time	Session
09:00 – 09:30	Registration + Morning Coffee
09:30 – 10:00	Review of Day One and Application of Policy Templates
10:00 – 11:15	Effective Complaint Systems – Principles and Standards

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11:15 11:30	–	Coffee Break
11:30 01:00	–	Practical Training: Designing an Internal Complaint Form and Accountability Pathways
01:00 02:00	–	Lunch Break
02:00 03:00	–	Case Simulation: Handling Complaints Confidentially and Efficiently
03:00 03:30	–	Day Summary and Open Discussion

Day Three: Creating a Flexible Work Environment Responsive to the Needs of Both Genders

Time		Session
09:00 09:30	–	Registration + Morning Coffee
09:30 10:00	–	Review of Day One and Application of Policy Templates
10:00 11:15	–	Flexibility in the Workplace – Concepts and Applications
11:15 11:30	–	Coffee Break
11:30 01:00	–	Participatory Session: Designing Flexible Work Policies According to the Nature of the Institution
01:00 02:00	–	Lunch Break
02:00 03:00	–	Presentation of Successful Local and International Practices
03:00 03:30	–	Closing of the Training

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7. Required Deliverables

The expert or group of experts shall provide the following deliverables:

7.1 Detailed Training Plan

The training plan should include:

- Training objectives.
- Main training topics.
- Methodologies to be used.
- Session distribution.
- Group work tools.
- Evaluation methods.
- Expected outcomes for each training day.

7.2 Training Materials

The training materials should include:

- Presentations.
- Worksheets.
- Practical exercises.
- Policy templates.
- Complaint templates.
- Checklists.
- Case studies.
- Supporting tools for institutions.

7.3 Delivery of the Three-Day Training

The expert shall deliver the training in a participatory and practical manner, ensuring active engagement of participants and supporting their ability to apply what they learn within their institutions.

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7.4 Evaluation Tools

The expert shall prepare and implement evaluation tools, including:

- Pre-training questionnaire.
- Post-training questionnaire.
- Participant satisfaction evaluation form.
- Brief analysis of evaluation results.

7.5 Policy Templates and Practical Tools

The expert shall provide practical templates that institutions can use, including:

- Gender-responsive policy template.
- Complaint policy template.
- Accountability pathway template.
- Flexible work policy template.
- Policy review checklist.

7.6 Final Report

The expert shall submit a comprehensive final report on the training, including results, observations, recommendations, and all materials and tools used.

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8. Proposed Timeline

The assignment will be implemented over a short period covering preparation, training delivery, review of outputs, and final reporting.

Phase	Proposed Number of Days	Description
Preparation and Design of Materials	3 days	Preparing training materials, templates, evaluation tools, and the training plan
Training Delivery	3 days	Delivering the training according to the approved agenda
Review of Outputs and Templates	2 days	Reviewing and improving tools and templates produced during the training
Final Report Preparation	2 days	Preparing the final report, analyzing evaluations, and developing recommendations
Total	10 working days	Subject to adjustment based on project needs

9. Methodology

The training methodology should be interactive, participatory, and practical. It should ensure active participation from all participants and help institutions transform theoretical knowledge into practical steps.

The proposed methodology may include:

- Participatory learning.
- Brainstorming.
- Group work.
- Case analysis.
- Review of policy templates.
- Simulations.
- Open discussions.
- Practical exercises.

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- Development of initial drafts of internal policies.

10. Required Qualifications

The expert or group of experts should have the following qualifications:

- Proven experience in designing and delivering trainings on gender and workplace issues.
- Experience in developing institutional policies and human resources systems.
- Strong knowledge of equality, equal opportunities, non-discrimination, and safe workplace principles.
- Experience in developing or reviewing complaint and accountability mechanisms within institutions.
- Good understanding of the Jordanian context and the challenges facing women in the labor market.
- Experience working with SMEs or civil society organizations.
- Ability to prepare practical training materials and applicable tools.
- Experience in reporting and analyzing evaluation results.
- Excellent command of Arabic; English is an asset.
- Strong facilitation, discussion management, and participatory training skills.

11. Reporting

The expert shall report to the Project Manager at Hayat Center – RASED and submit all required deliverables according to the agreed timeline.

The submitted deliverables shall include:

- Training plan.
- Training materials.
- Evaluation tools.
- Practical templates.
- Final report.

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12. Application Requirements

Interested applicants should submit the following documents in Arabic or English:

- CV of the expert or proposed experts.
- Letter of interest outlining the proposed methodology for implementing the assignment.
- Samples of previous relevant work or trainings, if available.
- Financial offer, including daily rate or total consultancy fee.
- Confirmation of availability and ability to implement the assignment within the required timeframe.

13. Selection Criteria

Applications will be evaluated based on the following criteria:

- Technical experience in the subject of the training.
- Previous experience in gender and workplace environments.
- Quality of the proposed methodology.
- Relevance of experience to the objectives of the Women Friendly Label project.
- Quality of previous materials or templates, if available.
- Financial offer.
- Ability to commit to the required timeline and deliverables.

14. Expected Final Outcomes

By the end of the training, participating institutions are expected to be able to:

- Understand the importance of gender-responsive institutional policies.
- Identify gaps in their internal policies and systems.
- Use practical templates applicable within their institutions.
- Design or improve a clear and safe internal complaint mechanism.

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- Understand the principles of accountability, confidentiality, and non-retaliation.
- Develop an initial concept for flexible work policies.
- Take practical steps toward adopting the Women Friendly Label standards.
- Strengthen their ability to build safer, fairer, and more inclusive workplaces for women.

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