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PRODUCTIVE EMPLOYMENT AND DECENT WORK  
FOR WOMEN IN EGYPT, JORDAN, AND PALESTINE:  
JOINT PROGRAMME, UN WOMEN AND ILO

## ANNEXES

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# ANNEX 1: EVALUATION MATRIX

Evaluation Questions	Sub questions	Indicators	Means of verification	Data sources	Assumptions
<p><b>Relevance</b></p> <p>EQ 1. To what extent are the JP interventions aligned with regional and country contexts, and addressing the priorities of stakeholders?</p>	<p><b>1.1 To what extent are the programme interventions informed of and respond to the regional and country contexts?</b></p> <p><b>1.2 How relevant and evidence-informed is the programme intervention logic and Theory of Change (ToC) to promote productive employment and decent work for women by addressing the structural causes of inequalities that women face? To what extent are the ToC's underlying assumptions still valid?</b></p> <p><b>1.3 To what extent did the programme adapt to the emerging crises including Covid 19 Pandemic across the region and continue to be fit for purpose? Are further adaptations needed?</b></p>	<ul style="list-style-type: none"> <li>Existence of a programme ToC that clearly captures the intervention logic</li> <li>Existence of evidence showing the ToC was developed in a participatory process and the programme stakeholders have a shared understanding about the same.</li> <li>Number of meetings with national counterparts</li> <li>Alignment with regional strategies</li> <li>Alignment with national plans on gender equality</li> <li>Evidence of changes made to the programme to respond to crises</li> </ul>	<p><b>Secondary data-</b></p> <p>a) Prodoc</p> <p>b) Annual reports</p> <p>c) Covid related policy documents and guidelines</p> <p><b>Primary data- KII and FGDs</b></p>	<p>National government websites</p> <p>UN Women and ILO websites</p> <p>UN Women and ILO programme staff</p> <p>National counterparts</p>	<p>Information is available</p> <p><b>National counterparts are willing/able to meet</b></p>
<p><b>Effectiveness and Coherence</b></p> <p>EQ 2. To what extent has the JP contributed</p>	<p><b>2.1 What progress has been made towards achieving the JP planned programme outputs and outcomes; including unexpected, unplanned results. What are the factors affecting programme implementation and results (positively and negatively).</b></p>	<ul style="list-style-type: none"> <li>Existence of evidence of policy and legal changes in favour of women's decent employment facilitated and supported by the JP programme</li> </ul>	<p><b>Secondary data-</b></p> <p><b>Prodoc</b></p> <p><b>Annual reports</b></p> <p><b>Covid related policy documents and guidelines</b></p>	<p>National government websites</p> <p>UN Women and ILO websites</p>	<p>Information is available</p> <p><b>National counterparts are willing/able to meet</b></p>

<p>towards bringing forth gender responsive legal and policy changes, building a gender responsive private sector and changing gender stereotypes about women and men's care roles and responsibilities</p>	<p><b>2.2 What were the main contributors towards achieving the outcomes, and what were the main challenges that hindered the achievement of the planned results?</b></p> <p><b>2.3 Is the programme realistic (in terms of expected outputs, outcome and impact) given the time and resources available?</b></p> <p><b>2.4 How effective has been the programme in achieving results given the impact of the COVID-19 pandemic? Were the adaptations and adjustments undertaken by the programme to respond to the COVID-19 context adequate in order to achieve the expected results?</b></p> <p><b>2.5 To what extent did the JP build synergies with national and regional initiatives and with other donor-supported projects?</b></p> <p><b>2.6 How effective are the learning and knowledge management strategy and practices? To what extent do they support promotion of cross-country, cross-regional learning?</b></p> <p><b>2.7 Which programme innovations are working well and can be scaled-up or replicated?</b></p> <p><b>2.8 How effective is the collaboration with the media? How efficient has the JP been in communicating its results, disseminating success stories and enhancing visibility?</b></p>	<ul style="list-style-type: none"> <li>Existence of evidence of change in men (and women) perception on importance of women's care work and of equal sharing of domestic work</li> <li>Evidence of gender responsive private sector that attracts, retains and promotes women</li> <li>Existence and analysis of unplanned effects generated from the interventions carried out</li> <li>Evidence of results achieved during the COVID19 Pandemic context</li> <li>Analysis of the risk mitigation strategies of the anticipated negative effects</li> </ul>	<p><b>Primary data- KII, FGDs, observation</b></p>	<p>UN Women and ILO programme staff</p> <p>National counterparts</p>	
<p><b>Efficiency</b></p> <p><b>EQ 3. Has the JP been efficient in achieving the planned results in a cost-effective and timely way while optimally using processes and systems to achieve its planned results?</b></p>	<p><b>3.1 Has the joint programme modality been able to optimally leverage the ILO and UN Women contributions, through their respective comparative advantages?</b></p> <p><b>3.2 How effective is the regional management arrangement of JP:</b></p> <p>a) <b>How does the JP governance structure facilitate achievement of results and efficient delivery? And if it does not, why not? How clear is the understanding of roles and responsibilities and the division of labour between JP staff?</b></p>	<ul style="list-style-type: none"> <li>The JP meets the stipulated criteria of UN Joint Programmes as outlined in the Guidance Note on Joint Programmes:</li> <li>a. Roles and responsibilities of each partner clearly defined, based on an analysis of the comparative advantages of each partner</li> </ul>	<p><b>Secondary data- Prodoc Annual reports Activity reports Audit reports Risk registers</b></p> <p><b>Primary data- KII, FGDs, observation</b></p>	<p>National government websites</p> <p>UN Women and ILO websites</p> <p>UN Women and ILO programme staff</p>	<p>Information is available</p> <p><b>National counterparts are willing/able to meet</b></p>

	<p><b>b) How effective was the communication between the JP team, the regional office and the responsible technical department at headquarters? Has the JP received adequate technical and administrative support/response from the UN Women and ILO backstopping units?</b></p> <p><b>c) How effectively does JP management monitor JP performance and results? Does the JP report on progress in a regular and systematic manner, at regional level and to the donors? What M&amp;E system has been put in place, and how effective has it been?</b></p> <p><b>d) To what extent does the regional arrangement support promotion of cross- country, cross-regional learning?</b></p> <p><b>3.3 To what extent have JP activities been cost-effective? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the JP results justify the time, financial and human resources invested in the JP?</b></p> <p><b>3.4 How successful has the programme been in its resource mobilization efforts to fill the funding gap?</b></p> <p><b>3.5 Have the strategic partnerships been optimally developed and utilized to contribute towards the programme results and for gaining economies of scale?</b></p> <p><b>3.6 How effective are the risk management strategies and arrangements of the programme?</b></p>	<p>b. Adequate support (resources, time and willingness to work together) for the Joint Programme from both the organisations</p> <p>c. Strong coordination mechanisms to support the JP</p> <p>d. Clear exit strategy to ensure sustainability of changes brought about by the JP</p> <ul style="list-style-type: none"> <li>• Structures and processes put in place to manage the JP programme (regional management , procurement, risk management, learning and knowledge exchnage strategies)</li> <li>• Ratio of financial resources used per type of activity/country</li> <li>• Number of strategic partnerships established</li> <li>• Presence of a resource mobilisation plan and the amount of resource mobilised</li> <li>• A functioning results-based M&amp;E system exists and is used for regular learning, performance management and course correction</li> </ul>		National counterparts	
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<p><b>Gender and Human Rights</b></p> <p>EQ 4. To what extent is the JP gender transformative in nature and is adhering to the principle of leaving no one behind.?</p>	<p>4.1 How has the programme addressed/ is addressing the underlying structural causes of inequalities that women face in the region towards productive employment and decent work and to what extent is it working towards sustainable transformative changes?</p> <p>4.2 To what extent does the programme consider the special circumstances and needs of most marginalised particularly, women living with disabilities?</p>	<ul style="list-style-type: none"> <li>• The regional/country interventions completed gender analysis in the design phase</li> <li>• The regional/country intervention design features strategies to challenge gender negative stereotypes and practices</li> <li>• The regional/country interventions are intended to reduce discriminatory barriers and focus on the inclusion of marginalised/ disadvantaged individuals and groups especially women living with disabilities.</li> </ul>	<p><b>Secondary data- Prodoc Annual reports Activity reports</b></p> <p><b>Primary data- KII, FGDs, observation</b></p>	<p>National government websites</p> <p>UN Women and ILO websites</p> <p>UN Women and ILO programme staff</p> <p>National counterparts</p>	<p>Information is available</p> <p><b>National counterparts are willing/able to meet</b></p>
<p><b>Sustainability</b></p> <p>EQ 5. To what extent are national partners willing and capable to continue with the JP orientations and interventions in favour of women's decent employment</p>	<p>5.1 How effectively has the JP built national ownership? In what ways are results anchored in national institutions? To what extent are national partners willing to continue with the JP and able to maintain them financially at the end of the JP?</p> <p>5.2 Are the results achieved by the Joint Programme likely to be sustainable? Does the project have and implements an exit strategy? What measures have been considered to ensure that the key components of the JP are sustainable beyond the life of the JP? How will activities and/or management structures be financed when the JP ends?</p> <p>5.3 Would a continuation of the JP to consolidate achievements be justifiable? In what way should the next phase differ from the current one?</p>	<ul style="list-style-type: none"> <li>• Existence of evidence showing the JP was planned and developed in a participatory process and the programme stakeholders have a shared understanding about its orientations and TOC.</li> <li>• Clear exit strategy to ensure sustainability of changes brought about by the JP</li> <li>• Existence of evidence of initiatives taken by main stakeholders in favor of women's decent employment not facilitated by the JP.</li> <li>• Positive feedback from the stakeholders consulted regarding the sustainability of the changes.</li> </ul>	<p><b>Secondary data- Prodoc Annual reports Activity reports</b></p> <p><b>Primary data- KII, FGDs, observation</b></p>	<p>National government websites</p> <p>UN Women and ILO websites</p> <p>UN Women and ILO programme staff</p> <p>National counterparts</p>	<p>Information is available</p> <p><b>National counterparts are willing/able to meet</b></p>

## ANNEX 2: LIST OF STAKEHOLDERS CONSULTED

Regional	
No.	Institution
	<b>Donor</b>
1	Sida MENA, Regional Program Manager
	<b>Regional programme staff members</b>
2	JP W4W - UN Women ROAS, Regional Programme Manager
3	JP W4W - UN Women ROAS, Monitoring and Reporting Officer
4	JP W4W - UN Women ROAS, Private Sector specialist
	<b>UN Women and ILO thematic experts, and relevant regional/national programme partners.</b>
5	UN Women ROAS, Regional Programme and Policy Specialist, WEE
6	ILO ROAS / ILO Jordan, Gender Specialist / HoO ILO Jordan
7	UN Women ROAS, Regional Programme Manager, Men and Women for Gender Equality Programme
8	UN Women ROAS, Regional Programme Specialist, EVAW
9	UN Women ROAS, Regional Director, ROAS
10	UN Women ROAS, Deputy Regional Director, ROAS
Non responsive	ILO ROAS, Regional Director, ROAS
Non responsive	ILO ROAS, Deputy Regional Director, ROAS
	<b>Bellweathers</b>
Non responsive	Union for the Mediterranean (UfM), Project Manager, Social and Civil Affairs Division
Non responsive	UNDP, Gender Specialist, Regional Bureau for Arab States
Non responsive	WB MGF, Senior Social Scientist
Non responsive	UNICEF, Corporate Alliances Specialist
Non responsive	UNICEF, Regional Advisor, Gender

Total KIIs 10; Total Stakeholders consulted: 10; M-3; F-7

<b>Jordan</b>	
<b>No.</b>	<b>Institution</b>
<b>Governmental and public institutions stakeholders</b>	
1	Jordanian NCW, WEE specialist
2	Ministry of Youth, Project coordinator
3	Ministry of Labour, Head of Women's Directorate
4	Social Security Corporation (SSC), Head of Research Department
5	Social Security Corporation (SSC), Head of Actuarial Studies Department
6	Social Security Investment Fund (SSIF), Head of Public Relations and Media Unit
7	Consultant
<b>Bellweathers</b>	
8	Feminist Economist, Independent consultant
9	Karak Castle Foundation, CEO. CSO
10	World Bank, Consultant, Gender and Economic Inclusion Group
11	General Federation of Jordanian Trade Unions, Head of International Cooperation
<b>Private sector representatives' stakeholders</b>	
12	The Association of Banks in Jordan (ABJ), CEO
13	Mudarrif, (a local social enterprise), Project Manager
14	Chamber of Industry, Deputy Chair of the Industrial Women Board
15	Profix, CEO
16	Jordan Forum for Business and Professional Women (JFBPW), CEO
17	Movenpick Resort & Residences Aqaba, Director of Public & Community Relations - Jordan
18	Jordan Kuwait Bank, Senior Corporate Communications Officer
19	Luminus Education, Head of Employee Engagement
20	The Business Development Center (BDC), Project Manager
21	National Council for Family Affairs, Project manager for the nurseries
22	INJAZ, LEAP Project Manager
23	Women on Boards (WoBs), Project Manager



JP programme staff at UNW/ILO	
24	Programme Analyst
25	Programme Assistant
26	Women's Empowerment Principles and Private Sector Specialist, UN Women
27	Head of Office, UN Women
28	Gender Technical Specialist, ILO

Total KIIs: 28; Total Stakeholders consulted: 28; M: 8, F: 20

Palestine	
No.	Institution
<b>Civil society</b>	
1	Palestinian General Federation of Trade Union (PGFTU)
2	Business Women Forum
3	Palestinian Working Woman Society for Development (PWWSD)
4	Education for Employment (EFE)
5	Association of Women's Action for Training and Rehabilitation/AOWA
6	Independent Commission for Human Rights
	National programme coordinators from Palestine UNW/ILO COs
7	UN Women Palestine CR
8	ILO Palestine CR
9	UN Women Palestine JP team (2)
10	ILO Palestine team (2)
<b>Private Sector</b>	
11	Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA)
12	PMA Gender taskforce
<b>WEPs signatories:</b>	
13	a. TNB
14	b. Paltel
15	c. Palestine Monitory Authority (PMA)

16	d. PEX Palestine Exchange
17	e. Bank of Palestine
<b>Bellwethers</b>	
<b><i>International Organizations</i></b>	
18	World Bank
19	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ )
<b><i>INGO</i></b>	
20	Rosa Luxemburg Stiftung Regional Office Palestine and Jordan
21	Care International
22	Palestinian National Economic Empowerment Institution
23	Young Women Christian Association (YWCA)
<b><i>Academia &amp; media</i></b>	
	Birzeit University
24	- Institute of Women studies
25	- Media Development Center
<b><i>Government</i></b>	
26	Ministry of Social Affairs
27	Supreme Court of Appeal
<b><i>Religious institutions</i></b>	
28	Religious establishment

Total KIIs: 34; FGD: 7 (35); Roundtable Discussion-1 (5); Total Stakeholders consulted: 74; M: 26; F: 48

<b>Egypt</b>	
<b>No.</b>	<b>Institution</b>
<b>Programme personnel at UNW &amp; ILO</b>	
1	Country Representative, UN Women
2	CEO-ILO
3	National Project coordinator & WEE program analyst
4	National programme coordinator
5	Ex-National programme coordinator & gender specialist
6	National consultant at ILO
7	Admin & Finance officer

Thematic personnel at UNW & ILO	
8	Inclusive Economic growth specialist
9	Programme coordinator for men & women for GE
10	Programme analyst and financial inclusion expert
11	Workers' activities specialist
12	International Labour Standards (ILS) specialist
13	Employers' specialist
14	Ex-wages & social dialogue specialist
Governmental and public institutions stakeholders	
15	Head of Labour Market policies unit-Ministry of Planning & economic Development (MPED)
16	Technical officer (Minister's office)
17	Head of foreign relations department
18	Foreign relations department officer
	Employers and workers' organizations' stakeholders
19	President of syndicate of health workers- <b>Syndicate of Health workers</b>
20	Deputy head of Business Department Services (BDS) unit
21	Senior advisor and head of BDS unit
Civil Society Organizations/academia stakeholders	
22	Country representative ( <b>IECD</b> )
23	Project manager- <b>IECD</b>
24	Project manager- <b>IECD</b>
25	Associate director office of Corporate Governance- <b>AUC</b>
Bellweathers	
26	CARE Egypt, Women Economic Empowerment programme director
27	Plan international, Program quality and effectiveness officer
28	UNICEF Egypt, Private sector & partnership consultants
Private sector representatives' stakeholders who involved in the programme/including media organizations	
29	CEO and founder- <b>Egyptian Centre for Training &amp; Development</b>
30	CEO, founder, and general manager
31	Senior researcher
32	Business development leader
Direct beneficiaries (individual calls for sample of participants)	

33	Nola Company (Personnel Department head)
34	Royal Herbs Company (HR manager)
35	Sample of gender units' beneficiaries at the Ministry of manpower (on both the central and governmental levels who provided capacity building activities)
36	Sample of training participants from the syndicate of health workers who provided TOT

Total KIIs: 51, Total Stakeholders consulted: 51; F: 41, M: 10

### Total Stakeholders consulted:

	<b>Egypt</b>	<b>Jordan</b>	<b>Palestine</b>	<b>Regional</b>	<b>Total</b>
<b>KIIs</b>	51	28	34	10	123
<b>FGDs</b>			7 (35)		35
<b>Roundtable discussion</b>			1		5
<b>Total Stakeholders Consulted</b>	51	28	74	10	163
<b>Female</b>	41	20	48	7	116
<b>Male</b>	10	8	26	3	47

# ANNEX 3: CASE STUDY: BELLWETHER APPROACH

Case Study on assessment of the extent to which JP's normative work have influenced the policy and legislative changes using the Bellwether approach

## **1. Context and Purpose**

The JP had a dedicated programme outcome (Outcome 1) to introduce, strengthen, promote Gender responsive labour laws reforms and related policies. JP's Theory of Change included following key modalities to achieve normative changes:

- a) Engaging with national authorities through technical guidance and advice.
- b) Close engagement with the civil society to build their capacity to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability; and
- c) Strengthening capacities of national authorities through dedicated trainings to translate legislative and policy frameworks into practice through gender sensitive financial planning (including gender responsive budgeting, Policy tool to mainstream gender in fiscal stimulus packages, gender sensitive plans, policies and budgets etc.)

To assess JP's success with regard to normative changes, and to collect some key formative data for shaping the future of JP's normative work, the Bellwether method was applied by the evaluation team. Specifically, the Bellwether method was applied to:

- a) Gauge whether the issue of WEE was a priority policy agenda and to assess the political will for the same.
- b) Forecast the likelihood of future policy proposals or changes
- c) Assess the extent to which JP's normative work have influenced the policy and legislative changes.

The method provided both summative data about JP's normative work to date and formative data for shaping its future. It also indicated where the women's economic empowerment issue stands on the policy agenda and how effectively advocates have leveraged their access.

## **2. Methodology and Sample**

The evaluation team identified "bellwethers" or influential people in three targeted countries whose opinion and positions were likely to provide a validation of the contribution of JP towards the policy and legal reform issues. In the context of implementing the Bellwether methodology, the opinion leaders' feedback was

informative about the relevance of the programme interventions and approaches as well as what re-orientations, adjustments and improvements could be adopted in the future.

Structured interviews with the bellwethers were conducted by the evaluation team. As per the standard Bellwether approach, they were informed about what the interview will generally cover but were not given specific details. They were not informed about the *specific* normative issues of interest that the JP had been working on. This was to ensure that bellwethers' responses were authentic and unprompted.

The interview questions initially covered the policy interest areas related to Gender Equality and Women's Empowerment without prompting a specific response towards women's economic empowerment and decent work-related normative priorities in the respective countries. For example, bellwethers were aware that the interview would focus on UN Women and ILO's policy work but were not given further details about the JP or its normative work. As the interview went on, questions narrowed to focus on more specific information on JP's work on the normative issues-- see box for the Bellwether Interview Protocol used by the evaluation team.

### **Bellwether Interview Protocol:**

**Q1:** What three issues do you think are at the top of the policy agenda, with regard to Gender Equality and women's Empowerment?

**Q2:** Considering the government's current educational, social, and political context, do you think the state should adopt [the policy] now or in the near future?

**Q3:** Currently, what individuals, constituencies, or groups do you see as the main advocates for [the policy]? Who do you see as the main opponents?

**Q4:** If [the policy] is established, what issues do you think the Government needs to be most concerned about related to its implementation?

**Q5:** In your opinion how successful the Joint Programme has been in influencing/supporting gender-responsive legal and policies to promote women's Decent Work and economic empowerment as well as its implementation? Rate it from a scale of 1-3

**Q6:** Please provide your recommendations and suggestions to strengthen the Joint Programme

Individual bellwethers were selected in a consultative manner with the programme team, based on a range of characteristics, including their content expertise, gender, decision making and decision influencing position (for government representatives), and cross-sector (public and private) experience. Bellwethers included seven groups: a) Policy makers from Government (legislative and executive), b) advocates, c) international organisations d), Academia, e) media, f) Private sector experts, and g) Religious establishment.

Twenty-nine bellwethers were identified across the target country and the region out of which eighteen were interviewed. This is due to the non-responsiveness of the regional bellwethers - **see tables below**.

## 2.1 List of identified Bellwethers

S.No	Institution	Area of concentration	Bellwether groups
<b>Jordan</b>			
1	Religious leaders	Opinion of religious leader regarding the concerned policy and legal reforms	Religious establishment
2	Feminist Economist	Economic impact assessment of investing in childcare: The case of Jordan	Advocates
3	World Bank, Consultant, Gender and Economic Inclusion Group	Working on different issues related to Women's Economic Empowerment and Mashreq Gender Facility (MGF )	Advocates
4	IFC, Consultant, Gender and Economic Inclusion Group	Working on supporting a gender responsive private sector that attracts, retains and promotes women	Private sector
5	GIZ, Jordanian-German cooperation	Working with key public institutions to ensure that labour market policy measures achieve its desired effects and lead to sustainable investments and lasting employment opportunities.	Advocates
6	General Federation of Jordanian Trade Unions, Head of International Cooperation	Represent the syndicate and union domain	Advocates
7	Parliamentarian (Head of Women Committee)	Policy makers and key influential person	Policy makers from Government
8	Parliamentarian (Head of Labor and Investment Committee)	Policy makers and key influential person	Policy makers from Government
<b>Egypt</b>			
9	Ministry of Planning & Economic Development (MPED)	Deputy of Minister of MPED	Policy makers from Government
10		Head of Labor Market Policies Unit	Policy makers from Government
11	Care Egypt	Women's Economic Empowerment Programme Director	advocates
12	Plan International	Director for Women's Economic Empowerment	advocates
13	UNICEF Egypt	Private Sector & Partnerships Consultant	Private sector
<b>Palestine</b>			
14	World Bank		Advocates
15	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ )	Working with key public institutions to ensure that labour market policy measures achieve its desired effects and lead to sustainable investments and lasting employment opportunities	Advocates

16	Rosa Luxemburg Stiftung Regional Office Palestine and Jordan	Women's Economic Empowerment Programme	Pro-	Advocates
17	Care International	Women's Economic Empowerment Programme		Advocates
18	Lutheran World Federation	Women's Economic Empowerment Programme	Pro-	Advocates
19	Young Women Christian Association (YWCA)	Women's Economic Empowerment Programme	Pro-	Advocates
20	Birzeit University	Academia		Academia
21	Institute of Women studies	Academia		Academia
22	Media Development Center	Media		Media
23	Ministry of Social Affairs	Government		Policy makers from Government
24	Supreme Court of Appeal	Religious establishment		Religious establishment
<b>Regional <sup>1</sup></b>				
25	Union for the Mediterranean (UfM)	Project Manager, Social and Civil Affairs Division		Advocates
26	UNDP	Gender Specialist, Regional Bureau for Arab States		Advocates
27	WB MGF	Senior Social Scientist		Advocates
28	UNICEF	Corporate Alliances Specialist		Advocates
29	UNICEF	Regional Advisor, Gender		Advocates

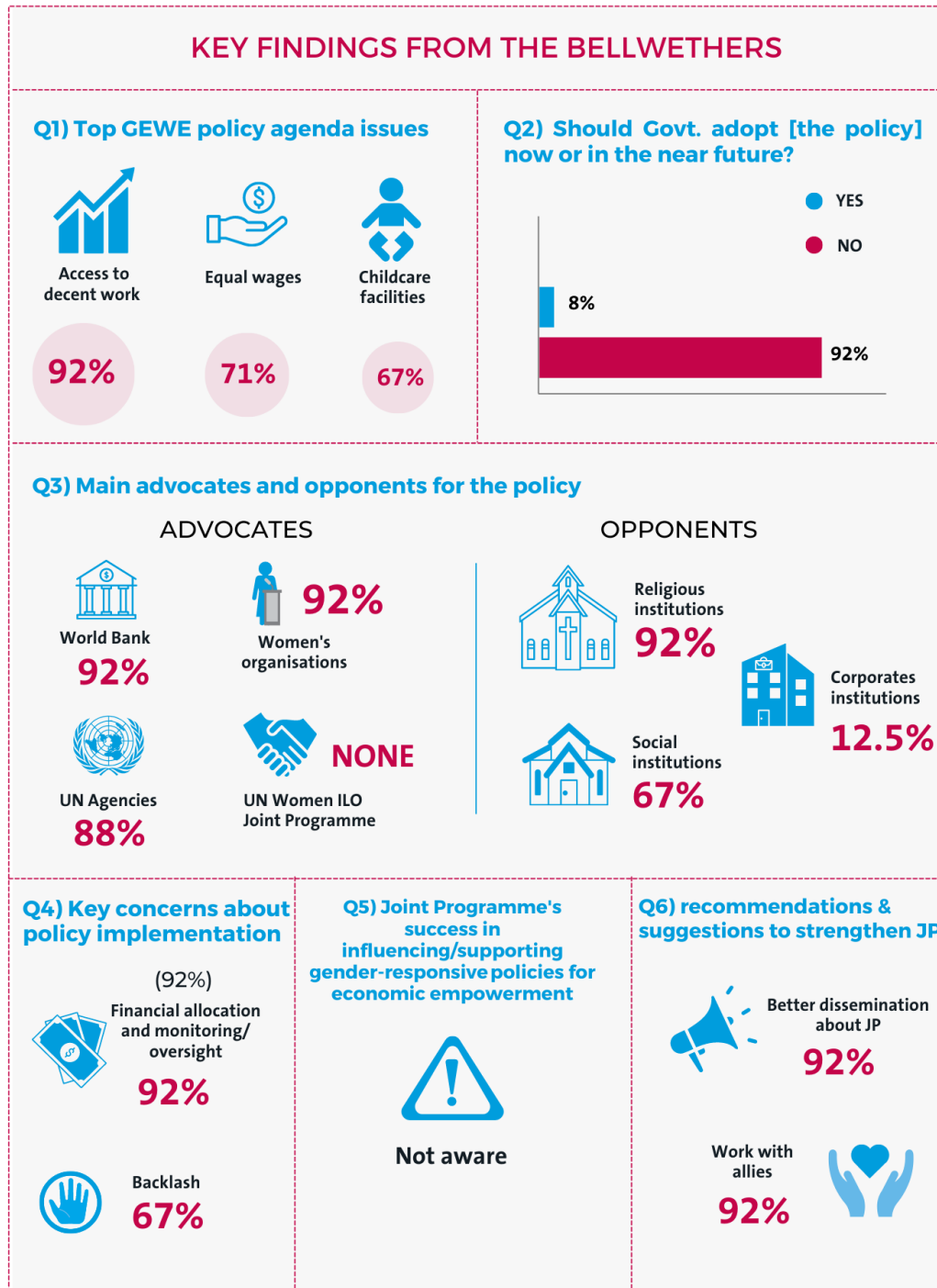
<sup>1</sup> The data does not include the regional bellwether as the evaluation team did not receive any response from the contacted bellwethers.



## 2.2 Distribution of respondents

<b>Religious leaders</b>	<b>1</b>	<b>Advocates</b>	<b>1</b>	<b>Private sector</b>	<b>2</b>
<b>Policy makers from Government</b>	<b>2</b>	<b>Academia</b>	<b>1</b>	<b>Media</b>	<b>1</b>
		<b>International organisations</b>	<b>10</b>		

## 2.3 Key Findings from the Bellwethers



## 2.4 Challenges faced in using the Bellwether approach

As the Bellwether approach requires sharing of limited details with them prior to the actual interview, securing a prompt response from them was a challenge. This is a challenge inherent in this approach. The evaluation team did multiple follow-ups to seek their time and to collect their perspective.

# ANNEX 4: JP FACILITATED NORMATIVE PROVISIONS

Normative provisions introduced or amended during 2019- 2021 (Prepared by the evaluation team)

EGYPT			
	Normative Changes	JP's contribution	Contribution from other stakeholders
1	Egyptian Government joining of the Equal Pay International Coalition (EPIC) in 2020	High	Ministry of International Cooperation, National Council for Women
2	Gender Action Plan of Ministry of Manpower (MOM)'s Gender Unit (GU), 2020	High	Ministry of Manpower, National Council for Women
3	Ministry of Manpower adopted a manual and a checklist on conducting gender-sensitive labour inspection	High	Ministry of Manpower, National Council for Women
4	<a href="#">Law No. 152 of 2020 promulgating the Law for the Development of Medium, Small and Micro Enterprises.</a>	High	Micro, Small and Medium Enterprises Development Agency (MSMEDA), National Council for Women
5	<a href="#">Resolution (124, 123) regarding the representation of women in companies' boards of directors, 2019</a>	High	National Council for Women, Egyptian Financial Regulatory Authority (FRA)
6	<a href="#">Prime Minister Decision No. 2659 of Year 2020 to reconstitute the National Council for Wages, which is established by Resolution No. 983 of 2003, to further define its functions and include in its membership the National Council for Women to promote gender, pay equity and minimum wages.</a>	High	National Council for Women
7	<a href="#">Financial Supervisory Authority Resolutions No. 204 and 205 of 2020 to promote gender equality in providing funding and benefiting from non-banking financial activities and the prohibition of gender-based discrimination.</a>	High	Financial Regulatory Authority's (FRA), National Council for Women
8	<a href="#">Minister of Manpower issued decrees no. 43 and 44 of 2021 to lift restrictions on women's ability to work at night and restrictions on working in specific industries/profession while assuring provision of protection and safety measures to women</a>	High	National Council for Women, Ministry of Manpower
9	<a href="#">The Egyptian Financial Regulatory Authority (FRA)'s Periodic Book No. 7 /2021 of the Ethical Code to prevent sexual harassment, violence and harassment within the work environment of companies listed on the Egyptian Stock Exchange and operating in non-banking financial activities.</a>	High	National Council for Women

PALESTINE			
	Normative Changes	JP's contribution	Contribution from other stakeholders
1	The National Employment Strategy for the Occupied Palestinian Territory (OPT) launched in March 2021	High	Ministry of Labour, Palestinian General Federation of Trade Unions (PGFTU), and Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA)
2	The Resolution on the adoption of the minimum wage in all regions of the State of Palestine	High	The <i>Ministry of Women's Affairs</i> (MoWA), Ministry of National Economy
3	Ministry of National Economy (MoNE)'s Gender action plan in line with the National Economic Sector Development Strategy 2021-2023 priorities	High	The <i>Ministry of Women's Affairs</i> (MoWA), Ministry of National Economy, National women's organisations
4	The tripartite constituents pursuing the reform of labour laws based on participatory social dialogue supported by the JP: a memorandum of understanding by the social partners stating their commitment to cooperate on reaching consensus on revising the labor law to address labor market inequalities	High	Ministry of National Economy, Palestinian General Federation of Trade Unions (PGFTU)

JORDAN			
	Normative Changes	JP's contribution	Contribution from other stakeholders
1	<a href="#">One article was amended in Social Security Law in late 2019 (article 42)</a>	High	Ministry of Labour, Social Security Corporation, CSOs
2	<a href="#">Three-days paternity leave for private sector workers , 2019</a>	High	Ministry of Labour
3	<a href="#">Endorsement of the Regulation No. (93) on Maternity Social Protection under the 2020 Social Security Law, 2020</a>	High	Ministry of Labour, Social Security Corporation, CSOs.
4	<a href="#">Childcare Facilities Instructions of 2021</a>	High	The <i>Jordanian</i> National Commission for Women (JNCW), UNICEF
5	<a href="#">Agriculture Workers Regulation of 2021</a>	High	Ministry of Labour, Social Security Corporation, CSOs.
6	A four-year action and collaboration plan developed and approved by the Jordanian Ministry of Labour in October 2019 to mainstream gender more strongly into its institutional policies and operations.	High	Ministry of Labour, Jordanian National Commission for women (JNCW)
7	Ministry of Labor (Women's Labour and Gender Directorate) drafted its first Gender Mainstreaming Policy. The policy is in the process of validation and approval.	High	Ministry of Labour, Jordanian National Commission for women (JNCW), CSOs

Data source: JP Annual reports, government gazettes

# ANNEX 5: COUNTRY CASE STUDIES

## EGYPT

### RELEVANCE

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**Finding 1:** The joint programme design with its three pillars is built to respond to the national context regarding productive employment and decent work for women in Egypt. It is aligned with the international and country level commitments, including ILO conventions and Women Empowerment Principles (WEPs).

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The Joint Programme is relevant to and aligned with the women’s economic empowerment commitments and priorities of the governments of Egypt. The government of Egypt have placed a high priority on gender equality and women’s economic empowerment exemplified in the Sustainable Development Strategy/Vision 2030, National Women’s Strategy 2030 with a dedicated pillar on women’s economic empowerment, the Haya Karima initiative<sup>2</sup>, targeted to improve standards of living for rural communities including dedicated training and entrepreneurship, and the Egyptian Family Development Initiative<sup>3</sup>, targeted at rural and urban women to expand their participation in the labour market.

The JP is aligned with Sustainable Development Goals (SDG) # 5 (Gender Equality) with particular focus on Target 5.4 which calls for “recognizing and value unpaid care and domestic work through the provision of different services and promote different measures” and SDG #8 (Decent work and economic growth) with particular focus on each of Target 8.5 “Achieve full and productive employment and decent work for all women and men with equal pay and equal value” and Target 8.8 “protect labour rights and secure working environments for all workers”.

The Joint Programme (JP) employed a three-pronged approach to project design, which allowed for the development of a coherent overall project document that is well aligned with international commitment around Women Empowerment Principles (WEPs) and ILO conventions as well as the elaboration of Egypt-specific context.

The JP builds on previous experiences of both UN women and ILO and complements other programmes on women and decent work. The JP design is informed of and factors-in the need to address the demands and requirement of women from diverse backgrounds. The JP target group are women who are in the formal job market, unemployed and under-employed, women returners, and young women graduates of technical and vocational education with a focus on ‘non-traditional sectors’ to address gender-based occupational segregation in the workplace.

The project is comprised of three overarching objectives/pillars, namely: 1) Gender responsive laws & policies, 2) Gender responsive private sector and 3) Gender stereotypes about women and men’s responsibilities, in

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<sup>2</sup> [https://www.hayakarima.com/about\\_en.html](https://www.hayakarima.com/about_en.html)

<sup>3</sup> <https://mped.gov.eg/singlenews?id=404&type=previous&lang=en>

addition to the empirical evidence on women current status in the world of work. The evaluation noted that these were developed with the respective target groups and partners through a consultative process bringing together a wide variety of relevant stakeholders in Egypt.

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**Finding 2:** JP adapted to address the unforeseen challenges posed by the Covid 19 and its efforts were appreciated by the stakeholders across the board. It took advantage of COVID-19 to amplify its key messages around care economy, gender pay equality, maternity leave and childcare facilities.

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According to the national stakeholders from the JP's partner ministries, leaders of employers' and workers' associations, and representatives of women's machineries, the programme demonstrated and upheld its relevance and value in promoting decent work for women as the COVID-19 crisis emerged. It was able to meet the challenges presented by the COVID-19 by showing flexibility and adaptability to revisit the plan of action in a way that did not negatively affect JP implementation interventions. It provided technical support and worked in partnership with the Ministry of Social Solidarity, Ministry of Manpower and the National Council to design macroeconomic policies and economic stimulus programmes to better address and finance the needs and rights of women employees and entrepreneurs.

It took advantage of COVID-19 to amplify its key messages. It worked with the unions and workers' organizations to develop a policy paper on how to address negative impacts of COVID-19 on health workers (led by the 'Syndicate of health workers') and how the gender discriminatory issues need to be addressed such as by ensuring pay equality, maternity leave and childcare facilities. It also facilitated policy dialogue to discuss Egypt's current labour laws and relevant policies linked to unpaid care, including parental leaves (paternity and maternity policies) using the evidence generated through the "Progress of Women in The Arab States 2020: The Role of the Care Economy in Promoting Gender Equality", published by the JP in December 2020.

JP supported generating data and evidence-based research related to COVID-19's effect on women. For instance, JP contributed to the COVID-19 Global Gender Response Tracker, jointly published by UNDP and UN Women and promoting its use in the region to facilitate policy decisions on gender-responsive Covid response packages and programmes.

On a practical front, it shifted most of the capacity building activities to online modality and although some of its activities were postponed from 2020 to 2021 (Examples include support to the social dialogue council, the study on the new labour legislation (due to the suspension of the parliament in the early weeks of the pandemic), the new rounds of the HR and Gender Academy (as the companies were not able to attend due to the disruption of their businesses)<sup>4</sup>, it started to implement them in 2021 and the subsequent years.

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<sup>4</sup> Joint Programme report- Year 2- Main Challenges, risks, and lessons learnt.

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**Finding 3:** The JP has made notable contribution towards creating an enabling policy and legislative environment in Egypt to strengthen women’s access to decent work. It has supported the institutional strengthening of the Egyptian Ministry of Manpower and its Gender Unit to advance gender equality in the world of work; supported Egypt to join the Equal Pay International Coalition (EPIC) and contributed to the issuance of two ministerial decrees 44 and 43 under the Labour law.

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The evaluation found that JP adopted a practical approach to promote and apply labour laws and policies that reflect Gender equality and decent work. ILO and UN Women’s convening power as a trusted partner enabled key stakeholders including government entities, employers’ organisations, workers’ organisations, academic institutions, and representatives from the private sector to jointly work on the normative changes. The Political will of the national stakeholders through overarching national policy frameworks and an evidence-based approach, illustrated by some critical pieces of evidence generated by the JP (see box), contributed towards the desired policy and legislative amendments.

#### KEY POLICY RELEVANT EVIDENCE GENERATED BY JP

- a) The ‘Business Case for Employer Supported Childcare in Egypt’ report<sup>5</sup> developed in collaboration with UNICEF, the Ministry of Social Solidarity (MoSS), and the Federation of Egyptian Industries (FEI). The report generated evidence to encourage Egyptian business owners to invest in childcare services for their workers
- b) The Gender Pay Gap in the Health and Care sector: A global analysis in the time of COVID-19, in collaboration with WHO<sup>6</sup>
- c) The Role of the Care Economy in Promoting Gender Equality, providing<sup>7</sup> an analysis of the care economy in the Arab States, with evidence-based policy recommendations for investing in the care economy in the region. The report includes four country case studies from Egypt, Jordan, the State of Palestine and Tunisia.

The most significant normative outcomes noted by the evaluation include:

1. Two new Ministerial Decrees (No. 43 and 44) issued mid 2021: JP worked in partnership with the Egyptian Minister of Manpower (MoM) to bring forth the legislative changes to the Ministerial Decrees No. 155 and 183 of 2003 in accordance with the principles of equal opportunity, gender equality, and non-discrimination in the workplace. Ministerial decree 43/2021 provides women the right to work in any job or

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<sup>5</sup> <https://www.unicef.org/egypt/press-releases/employer-supported-childcare-significance-employees-and-early-childhood-development>

<sup>6</sup> [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_850909.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_850909.pdf)

<sup>7</sup> <https://egypt.unwomen.org/en/digital-library/publications/2020/12/unpaid-care-report>

<sup>8</sup> Ministerial decree number 43/2021: Without prejudice to women’s right to work in any job or profession regardless of their gender, and in accordance with the principles of equal opportunity, gender equality, and non-discrimination in the workplace. Employing women to work underground in mines and quarries of any kind, as well as any labor related to obtaining minerals and stones from the ground, is prohibited. It is also illegal to employ women in jobs under circumstances that pose a risk to their reproductive health or the health of their children or infants throughout the legally permitted periods of pregnancy and nursing- including 4 key sectors Chemical Hazards (8 jobs), dangers and hazards related to physics (3 jobs) , Biological Hazards (4 jobs), Engineering Hazards (2 jobs) covering more than around 18 jobs where the women could not join before this decree.

Ministerial decree number 44/2021: Women may work in any facility at any time of the night if they desire it and take the required precautions to preserve their health, and they are to be assisted in fulfilling their family duties and obtain the necessary health care to avoid work-related health problems. Without prejudice to the provisions of the preceding article, women shall be employed at night in any industrial facility or one of its branches from ten p.m. to seven a.m., subject to the restrictions and assurances provided included with this resolution.

profession regardless of their gender. Ministerial decree 44/2021 allows women to work in any facility at any time of the night if they desire it and take the required precautions to preserve their health.

2. Egyptian Government's participation and joining of the Equal Pay International Coalition (EPIC)<sup>9</sup> in 2020: According to the stakeholders consulted, JP worked with the Ministry of Planning and Economic Development and other national authorities such as the Ministry of Finance to facilitate Egyptian government's participation and joining of the Equal Pay International Coalition (EPIC), including as a member of its Steering committee in 2020. With JP's support two pledges were announced by the Egyptian Federation for Industries (EFI) and the Ministry of Manpower (MoM) to reduce the gender pay gap.
3. Gender Unit (GU) at the Ministry of Manpower (MOM): According to the stakeholders consulted, JP's technical support has been instrumental in strengthening the institutional capacity of the Gender Unit (GU) at the Ministry of Manpower (MOM) to formulate and implement gender responsive labour policies and programmes. JP strengthened the capacities of the 13 of the Gender units at central and governorate levels with a total around 99 participants on the key themes related to knowledge about legislative changes, labour laws agreements, increasing the number of working women, protecting them and their work environment. Subsequently, the trained participants from nine governorates were supported by JP to form the first pool of national experts on gender equality at work to ensure sustainability of the intervention. In parallel, JP facilitated development of a gender action plan incorporating the strategies of the ministry on promoting women's economic empowerment.
4. Ministry of Manpower adopted a manual and a checklist on conducting gender-sensitive labour inspection: JP interventions to strengthen capacity of labour Inspectors of MoM on conducting gender-sensitive labour inspection in line with Ministerial Resolution No. 1 of 2019 in the directorates of the Ministry of Manpower resulted in the national authorities adopting a manual and a checklist on conducting gender-sensitive labour inspection covering the issue of gender pay gap, childcare, access to job and sexual harassment and violence against women in workplace. As per the JP monitoring data, JP has trained 125 inspectors (57 women) over five rounds in four governorates since the beginning of the programme.
5. Policy dialogue around the care economy: JP made tangible contribution towards building evidence and facilitating the policy dialogue around the care economy. Based on the report and policy briefs "Progress of Women in The Arab States 2020: The Role of the Care Economy in Promoting Gender Equality" produced and published jointly with the Economic Research Forum (ERF), JP facilitated dialogue on care policies and parental leaves. One immediate result was that the Ministry of Social Solidarity (MOSS) used this evidence to underscore the importance of increasing public investments in care services (nursery and elderly care) as solutions to the gendered economic and social impacts of the pandemic.
6. In addition to this, the JP is working towards the ratification of convention 190 of violence and harassment in workplaces.

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<sup>9</sup> EPIC was launched in September 2017 by the International Labour Organization (ILO), UN Women, and the Organization for Economic Co-operation and Development (OECD) as a global forum to galvanize commitment and action of the global community to reduce the persisting gender pay gap.



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**Finding 4:** JP's use of multiple interventions to collectively support a gender transformation in the private sector are beginning to yield results, however, there is a risk of JP spreading itself too thin by pursuing too many areas of interventions.

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JP has used multiple interventions to support a gender transformation in the private sector reflected through seven outputs and 14 associated interventions in its Programme Monitoring Framework. Some of its interventions are beginning to yield results and present a potential to generate results on a larger scale. The evaluation noted three such interventions- work to increase women on boards of companies and banks; partnership with the HR Gender Academy of the Federation of Egyptian Industries to train industries and companies for amending their HR policies to be more gender inclusive and aligned with the Egyptian law<sup>10</sup>; and the WEPs approach (covered under finding 5).

JP contribution to increase women on board was evident through the existing data and stakeholder's views. According to the Women on Boards monitoring report<sup>11</sup>, women's representation on Board has increased from 10% in 2019 to 16.7 percent in 2021. The evaluation noted JP's three key approaches that has collectively contributed towards increasing women on boards of companies and banks as shown below:



- a. The Corporate Directors Certification Program (CDCP) designed with the purpose to expand the pool of women to be placed on company boards, delivered in partnership with the American University in Cairo (AUC). The programme has succeeded in getting total 67 women employees<sup>12</sup> with a management and corporate directors' certificate till the end of 2021. The certified graduates of the programme consulted in the evaluation process provided positive feedback on the relevance and use of the programme. According to them, the course provided them with tools to improve corporate governance practices and in connecting to the private sector. The certification was an incentive and they received support for their placement with the private sector.
- b. JP's partnership with the Financial Regulatory Authority (FRA) in collaboration with the NCW that resulted in (FRA) issuing as decree<sup>13</sup> to enhance WoB representation of women in non-bank financial companies

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<sup>10</sup> HR and Gender Academy post assessment reports

<sup>11</sup> Developed by Women on Board of Observatory of AUC School of Business. The report has an aggregated figure and disaggregated data by sector on % of women on boards.

<sup>12</sup> Latest PMF analysis as in the latest annual program report-Year 3

<sup>13</sup> no.110 of 2021

(NBFC). The new decree stipulates that it is necessary for women representation to make up at least 25 percent, or at least ensure 2 women members are on the boards of NBFIs.<sup>14</sup>

- c. JP's support to the Women on Board of Observatory of AUC School of Business to generate meaningful data on women's representation on Board through its annual Women on Boards monitoring report<sup>15</sup> and the Egyptian Board Ready Women database, a compilation of a list of senior women leaders in senior positions in a data base.

The evaluation noted overall positive feedback from the stakeholders about this intervention. It is one of the JP's interventions that has the potential to strengthen women's representation at the decision-making positions in the private sector.

JP built on the existing partnership of ILO with the Federation of Egyptian Industries (FEI)'s Human Resources and Gender Academy to support the reform of corporate HR policies in favour of gender equality. As a result, in Egypt, 15 companies<sup>16</sup> successfully reviewed their HR policies to be more gender inclusive<sup>17</sup>, ensuring gender equality, and alignment with the Egyptian law<sup>18</sup>. The trained companies provided positive feedback about the relevance of the training stating that it shaped and helped to bring forth the gender sensitive the corporate policy changes. The partnership with the Federation of Egyptian Industries (FEI)'s Human Resources and Gender Academy by design has a modest target, but it has the potential to deliver results at much larger scale. The evaluation noted that other interventions are either at a nascent stage or have not gotten off the ground yet. This includes, supporting investment in child-care facilities in the workplace (Output 2.5), adoption of code of conducts on violence at work in line with forthcoming international labour standards (Output 2.6) as well as to enhance Women's representation and voice in social dialogue processes at the sectoral and enterprise levels (Output 2.7).

Although JP's design to develop a gender responsive private sector through multiple interventions and streams of work is comprehensive it risks spreading itself too thin. With the current programme coming to an end in 2023, it should take stock of the interventions that are working well and scale them up and put sustainable arrangements in place for them to continue.

## RESULTS AT A GLANCE FOR A GENDER RESPONSIVE PRIVATE SECTOR

- 29 corporate staff trained on promoting gender equality (F: 16, M: 13)
- 20 companies joining the Women's Empowerment Principles (WEPs) initiative
- 67 women employees trained on management and corporate directors
- 15 companies reviewed their HR policies to be more gender inclusive
- 35 women employees accessed training and professional development in the targeted firms
- One study developed on different models of childcare facilities

Data source: JP Annual report 2021

<sup>14</sup> The FRA Board had issued decrees (number 123 and 124) of 2019 that required both listed companies and non-bank financial institutions to have at least one woman on the board by the end of 2020.

<sup>15</sup> The report has an aggregated figure and disaggregated data by sector on % of women on boards.

<sup>16</sup> Surpassing JP's target of 10 by the end of 2021

<sup>17</sup> Examples of the reviewed policies include emphasis on equal pay, fair recruitment opportunities, maternity leave and breastfeeding hour as per the Egyptian law, non-discrimination in leadership positions, promotion scheme, and equal access to capacity development opportunities.

<sup>18</sup> HR and Gender Academy post assessment reports

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**Finding 5:** JP supported the private sector companies to join the Women Empowerment Principles (WEPs), which promoted and strengthened the private sector companies' consideration of women's empowerment and provision of decent work for women, yet tangible actions among small private sector companies is an area of development. JP also needs to facilitate a road map for change for the WEPs signatories to systematically implement, monitor and report on the WEPs commitment.

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The JP has made inroads into promoting the role of private sector companies in Egypt by supporting them to join the Women Empowerment Principles (WEPs). In this respect, the evaluation found that as of the end of 2021, 20 new companies (22 JP baseline) joined the WEPs initiative, making it total 42 companies that are part of the WEPs. According to the feedback from different stakeholders interviewed, previously, there was limited work with WEPs signatory. However, JP supported more in-depth work with the WEPs signatories such as on leadership development for their women employees, as well as related to the provision of policies on anti-discrimination, prevention of sexual harassment at workplace.

However, consultation with different stakeholders such as the Federation of Egyptian Industries, MoM, and sample of the private sector companies indicated that more efforts are still needed to turn the WEPs into tangible actions, especially among the small private sector companies. They also shared that a collective vision for a gender responsive private sector in Egypt, a road map for change and a systematic sharing of the best practices among the different private sector would help them to be a part of the big picture and help them to learn from each other's experience. The evaluative evidence suggested that the recently launched UN Women Arab States regional strategy for the WEPs (2021 – 2025) provides an opportunity to scale up the foundational work on the WEPs and work towards a shared vision. There is an opportunity to develop a road map to implement the WEPs commitment as well as to measure and report publicly the progress to achieve gender equality in a systematic manner.

For sustainability of the WEPs, JP has connected the WEPs to closing the Gender Gap Accelerator<sup>19</sup> initiative hosted by the Ministry of International Cooperation (MOIC) and the National Council for Women (NCW). By becoming a member of the Accelerator, the companies will be endorsing and signing the Women's Empowerment Principles (WEPs) and NCW as the national coordinator for the platform will be overseeing the progress against the WEPs commitment. This is a plausible institutional arrangement for a follow up on the WEPs commitment.

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<sup>19</sup> The "Closing the Gender Gap Accelerator", launched by the Ministry of International Cooperation, in collaboration with the National Council for Women (NCW) and the World Economic Forum (WEF), and in partnership with the Private Sector, is the first of its kind public-private collaboration model in Africa and the Middle East. It aims to help governments and businesses take decisive action to close economic gender gaps, design innovative plans that will encourage growth and shape the workforce landscape, advance gender parity, diversity and inclusion, and improve the ability of families and individuals to increase their income through economic mobility.

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**Finding 6:** JP's work with the Technical and Vocational Education and Training (TVET) programmes to provide decent work for women in non-traditional and male dominated sectors is step in the right direction and has a potential for scaling up. However, changes in social norms including perception of some men's and community groups regarding unpaid care, sharing of household activities will take longer-term engagement. The programme also has to measure actual social norms change to establish JP's contribution.

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The evaluation found that one of the key interventions under the social norms change component of the programme was related to promoting decent work for women in male dominated sectors through the "Technical and Vocational Education and Training (TVET) for girls" initiative, implemented in partnership with the Institute European de Cooperation et de Development (IECD). According to the stakeholders interviewed, the initiative contributed towards promoting a conducive and inclusive learning environment for women in predominantly male-dominated TVET schools by equipping young women technicians with market-driven technical, business, and soft skills, English learning scholarship as well as internship programme with the private sector companies. As per the programme monitoring data, this initiative has trained 274 women beneficiaries as of the end of 2021. The evaluation noted that JP is working with the Ministry of Education and Technical Education to institutionalize the lessons from this initiative in the TVET schools to have a more sustainable arrangement as JP possibly cannot possibly continue to invest at the skills building level.

The evaluation also noted gender bias in institutions such as in some of the private companies against hiring women TVET interns-indicating the need for further work on the demand side to facilitate the acceptance of females in the non-stereotypical occupations.

Further, JP in partnership with the Sida-funded Men and Women GE program ran the second phase of "Because I am a man" campaign. The campaign launched by the National Council for Women aimed at accelerating community transformative gender-equitable behaviors by focusing on the role men must play in supporting women in the private and public spheres. The programme monitoring data indicates that the campaign succeeded to reach 10,500 women and men from the community to promote the changes related to occupational gender stereotyping, unpaid care, and household work (as the end of 2021). The stakeholders also reported that JP supported public dialogue and social media campaigns to promote awareness among targeted women and men groups on the issues of care economy, building on the findings and recommendations of the published regional report in 2020 "The role of the care economy in promoting GE".

However, the reach data is limited in its ability to reflect actual change in the behavior or social norms change. Absence of actual data on social norms change makes it challenging to draw conclusions about JP's contribution to gender and social norms changes. Further, behavioral changes and social norms changes such as the perception of some men's and community groups regarding unpaid care, household activities require longer-term engagement.

## COHERENCE AND EFFICIENCY

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**Finding 7:** The JP brought the comparative advantage of UN Women and ILO together and the partnership made contribution towards the women's economic empowerment commitment of the Egyptian Government. However, there were some challenges pertaining to JP branding vis-a-vis entity specific branding issues.

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The JP brought the comparative advantage of UN Women and ILO together. UN women personnel consulted appreciated the role of ILO which is a trusted partner of the national authorities when it comes to the normative and legal amendments related to gender equality and decent work. They appreciated ILO's strong collaboration and partnerships with the tripartite actors, represented in the government, employers' organizations, and trade unions to promote decent employment opportunities for women. According to them, it also provided access to a wide network of employers which UNW was able to target to strengthen a gender responsive private sector in Egypt.

ILO stakeholders also appreciated the partnership with UN Women and the opportunity to the work with the National Council for Women. Evidence building for policy influencing was regarded as one of the key strengths of UN Women such as through the Care economy report so was its commitment to work with the civil society organizations.

The program had a clear distribution of outputs between both the agencies by design and the stakeholders consulted reported to have good coordination and synergy between both the partners. At the same time, the programme entities built on each other's works such as through mainstreaming WEPs module into the Gender and HR Academy training module of Federation of the Egyptian Industries and implementation of the ILO convention C190 on Violence and Harassment with the WEPs signatories.

There were, however, some reported challenges around branding issues, specifically related to the knowledge and research products when the products were developed through a cost sharing arrangement with other programmes and other donors. It will be useful for JP to have clear guidelines around branding to avoid any such future confusion.

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**Finding 8:** The JP managed to build synergies with other national and regional initiatives, applied cost sharing arrangements where relevant and feasible. However, there is room for improvement in communicating and reporting on the results from the respective donors to avoid any potential duplication. The JP regional office put efforts to allow frequent meetings to share findings and good practises across countries and delegate country level specific activities.

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The JP built synergy with other relevant programmes to gain efficiency and for aid effectiveness. It also built on the gains of past programmes on similar thematic issues to ensure continuity, especially for the normative changes. See table for details:

### JP's synergy with other ILO and UN Women programmes

Programme	Purpose	Funding partner
Regional programme of UN Women, Men and Women for Gender Equality (MWGE)	Develop the second phase of a national campaign "Because I am a Man"	Swedish International Development Cooperation Agency (Sida).
Women Economic Empowerment for Inclusive and Sustainable Economic Growth programme	Support potential pipeline of WEPs signatories	Global Affairs Canada (GAC)
WEE – Women’s Economic Empowerment	Support potential pipeline of WEPs signatories	Korea International Cooperation Agency (KOICA)
The Decent Work for Women in Egypt and Tunisia Project (II ILO)		The Ministry of foreign affairs of Finland
Promoting Gender-responsive Workplaces in Egypt, ILO		Funded by the Embassy of the Netherlands in Egypt
Care economy policy support and social norms change	Policy tools to support relevant ministries to scale-up investments in care service provision  Provide technical support to relevant ministries (e.g., trade, industry, planning) adopt sectoral and industrial policies that address occupational and sectoral gender segregation issues	Swiss Development Cooperation

Prepared by the evaluation team

However, there is room for improvement about communicating and reporting on the results from the respective donors to avoid any potential duplication or overlap.

JP also had a cost-sharing arrangement for the women’s leadership and corporate directors’ training provided through AUC partnership, wherein the participating company shared 50% of the course fee.

On external coherence, JP also collaborated with other UN agencies such as UNICEF to generate evidence on a cost sharing arrangement to advance policy dialogue on the childcare facilities.

The JP demonstrated its flexibility and adaptability by converting most of the training planned from offline to online modality due to COVID19 implications. In this respect, the stakeholders spoke positively on certain training workshops such as that conducted on C190 convention online wherein participants from Palestine and Jordan also participated.

According to the JP team, the regional office was helpful for coordinating between the JP country offices, training on monitoring and reporting as well as for facilitating best practices exchange. It also supported collaborative work on some common streams of work- JP team in Egypt worked with the team in Jordan to translate the “gender and macro-economics” manual into Arabic. The research on “The role of the Care economy in promoting gender equality” with ERF was led by the Egypt JP team in collaboration with other UN Women Country Offices and the Regional Office. This report was cost shared with the Swiss International.

## GENDER AND HUMAN RIGHTS

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**Finding 9:** The JP put efforts to reach vulnerable women and address the structural inequalities that women face in productive employment and decent work, however, the inclusion of women with disabilities could be done more systematically.

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JP focused on bringing gender transformative changes addressing the structural inequalities that women face in productive employment and decent at the macro, meso and micro level. For instance, at the micro level, JP contributed to providing women an enabling environment and market relevant technical, business, and language skills to enter male dominated sectors through the “Technical and Vocational Education and Training (TVET) for girls” initiative. It also facilitated their internship at the private sectors to access job placement in non-traditional sectors. Its Corporate Directors Certification Program (CDCP) succeeded in building their leadership skills, knowledge about corporate governance practices to move into leadership positions. Its media campaign reached to women and men from the community to promote the changes related to occupational gender stereotyping, unpaid care, and household work.

At the meso level, its work with the private sector through the Women’s Empowerment Principles (WEPs) to foster business practices to empower women as well as its work and its work with the companies and factories through the Human Resources and Gender Academy of the Federation of Egyptian Industries (FEI) contributed towards the review and amendment of institutional/company policies to be more gender inclusive, ensuring gender equality, and alignment with the Egyptian law.

At the macro level, JP worked on a range of gender-responsive labor policies, and legislative changes for an enabling environment such as the new Ministerial Decrees (No. 43 and 44), gender-sensitive labour inspection practices of MoM’s labour inspectors, Egyptian Government's joining of the Equal Pay International Coalition (EPIC) and subsequent cooperation with the National Wages Council to close gender-based pay gap and achieve pay equity or the policy dialogue on care economy. The positive developments at the macro level will help to address the structural inequalities that women face in productive employment and decent work and will have a positive impact on the lives of women and men.

The MTE however noted that there is no specific strategy to systematically address women with disabilities moving forward, JP has an opportunity to for instance, mainstream disability inclusion in most of its training interventions to ensure equal access to women living with disability and deliver on the UN Disability Inclusion Strategy (UNDIS), 2019<sup>20</sup>.

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<sup>20</sup> <https://www.un.org/disabilitystrategy/>

## SUSTAINABILITY

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**Finding 10:** The JP managed to apply approaches to enhance the sustainability potential for the programme results such as by strengthening institutional capacity and ownership of results by the government and the private sector. It does not have an explicit sustainability or phase-out strategy. The sustainability of some of its interventions, especially related to some of the training and social norms change, will require deeper and long-term attention with dedicated resources.

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The evaluation marked some of the results that are likely to be sustainable beyond the life of the JP. For instance, its work with the Gender Unit within the Ministry of Manpower (MoM) to strengthen its institutional capacity and gender action plans for promoting women's economic empowerment<sup>21</sup>, or on EPIC with the National Wages Council are embedded within the national authorities' work and institutions. The policy and legislative changes are also going to support a sustainable, long-term change, if implemented well.

At the non-government institutional level, JP has worked with a range of institutions such as with the HR and Gender Academy of the Federation of Egyptian Industries (FEI), AUC and three TVET schools in Cairo and Alexandria in partnership with ICED, wherein JP has provided technical and financial support for running capacity-building programmes. JP has worked to institutionalise the relevant training modules and training capacity in these institutions, such as by developing a pool of master trainers<sup>22</sup> as well as operated a cost sharing model. However, moving forward, for financial sustainability, it needs to elaborate a strategy and a plan to hand it over to the institutions concerned to sustain these programmes and scale them up. The transition plan could also include supporting these interventions under other programmes of UN Women or ILO.

As described under the WEPs section, JP's work to connect the WEPs to closing the Gender Gap Accelerator<sup>23</sup> initiative hosted by the Ministry of International Cooperation (MOIC) and the National Council for Women (NCW) are plausible institutional arrangement for a follow up on the WEPs commitment. However, it needs to facilitate a road map for change for the WEPs signatories to sustain the implementation, monitoring and reporting on the WEPs commitments.

For the trained target groups, although the acquired knowledge and skills they have gained are going to remain, but a means to strengthen their networks such as a community of practice or peer support/mentoring programme has the potential to sustain and amplify the results.

Further, for the social norms change component and its sustainability in the private sector, community groups and institutions regarding their perception about the unpaid care on the household level, men's perception about the productive employment, and other inequalities, the interventions need to be planned for longer term and measured to assess if the change is taking place.

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<sup>21</sup> Annual programme report-Year 3\_Page 20.

<sup>22</sup> 15 training experts (eight women) from five governorates (Asyut, Cairo, Fayoum, Aswan, and Sharqia) have completed a two-days TOT training in HR, Labour Law and Gender by the end of 2021 by JP support.

<sup>23</sup> The "Closing the Gender Gap Accelerator", launched by the Ministry of International Cooperation, in collaboration with the National Council for Women (NCW) and the World Economic Forum (WEF), and in partnership with the Private Sector, is the first of its kind public-private collaboration model in Africa and the Middle East. It aims to help governments and businesses take decisive action to close economic gender gaps, design innovative plans that will encourage growth and shape the workforce landscape, advance gender parity, diversity and inclusion, and improve the ability of families and individuals to increase their income through economic mobility.



# LESSONS LEARNED

The following are some of the lessons learned as captured from the MTE of the JP:

1. National ownership and buy-in is key to implementation of the programme. The programme operates in support of national public authorities, the private sector, unions of employers and workers, as well as civil society, leveraging various mandates, priorities, and institutional strengths of each institution to deliver a contextualized, well-rounded intervention. Partners are constantly involved in all stages of planning and implementation of the programme and engaged in the framework of each activity to ensure national ownership. Such ownership has resulted in high levels of commitment from partners and increased their willingness to adopt new concepts, methods, and ways of working.
2. Partnership with national institutions and cost sharing arrangements to deliver interventions ensures a higher level of ownership and promotes sustainability. The UNW-AUC partnership required 50% contribution from the employers/trainees to receive training on women's leadership and corporate directors. This contributed to build higher level of institutional ownership and commitment to sustain the initiative.

# CONCLUSIONS

1. JP managed to align its interventions with the national and international context presenting three coherent pillars to support productive employment and decent work for women in Egypt capitalizing on ILO and UN Women experience and learnings. The JP managed to stay relevant during the COVID-19 through adapting its activities to better serve beneficiaries and develop deeper relations with workers unions and private sector. [\(Finding 1 and 2\)](#)
2. The JP made notable contribution towards creating an enabling policy and legislative environment in Egypt to strengthen women's access to decent work. ILO and UN Women's convening power as a trusted partner, political will of the national stakeholders through overarching national policy frameworks and JP's evidence-based approach, illustrated by some critical pieces of evidence contributed towards the desired policy and legislative amendments. [\(Finding 3 and 10\)](#)
3. JP has used multiple interventions to support a gender transformation in the private sector. Some of its interventions such as its work to increase women on boards of companies and banks; partnership with the HR Gender Academy of the Federation of Egyptian Industries to train industries and companies for develop gender responsive policies; and the WEPs approach are good models that can be potentially scaled up. JP however needs to strengthen its support to the smaller private sector companies and facilitate a road map for change for the WEPs signatories to systematically implement, monitor and report on the WEPs commitment. [\(Finding 4 and 5\).](#)

4. JP focused on addressing structural inequalities that women face in productive employment and decent work to facilitate gender transformative at the macro, meso and micro level applying a comprehensive socio-ecological model. It needs to strengthen the systematic inclusion of women with disabilities. Its focus to address the gender occupation segregation and underlying gender social norms is step in the right direction and has a potential for scaling up. It's work to transform social norms at the institutional, community level and individual level such as by supporting better representation of women in leadership positions, campaigns regarding role of men in unpaid care, and sharing of household activities will take longer-term engagement as well as better measurement indices and data to measure if the social norms are changing. (Finding 6, 9).
  
5. JP brought the comparative advantage of UN Women and ILO together for a collective contribution towards the women's economic empowerment commitment of the Egyptian Government. It built partnerships with key governmental partners (MoM, MoE, MPED and NCW), along with non-governmental partners (AUC, FEI, FRA, IECD) and other UN sister agencies as UNICEF, enhancing the partner's ownership of the programme results and supporting a potential longer-term sustainability of results. It, however, needs to develop an explicit sustainability or phase-out strategy to ensure a smooth transition. (Finding 7, 8, 10)

## RECOMMENDATIONS

The following are some of the actionable key recommendations as captured from the MTE of the JP.

#	Recommendation	Targeted towards (CO, RO, HQ, UNCT?)	Priority (High/medium/low)	Actions
1.	JP should develop an explicit sustainability or phase-out strategy	CO	High	<ul style="list-style-type: none"> <li>● Develop comprehensive MOUs with the Ministry of Education to promote the implementation of TVET interventions in the JP and expand the work to other technological vocational schools.</li> </ul>
2.	JP should prioritize the approaches that have worked well and demonstrated results for gender responsive private sector and consider scaling them up to achieve sustainable results at scale. It should consider deprioritizing or sunseting the interventions that have not started yet.	CO	High	<ul style="list-style-type: none"> <li>● Consider scaling up interventions related to women on boards of companies and banks; partnership with the HR Gender Academy of the Federation of Egyptian Industries to train industries and companies for develop gender responsive policies; the WEPs approach and the work with TVET.</li> <li>● Strengthen support to the smaller private sector WEPs signatories including through technical support, coaching, knowledge and peer exchanges.</li> <li>● Facilitate a road map for change for the WEPs signatories to systematically implement, monitor and report on the WEPs commitment</li> <li>● Include the financial literacy and digitalization-including the e-marketing in the capacity building programs targeting women to better response to the market needs and gaps.</li> </ul>

3.	JP should upgrade its monitoring framework, to track the social norms change	CO, RO	High	<ul style="list-style-type: none"> <li>The monitoring system of the JP needs to be developed in a stronger manner to closely reflect project progress, especially at the outcome level.</li> </ul>
4.	Strengthen the JP branding of the knowledge products	CO, RO	High	<ul style="list-style-type: none"> <li>Develop a dedicated branding strategy or guidelines for the JP</li> </ul>
5.	JP should develop a Disability inclusion plan to systematically address their needs.	CO, RO	Medium	<ul style="list-style-type: none"> <li>Take stock of the disability inclusion initiatives undertaken by JP so far</li> <li>Develop a clear plan for disability inclusion.</li> </ul>

## JORDAN

### RELEVANCE

**Finding 10:** Joint Programme is relevant to and addresses to the issue of gender and decent work in the Jordanian context. It has worked with a wide range of relevant players such as the private sector, government, the trade unions and the civil society to ensure that is aligned to and is responsive to their needs to increase gender inclusion and productive work in Jordan.

Jordan’s national and sectoral policies focus on gender empowerment, enhanced job creation and placement as well as equality. The most recently launched Economic Modernization Vision (a follow-up to the economic growth plan) came in to support Jordan’s way forward in enhancing economic performance and attaining enhanced participation for women as well as equal opportunities. JP was designed at the time of the launch of the Jordan Economic Growth Plan. It was synced to this policy as well as to the previously launched Jordan 2025 and the National Women Strategy (launched by Jordanian National Commission for Women, JNCW). Jordan’s wealth in policies and strategies allowed for JP to link its objectives and results to national and sectoral policies.

JP came into the light after a consultative process which took into account National Women Strategy which was just launched at the time. It is worth underscoring that ILO and UN Women narrative, standards and ideologies were a direct input in the strategy, whereby the strategy adopted linguistic standards of both entities. The Strategy launched by the JNCW was a product that was launched as per the support of the UN Women and technical support of ILO (specifically under output 1.1 of the strategy related to women’s equal opportunities to participate in the labour market).

UN Women and ILO in the JP designing phase carried out a consultation with Ministry of Labour, Jordanian National Commission for Women, Ministry of Social Development, Chamber of Industry, and civil society organizations as well as with the World Bank and the International Finance Corporation. The consultative process with a wide range of stakeholders helped to form synergies and build on what existed. The consultative process also considered existing programmes that both partners were implementing to build on them.

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**Finding 2:** The partnership arrangement between ILO and UN Women was relevant and valid so was its intervention logic focusing on the socio-ecological model.

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Female participation in the work force in Jordan is extremely low and there are structural gender inequalities. JP design was built on the socio-ecological model thereby covering micro, meso and macro level issues that hinder gender equality in the workforce. JP built on the previous experiences of both the entities. UN Women had been working extensively on designing and implementing gender mainstreaming plans with the public sector including with the Ministry of Labor. They also worked closely with JNCW on producing the National Women Strategy. Similarly, ILO had worked closely with the Ministry of Labor and other stakeholders (JNCW, Social Security Corporation, Trade Unions, National Committee for Pay Equity, among others) on creating an equal and safe working environment for females. They supported implementation of the decent work programme and have been working on reforming related policies with the tripartite committee. Both entities had produced a range of studies that supported the policy makers to reform the laws and had established relations with other international entities working on similar topics such as with the World Bank, thus attempting to eliminate duplication of effort.

Both UN Women and ILO complemented each other's efforts and work, whereby, and for example, the legal gap analysis conducted by the ILO fit directly into the work done by the UN Women on different fronts including the capacity building of the WEPs signatories. The analysis was conducted and finalized in 2020 but was published in 2021 and was directly linked to encouraging employers to establish a legislative framework conducive of creating world of work free from violence and harassment. Another example would be UN Women's work on the gender responsive budgeting (GRB) with MoL and SSC wherein it conducted detailed analysis, identified gaps and put the needed steps to embed goals. Related capacity building activities were conducted, and teams were chosen to take forward the GRB within both entities. Different programs were selected to pilot how to mainstream this tool. The application of the GRB tools helped in supporting policy reform to be implemented. The evaluation consultations indicated the strength of each entity and that it was a good and meaningful partnership to achieve the desired results. For example, ILO's knowledge and experience in supporting the government to produce gender responsive policies is a direct fit to what UN Women was achieving with the private sector.

At the same time, the consultations also reflected that the stakeholders were not aware of the UN Women and ILO partnership details and who does what and that there were issues around coordination between both the entities. The evaluation noted that partners from MoL, JNCW and JP national committee members were the only ones aware of the partnership and how it works. WEPs members only knew about ILO through lectures, Ministry of Youth didn't know the partnership existed. The wealth of work conducted by UN Women and ILO with those partners is one of the reasons of this weak knowledge of the different activities of the JP. This is both negative and positive, the fact that both UN Women and ILO are implementing a wide range of activities is admirable, but it did create some confusion on what falls under what. This being said, an additional reason for this is the crisis created by the COVID pandemic, which influenced flow of activities of all programmes, and this is not exclusive to the JP.

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**Finding 3:** JP demonstrated its ability to adapt to the COVID pandemic challenges. While it managed to continue and deliver most of its interventions virtually, the work with civil society for the social norms change were delayed.

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The COVID pandemic posed a challenge to implementation and JP and both the entities were able to address the COVID pandemic challenges that arose in 2020. They were able to utilize available Information Communication Technology modules to ensure success and continuation of implementation.

Both teams were able to overcome different challenges faced as a result of the COVID pandemic and closures. It was stated by all stakeholders that both ILO and UN Women conducted the activities online and they felt no delay in presenting what was agreed upon. The evaluation consultations with the programme stakeholders indicated that JP continued to deliver its activities and it was not affected by the lockdowns due to the pandemic. All training modules provided to the WEPs signatories for example were conducted online in a timely manner. ILO was able to conduct all lectures and required meetings also online in a timely manner that fits the programmes outputs. It was mentioned by stakeholders of WEPs for example that they were more focused on the online training as they were working from home and they were able to give the right time to the e-learning activities. It was also mentioned that the lectures and training inputs were very beneficial.

This adaptable modality of doing work was designed and implemented to cover all activities at the time. While most of the planned activities were transitioned to a virtual platform and delivered online, the civil society component and social norm change of the programme was affected by the Pandemic. The programme was able to complete only the first section of work (the mapping exercise) and therefore the implementation on the ground with the civil society was delayed and is currently being initiated. When taking a deeper look into adaptable modalities, both entities were able to cater to the COVID situation and work on customizing the work accordingly. For example, once the temporary legislations were passed by the government to mitigate the impact of the pandemic on the labor market, labor force, etc., the SSC issued a range of interventions and JP through ILO supported those interventions for example the ones directed at female owners of private kindergartens and schools. JP through ILO also facilitated the coalition and supported them into launching the National Committee of Independent Kindergartens. Support included capacity building, advocacy capacities, inclusion in the wage subsidy package the government launched, etc.

## EFFECTIVENESS

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**Finding 4:** JP contributed towards bringing several policy and legislative reforms. It worked in collaboration with other players and built on the existing efforts to achieve the policy reforms. However, there is room for improving its “contribution story” towards these policy reforms.

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The evaluation evidence shows that JP was able to finalize and pass certain policy reforms. It was able to bring different stakeholders together to work collaboratively for the normative work- usually considered difficult to achieve in the context of Jordan. There was an acknowledgement from the programme stakeholders consulted that these policy reforms were indeed very critical to support females in the workforce.

JP through ILO created a highly collaborative process to facilitate the normative changes. ILO had an established relationship with the tripartite committee, different public sector entities (JNCW, MoL, SSC, etc.), the different

related committees especially the NCPE, and the maternity insurance committee “Re3aya”. As a result, JP was able to facilitate the following key policy and legislative changes:

1. Flexible work arrangement regulation and instructions (MoL and SSC)
2. Expansion of wage protection through electronic payment systems to cover all workers.
3. Increasing of maternity leave from 70 days to 98 days (14 weeks), based on ILO standards.
4. A work environment free from violence and harassment for all workers.
5. Lobbying of Jordan to ratify ILO Violence and Harassment Convention, 2019 (No. 190), Maternity Protection Convention, 2000 (No. 183), and Workers with Family Responsibilities Convention, 1981 (No. 156).
6. In 2019, the JNCW, in partnership with the ILO, UN Women, and the OECD, launched the Equal Pay International Coalition (EPIC) in Arab region, to help reduce the gender pay gap, promote pay equity, and enable Arab countries to exchange knowledge. As a result, six governments, nine employers’ organizations, five workers’ organisations, and one civil society organisation made and announced 21 pledges to promote pay equity.
7. A three-day paternity leave for private sector workers, approved in 2019.
8. Endorsement of Maternity Social Protection regulation under the Social Security Law (Regulation No. 93 of 2020 and Article No. 42 on Maternity Social Protection under the Social Security Law). The regulation enables working mothers to return to work while securing childcare for their children either at a childcare facility or at home. It also allows for registered childcare centres to receive direct cash benefits to cover operational costs. This was done in collaboration with national public and non-public entities such as Sadaqa. The work builds on ILO’s earlier successful lobbying effort to expand the pension system to formally introduce maternity insurance with cash benefits, in line with international labour standards resulting in Jordan’s enactment of a new Social Security Law in 2014.
9. The Re’aya initiative launched to support the Social Security Corporation in implementing the legislative reform done with regards to the nurseries and day-care versus maternity leave mentioned above. Re’aya came in to support women during their maternity leave and provided them with support for their babies in nurseries for a duration of (6) months at most. This was designed to support working mothers and facilitate expanding social security coverage and support to women empowerment. The program is governed by a multi-stakeholder committee to ensure sustainability and better implementation.
10. Work was also done on flexible working hours to allow women to work from home as part of their employment. This was facilitated by the COVID pandemic, which made it possible for employers to think of this option.
11. The direct work with the trade unions also resulted in producing two collective bargaining agreements within the timeframe of this evaluation covering the food security and garment industries. The agreements included a full chapter on prevention of violence and harassment and discrimination in line with C100, C111 and C190.

It is important to underscore that JP built on the already existing interventions of other ILO and UN Women programmes. Work on various legislations / policies were initiated before the JP, and JP continued to support them. While this was a meaningful approach to not lose momentum and ensure elimination of duplication of effort, in the absence of a documented contribution analysis towards the policy changes by the JP, it was challenging to identify JP’s contribution vis-a-vis, contribution of other programmes or players.

This was also evident in the consultation with some of the international organisations wherein they expressed a sense of “crowding of efforts” on certain topics and competition between the international players in Jordan, reiterating the need for JP to document its specific contribution towards the policy and legislative reforms.

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**Finding 5:** JP has made some concrete contributions to strengthen a gender responsive private sector in Jordan through the WEPs approach. Its focus and achievements have resulted in expansion of the WEPs signatories. However, it is missing a road map to guide the translation of the WEPs commitment into tangible actions and an institutional arrangement that can provide oversight and follow-up on the WEPs commitments- essential to achieve scale and sustainability.

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Including the private sector as one of the key programmes partners was a relevant strategy considering the main employer for women in Jordan is the public sector and building a gender responsive private sector that has a potential to expand or strengthen private sector employment for women.

According to the stakeholders consulted, deliberations to include the private sector in development process have been there for years in Jordan but without any concrete model or results. JP demonstrated a concrete model through the Women’s Empowerment Principles (WEPs). It made some meaningful contributions using WEPs as an instrument for the execution of gender equality and women’s empowerment practices in the private sector. They credited JP for starting a “movement” to strengthen a gender responsive private sector in Jordan. The evaluation noted that JP has successfully mobilised a large number of WEPs signatories, making Jordan the country with second highest number of WEPs signatories in the Arab States region as of end of 2021.



The evaluation noted JP’s conscious and systematic efforts to work through a multi-faceted partnership with a range of key stakeholders to promote a gender-responsive private sector in Jordan including the Jordanian National Commission for Women, civil society, associations of employers and employees and development partners. This approach received appreciation from the stakeholders. JP also has been successful in developing and launching a WEPs Jordan Network to facilitate knowledge sharing and collaborative work between like-minded WEPs signatories from Jordan.

JP has contributed towards an impressive number of WEPs signatories, but it needs to have a road map to guide and oversee the translation of the WEPs commitment into actual actions. The evaluation has noted some successful case studies- see the box- lessons from which could guide more in-depth engagement with the WEPs signatories to achieve results beyond the WEPs signatures. JP is also missing an institutional arrangement such as a national committee that could provide an oversight and follow-up on the WEPs commitments. Attention to such institutional arrangement will contribute towards the sustainability of the gained results.

### **Successful examples of WEPs signatories:**

#### **Jordan Kuwaiti Bank**

Jordan Kuwaiti Bank has been a WEPs signatory since 29 April 2021. With the technical guidance and input provided by the JP, it has organised sessions with its different departments and staff to transfer knowledge about the importance on gender equality and gender sensitive planning and implementation within their bank as well as in their products and services. 38% of its work force is female, and they are committed to increase this to achieve the right gender representation in the banking sector.

## Thaka

Thaka<sup>24</sup> a child education company became a WEPs signatory on 08 March 2021. It has revised all the company's processes (recruitment & procurement) to be gender sensitive. The owner of the company mentioned how more involved he has become in areas related to improving the work environment to make it better equipped to employ and retain females.

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**Finding 6:** The Joint programme has used some innovative approaches and “out of the box” thinking to challenge Gender stereotypes about women’s occupation. The engagement with civil society organisations for the social norms change is yet to begin.

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Challenging and changing gender stereotypes is one of the key components of the JP. In this regard, its work to break the gender occupation segregation is beginning to show some tangible results. For example, JP has worked with the Ministry of Youth, supporting women to enter the sports/fitness sector job market. This was a creative activity and was deemed successful by the stakeholders that has helped women to get employment opportunities in an untapped sub-sector and in the sector that is considered as a “male domain”. According to the respondents, the approach is playing a role in changing social norms and thoughts regarding female employment in the sports/fitness sector. Following JP’s successful implementation of this component, the Ministry of Youth is considering expanding this work to other governorates, beyond Amman.

Respondents indicated that partnership with the civil society to bring social norms change is a crucial component of the JP. The work with civil society has been delayed due to the Covid related challenges. The mapping of relevant civil society entities that can play a role in changing social norms and gender stereotypes has been completed by an independent consultant. Work on reaching out to the Community- based organisations will be done in the remaining phase of the programme.

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**Finding 7:** JP filled some strategic evidence gaps by generating knowledge products, however, the dissemination of the same can be strengthened further.

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**WOMEN'S EMPOWERMENT PRINCIPLES**  
Established by UN Women and the UN Global Compact Office

“Gender equality is a moral responsibility. While female employees constitute 38% of JKB's workforce, we will continue working until we fully achieve gender equality, as it is an important aspect to any workplace in today's world. We believe our commitment in empowering women in the banking sector and the economy at large is paramount to sustain growth in the local community.”

Date of joining the WEPs: 29 April 2021

Haethum Buttikhi  
Chief Executive Officer,  
Jordan Kuwait Bank

Sweden Sverige  
International Labour Organization  
UN WOMEN

The different studies and reports produced by JP covered topics crucial to gender equality in the workforce and promotion of decent work. It is important to note that the knowledge and experience of the implementing partners on the different areas of the three outcomes of the programmes played a huge role in the enhanced effectiveness of implementation.

[List of Knowledge products developed by JP in Jordan \(research, assessment, policy papers etc.\)](#)

<sup>24</sup> <https://www.facebook.com/ThakaJordan/>



1. [Assessment of the Maternity Insurance in Jordan](#)
2. "Reality of Gender Mainstreaming from an Institutional Perspective in the Ministry of Labour" Report
3. [COVID-19 and Women's Economic Empowerment: Policy Recommendations for Strengthening Jordan's Recovery](#)
4. [A rapid assessment of COVID-19's impact on businesses](#)
5. National Strategy for the Elimination of Violence and Harassment in the World of Work
6. Legal gap Analysis C 190 Published [https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_830338.pdf](https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_830338.pdf)
7. Digital Wallets Assessment Published [https://www.ilo.org/beirut/media-centre/news/WCMS\\_745948/lang--en/index.htm](https://www.ilo.org/beirut/media-centre/news/WCMS_745948/lang--en/index.htm)
8. Human-centered Stories
  - [Working mothers in Jordan face barriers to social protection](#)
  - [Extended paternity leave urged to support parenting in Jordan](#)
  - [Gender discrimination, wage inequality challenge women in Jordan](#)
9. Study on COVID 19 impact on women's economic participation
10. Care economy situation analysis and supporting sector analysis.

However, the dissemination of outputs and results as well as transfer of knowledge and knowledge products requires some upgrading. JP is doing a good job of transferring knowledge through capacity building activities. This, however, is not accompanied with national dissemination of reports and studies produced. Publishing reports on websites is not enough. Although there were certain weaknesses in the branding and dissemination, but both UN Women and ILO have worked on several media activities. Please refer to Annex #1 for detailed media activities conducted by ILO in relation to activities conducted under the JP.

In addition to the media activities several awareness sessions and campaigns were launched to cover the different topics:

**Equal Pay Day:** a public engagement campaign to examine people's understanding of pay discrimination as well as different forms of violence and harassment in the world of work.

**Convention C190:** the UN WOMEN and ILO launched a four-day social media campaign affirming the right of workers to a world of work free from violence and harassment.

**Training Campaigns:** multi-session training for 50 presenters in the media sector to raise awareness about the use of gender-inclusive language in the media. The training covered gender discrimination, stereotypes and misconceptions.

**Webinars:** sessions were conducted on women's empowerment in the workplace.

2021 JP PMF data indicated that total 206,366 of women and men were reached at the community level through the JP awareness campaigns (Male: 40%, Female 60%).

**Finding 8:** Joint partnership between ILO and UN Women through the JP has allowed to build on the strength of both the involved entities, strengthen synergies and collaborative efforts to reach the desired results. However, the stakeholders have very limited perception about the "Joint nature" of the programme. JP has also been challenged during COVID 19 during which it was not able to address the issue adequately such as by systematically communicating about the Joint Programme and potentially building a better branding for it.

When looking into the partnership modality from the perspective of both management teams (ILO and UN Women) it was clear that both teams had synergy and harmony and were able to work together and had a fruitful relationship. They were able to coordinate and work well together. They were on different committees

together (for example technical procurement). They attended each other's activities when needed. Here it is also worth mentioning that this partnership was able to bring in different partners together. For example the WEPs brought in a good number of private sector entities that ILO was working with. All of them agreed that the networks were a huge take-away from the programmes. Additional networks were created between public and private sectors as well as think tanks (Sadaqa for example, who are directly funded by the Norwegian fund and ILO's internal budget), international partners (The World Bank) and in few cases civil society entities.

ILO continues to coordinate national and regional efforts through the UN Country Team (UNCT) system as well as through the World Bank including, the Mashreq Gender Facility Technical Committee and the Technical Committee of the National Strategy for Women in Jordan (2020-2025). UN Women is a member of the technical and steering committee for the Mashreq Facility with ILO and UN Women lead on the support to JNCW in developing of the National Strategy for Women and its executive plans. This ongoing collaboration ensured efficiency and coordination. It is important to note here the JNCW has been a main local partner for both the ILO and UN WOMEN in implementing all activities related to women in Jordan. The Strategy launched by the JNCW was a product that was launched as per the support of the UN WOMEN and technical support of ILO (specifically under output 1.1 of the strategy related to women's equal opportunities to participate in the labour market).

A huge challenge that faces proper implementation in Jordan is the lack of coordination as well as the duplication of effort between various development partners. The Joint partnership through the JP has allowed for better collaboration and coordination and it sets a precedent for collaboration that is not common in Jordan. It has also built on ILO's speciality in labor legislative reform, issues of decent work and gender inclusion in the labor market and UN Women's expertise in the area of gender equality and gender mainstreaming. The partnership has allowed the partner entities to grow within their specializations, complementing each other strengths allowing for better results. This was evident on how the work under the programmes is integrated in national strategies, plans, etc that are managed by national teams or national committees.

However, the dissemination of information regarding the JP has affected the stakeholder's perception about the "Joint nature" of the programme. It was deemed that there is a need to further work on promoting and disseminating information on the programmes achievements and activities between the different stakeholders. Potentially better branding for the programmes is needed. None of the evaluation respondents were able to identify what activity is being implemented under the JP. There was a consensus between all the respondents that they had no knowledge on how the partnership between UN WOMEN and ILO is working. In most interviews, partnership related questions were not answered because almost none of the interviewed stakeholders were aware of the partnership except that it exists. It is worth mentioning that UN WOMEN stakeholders and partners are aware of ILO's work, not their JP activities. This is positive but there should have been a proper description of what falls under the JP and how this partnership is functioning.

Media coverage and proper dissemination of programmes achievements and productions can be further improved, and it can be a weakness from the perspective of not having proper dissemination or information on coverage of achievements. Here it is important to note that both UN Women and ILO have conducted a number of activities within the different media platforms but different partners were not aware of the media coverage. Even if there is no specific media component to the programmes, there is a need to have some sort of programmes update modality that is circulated amongst all partners and stakeholders.

Further, according to the stakeholders consulted, the committees were not being briefed enough and were not very knowledgeable on all activities. This issue portrays the partnership in a weak position. There is a need to produce periodic messages that showcase progress and existing achievements under the Joint Programme.

## EFFICIENCY

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**Finding 9:** JP built on previous programmes and created linkages between different programmes to enable a more sustainable implementation model but there is a need to find a mode whereby there is a clear explanation about what is attributed to JP results vis-a-vis other programmes being implemented by both the entities.

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JP built on previous programmes and created linkages between different programmes to enable a more sustainable implementation model. It was able to get in-kind support from a number of private sector partners. Interviews with private sector stakeholders indicated that they have done a number of activities in collaboration with JP. But findings indicate that there are small areas of confusion on what activity is being completed from another programmes and what is solely done under JP. It is important to reiterate that implementing successful activities must build on other activities in other funded programmes, but there is a need to find a mode whereby there is a clear explanation about what is attributed to what programme and specifically what contribution JP has made. This is not to undermine the work done in this phase of the programme, but to ensure that it is showcased as achievements. It was clear during the evaluation that this unclarity on what is attributed to what programmes has hindered the ability to shed light on the full extent of achievements that exist as a result of the efforts put in by JP.

**Finding 10:** JP team technical expertise and their ability to form and maintain professional relations with partners was well recognised and appreciated.

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All responding interviewees mentioned that the JP implementing teams they were working with as extremely involved and supporting. There was also a mention specifically from the private sector beneficiaries that they knew implementing staff and already had a trusting professional relation with different focal points at ILO and UN Women, which assisted in the success implementation of a number of activities.

Additionally, both UN Women and ILO had excellent relations with the related public sector entities (MoL, JNCW, SSC, etc.) which allowed for enhanced for effective implementation. For example, the UN Women worked with different partners including with the World Bank, Department of Statistics and SSC on producing an analytical study on the care economy and assessed the socio-economic benefits for it. The goal was to invest in the sector to increase opportunities for both females and males to get jobs. The World Bank's input in the study was the supply and demand for childcare.

## SUSTAINABILITY

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**Finding 11:** There is no evident sustainability plan, but sustainability measures were embedded and have been built into the JP implementation modalities. It needs to develop an explicit sustainability strategy and plan.

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JP does not have a clear sustainability strategy or a plan, but its design and implementation modalities reflected sustainability measures. JP activities were designed based on previous different programmes and were built on them. For example, work on different policies and legislative reforms built on the previous programmes which initiated these activities. This model does ensure sustainability.

Furthermore, the policy reform initiatives can be considered sustainable as they changed the dynamic of certain areas related to gender equality. The labor law reforms were a huge leap in enhancing gender equality in the workforce and potentially promoting decent work and formal work for women. For example, work on the paternity leave legislation and work on the flexible hours legislation are examples of supporting gender equality in the workplace. This can be considered a sustainable intervention that paves the way for future and additional policy reforms. When looking into the mentioned above work on different articles of the labor law and social security law, the reforms were sustainable and made promotion of gender equality in the work place a step better. Taking a deeper look, the mentioned above Re'aya committee is a sustainable achievement as it will remain in place after programmes is concluded. Additional sustainable activities include producing tools for GRB, gender gap analysis, private sector tailored solutions, guidelines, gender mainstreaming assessments & plans, development of mainstreaming policies.

JP also focussed on building institutional capacity, generating evidence and transfer of knowledge. For instance, as the WEPs respondents conveyed, they benefited at a personal level as well as at the institutional level, whereby they were able to translate the knowledge acquired through the JP supported trainings into organisational HR changes to create an enabling gender responsive work environment.

The engagement and work with the civil society is yet to begin and there is a potential to gain sustainability through it. This was mainly delayed due to the COVID pandemic. UN Women is working with MOL and SSC to develop a gender mainstreaming policy to sustain the gender equality efforts both ILO and UN Women. These mainstreaming activities will support sustainability.

## GENDER EQUALITY AND HUMAN RIGHTS INTEGRATION

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**Finding 12:** JP demonstrated a commitment to gender transformative change, but it needs to strengthen its focus and attention to women living with disabilities

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Decent employment not only support gender equality but also support basic human rights in the workplace. This insinuates enhanced protection to women in the workplace and accordingly support basic human rights. JP has reformed policies and improved labor and social security laws as one of the key tools to increase gender equality in the workplace. Its interventions have focussed on strengthening the capacities to operationalise gender commitments in the workplace, especially in the private sector. Here an example would be the work done on women leadership, whereby (20) women were presented with leadership training to be able to have more potential to serve on board for social security investment funds.

It has focussed on identifying and challenging the gender stereotypical occupations, paving a path to ultimately transform some of the gender relations and social norms.

Although programmes design indicated that beneficiaries should include people with disabilities, but little was mentioned on that front. The upcoming work with civil society would most likely be targeting people with disabilities.

## CONCLUSIONS

1. Joint Programme is relevant to and addresses to the issue of gender and decent work in the Jordanian context. Building on previous programmes of both the entities, it has worked with a wide range of national stakeholders to build national ownership of the programme. It demonstrated its ability to adapt to the COVID pandemic challenges and address the pandemic challenges. (Finding 1,3,9)
2. Success factors of the programmes can be attributed to the knowledge and experience of both teams and their understanding of the Jordanian context. Both teams were very well equipped to manage and take forward all the designed components and activities. It has been noted from the different stakeholders that teams were supportive, cooperative and knowledgeable (including flexibility during COVID 19). This being said, it is important to note that many of the private sector linkages done was a direct result of personal relations that brought the different stakeholders together. This poses a strength and a weakness at the same time. (Finding 3,5,10)
3. JP's work with the Civil society is still minimal to this day, but it is estimated that more specific civil society work will be undertaken in the coming phase of implementation. Once the civil society activities are implemented the programmes will have reached an even better level of implementation which includes all segments of the development process (public sector, private sector, civil society, unions and international community). (Finding 6)
4. JP does not have a full-fledged sustainability module that can be followed once programmes is concluded or funding is not renewed. The sustainability issue is huge in Jordan when it comes to development programmes and international community funded and implemented initiatives. Although there is no written sustainability plan, there are different activities that are sustainable including legislative reform and created committees such as the gender inter-ministerial committee, the Reya'a initiative. The work done by UN Women on the gender responsive budgeting (GRB) can also be an example of sustainability whereby work was adopted by the different agencies they worked with. (Finding 4, 11)
5. JP worked with a wide range of stakeholders but none of them were knowledgeable on activities beyond their scope of work. The fact that each one of them is working individually and doesn't know which activity falls under which programmes only limits their ability to fully benefit from the programmes and contribute towards it. (Finding 8)

# LESSONS LEARNT

1. Working with unconventional sectors such as sports and succeeding in job placement for women in the sector shows the importance of thinking outside of the box and looking into new areas that work has not been done previously.
2. Working on reforming legislations is work in progress and it requires time and perseverance as well as inclusion of different partners and entities. The partnerships, diligence, and perseverance help to get to the point of actual legislative reform.
3. Collaborating with other international organizations such as the World Bank eliminated duplication of efforts and allows for enhanced outputs. However, such collaborations should be governed by clear contracts and guidelines to give each institution its credit when its due.
4. Introducing a number of private sector entities to gender responsive modalities of recruitment and HR policies as well as gender responsive planning and budgeting is key to create a gender responsive work environment in private sector. JP was able to make the private sector (participating entities) think differently and adopt gender mainstreaming within their internal policies and procedures.

# RECOMMENDATIONS

When looking into the above two sections of this country specific report and further analysing them a number of clear (cross-cutting and specific) recommendations were designed. Recommendations also build on lessons learnt and successes to expand them and ensure sustainability.

#	Recommendation	Targeted towards (CO, RO, HQ, UNCT?)	Priority (High/medium/low)	Actions
1.	JP should strengthen knowledge and information dissemination and exchange about JP within its partners and to other national stakeholders	CO	High	<ul style="list-style-type: none"> <li>• Organize regular sharing of lessons between the partners about JP</li> <li>• Use other means of knowledge and information dissemination about JP across its partners- newsletters, virtual platforms, etc.</li> <li>• This also entails creating and enhancing the JP brand.</li> <li>• Increase media relations and publications including (press releases)</li> <li>• Open door to dialogue and allow entities such the Parliament (Upper &amp; Lower Houses) to be part of discussion on work done on legislative reforms</li> <li>• Reinvigorate the model of JPSCC and national steering committee meetings: bring in a partner that isn't participating in the committee to present their work and their success. For example, the Ministry of Youth experience can be showcased in one of the meetings. This allows for partners to be exposed to the work and allows for</li> </ul>

				implementing partners to be part of the bigger picture of the programmes.
2.	JP should consider expanding its work beyond Amman	CO	Medium	<ul style="list-style-type: none"> <li>Expand work done with Ministry of Youth and scale it out in the governorates. It is important to expand success and include different regions. The current work did cover some governorates, but more inclusion would enhance the achievement of this component.</li> <li>Expansion can be done through the engagement with civil society the next phase. The civil society has better outreach and existence in the local communities of the different governorates.</li> </ul>
3.	JP plans and reports should clearly indicate which activities were implemented under the JP.	CO	High	<ul style="list-style-type: none"> <li>Indicate in JP annual plans and reports which interventions and results are fully and partially funded and supported by JP.</li> <li>Capture the contribution of JP through using methods such as contribution analysis particularly for its normative work</li> </ul>
4.	Design a full-fledged sustainability plan based on MTE recommendation and achievements to ensure that JP's important activities are upscaled, expanded and continued.	CO, RO	High	<ul style="list-style-type: none"> <li>Based on the MTE results and monitoring data, develop a sustainability/transition plan to outline ways in which the programme results will be sustained and amplified in future.</li> <li>Design a scale-up and sustainability model for the WEPs to ensure the success with some entities is replicated and expanded.</li> </ul>

## Annex #1 Visibility and Media Coverage "Sample"

Publisher	Link	Date	Topic
Top of Form Jordan Times- Rana Hussein Bottom of Form	<a href="https://www.jordantimes.com/news/local/survey-finds-workplace-harassment-against-women-pressing-issue">https://www.jordantimes.com/news/local/survey-finds-workplace-harassment-against-women-pressing-issue</a>	Oct 31, 2019	Survey finds workplace harassment against women pressing issue
Hashemite University and Jordanian Parliament	<a href="https://hu.edu.jo/News-Center/f_news_0_0.aspx?newsid=32002#.XmeHcHlzap0">https://hu.edu.jo/News-Center/f_news_0_0.aspx?newsid=32002#.XmeHcHlzap0</a>	Oct 31, 2019	Top of Form الجامعة الهاشمية: العمل المرين سيعزز من مشاركة المرأة الاقتصادية في سوق العمل Bottom of Form
Alghad- Rania Sarayra	<a href="https://bit.ly/39BQegi">https://bit.ly/39BQegi</a>	Dec 04, 2019	الأميرة بسمة تؤكد أهمية تكاتف الجهود لإنهاء العنف الاقتصادي ضد المرأة
Jordan Times- Rana Hussein	<a href="https://www.jordantimes.com/news/local/princess-basma-urges-measures-counter-economic-discrimination-against-women">https://www.jordantimes.com/news/local/princess-basma-urges-measures-counter-economic-discrimination-against-women</a>	Dec 06, 2019	Princess Basma urges measures to counter economic discrimination against women
Ammon News	<a href="https://www.ammonnews.net/article/503597">https://www.ammonnews.net/article/503597</a>	Dec 08, 2019	مائدة مستديرة توصي بحزمة تعديلات على قانون العمل
Al mamlakeh TV	<a href="https://www.youtube.com/watch?v=MEtyA2RTMAU&amp;feature=youtu.be">https://www.youtube.com/watch?v=MEtyA2RTMAU&amp;feature=youtu.be</a>	Dec 17, 2019	انطلاق المؤتمر الإقليمي نحو الحد من الفجوة في الأجور بين الجنسين
Jordan Times- Rana Hussein	<a href="http://jordantimes.com/news/local/jordanian-women-unite-formulate-labour-law-recommendations">http://jordantimes.com/news/local/jordanian-women-unite-formulate-labour-law-recommendations</a>	Feb 12, 2020	Jordanian women unite to formulate Labour Law recommendations
Al mamlakeh TV	<a href="https://www.youtube.com/watch?v=gLdnprkZh9w&amp;feature=youtu.be">https://www.youtube.com/watch?v=gLdnprkZh9w&amp;feature=youtu.be</a>	Feb 29, 2020	حكومة الظل   "التحرش الجنسي" .. لماذا ألغى المصطلح من قانون العمل؟
Al mamlakeh TV	<a href="https://www.facebook.com/AlMamlakaTV/videos/795652447574713/">https://www.facebook.com/AlMamlakaTV/videos/795652447574713/</a>	Jan 06, 2020	Flexi work law
BBC	<a href="https://www.bbc.com/arabic/bbc_arabic_radio/w3ct02mj">https://www.bbc.com/arabic/bbc_arabic_radio/w3ct02mj</a>	Jan 07, 2020	Article 29 of the Labour Law

Alghad- Rania Sarayra	<a href="https://bit.ly/2VUOdaY">https://bit.ly/2VUOdaY</a>	Mar 01,2020	اللجنة النيابية تعدل مادتين "جدليتين" بقانون العمل إلغاء مصطلح "التحرش الجنسي" وربط عمل النساء ليلا بإرادتهن
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## Country Specific Chapter – Palestine

### FINDINGS

Based on the evaluation objectives and guided by the criteria of; relevance, effectiveness, efficiency, sustainability and gender equality and human rights principles, efforts were made to answer questions informed by evidence derived from data collected using methods described in the methodology section of this report.

### RELEVANCE

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**Finding 1:** The programme responded to the needs and priorities of different target groups whose engagements in the world of work were diverse but closely linked and complementary. However, the perspective of public sector partners was not adequately taken on board at the design stage of the programme.

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Target group in this evaluation are broadly defined as institutions and individuals, right holders and duty bearers. These include the national institutions and the private sectors as the recipients of the programme's technical services, whose capacities were strengthened to undertake policy, legal and institutional reforms, and vulnerable women in the world of work or seeking to enter it whose productive employment promotion and decent work was the ultimate goal of the programme. Youth formed another key target group the programme targeted as change agents and influencers. Reforming labour laws, supporting a gender-responsive private sector, and challenging gender stereotypes about women's and men's paid and unpaid care and household work formed the key outcomes of the programme.

The Joint Programme relevance to the needs and priorities of the target population groups relied upon its alignment with the key national policies such as, Ministry of Labour (MoL)'s National Employment Strategy (2021-2025), its plan to mitigate the effects of COVID-19 Pandemic on Workers, Palestinian Government's Labour Sector Strategy 2017-2022, the National Economic Sectoral Strategy 2017-2022 (the updated one for 2021-2023), and the financial Inclusion strategy for Palestine 2018-2025. These policies highlight the need to foster an enabling environment for integrating women into the labour market and reduce female unemployment. The JP is also built on and contributed the Decent work programme.

Consultations for evaluation with the donors, lead UN agencies, other key partners and beneficiaries confirmed the programme's relevance to their respective needs and priorities. However, public sector partners in specific frequently noted that they were only consulted at the implementation phase and not before, which gave them little space for informing the design of the interventions.

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**Finding 2:** The JP adapted to the Covid related challenges and supported a gender responsive pandemic response. More importantly, it turned the challenge into an opportunity to reiterate its messages on women's decent work principles and practices.

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Nearly half of the programme was implemented during the global pandemic of COVID 19. The evaluation noted that the programme adapted its plans and shifted its ways of work. It adapted its plan to invest in COVID related policy research and data to influence national policies (see table below) and facilitated policy dialogue with the tripartite constituency to strengthen a gender responsive Covid response. The "Feminist Economic Analysis on

the Impact of COVID-19 in the Palestinian Economy,” study analyzed the effects of the COVID-19 crisis on labor market outcomes in both formal and informal employment providing an overview of the response and recovery measures through a gender lens. The stakeholders consulted from the tripartite partners appreciated the study for providing the evidence to promote and advocate for gender responsive Covid response. Some stakeholders however, highlighted further research needs such as on the impact of the increased household responsibilities of women on the quality of education for both women and their children<sup>25</sup>.

Similarly, the report, Impact of the COVID-19 Pandemic on the Labour Market in the Occupied Palestinian Territory<sup>26</sup>, provided a forecasting model assessment to mitigate the impact of the pandemic on the labour market in the OPT. The stakeholders acknowledged how the study helped to advocate for workers’ rights and gender equality during the time of Covid crisis and beyond by highlighting the issues of unemployment and underemployment; quality of work (e.g. wages and access to social protection); and effects on specific vulnerable individuals and groups.

The evaluation noted that JP was able turn the Covid crisis into an opportunity to highlight and magnify the multiple and intersecting forms of discrimination faced by women in the word of work:

*Covid showed us the need to pay attention to the issues of flexible working, Care economy and women’s unpaid work, but importantly, the need to identify and support the most vulnerable women and JP did not miss a chance to highlight this message-*

one key informant

JP’s work with the Ministry of National Economy (MoNE) to create a gender-responsive institutional arrangement such as a gender unit and a Gender Committee also helped to focus on women business owners, adversely affected by the pandemic. According to the programme data, in the year 2021 alone, a total of 220 women business owners were supported to understand business registration process and export procedures to help them survive the crisis.

## EFFECTIVENESS

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**Finding 3:** JP employed diverse policy influencing approaches, excelling particularly in advising and advocacy such as through building alliances in the form of a coalition, generating policy evidence, facilitating dialogue and strengthening institutional capacity. JP was able to contribute towards some important policy processes and changes that are reflective of gender equality and decent work for women. At the legislation front, however, the limitations were more intense and tenacious, especially in the absence of the Palestinian Legislative Council.

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JP contributed towards some important policy processes and changes reflective of gender equality and decent work for women applying a range of policy influencing approaches.

Some key results noted by the evaluation include:

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<sup>25</sup> The study was produced and co-funded by SIDA and the Italian Agency for Development Cooperation (AICS) under the national Decent Work for Women Programme implemented by UN Women and ILO in the State of Palestine

<sup>26</sup> [https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_774731.pdf](https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_774731.pdf)

1. National Employment strategy (2021-2025): JP contributed towards the development of the first national employment strategy, launched by the Palestinian Prime Minister in March 2021. Developed with ILO's technical support and through extensive tripartite consultations facilitated by ILO, the strategy reflects a strong national tripartite commitment to support post-pandemic recovery and to improve future employment prospects, better social protection coverage for all workers, and social dialogue. JP worked with the Ministry of Labour, the social partners, Arab Labour Organization, the Palestinian Prime Minister's Office and the Government of Germany (which leads the Labour Sector Working Group), to operationalize the policy and enhance development partner coordination <sup>27</sup>.
2. Raising the national minimum wage: ILO played a catalytic role between the Tripartite representatives to facilitate a dialogue and arriving at an agreement on raising the national minimum wage in the OPT<sup>28</sup>. Subsequently, this materialized in the Cabinet Resolution<sup>29</sup> on the adoption of minimum wage.
3. Ministry of National Economy (MoNE) Gender action plan: JP strengthened capacities of the Ministry of National Economy (MoNE) to translate legislative and policy frameworks into practice. It supported establishing a Gender Committee in MoNE, conducted gender assessments<sup>30</sup> of its policies, tools, strategies and provided technical assistance to strengthen its capacity on gender responsive planning through on-the-job training and coaching support. As a result of JP's support, MoNE developed and launched a gender action plan, in line with the National Economic Sector Development Strategy 2021-2023. The action plan focuses on enhancing the formalization of women-led businesses and women's access to resources and services for the purpose of increasing women's engagement in the economic response and recovery efforts. JP also supported MoNE to establish new partnerships with civil society organizations and banking institutions to expand outreach to women in underserved and remote communities. Business registration for women led businesses increased from 110 in 2020 to 255 registered women businesses in 2021, as a result of the wider reach of the MoNE with JP's support.
4. National Pay Equity Committee and technical support for advancing the C100: JP supported the participation of the tripartite constituents in the Equal Pay International Coalition (EPIC) Symposium that took place in Amman in December 2019. Building on EPIC Symposium and the pledges that each delegate had made to commit to gender equality policies, ILO supported deliberations among its social partners to create an institutional framework for action on pay equity in the OPT. Moreover, with ILO's support under the JP, a Memorandum of Understanding (MOU) between PGFTU and MoWA was signed in 2020 concerning the National Pay Equity Committee, where each party agreed on a set of roles and responsibilities to support the establishment of the national committee. Eventually, the efforts resulted in launching the national committee for pay equity in October 2022<sup>31</sup>.
5. Formation of workers committees/ negotiation committees at the public services sub-sector to lead social dialogue: One of the advocacy and influencing approaches used under JP was the formation of workers committees/ negotiation committees at the public services sub-sector to lead social dialogue. Building on the ILO-PGFTU previous work for improving working conditions for women in an economic sector with high female participations, JP contributed towards two sectoral negotiation committees, one to lead negotiation and collective bargaining in the private schools and kindergarten sector, another to work in the administrative occupations sub-sector.

<sup>27</sup> The ILO has developed ten thematic areas based on priority areas in line with the objectives of the Strategy, to guide the ongoing discussions with development partners.

<sup>28</sup> from 1,450 to 1,880 Israeli shekels – or from approximately 437 to 567 US dollars - per month

<sup>29</sup> Cabinet Resolution of Session No. (121) dated 08/23/21 AD

<sup>30</sup> A new approach was developed and applied in conducting the gender assessment, which was established on the principle of ensuring the participation of women in measuring the extent to which MoNE's interventions are gender responsive. Results and recommendations of the consultations with women have enriched the gender assessment and were translated into actionable recommendations.

<sup>31</sup><http://www.mol.pna.ps/news/856?fbclid=IwAR1AngrKusmBpmfcqJksOLaoMqPY4mJkZMSgES75oKSIF26KI2LcuZgnude>

6. Tripartite and bipartite social dialogue to draft a revised law to address labour market inequalities and the new world of work: ILO supported the Ministry of Labour to lead an exercise to produce a draft law reflecting the Palestinian Authority's position on the revisions needed to the Palestinian Labour Law 32. The national coalition between The Palestinian General Federation of Trade Unions (PGFTU) and CSOs has a stronger position to advocate for workers' rights and lobby for reforming labour law legislations in line with international labour standards as a result of participatory social dialogue supported by the JP and led by ILO.
7. JP supported trainings on C 190 and C 100 targeting 66 participants (45 females and 21 males) from CSOs, labour inspectors, gender focal points from MoL, FPCCIA, and PGFTU, delivered by the Gender Academy of ILO's International Training Centre in Turin and a national legal expert. At the end of these trainings, some of the participants recommended the establishment of a national-level network for the protection of working women against violence and harassment in the world of work. While others called on for enhancing exchange of experiences with Arab countries through study visits to learn more about the roles and responsibilities that they can play to address issues of violence and harassment.

**Box 2: Key policy level Progress and achievements with national partners that JP contributed**

1. The National Employment Strategy for the Occupied Palestinian Territory (OPT) launched in March 2021 <sup>33</sup>
2. As a result of ILO support The Resolution of Cabinet Session No. (121) dated 08/23/21 AD on the adoption of the minimum wage in all regions of the State of Palestine was issued as follows: a) The minimum monthly wage in all regions of the State of Palestine and in all sectors is (1,880 shekels) per month, b) Day laborers, especially those working on an irregular daily basis, in addition to seasonal workers (85 shekels). c) The minimum wage for one hour of work for the workers included in paragraph "2" is (10.5 shekels).
3. With ILO support, the national tripartite committee organized and held the first National Social Dialogue Conference of March 2021.
4. Gender Unit (GU), and the MoNE Gender Committee established and activated and head of Gender Unit post at MoNE instituted, with UNW support
5. A policy paper on "The role of the Ministry of National Economy in promoting women's economic participation during the COVID-19 pandemic".
6. The Palestinian Monetary Authority (PMA) Governor adopted an updated action plan that was finalized by the Gender Task Force, and PMA introduced a modification to its internal organigram and put forward new procedures to facilitate women's equal access to leadership position <sup>34,35</sup>
7. UNW supported MoF integration of gender-sensitive interventions in fiscal and non-fiscal stimulus packages in times of crisis and emergency (ongoing)

<sup>32</sup> Furthermore, ILO facilitated a bipartite workshop in March 2022 in Jordan, in close coordination with the ILO Bureau for Workers' Activities (ACTRAV) and Bureau for Employers' Activities (ACT/EMP), to bridge the gap between the positions of the workers' and employers' groups. It resulted in the signing of a memorandum of understanding by the social partners stating their commitment to cooperate on reaching consensus on the amendments to the provisions of the Labour Law. The key gender equality concerns and the effective representation of women were integrated throughout the deliberation. These initiatives were implemented jointly with another ILO project on social dialogue.

<sup>33</sup> [https://www.ilo.org/beirut/media-centre/news/WCMS\\_774736/lang-en/index.htm](https://www.ilo.org/beirut/media-centre/news/WCMS_774736/lang-en/index.htm)

<sup>34</sup> <https://www.pma.ps/en/Media/Press-Releases/palestine-monetary-authority-un-women-sign-agreement-to-enhance-womens-economic-role>

<sup>35</sup> <https://www.pma.ps/en/Media/Press-Releases/announcing-the-adoption-of-gender-policy-at-the-microfinance-union-sharaka-and-five-microfinance-institutions>

**Finding 4:** JP’s engagement with the private sector through the Women’s Empowerment Principles (WEPs), and other instruments such as ILO’s Participatory Gender Audit tool, tripartite social dialogue have formed the foundation of a gender responsive private sector and are beginning to yield results. The next step will be to take the interventions to scale and sustain the results.

JP engaged with the private sector through the Women Empowerment Principals (WEPs) and other instruments such as ILO’s Participatory Gender Audit tool, tripartite social dialogue to mainstream gender in their corporates policies.

Some key results noted by the evaluation include increase in the WEPs signatories from 2018 to 2021( 7 to 14); six WEPs signatories adopting gender responsive policies such as flexible working arrangements, online complaint mechanisms on sexual harassment in the workplace; Sixteen private firms signing Codes of Conduct amending their human resources policies for equal pay for work of equal value and zero tolerance against sexual harassment in the workplace; and Palestinian Federation of Chambers of Commerce, Industry and Agriculture (FPCCIA)’s strategy calling for women’s active participation in the chambers of commerce and equal voice and representation. For summary of results, see Table: Summary of results in the private sector.

JP’s systematic assistance to the companies to assess their organizations’ gender equality performance such as through WEPs [gender gap analysis tool](#) and Participatory Gender Audit (PGA); technical guidance and coaching to the Gender focal points to lead the development and implementation of gender action plans for mainstreaming gender in their corporates policies were particularly appreciated by the stakeholders. The respondents also appreciated JP’s innovative approach to create an enabling and inspiring environment for the private sector such as through the “ring the bell” event over Zoom platform bringing many private sector actors together to pledge for gender responsive policies<sup>36</sup>.

Evidently, JP has demonstrated some successful ways to build a gender-responsive private sector, but the scale of its results in case of Palestine is still quite modest. The evaluation noted that the programme is in the process of developing a private sector engagement strategy, an action plan to implement the strategy and a WEPs Network to facilitate learning and exchange among the WEPs signatories. If implemented well, these will potentially help the programme to achieve results on a larger scale. JP is also missing an institutional arrangement such as a national committee that could have an oversight of and follow-up on the WEPs commitments or commitment made by other private sector entities. Attention to such institutional arrangement will contribute towards the sustainability of the gained results.

**Table: Summary of results in the private sector**

Corporate champions including WEPs signatories	Gender responsive interventions and results
APIC	<ul style="list-style-type: none"> <li>Increased women’s participation in leadership and decision making (from 12% in 2020 to 16% in 2021)</li> </ul>
Paltel	<ul style="list-style-type: none"> <li>Developed first gender action plan</li> <li>Reviewed HR policies to allow female employees equal access to promotions</li> <li>100 employees (40% women) in Paltel affiliate companies increased their knowledge and skills on gender mainstreaming.</li> </ul>

<sup>36</sup> For e.g. Palestinian National Bank made a pledge publicly to increase the number senior female employees at the bank to 25 per cent by year 2022.

TNB	<ul style="list-style-type: none"> <li>Completed Participatory Gender Audit (PGA)</li> <li>Made a commitment to focus on launching gender specific banking products<sup>37</sup></li> <li>Female Board of Director's increased (from 11 per cent in 2015 to 23 per cent in 2020)</li> </ul>
Palestinian Investment Fund (PIF)	<ul style="list-style-type: none"> <li>Developed and adopted a gender responsive HR policies</li> </ul>
PGFTU	<ul style="list-style-type: none"> <li>Two collective bargaining agreements reached between enterprises and PGFTU</li> </ul>
Social partners	Social partners (12 representatives including 9 women) received knowledge on the best practices for addressing violence and harassment in the world of work.
Palestinian Federation of Chambers of Commerce, Industry and Agriculture (FPCCIA) and three chambers of commerce in West Bank	Drafted a strategy calling for women's active participation in the chambers of commerce and equal voice and representation.

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**Finding 5:** JP's initiatives to facilitate gender and social norms such as through the involvement of young people as change agents to advocate for promoting the value of women's work, both paid and unpaid, are steps in the right direction. But in the absence of evidence around actual social norms change, JP's contribution is hard to establish.

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JP's engagement with the youth activist as change agents for promoting the value of women's paid and unpaid work and collective sharing of unpaid care emerged as a good approach. Several evaluation respondents supported establishment of the youth network in collaboration with the CSOs consortium<sup>38</sup> and regarded them as the right change agents for promoting the value of women's paid and unpaid work and collective sharing of unpaid care.

The evaluation noted that JP used campaigns to disseminate information and knowledge to increase female participation in non-traditional female sectors such as through social media campaigns and virtual sessions led by young activists. See Box below for details. The evaluation consultations reflected positive feedback about the knowledge dissemination on women in non-traditional/male dominated occupations:

*“Getting to know the women models who entered non-traditional professions and achieved success incentivized us, for it proved that women have the ability to change the stereotypes within society by joining these professions without fear, benefiting from support from husbands and families they were able to earn, and sure this was not easy ”.*

A KII respondent from Khan Younis- Gaza

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<sup>37</sup> [https://palestine.unwomen.org/sites/default/files/2022-06/case%20study-tnb-final\\_1.pdf](https://palestine.unwomen.org/sites/default/files/2022-06/case%20study-tnb-final_1.pdf)

<sup>38</sup> comprised of Palestinian Working Women's Society (PWWSD), Education for Employment (EFE) and the Association of Women's Action for Training and Rehabilitation (AOWA).

*"Women who are success stories in non-traditional professions made us see how to break the barriers imposed by society and culture upon women, and most importantly how to manage the adaptation process without entering into a clash with men or with the elderly whose mentality oppose women's work".*

*A KII respondent from Ramallah*

The JP does not collect evidence on actual social norms change. Its monitoring data mainly captured the reach data of the campaigns- according to 2021 JP annual report about 91,882 women and men from the community accessed information on unpaid care work social norms, the importance of equal unpaid care distribution within the household and discussed recommendations for change in policies and communities. In the absence of evidence around actual social norms change, JP's contribution is hard to establish.

Moreover, as indicated by some of the evaluation respondents, the change to achieve a collective sharing of unpaid care work as well elimination of horizontal and vertical gender occupational segregation will take time and longer-term engagement:

*"This is a long journey that requires so much patience and a lot of perseverance because resistance to change in gender or women rights is humongous"-*

*A KII respondent*

### **Awareness initiatives on women's & men's responsibility in household work and women in non-traditional sectors**

- Youth organized and led televised and radio dialogues on women's & men's responsibility in unpaid care and household work.
- Youth engagement in policy dialogue on "Women and decent work, contraindications and entitlements", broadcasted live on social media.
- Two videos highlighting the stories of families and fathers on household social norms and unpaid care work were shared on social media
- A video on women champions in non-traditional sectors developed in partnership with Palestinian Working Woman Society for Development (PWWSD) and videos on 7 women success stories in non-traditional sectors in partnership with Palestinian Working Woman Society for Development (PWWSD) and Education for Employment (EFE)

Overall, JP's initiatives of involving young activists to facilitate gender and social norms (around value and sharing of unpaid care responsibilities and elimination of gender stereotypical occupations) is recognized by various stakeholders but in the absence of systematic evidence around social norms change, JP's contribution is hard to establish.

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**Finding 6:** Existing data and evidence informed the design of the JP, and the programme was successful in filling the evidence and knowledge gaps. The knowledge generated was meaningfully used as a tool to bring forth policy changes.

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The JP was informed of findings from the *Palestinian* Central Bureau of Statistics (PCBS) labour force Survey reports, the data on Women Status in WEE in Arab world compared to other regions, and the Global Gender Gap Report 2021, in addition to the knowledge and learning products of the previously implemented WEE programmes such as the “Promoting Women’s Equal Access to Economic Opportunities and Decent Work in Palestine” programme.

JP generated a wealth of evidence and knowledge- see the box below. The relevance and quality of the evidence generated were appreciated by the stakeholders consulted. According to them, the studies granted them credible, high-quality evidence that also had high utility. Some key pieces of evidence referenced by the stakeholders include:

- a) National assessment of the gender responsiveness of the Palestinian Authority’s (PA) stimulus packages and services provided in response to COVID-19 (in 2021), conducted in partnership with MoNE, MoF and PCBS. The stakeholders indicated that the assessment is proving useful to support the design and implementation of gender responsive fiscal stimulus packages, paying special attention to women-led businesses as part of the economic recovery efforts at a national level.
- b) ILO led study on the impact of COVID-19 pandemic on the Palestinian labour market, was appreciated for providing policy recommendations for a sustainable and equitable recovery<sup>39</sup>, highlighting critical gender related issues. These recommendations have been taken into consideration for the development of the National Employment Strategy, launched in March 2021. The study helped forge an agreement adopted by MOL and the social partners, allowing employers to pay workers only half their salary for the months of March and April.
- c) An exploratory study on working conditions in administrative positions in the private professional services sector (Health clinics, law firms, engineering offices, accounting offices) provided evidence on the challenges and obstacles that women workers encounter in these occupations. According to the actors within the sector, it formed the basis to engage in bipartite and tripartite social dialogue towards improving labour relations and conditions of work within the private sector. Subsequently, an initial agreement was reached with the medical laboratory trade union to sign a collective agreement that addresses pay gaps, overtime working hours, working environment, end of services indemnity and others.

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<sup>39</sup> The study proposed recommendations along two main categories: immediate economic interventions that mitigate the impact of the lockdown on workers and their families; and structural economic interventions to set the economy on an indigenous based growth path, with less dependency on the Israeli economy.



### Box: JP Knowledge products and evidence generation

1. [Feminist Economic Analysis on the Impact of COVID-19 in the Palestinian Economy](#)
2. [Impact of the COVID-19 Pandemic on the Labour Market in the Occupied Palestinian Territory](#)
3. National assessment on the gender responsiveness of the Palestinian Authority's (PA) stimulus packages and services provided in response to COVID-19
4. Opportunities and obstacles for women's participation in non-traditional professions and sectors
5. Survey "[COVID-19 Rapid Assessment to measure the impact of COVID-19 on Palestinian households' socio-economic conditions.](#)" (JP supported the Palestinian Central Bureau of Statistics (PCBS))
6. Promoting gender equality through the provision of childcare nurseries' services (near completion).
7. [Quantitative and qualitative assessment on childcare services provision in Palestine and its impact on equal opportunity in the world of work \(Being finalized\)](#)
8. Policy documents produced to identify gender gaps in the labour related laws:
  - [Labour market and employment policies in Palestine](#)
  - [The Palestinian Decent Work Programme 2013–2016](#)
9. Working conditions in managerial positions in the private professional services sector: An exploratory study (Health clinics, law, engineering and accounting and auditing offices).
10. Case studies of two corporate champions promoting gender equality and women's empowerment:
11. Case study of the Bank of Palestine (BoP), a WEPs signatory since 2014- "A Holistic Approach to Financial Inclusion for Female Entrepreneurs".
12. Case study of The National Bank (TNB), a WEPs signatory since 2015, highlighting the Bank's women empowerment programmes.
13. UN Women in coordination with MoWA completed a mapping and generated new evidence on the effectiveness of the Participatory Gender Audits (PGA).

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**Finding 7:** The manner, scope and diversification in JP partnership structure and growth, created and broadened opportunities for coordination and synergy among partners across the board. However, in practice, there were some missed opportunities for horizontal sharing of information and knowledge or cross-fertilization of ideas. Some of the partnership arrangements also need more democratic and joint management mechanisms.

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The JP programme partners were selected from a diverse mix of entities that included government, private sector and civil society actors whose areas of work fall within the domain of productive employment and decent work. By and large, partnership modality encouraged partners' active engagement and locally driven and owned collective engagement. A case in the point is the National Coalition between PGFTU and CSOs that ILO supported for advocacy and lobbying to reform labour law legislations. Even though an inactive Palestinian Legislative Council hindered the desired legislative interventions and reforms, the lobbying collective efforts resulted in raising the minimum wages by a Cabinet Resolution. The Coalition also enabled the production of sizable strategy and policy documents that will be instrumental in gender responsive or gender transformative legal amendments in due time.

However, programme partners, particularly from the public sector representing at least three ministries, asserted that partnerships were crafted in a rather compartmentalized manner that did not foster horizontal sharing of knowledge, nor did it promote cross-fertilization of ideas or collective intelligence. A widely shared notion was that there was no communication, meetings or briefing about the programme as a whole and therefore, one partner did not know what the other partner was doing. Something along the lines below was said by at least four interviewees closely engaged in the JP:

*“There were occasions where UNW partners and ILO partners would be having a different JP activity each, at different places in the same venue, without knowing about one another’s activity, and this had happened more than once in this programme. The opportunity lost here must be substantial. There must be a better way for more coherence, even if partners continue making considerable achievements in isolation of one another, synergizing is an imperative need especially among public sector partners”.*

Some of the key informants from implementing partners (IPs), believed partnership arrangements did not allow stakeholders to fully engage in technical dialogue or even on basic logistical matters. IPs were critical of some of the JP’s adopted logistical measures and saw them as impediments to women’s participation. Examples include lack of response to IP’s request for covering transportation cost for vulnerable women who cannot afford it and request for the identity card (ID) number and photocopy, reflecting lack of attention to cultural sensitivity and the insecurity that women often feel about sharing their identities.

A civil society consortium<sup>40</sup> facilitated by JP reflected complementarity in terms of geographic coverage, specialization and expertise. However, according to some of the stakeholders consulted, the composition and structure of the partnership were unfair to some partners in terms of the highly curtailed share of funding, reduced opportunities for institutional empowerment, and impact of internal management issues of the consortium lead. For example, progress of work was negatively impacted by the high turnover rate of the project manager at the consortium lead CSO. Moreover, the lack of a facilitation mechanism for partners to appropriately address any such issues was quite limiting. The members recommended that JP should facilitate more consultative partnership format for such coalitions, that builds on and promotes joint governance and management with mutual accountability mechanisms.

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**Finding 8:** The National Coalition of Civil Society lobbying for Labour Law Reform contributed to the enhancement of women representation at PGFTU that jumped from 10% to 30%, which is an important progress. However, the persisting masculine character of the Union suggests that women members’ voice, influence, and effective participation, especially in decision making and PGFTU leadership are worthy of further exploration and action.

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Looking into the National Coalition of Civil Society for Labour Law Reform, the evaluation found that trade unions bring a perspective that is not necessarily gender transformative in nature. One key informant conveyed her message “all pictures of events are of men and of a specific age group”. The overwhelming masculinities is impacting progress in labour law related policies. Even though women’s representation at PGFTU has jumped from 10% to 30%, it was reiterated that it still remains quite challenging for women to enter that space, let alone have a voice in it.

While the Coalition provided an opportunity to strengthen and diversify representation including from gender and age perspective, they are still in a minority position compared to their male and older counterparts, participants asserted. Therefore, it remains crucial to magnify agency by investing further to attract and support more gender responsive men and women to join the Coalition.

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<sup>40</sup> Comprising of PWWSO, EFE, AOWA to work in the area of unpaid care work and women’s work in nontraditional sectors.

In a focus group discussion, the participating Coalition members stressed the need for a more active role for MoL as the key government arm in the labour law review process, ascertain their commitment and interest in the coalition mission and responsibilities. They also suggested improved representation for Gaza and more face-to-face interactive engagements for the Coalition members in future.

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**Finding 9:** South-South and Triangular Cooperation was inherent to the regional and local structures of the programme; cross and inter-country learning were strong.

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The regional nature of the program allowed for the UNW and ILO country offices to engage and share information with respective regional offices more closely and regularly. This cooperation allowed the social partners to learn from experiences in other Arab countries in the programme areas of work, and this influenced their positions regarding issues under debate. For example, Palestine learnt from Jordan & Egypt's experience of joining the International Campaign for Pay Equity (EPIC) which formed the basis for the local dialogue with the relevant authorities in Palestine to form a specialized national committee for wages-currently under formulation.

The country office JP personnel commended the support bestowed from the UNW regional office particularly in developing the resource mobilization strategy with Sweden, building a vision on how to scale up during programme implementation, and supporting the generation of valuable evidence and data that was collected for the first time ever in Palestine and the Arab World such as feminist economic analysis in the context of Covid-19 crisis.

Building on previous efforts in tackling gender issues and wage gap, the ILO through JP supported the participation of the tripartite constituents in the Equal Pay International Coalition (EPIC) Symposium in December 2019. The delegates were introduced to the coalition and to international practices towards reducing the gender pay gap and promoting equal pay in the OPT. The event formed a platform for discussing challenges of the equal pay issues in the Arab region and for sharing experiences and learnings alike, and each delegate made pledges to commit to gender equality policies. The participants have consequently incorporated the objective of advancing equal pay for work of equal value in the OPT through various labour law revision process with particular focus on gender equality and C190.

## EFFICIENCY

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**Finding No. 10:** The JP country programme developed cost-sharing arrangements for several activities with various existing programmes to gain cost efficiencies. JP personnel and consultants were appreciated by the national stakeholders. National counterparts however, requested for better involvement in the section process of any firm or expert.

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At the country level, the JP developed cost-sharing arrangements for several activities from various existing programme resources such as under the framework of the ILO's second Decent Work Programme, and specifically under the Regular Budget Supplementary Account (RBSA). For example, a bi-partite workshop aiming at bridging disagreements and reaching consensus on a labour law reform issue was cost shared between JP and ILO's "Social Dialogue for Inclusive Recovery" programme.

JP also contributed towards mobilizing additional resources to address COVID 19 related needs identified with the national partners. As a result of JP's effort, a new programme was funded through the contributions of the Government of Norway "Mitigating the impacts of COVID-19 on women's economic participation in the State of Palestine", for the period between August 2021-1 April 2022, by UNW, WFP, FAO and UNDP.

Technical expertise of JP personnel was appreciated, and JP consultants were also praised for the substantial contributions they made in the JP. However, one Ministry requested for better involvement in the selection of any firms or consultants.

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**Finding No. 11:** Divergence in ideology and perspectives between ILO and UNW leadership in Palestine was expressively evident. Therefore, JP administrative and management arrangements were perceived to have encouraged parallel instead of joint implementation with limited leverage. Nevertheless, there is evidence that shows that programme implementation was done jointly and the Joint programme was able to leverage on this partnership.

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Key informants expressed that UNW and ILO sister organizations are fit for delivering as one, given the comparative advantage of each and technical complementarity per mandate area. Each agency has unique technical expertise and programmatic experience that are needed for the successful implementation of this comprehensive and strategic programme. However, there were evident differences in the ideology and perspectives between ILO and UNW leadership in Palestine, that affected the joint functioning of the programme. In the words of an evaluation respondent:

*"Joint programmes are not a success at UN. The donor comes with the spirit of partnership or complementarities. ILO and UNW have not been able to leverage their partnership. Work is in silos with no ability to break that or bridge. The National Joint Programme Steering Committee was underutilized. Yet each agency is bringing a very strong perspective and technical skills which ensures complementarity".*

At the same time, the evaluation found that despite an apparent incoherence in terms of jointness, JP implementation on the ground was more joint than it appears. For example, the policy tool on the prevention of sexual harassment in the workplace was led by UNW and was developed in consultation and technical review from ILO colleagues in Palestine (and UNW RO). Further, the youth civil society organizations, some of whom are UNW partners implementing UNW-led JP components, are also part of the unions and civil society coalition, closely engaged in the labour law review process throughout the previous and ongoing work of the ILO and tripartite partners.

The evaluation noted that ILO and UN Women joined forces to support the establishment of the union/CSO coalition, which builds on both agencies' comparative advantages. The JP personnel acknowledged the value addition of the technical expertise of both entities and outlined a set of forward plan that will involve joint implementation for the remaining period of the programme.<sup>41</sup> Nevertheless, moving forward, it will be imperative to address the issues at the management level to facilitate a more coherent and successful partnership.

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<sup>41</sup> This included, a) Media interventions as part of the coalition efforts towards promoting women's equal access to their labour rights (Under outcome 1); b) Implementation of recommendations based on an economic study on the construction and building sector as a male-dominated sector (Under outcome 2); and c) awareness sessions, targeting youth who are part of the youth network established under the JP, in partnership with MoL and PWWSD (Under outcome 3).

## SUSTAINABILITY

**Findings 12:** JP's approaches had sustainability principles embedded in them. The sustainability of its private sector engagement, particularly through WEPs needs to be strengthened further. It also needs to have an explicit sustainability/ exit strategy.

JP's approaches to normative changes had sustainability principles embedded in them. For instance, its focus to facilitate normative changes were complemented with institutional and capacity strengthening arrangements to implement the normative changes.

The evaluation noted the following measures that has good sustainability prospects beyond the programme lifetime:

- i. The institutional capacity strengthening of key government partners (MoNE, MoF and MoL) on gender-responsive policy making (including gender action plans, budgets and services),
- ii. Government partners' (MoNE, MoF and MoL) capacity to provide gender-responsive emergency relief services, building on the Covid-19 experience.

JP also had dedicated focus to strengthen the capacity of the tripartite partners for social dialogue and collective bargain, leaving a footprint of a stronger tripartite negotiation capacity for gender-responsive policy and legislative reforms and its implementation- see examples in the box:

### **JP's contribution to strengthen the capacity of tripartite partners for social dialogue:**

- a. A cadre of trained tripartite members on C 190 and C 100 (CSOs, labour inspectors, representatives from MoL, FPCCIA, and PGFTU)
- b. Strengthened social dialogue capacities for leading reform of current policies, aimed at optimal gender responsiveness.
- c. Trained new FPCCIA members on governance, management and organization (100)
- d. Increasing the membership base of PGFTU by registering 700 new workers in different sectoral trade unions and forming 5 worker committees. This will in due course of time contribute to build the capacities of trade unions to reach a collective bargaining agreement.

JP's contribution to form a youth network and to increase the knowledge and capacity of the women entrepreneurs to expand and sustain their businesses indicate good sustainability prospects. The young men and women of the Youth Network shared their improved capacity to organize, lead, negotiate and advocate for promoting women's access to equal rights and economic opportunities.

Women's capacity to rescue their businesses from falling by the pandemic effect. According to the programme monitoring data, at least 220 women business owners reported to have better capacity to access the MoNE services toward formalization of businesses, including awareness about registration and export procedures. The targeted women entrepreneurs consulted reported about their increased capacity to produce quality products to meet the local, regional market demands. JP's support to develop MoNE's "E-Souq"- an online market platform was particularly appreciated as a tool that will promote Palestinian women's access to markets to sustain their businesses.

However, the sustainability of its private sector engagement, particularly through WEPs could be strengthened further by putting an institutional oversight arrangement in place to oversee and monitor the commitments

towards the WEPs principles and gender responsive Corporate Social Responsibilities (CSR). It also needs to have an explicit sustainability/ exit strategy.

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**Finding 13:** Despite a comprehensive representation of key national actors on the JP National Committee, their meaningful participation is often limited. There is also limited knowledge about JP beyond its implementing partners.

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Interviewed implementing partners consider the architecture of the national committee as being universal but not inclusive. While almost all national key actors are represented in the committee, they are not given the true space to make meaningful contribution or influence, or act as a genuine part of the governance body of the JP. Informants gave the example of all programme documents and reports being shared in English and not Arabic, even though JP personnel were frequently informed of this as a serious barrier to interaction or feedback provision. Some informants also indicated JP's lack of response and updates regarding some of the commitments made in the beginning of the programme, for instance, regarding the study trip to Egypt or Jordan.

Beyond implementing partners, all bellwethers interviewed reported that they have never heard about the JP, its activities, or achievements on the ground. Considering that almost all interviewed experts work in the area of women economic empowerment or economic rights, this indicates limited communication and dissemination about the programme and its results.

## **GENDER EQUALITY AND HUMAN RIGHTS INTEGRATION**

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**Finding 14:** The programme was informed by gender and human rights principles, and approaches contributing towards gender transformative changes to advance and sustain GEWE.

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Gender equality necessitates two complimentary approaches: mainstreaming a gender perspective and targeted approach to enhance women's empowerment, both of which were applied consistently to the programme's efforts.

The programme utilized a comprehensive approach of tackling gender structural barriers that hinder women's enjoyment of human rights, from a socio-ecological perspective, at the individual, household, and community levels. At the individual level, for example, as indicated by the programme monitoring data and validated by the evaluation evidence, women business owners and employers shared that they are more informed about the financial services provision from the Government and they have the necessary tools and information to maintain their businesses amid the crisis.

To address barriers at the household and community level, as per the programme monitoring data, 91,882 women and men accessed information on unpaid care work social norms, the importance of equal unpaid care distribution within the household and discussed recommendations for change in policies and communities. At the institutional level, six corporates who are WEPs signatories took action to increase gender equality at the workplace. In addition, social partners (12 representatives, 9 women) received the information and knowledge on the best practices for addressing violence and harassment in the world of work.

## 6. CONCLUSIONS

**Conclusion 1:** JP was relevant to duty bearers and right holders, who were the programme's target groups. It was based on a thorough understanding of the context and corresponded with national sectoral plans and strategic objectives. Even though the local national partners were neither consulted nor involved in the program design, it proved to have fulfilled the national needs and objectives. The donor restrictions limit engagement with the de facto authorities in Gaza, but sincere efforts were made to find alternative ways to engage them within the constraints of the circumstance. The programme also managed to turn the Covid related challenge into an opportunity to reiterate its messages on gender transformative economic empowerment. *(Finding 1, 2)*

**Conclusion 2:** JP successfully operationalised the triangular cooperation by building partnerships that included civil society, private sector, and government. JP's engagement with the private sector through the Women's Empowerment Principles (WEPs), and other instruments such as ILO's Participatory Gender Audit tool, tripartite social dialogue helped to form a good foundation of a gender responsive private sector. The next step will be to scale and sustain the results. *(Finding 4, 7)*

**Conclusion 3:** Multistakeholder, multisectoral partnerships was a useful model for results optimization, however, the lack of partnership coherence between the three government ministries (MoNE, MoF and MoL) deprived JP of the benefits of intersectoral collective intelligence and benefits of new opportunities. Another gap was found in the structure of the CSO consortium where the partnership structure wasn't found to be a partnership of equals in terms of fairness, capacity building opportunities or share of resources. *(Finding 7,13)*

**Conclusion 4:** JP was informed by gender transformative principles and its overarching message about gender inclusivity being wider than a focus on women and girls helped in its gender transformative agenda. Male youth in particular, alongside their female counterparts, have had their needs comprehended and their voices heard, in the interventions and activities of the JP. Young boys and girls were key participants, organizers, and leaders of the youth dialogues concerning gender stereotypes about unpaid care and household work and advocates and lobbyist in the labour law coalition. The significance of working with men, young men, and young women to address gender stereotypes and social norms was adequately acknowledged and regarded in the context of the JP. *(Finding 5, 14)*

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## 7. LESSONS LEARNED

**Lesson 1:** Opportunity cost of key partners working in isolation of one another in a Joint programme and partnership are not insignificant.

Absence of internal coordination between the JP partners as well as programme partners, especially the government, is a missed opportunity to deliver greater than the sum of the component parts.

**Lesson 2:** Flexibility and adaptability of programmes can turn a crisis or threat such as the Covid-19 Pandemic into an opportunity.

The Joint programme supported the government to prioritize the gender-sensitive stimulus packages and services during Covid-19. Its flexibility also allowed to adjust to the realities of the Covid 19 crisis. Some activities were put on hold, others were shifted online. The online including hybrid interactions brought about widespread use of ICT tools attesting a substantial rise to technological innovations in programme delivery.

**Lesson 3:** To reach the populations that are furthest behind, attention must be paid to underlying structural inequalities, gaps, and intersectional vulnerabilities that accompany people throughout their life cycles and are passed down through generations. Enabling youth leadership and engagement accelerated progress in results achievements.

## 8. RECOMMENDATION

#	Recommendation	Targeted towards (CO, RO, HQ, UNCT?)	Priority (High/medium/low)	Actions
1.	<p>Programme Design:</p> <p>For the next round of the JP, UNW and ILO should design the programme jointly with early engagement of key national partners and actors</p>	CO, RO	High	<ul style="list-style-type: none"> <li>Develop the next phase of JP through a participatory process incorporating the suggestions and recommendations of the national partners and actors with a view to increase sustainability of the JP results as well as mutual accountability and local ownership.</li> </ul>
2.	<p>Forms of partnership structures:</p> <p>JP should break the compartmentalized structure of its partnerships with the three involved ministries (MoL MoNE, and MoF) to promote horizontal sharing of knowledge, and cross-fertilization of ideas and collective intelligence. In addition, JP should should reconsider the partnership structure of the CS consortium (PWWSO, EFE &amp; AOWA) to make it more participatory.</p>	CO	High	<ul style="list-style-type: none"> <li>Organize regular sharing of lessons between the partners about JP</li> <li>Use other means of knowledge and information dissemination about JP across its partners-newsletters, virtual platforms, etc.</li> <li>Review the current governance arrangement of the CS consortium to allow for a participatory governance arrangement wherein the partners are engaged as equal partners.</li> </ul>
3.	<p>Develop an explicit sustainability/transition plan to sustain the gains of JP.</p>	CO, RO	High	<ul style="list-style-type: none"> <li>Based on the MTE results and monitoring data, develop a sustainability/transition plan to outline ways in which the programme results will be sustained and amplified in future.</li> </ul>
4.	<p>Women Economic Empowerment (WEE) task-force:</p> <p>The JP should seize the opportunity of having already built the national coalition of CSOs and create from that a WEE taskforce akin to other national entities working on other national issues such as the GBV for example.</p>	CO, RO	Medium	<ul style="list-style-type: none"> <li>Facilitate the creation of the WEE task force that will serve as a reference body, coordinate efforts, set priorities and keep the agenda alive by continued lobbying for WEE in Palestine.</li> </ul>



# ANNEX 6: EVALUABILITY ASSESSMENT

## Evaluability Assessment of the JP Outcomes, outputs and indicators

Indicators	SMART and RBM criteria assessment of indicators
<b>JP Outcome 1: Gender responsive labour laws and related policies are in place and effective</b>	
1.1 # of reforms to the regulatory/legal framework which responds to and promotes gender equality in the labour market	Good indicator. It useful to know exactly which policies and legislative frameworks is the JP planning to use over the course of the programme.
1.2 Extent of change in promoting gender equality and women's empowerment among programme parties	Weak indicator. Not specific and measureable. Suggest an indicator on "implementation" of the changes policies and legislations. Missing Data
<b>Output 1.1. Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns</b>	
EGY 1.1.1 # of consultations on strengthening capacity of national partners on women economic empowerment and equal payments	Adequate. Focus on change at the output level is more useful. For instance, how many provided feedback that the consultations/capacity building was helpful and they have applied the knowledge to change or implement the policies
EGY 1.1.2 Checklist on conducting gender-sensitive labour inspection is adopted by the national authority	Good.
EGY 1.1.3 # of new provisions introduced/recommended to the labour law that promote gender equality and non-discrimination in the workplace	Good. it will be useful to specify the labour law or policy the JP is planning to focus on.
JOR 1.1.1 # of new provisions introduced/recommended to the labour law that promote gender equality and non-discrimination in the workplace	Good. it will be useful to specify the labour law or policy the JP is planning to focus on.
JOR 1.1.2 # of related labour policies reviewed from gender equality perspective	Good. it will be useful to specify the labour law or policy the JP is planning to focus on.
JOR 1.1.3 # of inspectors at MoL trained on decent work concerns with focus on the new amendments from gender perspective (M/F)	Adequate. Focus on change at the output level is more useful. For instance, how many provided feedback that the capacity building helped them to apply the knowledge and skills conduct the inspection.
PAL 1.1.1 # of new provisions introduced/recommended to the labour law that promote gender equality and non-discrimination in the workplace	Good. it will be useful to specify the labour law or policy the JP is planning to focus on.
PAL 1.1.2 # of policy documents produced to identify gender gaps in the labour related laws	Good. it will be useful to specify the labour law or policy the JP is planning to focus on.
<b>Output 1.2. Capacity of civil society to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability is strengthened</b>	
EGY 1.2.1 # of initiatives (including: substantive articles, campaigns, policy research and advocacy activities) produced by CSOs and academia focusing on gender equality financial inclusion and social protection policy	Good.
EGY 1.2.2 # of CSOs and government representatives engaged in dialogue on gender legislations and social protection policies (M/F)	Adequate. Not sure if an increase in number of CSO and Govt representative's engagement reflects progress and desired change.
JOR 1.2.1 # of media articles or social media posts produced by CSOs (including academia) focusing on gender equality and social protection policy	Good as long as this output is a results of JP work- its direct intervention.

JOR 1.2.2 # of documents developed mapping CSOs working on WR and WEE	Weak. Activity level indicator.
JOR 1.2.3 # of public debates on the legislation on gender equality and employment	Adequate- public debates are not in control of JP. Outputs have to be in control of JP.
PAL 1.2.1 # of lobbying coalitions of NGOs/CSOs newly established to advocate for the labour law reform	Good
PAL 1.2.2 # of advocacy initiatives conducted on gender equality in labour legislation	Good.
<b>Output 1.3. Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning</b>	
EGY 1.3.1 # of national staff (representatives) successfully completing training on developing gender sensitive plans, including financial planning (M/F)	Adequate. see my comment above on measuring effectiveness of the training. Did the training translate into changes.
JOR 1.3.1 # of national government representatives involved in developing the institutional capacity plan (m/f)	Adequate. Is it gov't representative or gov't. department/unit. Which one will be more useful?
JOR 1.3.2 # of collective action plan for MoL's women empowerment directorates developed to ensure financial efficiency	Good.
JOR 1.3.3 # of trained government representatives on Gender Responsive Budgeting (m/f)	Adequate. Focus on change.
JOR 1.3.4 # of Policy tool to mainstream gender in fiscal stimulus packages developed and shared with stakeholders	Good.
PAL 1.3.1 # of gov. institutions that have developed gender sensitive plans, policies and budgets	Good
<b>JP Outcome 2: A gender responsive private sector that attracts, retains and promotes women is supported</b>	
<b>2.1 Proportion of women in managerial position (%)</b>	<b>Good.</b>
<b>2.2 % change in gender parity in staffing (disaggregated by level) - Proportion of permanent full time workers that are female (%)</b>	<b>Good.</b>
<b>2.3 # of companies committing to implement gender equality policies in MENA region</b>	<b>Good. But can it be more ambitious- signing WEPs and developing action plans?</b>
<b>Output 2.1. Corporate leaders' group in favor of promoting women employees is increased</b>	
EGY 2.1.1 # of corporate staff trained on promoting gender equality (m/f)	Good but it will be good to desegregate it into level-decision makers trained versus other trained.
EGY 2.1.2 # of companies joining the Women's Empowerment Principles (WEPs) initiative	Good
EGY 2.1.3 # of women employees trained on management and corporate directors	Adequate. Capture the results of training. Before-after data.
EGY 2.1.4 # of women-owned/led businesses with enhanced skills on marketing and corporate procurement practices	Good.
JOR 2.1.1 # of corporates engaged in promoting gender equality	Good
JOR 2.1.2 # of companies joining the Women's Empowerment Principles (WEPs) initiative	Good
JOR 2.1.3 # of SMEs (women owned and women led businesses and business that cater women's needs in their products and services ) received technical support to overcome COVID-19 implications	Adequate. was that support helpful is what needs to be captured.
JOR 2.1.4 # of women receiving training and economic opportunities support	Adequate- see above.
PAL 2.1.1 # corporates (champions) promoting gender equality	Good. Assuming this is out of WEPs signatories as that will show the additional work JP has done to translate the WEPs into more operational work?
PAL 2.1.2 # of companies signing the Women's Empowerment Principles (WEPs) initiative	Good
<b>Output 2.2. Review and reform of corporate policies in favor of gender equality (equal access, equal pay, occupational segregation, flexible working hours, duration of maternity leave and coverage, provision of child care solutions...)</b>	
EGY 2.2.1 # of companies with gender-responsive policies at work	Good
JOR 2.2.1 # of corporate gender assessments conducted	Good
JOR 2.2.2 # of new initiatives delivered under the Equal Pay International Coalition (EPIC)	Good
JOR 2.2.3 # of women provided training and employment opportunities in sports sector	Adequate. Separate training and employment. Employment is a result of the training?
PAL 2.2.1 # of reviews /assessments of corporate policies in favor of gender equality	Good.
<b>Output 2.3. Employers' and workers' organizations capacity in promoting gender equality in the private sector is strengthened</b>	
EGY 2.3.1 # of trained corporate staff from employers' and workers' organizations on promoting Gender Equality (m/f)	Adequate. See comment above on training.
JOR 2.3.1 # of trained women in the workers trade union	Adequate- see above.
JOR 2.3.2 # of trained staff from employers' on promoting GE (M/F)	Adequate- see above.
JOR 2.3.3 # of new services provided by employers' organizations to support the private sector in promoting gender equality	Good

PAL 2.3.1 % of new employers' organizations members (male/female) who are trained on gender equality	Adequate. See comment above on training.
PAL 2.3.2 % of workers from workers councils (male/ female) with improved capacity in promoting gender equality	Good.
<b>Output 2.4. Corporate investment in training and professional development of women employees and gender equality is promoted</b>	
EGY 2.4.1 # of women employees accessed training and professional development in the targeted firms	good
JOR 2.4.1 # of available guidelines for women's skills development and promoting to leadership positions in the private sector	Good
PAL 2.4.1 # of corporates with increased investments in training and professional development of women employees	Good
<b>Output 2.5. Private sector and government invest in child-care facilities and work/life balance provisions in the workplace (only in Egypt and Jordan)</b>	
EGY 2.5.1 # of private sector and government representatives who attended workshops about business case to invest in childcare facilities (m/f)	Adequate.
EGY 2.5.2 # of studies developed on different models of childcare facilities	Good
EGY 2.5.3 # entities provide childcare support to their employees	Good. Desegregation between private and govt will be more meaningful
JOR 2.5.1 # of childcare facilities established	Good. Desegregation between private and govt will be more meaningful
JOR 2.5.2 # of round table discussions on childcare conducted	Adequate.
JOR 2.5.3 # of companies that adopted provisions relative paternity leave and flexi work arrangements in the selected sectors	Good. Desegregation between private and govt will be more meaningful
PAL 2.5.1 # of child-care facilities/ cooperatives in private enterprises	Good.
PAL 2.5.2 # of child-care professionals trained, providing child care services with high quality	Good.
<b>Output 2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards</b>	
EGY 2.6.1 # of consultations at national level on violence at work	Good
EGY 2.6.2 # of companies that adopt a code of conduct against violence	good
JOR 2.6.1 # of consultations with private sector on violence at work	Good
JOR 2.6.2 # of companies that adopt a code of conduct against violence	Good
PAL 2.6.1 # of firms/stakeholders who develop codes of conduct against violence and harassment in the work place	Good
<b>Output 2.7. Women's representation and voice are included in social dialogue processes at sectoral and enterprise levels</b>	
EGY 2.7.1 # of tripartite social dialogues convened on gender equality	Good.
EGY 2.7.2 # of women trained in collective bargaining and negotiation skills	Adequate- capture results of the training
JOR 2.7.1 # of collective bargaining agreement negotiations initiated with gender mainstreaming	Good
JOR 2.7.2 # of Collective Bargaining Agreements (CBAs) with gender related articles signed	Good
JOR 2.7.3 # of members of trade unions and workers' organizations trained on gender mainstreaming	Adequate- capture results of the training
PAL 2.7.1 # of collective bargaining agreement negotiations initiated with gender mainstreaming	Good
<b>JP Outcome 3: Gender stereotypes about women and men's responsibilities concerning unpaid care and household work are challenged</b>	
<b>3.1 : % of men and women with positive perception on importance of women's work and on equal sharing of unpaid care work</b>	<b>Good. Missing Data</b>
<b>Output 3.1. Engagement at community, government, and corporate level to promote the value of women's work and equal and collective sharing of unpaid care and household work</b>	
EGY 3.1.1 # of consultations/ meetings/ events on the value of women's work and equal sharing of domestic work and unpaid care with CSOs, private sector, national institutions, traditional and religious leaders, communities	Adequate- activity level indicator
EGY 3.1.2 # of awareness campaigns rolled out	Adequate- does not show the change
EGY 3.1.3 # of women and men reached out to	Adequate- does not show the change
JOR 3.1.1 # of consultations/ meetings/ events on the value of women's work and equal sharing of domestic work and unpaid care with CSOs, private sector, national institutions, traditional/ religious leaders and communities	Adequate- activity level indicator
JOR 3.1.2 # of advocacy and awareness campaigns rolled out	Adequate- does not show the change
JOR 3.1.3 # of women and men reached out at the community level	Adequate- does not show the change
PAL 3.1.1 # of consultations/ meetings/ events/ knowledge and information products (KPs) disseminated on the value of women's work and equal sharing of domestic work and unpaid care with CSOs, private sector, national institutions, traditional and religious leaders, communities	Adequate- activity level indicator
PAL 3.1.2 # of advocacy and awareness campaigns rolled out	Adequate- does not show the change
PAL 3.1.3 # of women and men reached out at the community level	Adequate- does not show the change

<b>Output 3.2. Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation</b>	
EGY 3.2.1 # of women benefited from capacity building for employment and direct employment opportunities (including non-traditional occupations in partnership with private companies)	Adequate- can be improved to measure the change
EGY 3.2.2 # of events organized to promote women in non-traditional sectors	Adequate- activity level indicator
JOR 3.2.1 # of awareness campaigns rolled out	Adequate- activity level indicator
JOR 3.2.2 # of events organized to advocate for eliminating occupational segregation	Adequate- activity level indicator
JOR 3.2.3 # men and women reached out to	Adequate- does not show the change
PAL 3.2.1 # of awareness campaigns rolled out	Adequate- activity level indicator
PAL 3.2.2 # of events organized / information products disseminated	Adequate- activity level indicator
PAL 3.2.3 # men and women reached out to	Adequate- does not show the change
PAL 3.2.4 # of young women reached in employment/self employment opportunities	Adequate- does not show the change

UN WOMEN IS THE UN ORGANIZATION  
DEDICATED TO GENDER EQUALITY AND THE  
EMPOWERMENT OF WOMEN. A GLOBAL  
CHAMPION FOR WOMEN AND GIRLS, UN  
WOMEN WAS ESTABLISHED TO ACCELERATE  
PROGRESS ON MEETING THEIR NEEDS  
WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

