



Final Evaluation of UN Women's "Promoting Women's Employment by Creating Safe and Women-Friendly Workplaces Programme (WEPP)"

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Final Evaluation

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LIST OF ACRONYMS

Abbreviation	Description
AIDC	Agriculture Investment and Development Co.
ATC	Ahead of the Curve
CAPMAS	Central Agency for Public Mobilization and Statistics
CBOs	Community Based Organizations
CSR	Corporate Social Responsibility
ECO	Egypt Country Office
ERP	Enterprise Resources Planning
FGD	Focus Group Discussion
GBV	Gender Based Violence
GDP	Gross Domestic Product
GE	Gender Equality
GEHR	Gender Equality and Human Rights
GEME	Gender Equity Model Egypt
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GOE	Government of Egypt
HR	Human Resources
IDI	In-Depth Interview
ILO	International Labour Organization
IP	Implementing Partner
NCW	National Council for Woman
NGOs	Non-Governmental Organizations
SDG	Sustainable Development Goal
ROI	Return on Investment
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Groups
UNIFEM	United Nations Development Fund for Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
USG	United States Government
VSLA	Village Savings and Loans Associations
WEE	Women's Economic Empowerment
WEPP	Women's Employment Promotion Programme
WEPS	Women's Empowerment Principles

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EXECUTIVE SUMMARY

In December 2017, the UN Women Egypt Country Office (ECO) commissioned a final evaluation of its United States Agency for International Development (USAID) funded Promoting Women’s Employment by Creating Safe and Women-Friendly Workplaces Programme (WEPP). The overall objective of the project is to achieve a more gender-inclusive environment along the agricultural value chains, through improved working conditions for women employees in the agribusiness firms receiving United States Government (USG) assistance. The key project outcomes were: (1) improved gender equity and safety at work-policies adopted by agribusiness firms, (2) increased awareness about gender equality in the agribusiness firms receiving USG assistance, and (3) improved productivity of the agribusiness firms adopting women-friendly policies. More specifically, the project assisted agribusiness firms in Upper Egypt in repositioning themselves as models in gender-balanced workplace policies, attitudes, and inclusive work environments that address sexual harassment, promote equal job opportunities and equal wage for work of equal value, provide incentives for employees’ retention and a low rate of absenteeism, particularly for women. The project reached out to ten (10) agribusiness firms, seven (7) community-based organisations (CBOs) and supported 1,686 current and potential women workers and 315 men.

The main purpose of the evaluation is to assess progress towards project outcomes as well as identify valuable lessons, good practices and recommendations to further expand on and scale-up the work of the project. The exercise is intended to support accountability, learning and knowledge generation, as well as decision-making. The evaluation seeks to assess the relevance, effectiveness, efficiency and sustainability of the project. The primary intended users of the evaluation are the WEPP partners including agribusiness firms, CBOs members, CARE - the partner organization, UN Women senior management and project team, and the donor. The evaluation is also intended to be useful for other initiatives and projects that aim to support women’s empowerment in the agribusiness sector.

The evaluation adopted a human rights-based and gender-responsive approach in its design, conduct and analysis, as well as an approach that has utilization-focused with the purpose and questions driven by the intended users. A mix of qualitative (focus group discussions and in-depth interviews) and quantitative (surveys) methods was used to gather data that promotes inclusivity, extends understandings of equality and rights of beneficiaries and supports the development of co-learning and the co-construction of knowledge. The evaluation includes the views and perspectives of a wide range of stakeholders, specifically women workers in agribusiness firms, women workers who are members in the labour committees, women workers members in village savings and loans associations (VSLAs), men supervisors, agribusiness firms, CBOs, CARE International and community members.

Findings

Key findings from the evaluation are summarised below:

Relevance

Finding 1: The project is relevant to rural women in Upper Egypt as it is common for them to work in the agriculture sector. The WEPP is also relevant to the agribusiness firms to help them overcome and secure labour force supply by addressing the challenges women face in this sector. In promoting a more gender inclusive work environment, the WEPP was designed and implemented to address a key priority area (economic opportunities) and challenges (e.g. harassment, safety, transport, childcare) that women face in joining the workforce. The types of capacity development provided that were coupled with institutional

policy change, were highly relevant to address women's key needs and constraints with respect to employment. Additionally, the trainings provided to beneficiaries through the project was believed to have contributed to women's attainment of secured job opportunities, by enabling them to acquire advanced technical and soft skills which helped them play more proactive roles within their families and employing firms by becoming self-sufficient through the increased knowledge and skills needed to become more active in decision-making roles.

Finding 2: As well as raising women's and agribusiness' awareness on gender-related issues, the project helped promote gender-equality outcomes and ensured alignment with human-rights' principles. The WEPP in its design and implementation of not only promoted the gender equality outcomes, but also ensured that the process adopted aligned with Gender Equality and Human Rights' (GEHR) programming principles¹, working closely with women workers as rights holders, as well as agribusiness firms as secondary duty bearers.

Finding 3: The WEPP was in line with International Norms for creating decent workplaces for women as well as Egypt's 2030 Agenda on Women's Empowerment. The focus on equal employment opportunities and safe working spaces for women, ensured that the WEPP was closely aligned with relevant normative frameworks for gender equality and women's empowerment, and to Egypt's national strategies and priorities, as well as international norms and practices on employment. The WEPP was consistent with and helped operationalise key global and national strategies and frameworks. On a national level, it is in line with the country's need to address the unemployment and poverty issues especially in rural areas, as the project directly responds to Egypt's National Strategy for the Empowerment of Egyptian Women 2030. At global level, the project aligned with the implementation of the Women's Empowerment Principles (WEPs)² and the Sustainable Development Goals' (SDG) Agenda, working directly on SDG 5 and SDG 8 which aim to achieve gender equality, good jobs and economic growth; with indirect effects on other related SDGs (e.g. 1, 2, 3, 6 and 10)³ which aim to end poverty and hunger, good health, clean water and sanitation, and reduced inequalities and empower all women and girls.

Effectiveness in providing safe, secure and women-friendly workplaces

Finding 4: The project has made notable contributions towards achieving the intended outcomes, exceeding several indicators' targets. This project has contributed in addressing the needs and meeting expectations of relevant stakeholders at an individual and agribusiness level. Overall, the WEPP outperformed with respect to progress towards intended outcomes, exceeding several project targets. A review of the performance monitoring framework indicates that the project targets have been reached, and many have exceeded that are related to proposed and adopted policies, productivity, employee retention, and number of women reached. Survey data identified that participating women felt that for the most part, their needs associated with job security had been addressed by the project. In line with this were interview findings, which highlighted how the knowledge and awareness gained through the project

¹ These principles include 'non-discrimination and equality, participation and inclusion, accountability and rule of law', which are particularly relevant to evaluations (UNEG, 2014).

² WEPs are based on international conventions and declarations, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), ILO Convention No. 111 Discrimination Convention, and the ILO Declaration on Fundamental Principles and Rights at Work.

³ SDG 1 on No Poverty; SDG 2 on No Hunger; SDG 3 on Good Health; SDG 5 on Gender Equality; SDG 6 on Clean Water and Sanitation; SDG 8 on Good Jobs and Economic Growth; SDG 10 on Reduced Inequalities.

facilitated in addressing the personal skills needed for the beneficiaries and the employing firms who had access to skilled workers rather than the dependence on the labour contractors.

Finding 5: The project was effective in fostering dialogue and discussion between different groups of interest in the areas where the WEPP was functioning and hence succeeded in improving the working conditions and retaining women labour force. Addressing some of the key barriers that kept women from working, in particular, transport, harassment in the workplace, and childcare for working mothers, was key to enabling women to participate and continue at the agribusiness firms. The WEPP's interventions in fostering open dialogue between women and other groups including their direct field supervisors, firms' management through the established labour committees, and within the related communities that include their peers (women and men), siblings, and husbands through various community activities (sports days and interactive performances), indicated clear progress made towards supporting women's rights to equal employment opportunities and equal remuneration among other issues related to gender equality and sexual harassment at work. These initiatives for dialogue have contributed, to a certain extent, to make women more comfortable dealing with their men co-workers, their employers, and within communities. Women were able to negotiate their rights at homes and convince their parents/ spouses as cited by one participant. It should however be acknowledged that the time span of the project is too short to measure any real impact in terms of behavioural, social norm or attitude change on a wider scale, yet, changes have happened within the circle of the successfully employed women workers. Should the project continue, there are real opportunities for improving cohesion and inclusion of women as well as supporting the negotiation of gender relations at community level to provide women with further opportunities to claim their rights within their households and communities.

Finding 6: The multi-pronged approach adopted in the WEPP ensured that the policies, and the monitoring and complaint mechanisms, were in place for women to capitalize on the enhanced awareness and skills they gained, to advocate for and safeguard their rights. The Human Resources (HR) manual and the policies implemented, which focussed on improving the working conditions within the participating firms, in addition to the labour committees formed with higher representation of women workers, all these factors, together and interconnected, fostered a positive change in the workplace. Improvements were supported by a better understanding of gender-sensitive policies on the part of the firms and have been advocated for and safeguarded by the women workers, the rights holders, through the labour committees.

Finding 7: The work on attitudinal and behavioural change at the firm and community level has proven key in fostering a more enabling environment for women's work and in promoting increased support from families and communities. Community mobilization strategies were effective in this regard. Nonetheless, more focus needs to be placed on addressing resistance to women's work, particularly after marriage. A key issue that was highlighted during interviews with key informants as well as project beneficiaries was the need to include more men (future husbands) in the project.

Finding 8: The project had benefits for groups beyond the participating women and agribusiness firms, both intended and unintended. Though the project targets firms' women employees, yet, seasonal workers reaped additional benefits including fixed employment opportunities and social protection. In addition, materially, women workers' families not only directly benefited from increased household income but were also seen as a potential pool of future employees. Socially, men managers and supervisors reported treating their sisters and daughters differently after attending the gender

sensitivities workshop, and women workers highlighted how they applied many of the hygiene and interpersonal skills they learned in their homes.

Finding 9: Women workers acquired more knowledge about their rights, life skills, coupled with increased economic engagement and income. These gains contributed to their improved status at individual, family and community levels, as well as increased individual and collective agency inside and outside the firms. Women understood that their participation in the project supported them to overcome gendered barriers through increased awareness of their rights, acquired life and soft skills, increased economic engagement and income. These gains contributed to their improved status on individual, family and community levels, in addition to enhanced collective agency inside the firm to the extent of negotiating their entitlements within their workplaces. Women also shared examples highlighting changes in attitudes of their families towards them and their work outside the family domestic activities. Project results were both gender responsive and gender transformative.

Finding 10: As a result of the policies and practices adopted by agribusiness, firms reported positive economic benefits, particularly reduced absenteeism, increased retention and increased productivity. These results demonstrate the business case for the private sector to promote gender equality and women's empowerment - 'Equality Means Business.' Nevertheless, expectations for many were to have a project of longer duration to allow an ample time for a thorough follow-up and supervision of the newly applied policies by the project team. This would have ensured the presence of a good foundation and adoption of the policies and practices made at the firms' level, especially in terms of monitoring and reporting on the WEPs and the automated system available on www.agrierpsystem.com given the seasonality of the agriculture sector.

Efficiency of approach

Finding 11: UN Women leveraged its institutional experience and well-established partnerships at country and global level in designing and implementing the WEPP. This has allowed to reach a greater number of people efficiently and effectively. Leading the way for gender equality within the UN system, UN Women brings together various stakeholders to address gender related issues in a holistic manner, and this can be considered as one of the agency's key comparative advantages in this line of work. UN Women leveraged its institutional experience and well-established partnerships at country and global level in designing and implementing the WEPP which allowed it to reach a greater number of people efficiently and effectively. At the country level, this included ECO's experience in creating a safe and equal opportunity workplace, as well as women's integration into the value chains, through the joint programme 'Pro-poor Horticulture Value Chains', and, as The United Nations Development Fund for Women (UNIFEM)⁴, the Gender Equity Model Egypt (GEME) 2007-2009. At global level, UN Women ECO was also able to leverage the organisation's global expertise, especially the global partnership supporting the WEPs to draw on global good practices and partnerships and to attract firms to the WEPP by being affiliated with a global network with international recognition. Furthermore, UN Women was also able to leverage the experience and network of its partners at national and community level to work on Village Savings and Loans Associations (VSLAs) model, mobilize community members, and connect women workers directly with agricultural firms bypassing the labour contractors. However, with the seasonality of the operations

⁴ UNIFEM was part of the [United Nations Development Group](http://www.undg.org/) (UNDG). Its role in the UNDG is now taken over by its successor, [UN Women](http://www.unwomen.org/) in January 2011.

of some firms, many believed that future programming should focus on providing women with income generating projects of their own. The VSLAs could be a good platform for that.

Finding 12: The WEPP used project resources efficiently. It was able to surpass many of the targets and leverage significant in-kind contribution from participating private sector firms. This allowed the project to accomplish more with limited in-house funds. The project was able to leverage significant contributions from the participating private sector firms in terms of expenses for infrastructure, establishing nurseries, costs for transportation, medical insurance, and lunch allowances. This has allowed the project to accomplish more with limited in-house funds and to optimally achieve its objectives.

Sustainability of women-friendly workplaces

Finding 13: The focus on policy change in the participating agribusiness firms has institutionalized more gender responsive policies and practices at the firms' level. This approach is key to sustainability. The adoption of these policies, as well as the investment by agribusiness firms and the success of the intervention in terms of worker retention and productivity, are promising indications that the positive institutional results of the programme will continue and potentially, even be scaled up.

Finding 14: Key stakeholders, notably CBOs and the participating agribusiness firms designed strategies together that would cope with the firms' planned expansions in operations, and the foreseen challenge of labour supply and promote sustainability. This has included securing a continual source of trained women workers and community mobilisation efforts/ initiatives that are aligned with the corporate social responsibility (CSR) strategies of the firms and promoted direct networking and smooth communication with the relevant rural communities (potential supply for women workers).

Conclusions

Conclusion 1: The WEPP demonstrates the centrality of economic opportunities and job creation for income generation as a driver for women's empowerment. While many of the women workers cited family's opposition to their work, economic necessity provided an initial push for their families to allow it. This initial step allowed them to get out of the house and provided a 'door to a new world' as expressed by one participant. It allowed them to interact with new people and learn how to deal with them, rely on themselves, and assist their families, all of which gave them greater confidence, assertiveness and status within the household, employing firm and surrounding community. Many of these women were able to then convince others to look for employment. The experience of women employed in the paid economy broke down many of the traditional views around women's work.

Conclusion 2: The WEPP experience provides support for the value of public-private partnership and the mobilization of multiple stakeholders. Managers and agribusiness owners credited the project with less attrition, increased productivity and improved product quality. As for many of them this was a new area for them, working with UN Women, CARE and local CBOs, which allowed the businesses to tap into and capitalize on the experience, expertise and community connections of the different development actors. This contributed to the project's strong relevance, effectiveness and efficiency. These efforts through specific documentation and a more focused study on the business case can contribute to UN Women's advocacy efforts in this area.

Conclusion 3: A holistic approach that was both multi-pronged (focusing on knowledge, attitudes, practices and policies) and multi-level (targeting individual, institutional and community) was key to the effectiveness of the project, and mutually reinforcing. Promoting a women-friendly environment with

policies and mechanisms, ensuring increased income, opportunity advancement, safety, ability to secure greater work-life balance were noted by all stakeholders as key to less attrition, increased productivity and improved product quality, as women workers became more committed and self-confident in performing their job. Targeting some of the key structural barriers that women faced to paid employment related to lack of women friendly work environments and gender norms which do not support women's work, ensured the project's relevance and effectiveness. Focusing on these two areas must continue to reach a wider range of stakeholders in any future initiatives, as many young unmarried women stated that they will stay home if their husbands object to their working, whilst ensuring that more young men (future husbands) are reached as well.

Conclusion 4: Initial findings indicate that the WEPP model has large potential for scale-up and sustainability. The project's evaluation, monitoring and documentation have provided some evidence in support of the business case for investing in gender equality and women's empowerment. Stakeholders at all levels, women workers, labour committee members, supervisors and firm managers have cited increased productivity and improved product quality as a result of the introduction and / or application of gender responsive policies and practices, and investment in women's technical and non-technical capacities. The financial return on investment provides a good basis for developing a sustainable approach for replication and scalability. Workers and firms benefiting from the WEPP can serve as "champions", "models" and "mentors" to attract more firms to adopt similar policies and practices. Sharing their success stories could provide encouragement for others to follow. This would likely require additional support for a time to ensure that the policies and practices put in place are fully operationalized with monitoring, accountability and reporting systems. Additional targeted training may also be required.

Recommendations

The following recommendations have been identified based on the findings of this final external evaluation, as well as on the input of key stakeholders. More details are included in the report on options for operationalizing these recommendations.

General Recommendations to Stakeholders involved in Women's Economic Empowerment Programmes

Recommendation 1: More inclusive measures are needed in future projects that include men beneficiaries (future husbands) at community level as well as field officers/ middle managers at the agribusiness firms. This could be carried out through various awareness raising and advocacy activities that target men more specifically in coordination with local community-based organizations. At community level, these activities could target youth and adolescents in schools and clubs as well as young men in secondary and tertiary education. Activities could include on-the-ground advocacy campaigns that promote women as workers and leaders in the agricultural sector, break gender stereotypes and address barriers to women's employment.

Recommendation 2: Continue to focus on interventions that provide spaces for vulnerable rural women to engage with men and hence facilitate social cohesion between them. This could be done through joint income generating projects such as cooperatives, or farming ventures that will help open-up windows for integrating and retaining women in the paid economy.

Recommendation 3: Work at policy level to push for legislation that ensures secure and safe working environment and social protection for women working in the agriculture sector, whether they are seasonal

or permanent workers. This could be done through coordination between the Agriculture Committee at the Parliament and the relevant ministries and the National Council for Women (NCW). Activities should also include securing medical and social insurance and pension scheme for working women in the agriculture sector.

Recommendations to the Agribusiness Firms

Recommendation 4: Plan beforehand career advancement opportunities including capacity building and skills development for women workers – similar to other men employees –to retain skilled women and achieve equality in job opportunities and associated benefits, inside the firm. Learning the know-how on that could be achieved through the following activities:

1. Coordination for exchange visits with peer firms, either in Egypt or abroad, via collaboration with the commercial chambers, and/or
2. Organize a workshop moderated by a national HR expert to support the design phase of policies for women’s career advancement, and
3. Conduct an annual assessment report on employees’ benefits and compensation packages to help plan ahead appropriately.

Recommendation 5: Build a training of trainers (ToT) team of women specialized in the technical practices required for the farming and packaging operations to train new workers and raise awareness on available benefits and existing mechanisms / policies. This would build women’s self-confidence at a personal and professional level, paving the way for them taking leadership posts. In addition to including an orientation and refreshment training package for old and new recruits on policy implementation and the Labour Law in Egypt to acquaint them with their rights and benefits. Additional training on problem solving and conflict resolution should target labour committees’ members to help them gain a better understanding of how to deal with their peers and avoid escalation of problems at the workspace. This could be done either through signing a Memorandum of Understanding (MOU) with the Labour Syndicate and/or coordinating with the Directorate of Youth and Sports to include training for the firms’ pool of workers and specifically for the labour committee members – within their training calendar.

Recommendations to UN Women

Recommendation 6: Follow-up on the implementation of the Women’s Empowerment Principles (WEPPs) by participating firms, to ensure continuous monitoring and application of the project’s embedded gender-responsive policies and practices for women’s engagement and inclusion (through the correct application of the reporting guidelines and mechanisms/tools).

Recommendation 7: Document and conduct a more in-depth study on this experience to support the ‘business case’ for this approach in the agribusiness sector. This study should focus specifically on the double bottom line (financial and social returns) for participating businesses. This can then be used for advocacy based on strong evidence and documentation which would support the expansion to other governorates and adoption by other agribusiness firms, whilst leveraging the success stories of the participating firms and women workers as champions.

Recommendation 8: Future similar programming should follow the following principles:

1. Conduct a robust needs assessment based on the firms’ value chains and market demand variables highlighting entry points where women’s economic opportunities can be fostered, taking into account the different geographic contexts to enable women access sustainable and decent livelihood

opportunities while building their soft and technical skills on topics like leadership, negotiation, communication, and job-related capacities.

2. Rather than implementing projects through INGOs, a more cost-effective alternative for UN Women could be to work directly with civil society organisations, whenever feasible. While such partnerships would require working on strengthening the capacities of CSOs, it would also ensure a more sustained impact of future programming. Capacity building might cover areas such as: proposal writing to access other initiatives with similar objectives / activities; social media strategy to promote and expand the project's activities; promotion and facilitating inter-partner communication, information sharing, and initiatives launching.
3. Plan for a sufficient duration of the inception and project implementation phases to include all farming seasons for at least three consecutive cycles to ensure having ample time to follow-up on the application and adoption of the mechanisms and tools developed throughout the implementation by all stakeholders.
4. Develop a robust monitoring and evaluation (M&E) system early on with clear definition of progress indicators, train key partners and implementers on it and provide continuous follow up to ensure proper documentation during and after the completion of the project. The WEPs' gap analysis tool or the *The Women's Empowerment Principles: Reporting on Progress* could be useful tools- among others- to be used by beneficiaries to monitor progress and report on the implementation of the seven principles.

Recommendation 9: Future programming focussing on women's economic empowerment may benefit from incorporating income-generating interventions and saving groups, known as the village savings and loans associations (VSLAs) that can address the priority needs of vulnerable rural women and provide an opportunity for women to learn about basic financial management, how to save money and access peer supported credit. The VSLA model should also be introduced to the International Labour Organization (ILO) to plan and implement workshops on "Get Ahead" Programme which supported potential micro-business owners to establish and manage their businesses.

Recommendation 10: Coordinate with the National Council for Women (NCW) to focus on women in the agriculture sector, while providing appreciation and recognition for the agribusiness firms (potential employers) and offer incentives for those following gender-sensitive policies and adopting women-friendly workplaces for their women workforce, similar to the benefits offered for manufacturers that are based in the industrial zones in Upper Egypt. In addition to linking the project's stakeholders with other funded initiatives that have the same objective(s) to scale-up through other activities and interventions, success stories could be disseminated among other potential firms to target for promoting women's employment among them.

Recommendation 11: Develop a platform for all initiatives on women's empowerment activities and projects. Similar to the www.egyptinnovate.com, structured content should be shared on women's empowerment activities through an online hub that include data on all initiatives' objective(s), fact sheets, performance indicators, stakeholders, beneficiaries, targeted areas, and other information (as deemed feasible) for possible synergies and collaboration without overlapping.

1. BACKGROUND

In September 2015, UN Women signed an agreement with USAID to provide a mechanism to ensure safe, secure, and women-friendly workplaces within the agribusiness sector in Egypt. The *Women's Employment Promotion Programme* (WEPP) provided ten agribusiness firms, and their related value-chains, with adequate support to become a model in gender-equal workplace policies, attitudes, and inclusive work environments. The project focused on promoting equal job opportunities and equal wage for work of equal value; providing incentives for employees' retention; and reducing the rate of absenteeism, particularly among women. The project's main outcomes were (1) improved gender equity and safety concerns in the work-related policies adopted by the participating agribusiness firms (Policy Adoption), (2) increased awareness about gender equality in agribusiness firms receiving USG assistance (Behaviour Change), and (3) improved productivity of agribusiness firms adopting women-friendly policies (Business Case). The process of promoting women's participation in the economy involved interconnected strategies of capacity development; knowledge building; advocacy; partnership building; coordination and engaging with multiple stakeholders, which were achieved through different approaches and community-based activities.

The project outcomes and outputs were as follows:

Outcome 1: Improved gender equity and safety at work policies adopted by agribusiness firms receiving USG assistance (Policy). Outcome 1 focused on the development and adoption of safe working as well as equal opportunity policies by the target agribusiness firms, converting them into major players in advancing the agenda of women's economic empowerment and gender equality. This outcome ensured the establishment of labour committees with high representation of women within the target firms to ensure the adoption and application of the newly introduced policies. It includes the following outputs:

- **Output 1.1:** Targeted agribusiness adopt recruiting and workplace practices that address women's concerns regarding equal opportunity, work-family balance, sexual harassment and safety and security.
- **Output 1.2:** Targeted workplaces establish worker-managed communication channels to support and sustain women friendly workplace practices through establishing workplace committees that will ensure smooth communication between management and employees, the effective adoption of the proposed policies as well as ensure sustainability of newly introduced policies.

Outcome 2: Increased awareness about gender equality in agribusiness firms receiving USG assistance (Behaviour). Outcome 2 aimed at developing a clear communication plan that includes a set of concrete messages to change attitudes on sexual harassment and ensure safe working environment.

This plan was not only implemented internally, but messages on equal opportunity employment and safe working places were advocated for outside of the firms to help women employees learn about such opportunities. The plan also included increased awareness on a) best practices and experience-sharing between agribusiness firms on gender-based violence (GBV), sexual harassment/gender-based discrimination policies at the workplaces; b) supporting opportunities that work to increase the visibility of women's priorities and concerns; and c) generating a documented approach that can be deployed for similar activities to foster gender equality. The outputs under this outcome are:

- **Output 2.1:** Attitudes about sexual harassment/gender-based discrimination at the workplace changed at all levels in agribusiness firms.
- **Output 2.2:** Women in the in the pool of potential workers have improved awareness of employment opportunities in women-friendly workplaces.
- **Output 2.3:** Increased interest of other firms in adopting similar policies.

Outcome 3: Improved productivity of agribusiness firms adopting women-friendly policies (Business Case). Outcome 3 focused on developing a business case demonstrating the improved productivity in the target agribusiness firms having adopted women-friendly policies resulting in overcoming barriers to absenteeism, improving the rate of women retention and productivity through implementing non-traditional events and improving the working conditions at the firms through the provision of childcare facilities, safe transportation, and sound job contracts to enhance employee commitment and loyalty to the firms.

- **Output 3.1:** Improved employee attendance
- **Output 3.2:** Improved employee retention

The overall budget for the WEPP was USD (\$) **900,000**, funded by the United States Agency for International Development (USAID). The project was implemented over a period of 30 months, from 15th of September 2015 to 15th of April 2018. The intervention was focused in three governorates in Upper Egypt, namely Giza, Beni-Suef, and Minya.

The main project partners were CARE International and seven community-based organisations operating in the communities where the project was implemented. The partnership focused on building the capacity and skills of women workers and on enhancing the awareness of the surrounding communities on the value of women's retention in the paid economy. Different interventions, strategies, and approaches aimed at addressing the social and cultural barriers that affect women and stigmatize their participation in the agriculture sector. Those initiatives wanted to address the patriarchal system in rural areas of Upper Egypt as well as to enhance decent working conditions for women in the target firms. The project worked with ten agribusiness firms, supported 1,686 current and potential women workers and 315 men; more than 6,000 training opportunities were offered to women and men workers, and community-based activities reached out to more than 6,000 participants (80% of them being women).

2. PROJECT DESCRIPTION AND CONTEXT

Economic participation is one of the main criteria in the measurement of gender equality and women's empowerment. Women labour force participation in Egypt has been low and has remained stagnant over time. According to the 2012 Egypt Labour Market Panel Survey (ELMPS), women's unemployment rate was 23.7% compared to 4.2% for men and their labour force participation rate was 23.1% compared to 80.2 % for men. Women's employment rate stood at 17.6 % compared to 76.8 % for men.

Egypt is one of the largest agricultural markets in the Middle East and North Africa (MENA) region (GAFI, 2014). Agriculture is a key component of the Egyptian economy. It provides livelihoods for approximately 55 % of the population, which is largely rural⁵. The agricultural sector accounts for 14.5 % of the country's gross domestic product (GDP) and approximately 20 % of its foreign exchange earnings, while directly employs about 30 % of the labour force, 46 % of those agriculture workers being women⁶. Agriculture is also a source of raw material for a number of economic sectors, including the cotton industry⁷.

Women's role in the agribusiness value chain is of vital importance, starting from production, which includes planting the seeds, harvesting the crops, processing and marketing, to the delivery of the final product to consumers, and is almost always overlooked. In addition, women's working conditions and benefits they receive from their employers are neither equal to those offered to men nor do they correspond to their role as active contributors in the economy, at home and in the community. The majority of women engaged in agriculture work do so under precarious conditions, often working for long hours and earning meagre wages. Labour contractors (middlemen), who are tasked with bringing them to the private farms for work, take a large part of their already low wages and expose them to unsafe work environments. According to the New Women Foundation, an NGO working to improve the position of women agriculture workers, many women reported verbal and sexual abuse⁸, as well as diseases due to exposure to harmful pesticides and chemicals. The legal framework also does not provide sufficient protection for seasonal working rural women as they are not covered by social or medical insurance.

Other factors that constrain women's economic participation are their lack of necessary skills to be economically active; the prevailing patriarchal culture; high reproductive rates particularly in rural areas; and the high domestic burdens and unequal gender division of labour at home. For women and

⁵ Mohamed A. El Hawary and R. Rizk, "Egypt: Country Pasture/Forage Resources Profiles," United Nations Food and Agriculture Organization (2011), accessed August 15, 2017, www.fao.org/ag/agg/agpc/doc/counprof/PDF%20files/Egypt.pdf

⁶ World Development Report on Gender Equality and Development published by the World Bank, 2012

⁷ Helen Chapin Metz (ed.), *Egypt: A Country Study* (Washington, DC: Library of Congress, 1990) 1, 175

⁸ The penal code defines sexual harassment as: "Sexual harassment includes indecently assaulting a female by use of force or threat, exposing or touching her private parts, harassment in the workplace and harassment via modern communication. It is punishable by no less than one- year imprisonment. In cases of repeated offending the penalty is between 3 and 5 years of imprisonment."

girls, their socially prescribed roles as care-givers serve to undermine their rights and limit their opportunities, capabilities, and choices. In addition to poor working conditions, factors that discourage women from looking beyond the government sector for employment include the gender gap in wages and the gender segmentation of the Egyptian labour market. Thus, alongside economic policies that can create decent jobs, measures are needed to challenge the persistent devaluation of ‘women’s work’ that drives occupational segregation and the gender pay gaps⁹.

Conversely, certain labour policies may also deter employers from hiring women as they consider these to be a costly venture. These policies include the provision of paid maternity leave of up to three months for formal private sector jobs, and four months for government sector jobs, breastfeeding breaks, and two years of unpaid leave to take care of children (only for government sector employees) in addition to the obligation for the companies to have a nursery at the workplace if the number of women workers is more than 99.

3. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

In December 2017, the UN Women Egypt Country Office (ECO) commissioned a final evaluation of the WEPP. The evaluation was undertaken by an external evaluation team between December 2017 and June 2018. The main purpose of the evaluation was to assess the progress made towards the project expected outcomes, including: (1) improved gender equity and safety concerns in the work-related policies adopted by the participating agribusiness firms; (2) increased gender equality awareness in agribusiness firms receiving USG assistance, (3) improved productivity of agribusiness firms adopting women-friendly policies, and (4) identified valuable lessons and recommendations to further expand on and scale-up the work of the project.. The exercise is intended to support accountability, learning and knowledge generation, as well as decision-making.

The primary intended users of the evaluation are the WEPP partners including agribusiness firms, Community Based Organizations (CBOs), CARE International in Egypt- the partner organization, UN Women senior management and project team, and the donor (USAID). The evaluation is also intended to be useful for other initiatives and projects that aim to support women’s empowerment in the agribusiness sector and/or in the targeted areas, but for other sectors.

The specific evaluation objectives are to:

- 1) Assess the **relevance** of the project in promoting improved gender equity and safety at work;
- 2) Assess the project’s **effectiveness** and **efficiency** in providing safe, secure, and women-friendly workplaces within the agribusiness sector vis-a-vis the project indicators;
- 3) Assess the **sustainability** of the women-friendly workplaces, and other gender equitable attitudinal and behaviour changes;

⁹ UN Women’s report: Progress of the Worlds Women’s 2015-2016: Transforming Economies, Realizing Rights

- 4) Identify and validate **lessons learned** and **good practice examples**, and **innovations** of efforts that support women friendly workplaces; and
- 5) Provide actionable **recommendations** with respect to future UN Women interventions.

Fieldwork was conducted in the three governorates where the WEPP was implemented: El Ayat – Giza, Beni-Suef and Minya, from December 2017 to February 2018. The evaluation included the different groups targeted by the project, specifically: women workers, representatives of women workers in labour committees, women workers members of the Village Savings and Loans' Associations (VSLAs), supervisors and senior management staff at the agribusiness firms, CBOs and INGOs (CARE International) representatives, as well as members of the local communities. The content scope of the evaluation assessed the different interventions, namely the capacity building workshops for soft skills and technical practices, activities that targeted the communities, benefits and supplies / equipment provided by agribusiness firms, and the VSLAs.

3.1 EVALUATION APPROACH

The evaluation adopted *a human-rights based and gender-responsive approach* in its design, conduct and analysis. Issues of gender equality and human rights (GEHR) were considered under each evaluation criteria. This included the extent to which the project was informed by the needs and priorities of the targeted rights holders and aligned with relevant GEHR normative frameworks (relevance), the extent to which the project contributed to advancing gender equality and promoting and protecting human rights, as well as whether processes were aligned with gender equality and human rights principles (effectiveness), and the extent to which the project results on GEHR were likely to continue (sustainability).

A mix of qualitative and quantitative methods was used to gather data that promotes inclusivity, extends understandings of equality and rights of beneficiaries and supports the development of co-learning and the co-construction of knowledge. The first phase of this evaluation focused on the completion of a desk review of relevant documents provided by UN Women in addition to preliminary consultation with UN Women (*see Annex V for a list of documents referred to during the desk review phase of this evaluation*). This desk review focused on the development of understanding of the relevance, effectiveness, efficiency and sustainability of the project as specified in the evaluation terms of references (*see Annex I for the evaluation TOR*). Furthermore, a detailed outline of the evaluation design and methodology, and data collection tools was developed. The evaluation also incorporated the principles of United Nations Evaluation Group's Human Rights and Gender Equality approach to evaluation, using key principles of Human Rights and Gender Equality.

In order to follow these principles, the evaluation made sure to take into account the perspectives of all stakeholders, both rights holders and duty bearers. The inclusion of participatory techniques within qualitative interviews and focus groups supported the co-construction of knowledge. The perspectives of participants/ stakeholders, both duty bearers and rights holders, was a key component of the evaluation. A stakeholder mapping was conducted to identify the range of stakeholders involved and/or affected by the project and helped determine who would participate in the evaluation and in

what ways (see Annex II for Stakeholders Analysis). Gender was mainstreamed into the evaluation processes through measures such as employing gender-responsive methods that encouraged participation and inclusion; ensuring that data collected is sex disaggregated; adopting a methodological approach that is flexible to the constraints of interviewees and the context under evaluation and making sure to be culturally sensitive during the fieldwork process.

The integration of marginalized women's voices was a priority. Surveys with women (workers, members of labour committees, and members of VSLAs groups) included a number of open-ended questions and requests for opinions, suggestions and recommendations on the project for its improvement and replication, as well as suggestions to enhance the workplace, if any. Questions also included women's perspectives and experiences on gender equality within the workplace, overall benefits, perception of their career advancement opportunities, equality with male colleagues, as well as other questions that assess their awareness of their rights.

The groups that were targeted in this evaluation included:

1. UN Women and CARE project staff
2. Key informants (including firms' management, community members and CBOs).
3. Project beneficiaries (including women workers and firms' field supervisors)

ANNEX IV – PROVIDES A DETAILED LIST OF ORGANIZATIONS AND PEOPLE CONSULTED.

The sections below provide an overview of the evaluation methodology, including, data collection methods, recruitment and sampling process, data analysis, ethical considerations and the evaluation limitations.

3.2 DATA COLLECTION AND ANALYSIS METHODS

The required data was collected through a mix of data collection methods. These comprised qualitative, semi-structured individual interviews and focus group discussions (FGDs), as well as a face-to-face survey to collect more quantitative data. Qualitative and quantitative data were collected simultaneously and triangulated during the analysis phase. In addition to a survey, focus group discussions were carried out with direct beneficiaries to better understand the relevance, effectiveness, and efficiency of the project activities on beneficiaries as well as its sustainability after completion. The use of interviews and focus groups allowed the evaluation team to explore individually and collectively shared views through group interaction, and also provided an opportunity to investigate how views are being generated and expressed. The evaluation objectives and questions were closely based on its intended use by UN Women staff (*see Annex III for interview guide that include key questions, sub-questions, and indicators*) as briefed below.

Evaluation criteria	Key question(s)
Relevance	To what extent is the project aligned to key stakeholders' priorities and needs, particularly women workers and agribusiness firms, as well as country strategies, needs and international normative frameworks?
Effectiveness	To what extent has the project contributed to: (1) improved gender equity and safety at work policies adopted by agribusiness firms, (2) increased awareness about gender equality in agribusiness firms, and (3) improved productivity of agribusiness firms adopting women-friendly policies?
Efficiency	To what extent has the project adopted an efficient approach?
Sustainability	How likely are the changes likely to continue in the long-run, including those that promote the realization of gender equality and human rights?

SAMPLING

For the Quantitative methods

Beneficiary Face-to-Face Surveys: Stratified random sampling was used for the selection of participants in the survey with a 90 % confidence level, and 5 % margin of error. The total number of women surveyed was 202, divided as follows: (i) 156 women workers at the agribusiness firms, (ii) 25 women workers - members at the labour committees, (iii) 21 women workers – members at the VSLAs, and (iv) 19 men supervisors. The response rate was 100 %, with no participants refusing to take part.

Qualitative methods

In-depth interviews and Focus Groups. Purposive sampling was used to select key institutional stakeholders, specifically agribusiness firms' management, project's partner (CARE International), and UN Women staff. In addition, a mix of survey and in-depth interview was used with CBOs' representatives and focus group discussions were held with community members who were most relevant to the project's on-ground interventions.

The use of mixed methods allowed for quantitative measurement of the changes and effects of the intervention, as well as provided descriptive insights for analysing the results attained. Findings were triangulated based on the quantitative and qualitative data.

The total sample size was 249 (211 women and 38 men), divided as follows:

- 156 women workers
- 25 women workers - members at the labour committees
- 21 women workers – members at the VSLAs
- 19 men supervisors
- Five agribusiness firms' managers – (Four men and one woman)

- Two interviews with men Community-Based Organizations (CBO) staff
- One interview with a man field supervisor from CARE International
- Two focus group discussions; first group included community members (eight women and 12 men); and second group included (seven women workers, nine men community members, two women community members, two men volunteers)

QUALITY ASSURANCE

Before undertaking the field work, the evaluation lead met with the project's officer to discuss evaluation details and questions to be asked based on the reviewed/consulted documents for the project and its progress. Additionally, the evaluation field-work team (three women and five men) was provided with a detailed explanation of the project's scope, objectives and criteria of evaluation. Additionally, the team was asked to pay attention – during the data collection phase – to the following:

- Use simple language (Providing examples to ensure clear understanding of the questions)
- For open-end questions: the interviewers provided first the space for interviewees to answer, then, probed to ensure that all relevant aspects were covered.

Moreover, the evaluator ensured to produce interview notes for all the interviews and focus groups conducted during the fieldwork. The evaluator also listened to audio-recordings that were taken to ensure that the vernacular of the interview discussions was kept during the production of interview notes, including quotes.

ETHICAL CONSIDERATIONS

UNEG Ethical Guidelines for Evaluation guided the evaluation and the research procedures, with the lead evaluator providing training to all data collection field team in its execution and use throughout the fieldwork data collection phase. All participants were asked for their informed consent to participate in this study, and all were ensured of the anonymity and the confidentiality of their responses. All were informed of their right to withdraw from participating in the research at any point in time. Additionally, prior to the surveys/ interviews, the evaluation team made clear to the respondents the following:

- The objective / reason of the survey/ interview
- Confirming the confidentiality of any information shared
- The benefit of conducting the survey and the importance of sharing openly personal opinions

DATA ANALYSIS

The evaluation adopted the Gender Results Effectiveness Scale (GRES) to assess the project, specifically the extent to which the project was designed to produce results that were gender transformative, as well as the extent to which these results were produced, or progress was made. At

the lowest end, the scale rates result as “gender negative” which correlates to a negative outcome that aggravates or reinforces existing gender inequalities and norms, to “gender transformative” at the highest end of the scale rate, with results that contribute to changes in norms, cultural values, power structures, and roots of gender inequality and discrimination (see figure 1).

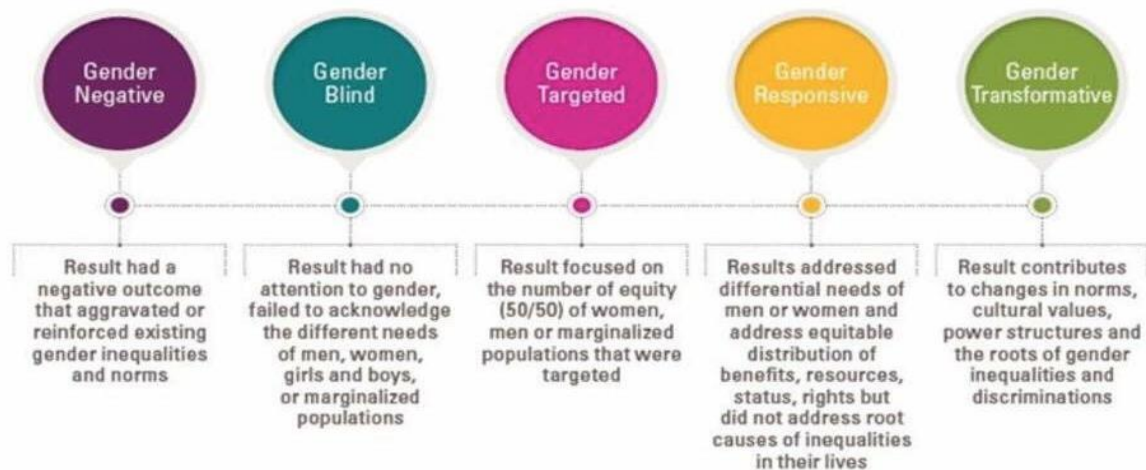


Figure 1: Gender Results Effectiveness Scale

Qualitative data from the interviews and focus groups was analysed thematically. Quantitative data was analysed descriptively using excel. Qualitative and quantitative data was cross-validated.

3.3. CONSTRAINTS AND LIMITATIONS

- The absence of baseline data in some of the areas of interest for the evaluation. As a mitigation measure, the survey / interviews – where possible – attempted to capture retrospective data (the status before project participation) to have some point of comparison.
- The Village Savings and Loans Association (VSLAs) cycle generally requires from 12 to 14 months as an initial stage to build up solid savings, and then the loans phase is launched. In the WEPP project, the VSLA was introduced as a component in June and July 2017. As a result, measuring the full processes – of savings, loans obtaining and refunding – was not possible. Consequently, the analysis focuses on the savings concept; the VSLA beneficiaries' perception of the difference between the VSLA and the traditional money pool known as (Game'aya).

4. FINDINGS

4.1 RELEVANCE OF THE INTERVENTION APPROACH TO CONTRIBUTE TO CREATING A MORE GENDER INCLUSIVE ENVIRONMENT IN THE AGRICULTURE SECTOR

TO WHAT EXTENT IS THE WEPP ALIGNED WITH KEY STAKEHOLDERS' PRIORITIES AND NEEDS, PARTICULARLY WOMEN WORKERS AND AGRIBUSINESS FIRMS?

Finding 1: The project is relevant to rural women in Upper Egypt as it is common for them to work in the agriculture sector. The WEPP is also relevant to the agribusiness firms to help them overcome and secure labour force supply by addressing the challenges women face in this sector.

In promoting a more gender inclusive work environment, the WEPP was designed and implemented to address a key priority area (economic opportunities) and challenges (e.g. harassment, safety, transport, childcare) that women face when joining the workforce. The types of capacity development activities provided that were coupled with institutional policy change, were highly relevant to address women's key needs and constraints with respect to employment in this sector.

Various examples reflecting the project's relevance to the needs and priorities to the target group were highlighted in the fieldwork findings. When women were asked about the biggest problems they faced before being employed, almost three-quarters (74 %) of women noted lack of income as one of their main concerns. Many of them needed income to help their families financially, including paying for their own and/or their relatives' medical treatment, their children's education, general household expenses, wedding expenses. Non-financial concerns included a lack of self-confidence and not having a role/ voice in society/ home were listed as other concerns but with less weight than the financial needs (see figure 2).

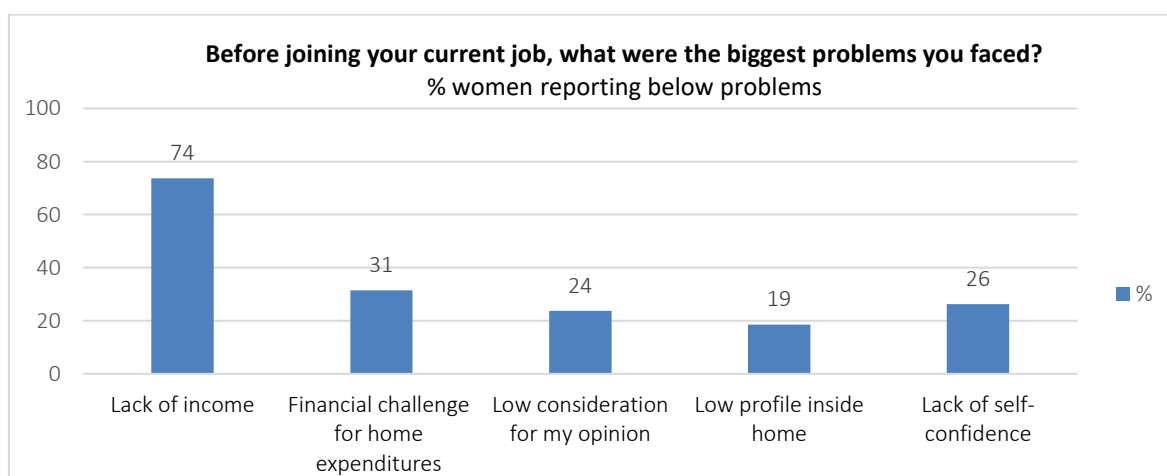


FIGURE 2: BIGGEST PROBLEMS FACED PRIOR TO CURRENT EMPLOYMENT

In addition, the WEPP also focused on tackling some of the key challenges women face within their families and communities, and at institutional level when working. A study conducted to inform Egypt’s National Strategy for the Empowerment of Egyptian Women 2030 found that an enabling environment, including culture and infrastructure, played a critical role in enabling or hindering women’s economic empowerment, but stakeholders had paid little attention to these factors¹⁰.

Approximately half of the WEPP survey respondents validated the importance of an enabling environment, identifying family resistance to their employment as one of the main challenges they had to face, followed by the negative perceptions of women’s employment in their communities. The issues of safety, harassment and childcare needs were all highlighted as significant barriers to engaging in paid work (see figure 3). Those issues are also the reasons behind families’ objections to them being employed outside the home.

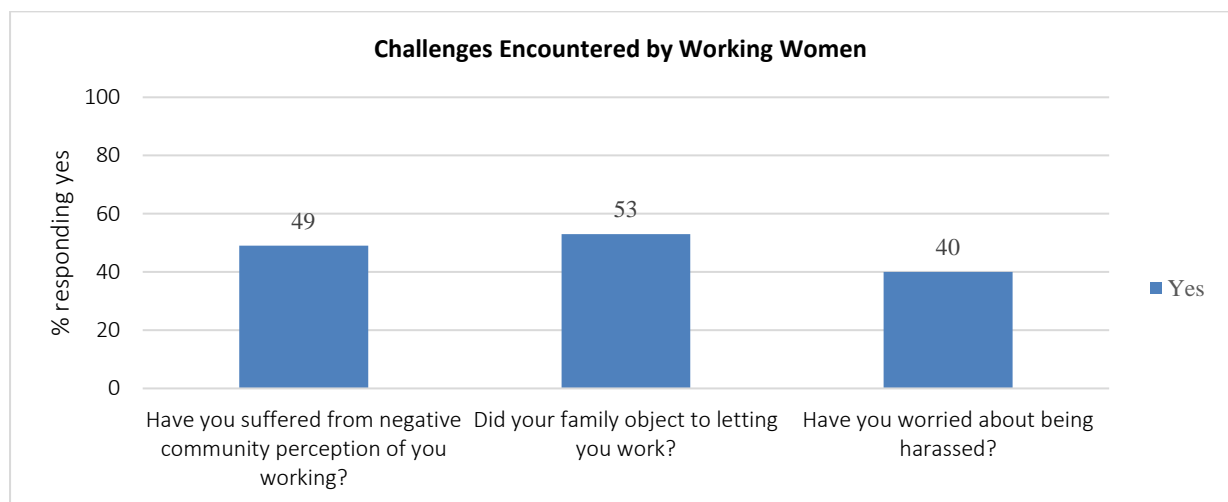


FIGURE 3: WOMEN WORKERS REPORTED CHALLENGES

Additionally, in many agribusiness firms, the problems women face leads to them becoming dissatisfied and quitting their work, because they are unable to communicate their problems to management. Furthermore, with tight production deadlines and high turnover rates, management in the agribusiness industry is usually reluctant to invest in women workers. Different project interventions were implemented to address these issues in the agribusiness firms. Those initiatives focussed on recruiting, retaining and advancing women in their career, adopting gender responsive policies and practices, as well as providing training (more than 5,400 training opportunities) on technical and soft skills (i.e. communication, negotiation, teamwork, etc.) to women workers (whether hired on permanent, part-time, or seasonal basis).

¹⁰ Study of Egyptian Women’s Economic Empowerment, the Egyptian Center for Economic Studies, Egypt 2016, including roundtable discussions in 13 governorates attended by 170 women and girls

Those capacity development workshops were well-designed to address some of the aforementioned issues, as well as gaps in women’s knowledge and skills. Women attended workshops on gender sensitive approaches, communication skills, negotiation, the complaints system/ grievance mechanism, pre-and-post harvest techniques, hygiene and harassment. Women were asked to rate the usefulness of workshops on a scale of 1 to 5 with 5 being very useful and 1 not useful at all. While all the workshops were deemed useful, the workshops on hygiene and food safety as well as the one on harassment which addressed one of women’s biggest concerns, were viewed as the most useful (see figure 4). The dual emphasis on awareness raising and capacity development activities for women workers intended to address these issues to promote women’s self-confidence, voice and agency. Many women reported an improvement in their personal skills.

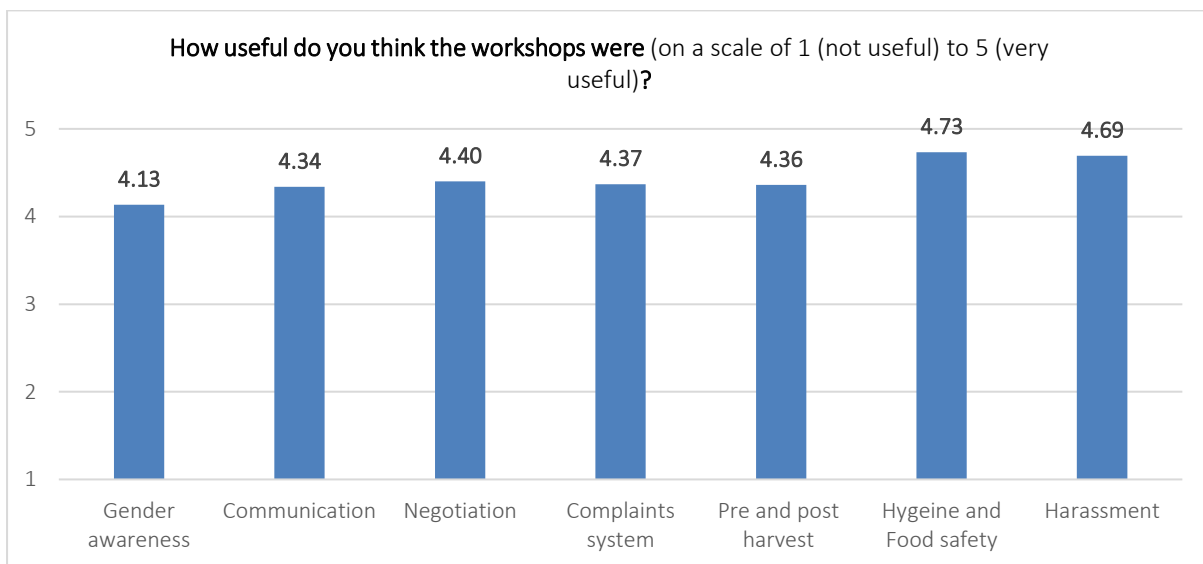


FIGURE 4: USEFULNESS OF CAPACITY DEVELOPMENT WORKSHOPS

Finding 2: As well as raising women’s and agribusiness’ awareness on gender-related issues, the project helped promote gender-equality outcomes and ensured alignment with human-rights’ principles.

The WEPP in its design and implementation integrated key elements of gender equality principles and human rights-based approach (GEHR), aiming to be gender transformative. It worked closely with women workers as rights holders, as well as agribusiness firms as secondary duty bearers. In so doing the programme not only promoted the gender equality outcomes, but also ensured that the process adopted was aligned with GEHR programming principles.

In working with both duty bearers and rights holders, the project strove to develop the capacities of both, in accordance with a human rights-based approach to programming. In support of women workers’ empowerment, the project included interventions designed to ensure that women, as rights holders, were aware of their rights, informed of the mechanisms available to make their voices and

demands heard, and had the requisite capacity to claim those rights. Trainings on complaint mechanisms, communication and negotiation skills and harassment provided women with the key tools with which to effectively participate in their own advancement. Ensuring that women were also able to participate in the labour committees gave women the space to engage in decision making bodies that affected them. The focus on women working in the agriculture sector, is central to a human rights-based approach, as they are among the most vulnerable and marginalised groups.

Similarly, the project provided trainings for management and other key staff of the targeted agribusiness firms to increase their awareness and capacities on gender equality and how to institutionalise women-friendly workplaces. In this manner, firms could meet their obligations to put policies and procedures in place and allocate resources for all women workers to enjoy equal rights and opportunities at work.

Project components were also designed to contribute to gender responsive and gender transformative results. Interventions such as increased income, capacity development for women workers, provision of childcare facilities at the workplace, as well as safe transportation, collectively aimed to address the differential needs of women and men to ensure a more equitable distribution of resources and benefits. Targeted activities that challenged the traditional gender norms around women's work, and promote awareness of women's rights, through providing support to women's individual and collective agency, were more of gender transformative nature that are focused on addressing the traditional gender norms and enable women to sometimes question them as well.

TO WHAT EXTENT IS THE INTERVENTION ALIGNED WITH RELEVANT NORMATIVE FRAMEWORKS FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT, AS WELL AS NATIONAL STRATEGIES AND UN WOMEN STRATEGIC PLAN

Finding 3: The WEPP was in line with International Norms for creating decent workplaces for women as well as Egypt's National Strategy for Women's Empowerment 2030.

The focus on equal employment opportunities and safe working spaces for women ensured that the WEPP was closely aligned with Egypt's national strategies and priorities, as well as international norms and practices on employment. In its design and implementation, the project was consistent with and helped operationalise key global and national strategies and frameworks. This included:

At National Level: *Egypt's National Strategy for women's Empowerment 2030* – In supporting policy change and women's increased capacity, the WEPP was strongly aligned with the strategy's goal and objectives to promote women's economic empowerment through capacity development, entrepreneurship, and equal opportunities for women's employment in all sectors, in particular the agriculture industry. More specifically, project strategies were aligned with the strategy objectives, including: (1) supporting working women through increasing productivity in informal and formal agricultural sectors; (2) expanding support services and ensuring a safer working environment, promoting gender responsive laws and work relations; and (3) fostering women's access to economic

resources and developing their capacities through training and capacity development and access to financial services.

More generally, the WEPP was also in line with the Government of Egypt (GOE) orientation, towards giving priority to Upper Egypt in investment and development programmes. With the GOE's recognition that recent economic growth has not been sufficiently pro-poor, the project aimed at assisting the government in its efforts to promote more equitable growth.

The WEPP also aligned with the *United Nations (UN) frameworks*, including the United Nations Development Assistance Framework (UNDAF) Priority Working Area on Poverty Alleviation through Pro-Poor Growth and Equity, specifically addressing Outcome 1.3 on *Strengthened Private Sector businesses in tourism, agro-industries and other key pro-poor sectors can address gender equity and environmental sustainability*. In addition, it is consistent with and serves UN Women's Impact area 2: *Increased economic security and autonomy of Egyptian women, especially of those who are marginalized in Upper, rural, and slum areas where there is a strong focus on value chain development*.

At Global Level: The project is aligned with the *Women's Empowerment Principles (WEPs)*- In working with the private sector to promote gender equality within their workplaces, the WEPP aligned its goals with the operationalisation of the WEPs which are based on international conventions and declarations, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), ILO Convention No. 111 Discrimination Convention, and the ILO Declaration on Fundamental Principles and Rights at Work. The WEPs is based on a collaboration between UN Women and the UN Global Compact, the WEPs offer practical guidance to business and the private sector on how to empower women in the workplace, marketplace and community.

The WEPs main principles operationalised in this project include:

Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination

- a. Ensure that workplace policies and practices are free from gender-based discrimination – through the implementation of gender sensitization workshops and the development and implementation of policies on sexual harassment, complaint mechanisms
- b. Assure sufficient participation of women – 30 percent or greater – in decision-making and governance at all levels and across all business areas – through the inclusion of women on labour committees
- c. Support access to child and dependent care by providing services, resources and information to both women and men – through the establishment of nurseries in some of the companies

Principle 3: Ensure the health, safety and well-being of all women and men workers.

- a. Taking into account differential impacts on women and men, provide safe working conditions and protection from exposure to hazardous materials and disclose potential risks, including to reproductive health – through the provision of gloves, hats, and other equipment

- b. Establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment – through training on combatting harassment
- c. Strive to offer health insurance or other needed services - including for survivors of domestic violence - and ensure equal access for all employees – through some firms offering employees insurance
- d. In consultation with employees, identify and address security issues, including the safety of women traveling to and from work on company-related business – through the provision of a bus to transport women to and from work

Principle 4: Promote education, training and professional development for women.

Ensure equal access to all company-supported education and training programmes, including literacy classes, vocational and information technology training – through the introduction of formal trainings through the project and informal on the job information sharing and mentoring.

Furthermore, the project also is aligned with the *Sustainable Development Goals (SDGs) Agenda*, which provides a comprehensive, global, people-centred framework to guide the development efforts of all countries. In setting out universal goals and targets, it recognizes that the protection of human rights and promotion of gender equality is central to these efforts. The WEPP objectives and interventions work directly towards the following SDGs goals: (i) SDG 8 - promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - and primarily target 8.8 - Protecting labour rights and promote safe and secure working environments for all workers, and (ii) SDG 5 - Achieve gender equality and empower all women and girls. In addition, the interconnectedness of the SDGs enables the interventions designed to increase income, knowledge, and skills to positively influence other goals as well, most notably: (iii) SDG 1 - End poverty in all its forms everywhere; (iv) SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture; (v) SDG 3 – Ensure healthy lives and promote well-being for all at all; (vi) SDG 6 - Ensure availability and sustainable management of water and sanitation for all; and (vii) SDG 10 – Reduce inequality within and among nations.



FIGURE 5: WEPP ALIGNMENT WITH AGENDA 2030

4.2 EFFECTIVENESS OF THE PROJECT TOWARDS THE ACHIEVEMENT OF RESULTS, FOR WOMEN AND AGRIBUSINESS FIRMS

TO WHAT EXTENT HAS THE PROJECT CONTRIBUTED TO: (1) IMPROVED GENDER EQUITY AND SAFETY AT WORK POLICIES ADOPTED BY AGRIBUSINESS FIRMS, (2) INCREASED AWARENESS ABOUT GENDER EQUALITY IN AGRIBUSINESS FIRMS, AND (3) IMPROVED PRODUCTIVITY OF AGRIBUSINESS FIRMS ADOPTING WOMEN-FRIENDLY POLICIES?

Finding 4: The project has made notable contributions towards achieving the intended outcomes, exceeding several indicators' targets.

A review of the performance monitoring framework indicates that many of the project targets have been reached and exceeded (*see table 1*). At the participating firms' level, the number of proposed and adopted policies was greater than the target by 67%, partly reflecting the greater number of firms that the project worked with. Targets related to productivity were also surpassed, with 61% increase in production per labour unit (versus 50% target) and the percentage of employees who return from the previous season/month increased by almost fivefold (24.9%) the target (5%). Working with a larger number of firms (ten instead of the six originally planned) helped the project reach out to a greater number of women than originally planned. It also indicates that the WEPP was effective in communicating the on-ground results, which then helped convince more firms (some of which are big-sized firms) to adopt the same policies.

TABLE 1 – PROGRESS AGAINST PROJECT TARGETS

Indicator	Target	Achieved
Number of laws, policies or procedures drafted, proposed, or adopted to promote gender equality	Drafted 1 Proposed 6 Adopted 6	Drafted 1 Proposed 10 Adopted 10
Number of processors with gender-based violence policies	6	10
Number of processors with equal opportunity and work-family balance policies	6	10
Number of private enterprises, producer organizations, water user associations, women's groups, trade and business associations and CBOs that applied new technologies or management practices as a result of USG assistance.	6 labour committees 6 grievance boxes 12 meetings	10 labour committees; 10 grievance boxes; 55 meetings
Proportion of target population reporting increased agreement with the concept that men and women	60% (of sample group)	69%

Indicator	Target	Achieved
should have equal access to social, economic and political opportunities.		
Percentage of target population that views gender-based violence as less acceptable after participating in or being exposed to USG programming.	80% (of sample group)	87.9%
Percentage of working age women living near firms receiving USG assistance that are aware of 1, 2, 3 or more new women-friendly policies adopted by the firms.	5%	9.9% (numerator: 3,502 working age women/denominator: 35,333 all working age women in the target population)
Number of additional firms seeking information about the activity and best practices.	15	22
Percentage change in production per labour unit.	50% (450 out of 900 women workers)	74% (670 women out of 900 women workers)
Percent of employees that return from previous season / month	5%	24.9%

Finding 5: The project was effective in fostering dialogue and discussion between different groups of interest in the areas where the WEPP was functioning and hence succeeded in improving the working conditions and retaining women labour force.

Through the formed labour committees and various community activities (sports days and interactive performances), the WEPP’s interventions fostered open dialogue between women workers and other groups, including; their direct field supervisors, firms’ management, their peers in the villages (women and men), siblings, and husbands. The evaluation indicated clear progress made towards supporting women’s rights to access employment and issues related to gender equality and combatting violence against women in particular sexual harassment. These opportunities for dialogue have supported, to an extent an increase in inclusion and cohesion between women of different backgrounds, their men co-workers, their employers, and their communities. Women were able to negotiate their rights at homes and convince their parents/spouses of their rights to employment . It should however be acknowledged that the time span of the project is too short to measure any real impact in terms of behavioural, social norm or attitude changes on a wider scale. Yet, changes have happened within the circle of the successfully employed women workers. Should the program continue, there are real opportunities for improving cohesion and inclusion of women as well as supporting the negotiation

of more equal gender relations at community level, to provide women with further opportunities to act on their rights within their homes and communities.

Initiatives that addressed the key barriers that restricted women’s long term participation in the labour market, such as the lack of safe transportation, harassment in the workplace, and the lack of childcare allowance/ facilities for working mothers within the workplace, were substantial in enabling women to enter and remain employed in the targeted firms. These initiatives fostered continued discussion and meetings between the firms’ management and their labour force, in addition to on-ground activities within the related rural communities, which resulted in the firms’ ability to retain and recruit women workers directly through the coordination with the related CBOs and rural communities without the depending from the labour contractors. Bridges of trust were built with the labour supply side at the community level through the firms’ enhanced reputation and image as being women-friendly workplaces that do take concrete actions to ensure the safety of their labour force by providing buses to and from work, adopting policies on zero tolerance to sexual harassment, providing childcare services and mobile toilets for women working at the farms.

Interviews with women workers indicated that the most appreciated new benefits provided by the companies were the monthly salaries (93 % mentioned this), followed by safe transportation (65 %) and the mobile toilets (64%). The last two benefits illustrate two major positive changes that addressed women workerfamilies’ concerns linked to women’s mobility, such as harassment and safety issues at the workplace) (see figure 6).

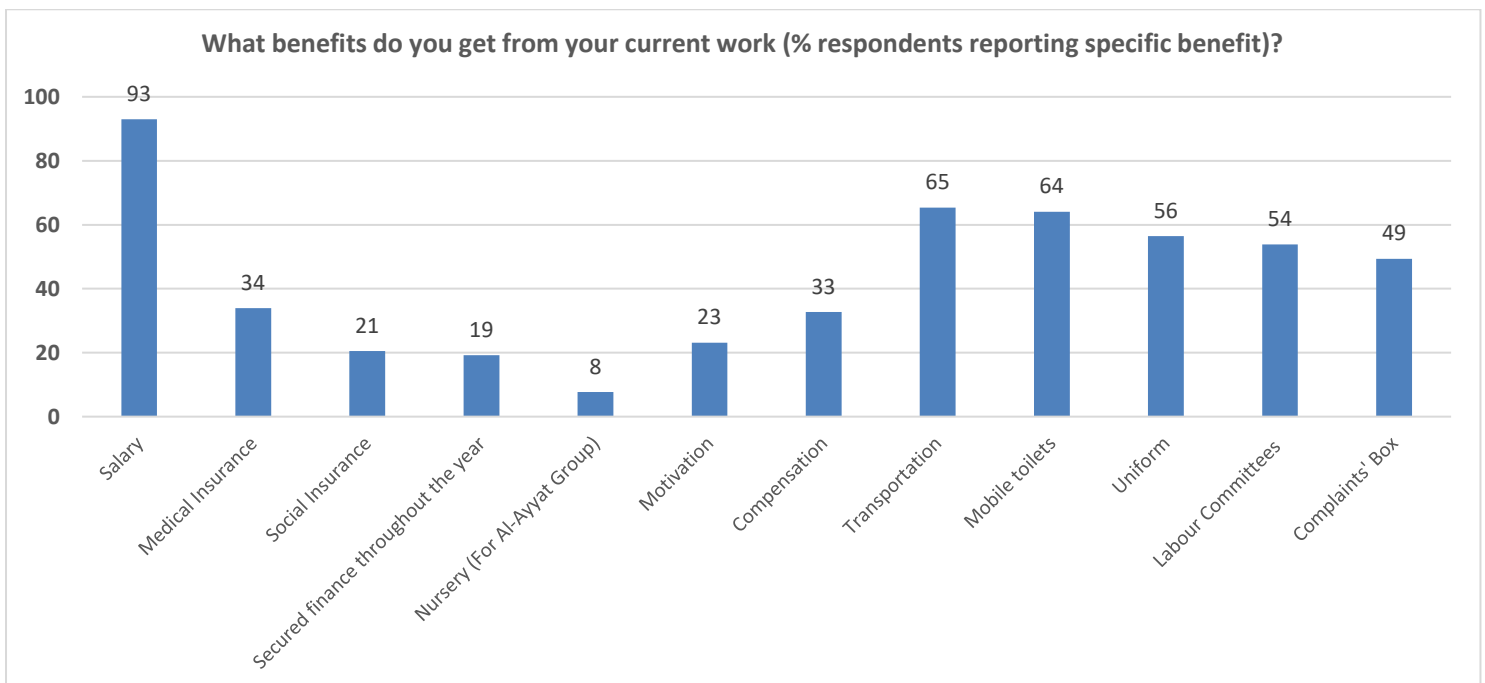


FIGURE 6: LIST OF BENEFITS RECEIVED BY WOMEN

Fieldwork and focus groups showed that 79% of surveyed women workers reported feeling safer inside the workplace, and their concern of being exposed to harassment decreased from 40% to 2%

(see figure 7). 95% of the surveyed women confirmed that their fears – of being harassed and/or offended – faded gradually, and 95% stated they would recommend working at the farms to their women peers and relatives. Additionally, feeling safer at the workplace helped women workers to concentrate more on their work, and hence, improved their ability to learn and to be productive. This also resulted in more than 60% of surveyed women workers becoming enthusiastic about their work, which impacted the families’ perception of their work accordingly, changing their attitudes from resistance and objection to appreciation. Given that women are now working in safe and secure working conditions, families reconsidered their daughters’ and sisters’ engagement in the paid economy, seeing this opportunity as a source of income and support to household expenditures. Furthermore, 95% of the surveyed women workers reported that they would like to keep working, especially at the firms that provide a child-care facility, which is described by many married and single women as “*the best thing that has ever happened*”, for they can get married and have children without having to quit their job.

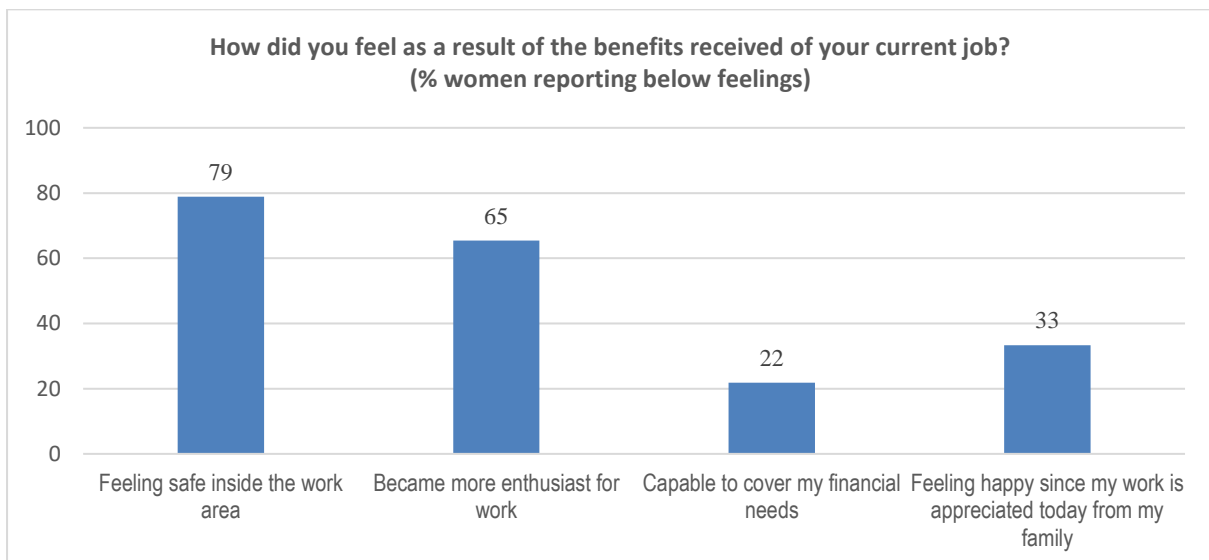


FIGURE 7: IMPACT OF BENEFITS RECEIVED BY WOMEN

Finding 6: The multi-pronged approach adopted in the WEPP ensured that the policies, and the monitoring and complaint mechanisms, were in place for women to capitalize on the enhanced awareness and skills they gained, to advocate for and safeguard their rights.

Following the capacity building workshops that targeted firms’ management and supervisors, firms reviewed their policies to ensure alignment of their human resources (HR) manual and processes with gender responsive policies that were discussed and explained during the workshops. Four of the six firms interviewed said that they did not have gender responsive policies prior to the intervention. Once developed and/or operationalized, the firms ensured visibility of the policies for all women workers to become aware of their duties and rights. This was done by displaying the developed policies

in places accessible to women, such as the board close to the administration office where women get their monthly salaries.

Three interconnected factors, including the HR manual, the implemented policies, and the presence of labour committees with a higher representation of women workers, together delivered a progressively positive change in the workplace. Firms worked seriously on implementing the policies based on a better understanding of gender-sensitive HR procedures and requirements, with support from the labour committees (rights holders) who advocated for and safeguarded improvements. Policies developed as part of the project on measures to combat harassment and abuse within the target firms were designed to be easily integrated into the HR manual and system. They included procedures for filing a complaint, guidance for following-up a complaint outside the workplace, as well as the process for implementing, monitoring and evaluating the policy. Guidelines were developed for the performance of semi-annual evaluations and annual reviews of policies to continually assess their application and effectiveness and produce recommendations for informed decision-making on any adjustments or revisions that was deemed necessary to be made.

Through the capacity building workshops especially, combatting harassment, gender sensitization issues, communication and negotiations skills, women workers gained the required knowledge and skills to express their issues, fight for their rights, and report problems through a complaint system. Women workers appreciated the workshops as they helped them become more aware of their abilities and skills. According to the surveyed women, one of the most appreciated workshops was the awareness on harassment and how to avoid as well to report it. This workshop freed them from the predominant perception that women were the trigger of harassment, which is supported by a worker in Beni-Suef saying *“I never learned about the personal space and community solidarity. In our village, it’s always the girl who is blamed in case of any harassment. Generally, we are to shut up to prevent any kind of shameful feelings for our family. This will not be acceptable anymore. It’s a social stigma and we have to address it collectively”*. The workshops, in general, helped women workers to feel more confident about themselves (see figure 8).

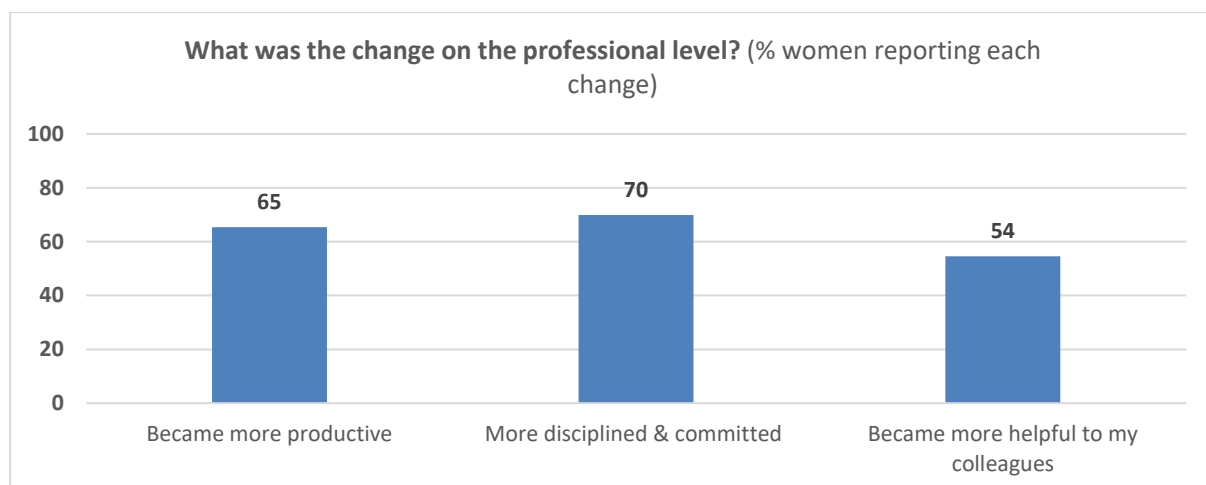


FIGURE 8: IMPACT OF TRAINING ON WOMEN PROFESSIONALLY

In parallel, a revision of some policies was essential to ensure the establishment and activation of communications channels and mechanisms such as the complaints box and labour committees (with a women representation of more than 80 %). These mechanisms provided formal channels for women workers to freely express their concerns and report problems (if any) – reaching the senior management directly, when the reported problem / issue was not resolved or required intervention from a higher level. The labour committees also provided a mechanism for women to advocate for and protect their rights. The presence of a large number of women on the labour committees (83 %) also increased women’s ease with reporting. The committees were a mechanism preventing backtracking on women’s labour rights and protected them as workers. As a common remark about the labour committees’ performance, women workers surveyed stated that the committees always reverted with responses / feedback on the questions that were raised. In case of rejection of women's requests, the committees were keen to explain the justification, which was an attitude appreciated by women workers. In some firms, an internal surveillance system was installed, which helped monitor violations of the policies adopted, allowing management to take prompt action. These actions collectively contributed to fostering a secure and safe environment.

Finding 7: The work on attitudinal and behavioural change at the firm and community level has proven key to fostering a more of an enabling environment for women’s work and promoting increased support from families and communities. Community mobilization strategies were effective in this regard. Nonetheless, more focus needs to be placed on addressing resistance to women’s work, particularly after marriage.

At firm’s level, organizing gender sensitization workshops in the targeted firms specifically for line managers, field supervisors, and management helped improve their knowledge of gender related issues. As with other stakeholder groups targeted by the intervention, the topic was new to some supervisors. 23% reported that it was the first time they had heard of these issues. Attending those sessions reflected positively on the new policies that were put in place to ensure equality and degree of commitment to the newly developed concepts and policies.

Supervisors who participated in workshops reported a change in their way of thinking and their previous beliefs regarding women workers while admitting rethinking some beliefs that may have negatively impacted the way they dealt with women workers. 46% of the supervisors who attended the workshops reported that the workshops had led to more positive views of their women workers and helped them improve the way that they dealt with/relate to women workers (*see figure 9*).

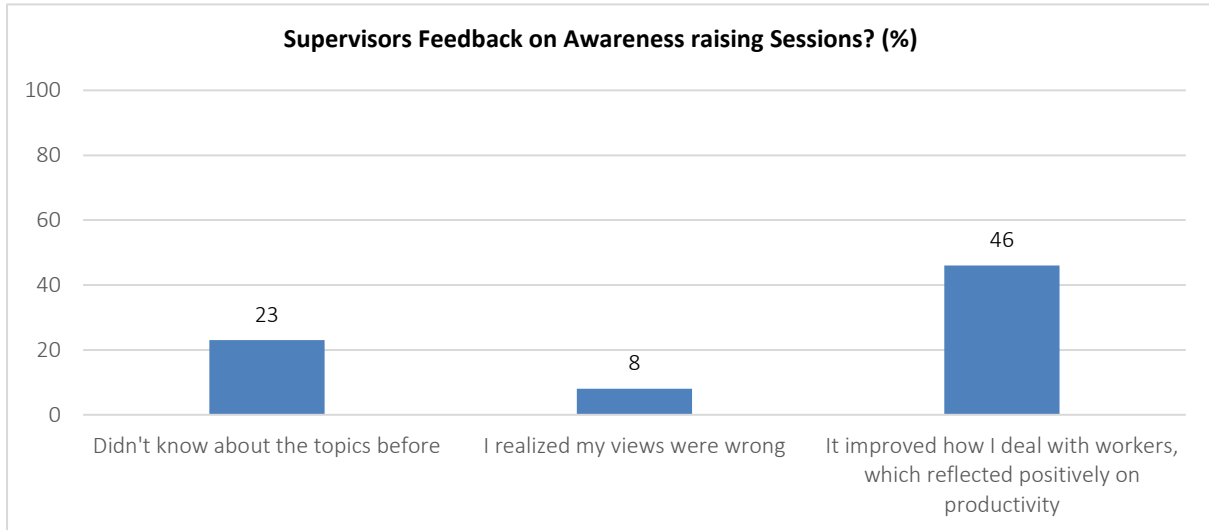


FIGURE 9: SUPERVISORS' OPINIONS OF THE WORKSHOPS

Improvements in attitude and behaviours towards women workers were also a result of a perceived positive change in women workers' behaviour. Furthermore, the attitudinal change for women has pushed supervisors to reconsider the way they treat their workers (women) subordinates, which also led to an improved communication with full-time women workers in particular and resulted in an improved work environment. Additionally, supervisors interviewed appreciated the role the labour committees play, acting collaboratively with supervisors and women workers, and hence able to resolve any conflict instantly, ending-up in a win-win solution. This has been reflected in many of the interviews with supervisors, such as this one from Minya *"The workshops did not only affect women, but also had a great impact on their male supervisors. Previously, I didn't have to communicate directly with women workers. I depended on labour contractors and that's all. Nowadays, I communicate directly, which required that I too have the knowledge on gender issues and women-friendly workplaces which I was ignorant of previously. There is a feeling of mutual respect, understanding, and eagerness to solve any concerns immediately to ensure a smooth working environment"*.

"The workshops well defined the rights and duties of each one through improving the means of implementation (of policies and procedures) and appointing female workers (to the labour committee)."

Man supervisor, Minya

'The training package we received, helped orient our mindsets in a way that opened wide our eyes to the needs of our women workers.'

Management of EgyTrust, Minya
(one of the target firms)

At Community level, CBOs played an important role in gradually changing families' and communities' perception of women's work. The project engaged men and boys not only as audiences, but also as gender equality advocates. CBOs mobilized 269 individuals (167 women and 102 men) in the different communities to conduct awareness raising activities, focusing on the families of women workers in the target communities. Such activities included sports days, interactive theatre performances, and knocking doors campaigns to raise community awareness and change attitudes on gender equity, the value of women's work and other related issues. Many of the young women participating were not used to interacting with men, but as time passed, barriers were reduced and young women and men became more used to working and dealing with each other.

'In the beginning, the audience was cynical and made fun of the show. I think it was a way to hide their shyness and nervousness. As soon as they realized how relevant the sketches were to them, the atmosphere changed, and they really got into it. They even started taking roles in the performance and coming up with different solutions to the situations and issues presented and discussed.'

Interactive theatre (woman) team member, Minya

Working with CBOs helped the project reach out to a wider community. This sizeable volunteer network enabled the WEPP to reach out to over 6,000 community members (4,310 women and 1,910 men). The success of community awareness raising and mobilization activities as well as the interactive theatres was evident from the growing number of people attending those events through word of mouth.

Nonetheless, while many women interviewed confirmed changes in the attitudes and views of their families on women working outside the home, some women still reported that they might have to leave their jobs when they get married, if their husbands object to them working. Knowing that attitudinal and behavioural changes take time, continuous focus needs to be placed in this area, particularly on future husbands.

Finding 8: The project had benefits for groups beyond the participating women and agribusiness firms, both intended and unintended. Women workers' families not only directly benefited from increased household income but were viewed as potential pool of future employees. Seasonal workers also reaped additional benefits. In addition, workshops on hygiene and food safety, gender equality and women's empowerment and soft skills positively influenced participants' attitudes and behaviours towards their families.

Engaging women in the paid economy through employment opportunities at the target firms, helped families benefit from increased income that contributed financially to household expenses, wedding/marriage expenses, school fees, and medicine/medical treatment, etc. (see figure 10). Fieldwork and focus groups findings illustrate that women's means of expenditures still follow the norm. 82% of women reported spending their income mainly on household matters, while 43% on improving their families' living standards (e.g. by buying home appliances and allocating a portion of their income to education expenses for their children (mainly their sons)). It is also notable that

women reported saving a portion of their income to cover their personal needs (pocket money), with an overall rating of 95% reporting appreciating their work for its positive impact on their livelihood. This proves that investing in women and engaging them in the paid economy can contribute to raise the living standards of the whole family and positively impact on its wellbeing.

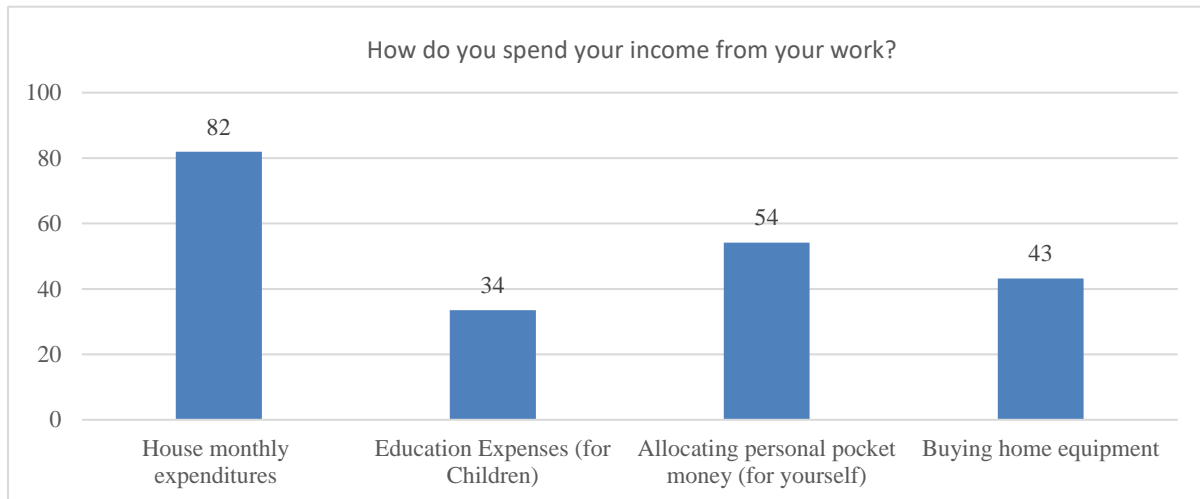


FIGURE 10: MONTHLY EXPENDITURES FOR WOMEN

Women workers also reported sharing the information they learned in the trainings with their families and friends (peer villagers), in addition to applying some of the good practices they learned (i.e. food handling, storage, dealing with others, communication, and reporting violence) in their households. This has been reflected in one of the interviews with an attendee of the “anti-harassment session”: *“I joined my daughter in a session on harassment. I was so impressed and motivated to act. So, I asked for the phone number of the ombudsman office in Giza, so I can help my daughter get a divorce from her abusive husband. I received legal assistance and finally obtained a divorce.”* (a participant at Green Egypt, Giza)

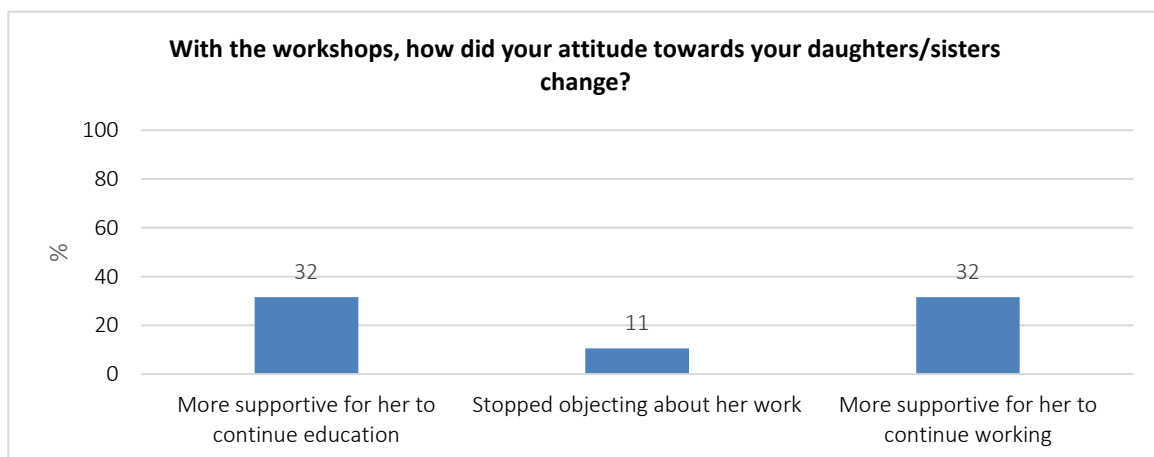


FIGURE 11: SUPERVISORS’ ATTITUDE WITH DAUGHTERS/SISTERS POST WORKSHOPS

Furthermore, 64% of men supervisors who attended the workshops also reported changes in their attitudes and behaviours towards their wives, daughters and sisters , particularly in relation to their continuing education and being employed (*see figure 11*). Additionally, acknowledging that cultural change is a process that takes long, hence, in order to address the misconceptions on women’s work within the rural communities, some firms considered hiring siblings of their current women employees. The firms felt that family members would be more committed to the firm, feeling safe and secure together, and – as family members, together they would be able to defend and/or avoid any misperception of women's work at the community level. An associated result of the gender-sensitive recruitment policies that were adopted and/or activated was the recruitment of seasonal workers as full-time (fixed-term) employees with a total number of 225 hired and contracted women workers.

Finding 9: Women workers acquired more knowledge about their rights, life skills, coupled with increased economic engagement and income. These gains contributed to their improved status at individual, family and community levels, as well as increased individual and collective agency inside and outside the firms.

Increased knowledge and skills: Women workers surveyed reported increased knowledge and skills (technical and soft skills) as a result of their participation in the WEPP’s workshops. Sessions on pre- and post-harvest techniques, hygiene and food safety processes, were important for their work, with the latter also informing their practices at home. The discussion on issues around gender and work, and women’s rights also presented topics which were new to them and framed the way they viewed heated gender issues. Workshops on fighting harassment and gender sensitization issues raised women’s awareness on how to stand up for their rights and fight harassment. Women’s increased awareness of their rights made them aware of the available tools and channels to express their opinions.

The soft skills workshops helped improve women’s means of communication with their supervisors and colleagues. This improvement helped women (members of the labour committees) to negotiate and succeed in obtaining their requests. The acquired skills – in communications, negotiation and problem solving – helped them become more assertive and provided them with negotiation skills to continue working, despite their families' opposition, in the beginning, to them working in remote locations such as farms located in the desert. Women workers even managed to convince their friends and relatives – who previously underestimated their work – to join the firms and work with them. Interviews also revealed that women members of the labour committees did not only build their knowledge and soft skills, but were also able to voice their aspirations towards achieving personal goals, with 64% aspiring to a more advanced position within the firm as well as feeling their self-worth among their peers and management alike, and 44%, being still new to the committees, aspired to build their capacities on different topics and life skills further to be able to bring benefits to their colleagues (see figure 12).

“We finally feel that the role we play in the firm is being appreciated. The value we add as women in the process of production is being recognized as a key to success and profitability”, “The sky is our limit. This is what we learned throughout the WEPP. Never to fear expressing what we need. Previously, it was my needs, now, it’s our collective needs for the greater results”, “Our responsibility is to find common ground among all of us, to get the work done efficiently and be satisfied and productive”.

Member of the labour committees in Beni-Suef and Minya

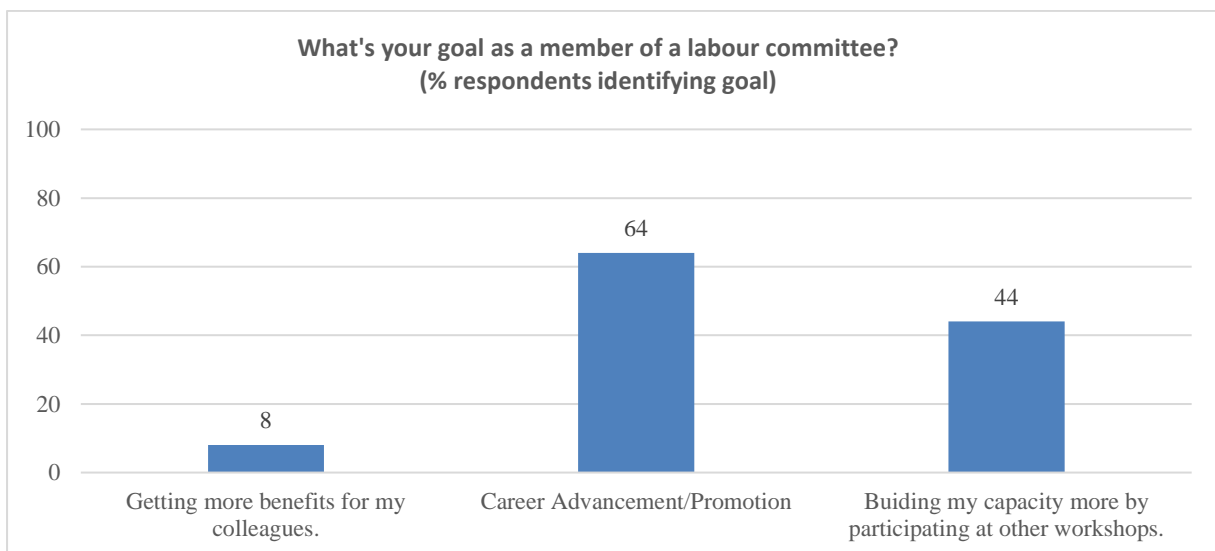


FIGURE 12: GOALS OF LABOUR COMMITTEES’ MEMBERS

Increased income and benefits: Through the WEPP, the firms started paying monthly salaries and introduced performance bonuses to their newly hired women employees. While some women noted that the salary was still low, other women reported that the salary sufficed their basic needs. Salary, for most women was the most important benefit of working as the project worked in marginalized communities, particularly a steady and reliable salary. From a list of benefits and supplies offered through the WEPP interventions, the vast majority (93%) of the surveyed women workers chose the salary (i.e. constant income along the year) as an important benefit that they received (*ref. figure 6*). Women workers (84%) were able to contribute to household income and expenditures (that includes education fees and repaying debts), in addition to paying for family necessities. On top of all, women became more self-reliant financially as reported by the surveyed women (*ref. figure 10*).

Not only did women benefited from the direct income received but some were able to save money thanks to the services and benefits introduced at the firm, including childcare and transportation. It is notable that working mothers collectively saved approximately EGP 334,646 annually spent in childcare due to the provision of childcare facilities at their workplaces, in addition to a similar amount spent on transportation that is now secured by the firms (which combined pay around EGP 868,000 annually). Interviews with women also captured that some firms started to provide treatment in the case of injury on the job, in addition to medical and social insurance. Firms management and women workers also mentioned that firms would sometimes provide additional financial assistance when needed.

Increased safety and security: In addition to the benefits and supplies that women received through the WEPP and its coordination with the firms, women workers felt more secure, safe and respected. From open pick-up truck to bus transportation; working under the sun-heat to sunshades protection; from limited wages to regular salaries and bonuses; and from lack of clean sanitation facilities to access to mobile toilets at the farms – all the aforementioned factors represented substantial improvements that led women to reconsider their self-worth and their value inside the workplace. The bus transportation represented visible evidence of tangible improvement that eliminated any sort of concerns with respect to harassment (to and from work) that most of the families were afraid of. With policies on anti-harassment in place, women workers became more comfortable interacting with men colleagues and their sense of security in the workplace increased.

Fieldwork found that 79% of women workers confirmed feeling safe inside the workplace and more than 65% became enthusiastic about their work, which reflected positively on their families' perception about their work. Families learned to appreciate their daughters' and sisters' work as a

Box 1. Key benefits provided

Financial

Salaries

Bonuses

Non-financial

Mobile toilets

Clean water

Nursery / childcare

Uniforms, gloves

Breakfast

Break period

source of income for the whole family, especially that they are working in safe working conditions (ref. figure 7).

Improved status and voice: Women’s financial contribution to their households and increased self-reliance helped raise their status within their household. Their role became more visible and appreciated by their men siblings who started to be less resistant to the employment of their daughters/sisters. Fieldwork found a significant change in the level of resistance to women’s employment, from 54 to 11% (see figure 13). Families who previously objected to their girls’ working outside the home, became supportive or at least less concerned, as they witnessed a positive change in women’s behaviour pre-and post- WEPP. 73% of the surveyed women reported a change in the way they deal with people, better ability to hold back their temper, think objectively, problem-solving and decision-making.

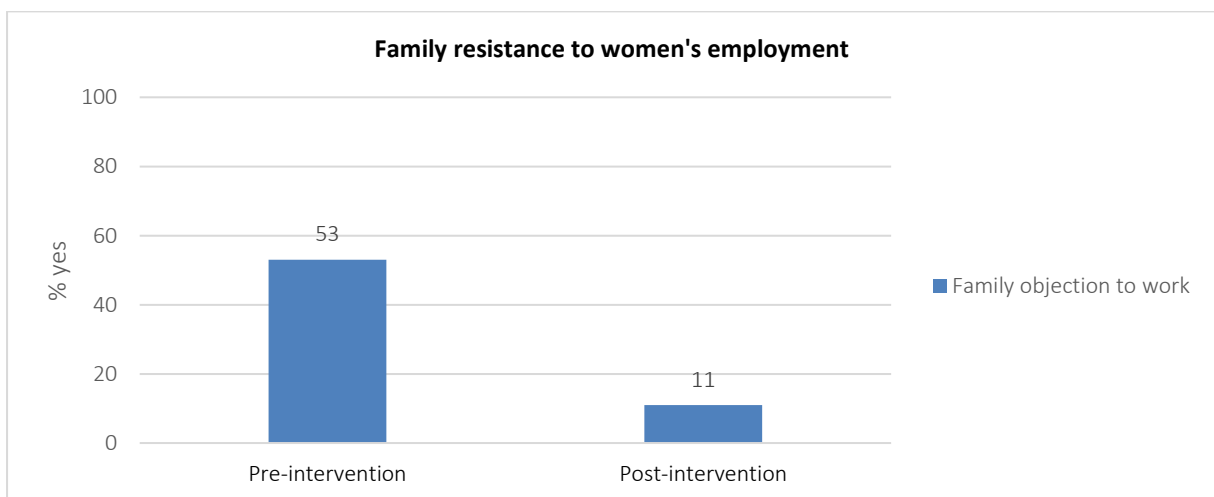


FIGURE 13: FAMILIES’ RESISTANCE TO GIRLS’ EMPLOYMENT (PRE-POST INTERVENTIONS)

Further analysis of the data collected illustrates that families’ concerns are not mainly related to the idea of their daughters going out to work in the agriculture sector, but rather to the negative associated factors linked to this type of employment. Those factors include the overall circumstances of the industry, families’ image within their rural community, low wages, middle-men abuse, and the insecure environment of the agribusiness (ref. figure 2). From 50% of the surveyed workers reported suffering from the low perception and negative stigma for their work prior to the WEPP’s interventions. However, with the improvements that were made at the workplaces, added to the training package women received, and the activities on ground within the rural communities, 89% of workers reported that they started to actively address this issue. Women reported that they disseminated good news about their work listing the benefits they get from the place, on top of those the safe transportation (as a visible benefit they receive in front of their community) instead of having to use the open pick-up trucks, in addition to their appreciation by their men colleagues and supervisors, and the rich social life they built with their workmates during their lunch breaks. These word of mouth messages encouraged their peer villagers to join work with them (see figure 14).

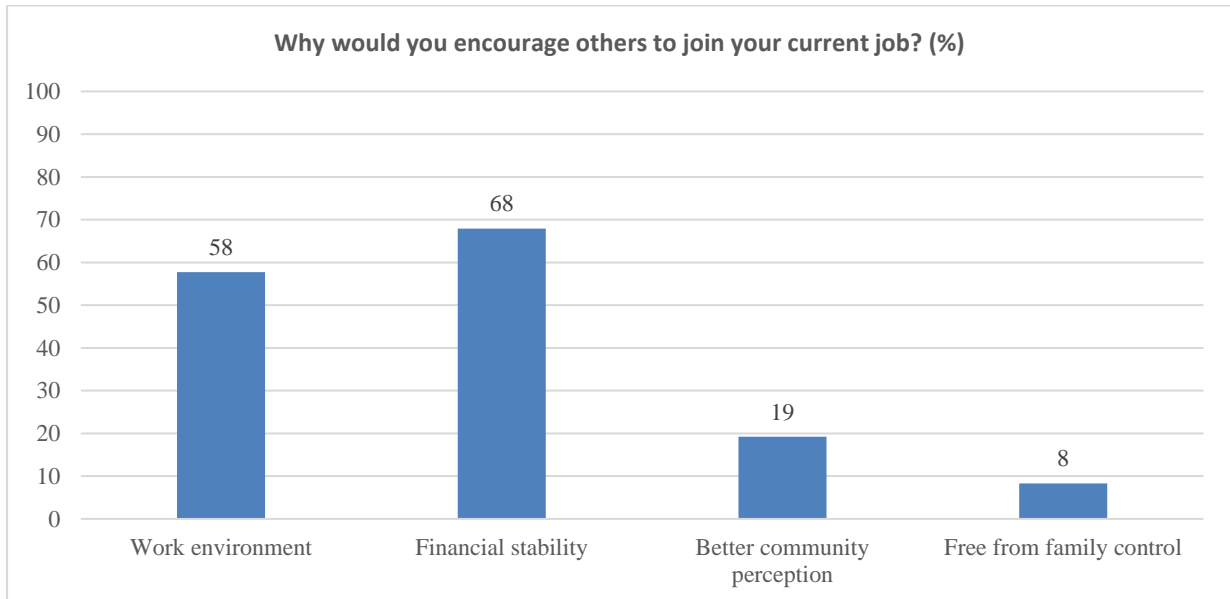


FIGURE 14: REASONS FOR ENCOURAGING OTHERS TO JOIN YOUR COMPANY

Individual and collective agency: Women workers became more aware of their rights and started to advocate for and exercise them. Through the project, they selected among themselves representatives for the labour committees, through participation in a transparent voting process, which helped them feel empowered to have the option to select and hold representatives accountable. Surveyed women appreciated having those newly introduced committees, finding in them a useful channel to freely express their opinions, report any issues, complaints, communicate with management, and safeguard the attained results. 36% of the members of the labour committees surveyed, reported feeling more self-worthy and confident, whereas 76% highlighted that they feel responsible after been selected as members of the labour committees.

“I learned so much. The WEPP taught me how to work as part of a team, how to speak up, and how to interact professionally with male colleagues. It even helped me solve problems at home with my family. I now know how to initiate discussions that lead to compromise and solutions”.
Member of labour committee, Beni-Suef

On the committees' performance, surveyed workers stated that the committees always reverted back with replies/feedback on the questions they received, which workers appreciated even if their requests were not met. By attending workshops and management meetings, members of the labour committees were prepared to handle their role successfully. The labour committees proved to be a successful mechanism for collective agency and advocacy for benefits at the workplace, which improvements that include availing mobile toilets, clean drinking water, and childcare. Findings show that 76% of the surveyed women reported a change in their perception towards management, while 88% noted that they were able to solve management-workers' problems preventing women workers from quitting the job. In few cases, management discussed decisions relevant to the field work prior to announcing them. Furthermore, with regards to women workers' aspirations, many stated their aspiration to become a member at the labour committees, which proves how effective and respectable the committees are perceived among the workforce.

"I feel I have a great role in the world now. I am so proud of what I was able to achieve. I was so proud to be standing there (with the governor), talking about our rights. I can't believe how far I've come. I am now able to envision an endless potential for me and my workmates. If I get pregnant, I will make sure to not lose my place here, nor my role as an active member of the labour committee. I have a responsibility towards my workmates who put their trust and selected me to represent them."

Member of labour committee,
Minya

Gender Results Effectiveness: Some of the results which the WEPP contributed to were gender responsive, while others have the potential to be gender transformative. As previously mentioned, many of the activities and results were gender responsive (i.e. they addressed the differential needs of men or women and the equitable distribution of benefits, resources, status, and rights). Yet, these did not address the root causes of inequities in the workers' lives. With increased knowledge, skills and training -while critical to the success of the project and women's integration into the workforce- all addressed proximate causes of gender inequality. Similarly, the provision of services which make it easier for women to balance family and work, is equally important as it can foster more gender norms and roles within the household. Other initiatives that are related to awareness raising sessions on women's rights and community mobilization that helped address some of the socio-cultural norms around women's work and mobility within the target communities, as well as those that support women's increased individual and collective agency, are more gender transformative, as they addressed the traditional gender norms and support women to question them as well. The introduction and implementation of policies in companies which aim to address some of the root causes of gender inequality in the workplace is also promising for gender-transformative results.

Finding 10: As a result of the policies and practices adopted by agribusiness, firms reported positive economic benefits, particularly reduced absenteeism, increased retention and increased productivity. These results demonstrate the business case for the private sector to promote gender equality and women's empowerment - 'Equality Means Business.'

When firms' management were asked about their "return on investment" following their contributions (financial and non-financial) and policies adopted to improve the working conditions of their women labour force, the common answer was "discipline, quality, productivity and commitment" as highlighted by a firm manager in Minya ""daily absenteeism is down from 70% to 15% and productivity is up by 80%. Women have also acquired a sense of ownership. They have started taking pride in their work and are looking to their career advancement already". These results were direct gains for the firms in addition to enhanced capacities of the labour force through the various training courses provided, on-top of which were the pre and post-harvest techniques, food safety and hygiene training. Two-thirds of the surveyed managers also reported that they noticed positive changes in the attitudes of both women and men workers as a result of the new adopted policies.

One of the agribusiness firm, the first among the target firms to provide childcare services (nursery), reported that they witnessed both increased productivity and enhanced quality. The nursery was a great benefit for working mothers, thembeing able to work without worrying about their children. The results encouraged the firm to consider building a bigger nursery to accomodate more children and enable hiring and retaining more workers (engaged or married) through long-term job contracts. The supplies and benefits provided helped some firms eliminate the monopoly, abuse, and control of middle-men's (labour contractor/recruiter), which resulted in retaining skilful workers and increased the latter's attachment, loyalty, and commitment to the firms. 79% of the surveyed sample of supervisors reported that permanent workers were more capable to operate on different work fronts and showed more confidence when dealing with colleagues and men supervisors than seasonal workers (see figure 15).

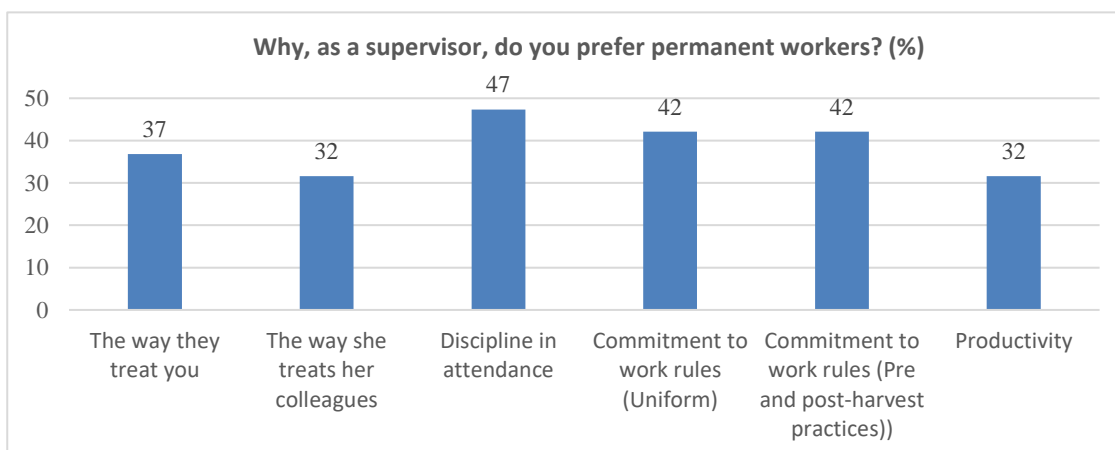


FIGURE 15: PERMANENT VS. SEASONAL WORKERS' ATTITUDE TOWARDS WORK

Providing a safe and secure work environment is a key factor that attracted and retained skilled women workers. More than half (53%) of unmarried women workers expressed their desire to keep working after marriage, counting on their negotiation skills to convince their future husbands. The improvements implemented in the workplace also encouraged 28% of married women to work at the firms, either inside pack-houses or on farms, without objection from their husbands. In addition, 68% of the respondents, confirmed that with the introduced improvements, women were able to

accomplish their assigned tasks appropriately. Supervisors also noted that they identified distinguished calibers among those workers who are known for their efficiency, speedy delivery, and technicalities at work, which is reflected in a remarkable quantitative and qualitative increase of the harvest with “less loss in the produce” and increased overall productivity for the firms by 25%, as well as “being ahead of the harvest season by two to four weeks”. This has resulted in extra bonus to women workers, which had a bigger impact on the overall productivity of each individual firm. Moreover, supervisors noted that the existence of the labour committees had an overall positive impact on the working environment and the motivation other women had. Interviews with supervisors and women workers highlighted less conflicts and the decreased rate of workers’ leakages due to the presence of the labour committees which is appreciated by all of them.

Nevertheless, more time is needed to realise a thorough follow-up and provide additional guidance on the newly applied policies, to ensure the presence of a good foundation and practices at the firms’ level, especially in terms of monitoring and reporting on the Women’s Empowerment Principles (WEPPs), as well as the developed automated online application available at www.agrierpsystem.com given the seasonality of the agriculture sector.

“We have come to realize that investing in our women workers is most rewarding to our business. It’s in our best interest to retain these women. We have to provide them with a sense of security and belonging. We’ve invested in them and we’ve seen the return on our investment”.

Quoted by a firm’s manager,
Minya

4.3 EFFICIENCY OF APPROACH

TO WHAT EXTENT HAS THE PROJECT ADOPTED AN EFFICIENT APPROACH?

Finding 11: UN Women leveraged its institutional experience and well-established partnerships at country and global level in designing and implementing the WEPP. This has allowed reach a greater number of people efficiently and effectively.

Leading the way for gender equality within the UN system, UN Women brings together various stakeholders to address gender related issues in a holistic manner, and this can be considered as one of the agency’s key comparative advantages in this line of work. UN Women leveraged its institutional experience and well-established partnerships at country and global level in designing and implementing the WEPP which allowed to reach a greater number of people efficiently and effectively.

At global level, UN Women ECO was also able to leverage the organisation’s global expertise, specifically the global partnership supporting the Women’s Empowerment Principles (WEPPs), which offer ‘practical guidance to businesses and the private sector on how to empower women in the

workplace, marketplace and community’. Through the WEPs, UN Women ECO has been able to draw on global good practices and partnerships. It has also been able to leverage the WEPs and attract firms to the programme by being affiliated with a global network of international recognition. Through the WEPs and its global and national partnerships with governments, private sector and other development actors, UN Women has been able to highlight how the private sector can promote women’s economic participation, by joining events such as “Ring the Bell for Gender Equality” on the International Women’s Day. These events were an opportunity for business leaders, investors, government officials, civil society actors, and other key partners at the country level to highlight the business case for gender equality and showcase the work of some companies in this area.

At country level, this included UN Women’s Egypt Country Office (ECO) experience in creating a safe and equal opportunity workplace, as well as women’s integration into the value chains, through the joint programme ‘Pro-poor Horticulture Value Chains’, where UN Women was successful in establishing the first two women led cooperatives including 25 women in two Upper Egypt’s governorates, as well as conducting extensive training to women on harvesting and post harvesting operations, ensuring safe employment opportunities, awareness raising and advocacy on gender concerns into relevant policies. As the United Nations Development Fund for Women (UNIFEM)¹¹, the ECO also implemented the Gender Equity Model Egypt (GEME) 2007-2009 to promote gender equity and productivity in private firms in partnership with the World Bank and the International Centre for Research on Women. GEME was a certification programme designed to promote gender equity policies and women’s equal access to jobs and opportunities in private firms. These two initiatives provided valuable tools and learnings for the WEPP. UN Women has also a strong relationship with different stakeholders involved in promoting gender equality and advocating for women’s rights in Egypt at local, national and regional levels. The Agency facilitates collaborative relations between project partners and implementers with local authorities and national stakeholders on the ground. Furthermore, it has played an important role in building the institutional capacities of international, national and civil society organizations.

UN Women was also able to leverage the experience and network of its partners at national and community level. Care, the primary national partner, has worked with women in communities in Upper Egypt on a range of activities and models which are directly relevant to the WEPP. This includes the Village Savings and Loans’ Associations (VSLAs) model, women’s social and economic empowerment, engaging men and boys, and agriculture. The network of local partners, namely the community-based organizations (CBOs) already active inside their communities, that worked collaboratively with the UN Women project team, enabled the project to out-reach more beneficiaries on ground. Those CBOs were able to mobilize community volunteers to raise awareness and outreach to community members with discussions on gender-related issues. Additionally, the CBOs provided

¹¹ UNIFEM was part of the [United Nations Development Group](#) (UNDG). Its role in the UNDG is now taken over by its successor, [UN Women](#) in January 2011.

support in recruiting women workers directly for the firms, a solution that helped eliminate the role of the middlemen (labour contractors).

Interacting with the community through activities such as the interactive theatre and sports' days for change helped open-wide discussions on gender rights within the rural communities, review the dominant perceptions with community members in an interactive approach, allowing two ways of communication, providing room for discussions and presenting different opinions. Through these interventions, different topics were discussed, like harassment, early marriage, and domestic violence against women, which helped shed light on their negative impacts on a community (particularly women). In parallel, solutions were also provided to such issues that included women's economic empowerment through work; work environment; value of work for women; and the value of teamwork of both men and women. These on-ground community activities are considered a successful step, as they encouraged the targeted communities to review their beliefs and consider alternatives. Having such activities with the attendance of 5,811 (3,921 women and 1,890 men) proves how the WEPP was efficient in its approach to outreach and mobilize the targeted communities with its messages on women's rights in the targeted areas.

Furthermore, fieldwork data illustrates that UN Women was also able to leverage the experience and network of its partners at national and community level with the operationalization of the VSLAs' model which provided women with the opportunity to save and to increase their income through managing income generating projects of their own. Through the creation of eight VSLA groups with 153 women and five men, the WEPP piloted the model in areas where the concept of "saving" and "investing" is not a common trend. It also ensured that women can have a window to secure income, especially in areas that are known for the seasonality of the agricultural operations in firms whose operations extend for four to six months. This is supported by VSLA's members feedback on their reasons for becoming members of the VSLAs where more than half (57%) of the surveyed women reported their desire to have a business of their own as a top priority (see figure 16). While VSLAs' members found the model efficient to help them save, only 19% of the sample considered it a financial burden. However, 86% of the total surveyed sample (representing 21 women) confirmed that they tried to convince their colleagues to join the VSLA model, which illustrates how they value the benefits they get out of it. It is worth noting that the cycle of the VSLA takes from 12 to 14 months, which posed a limitation for its full assessment, as it does not fit the evaluation timeframe, given that the groups were formed in June 2017 and the WEPP ended in April 2018.

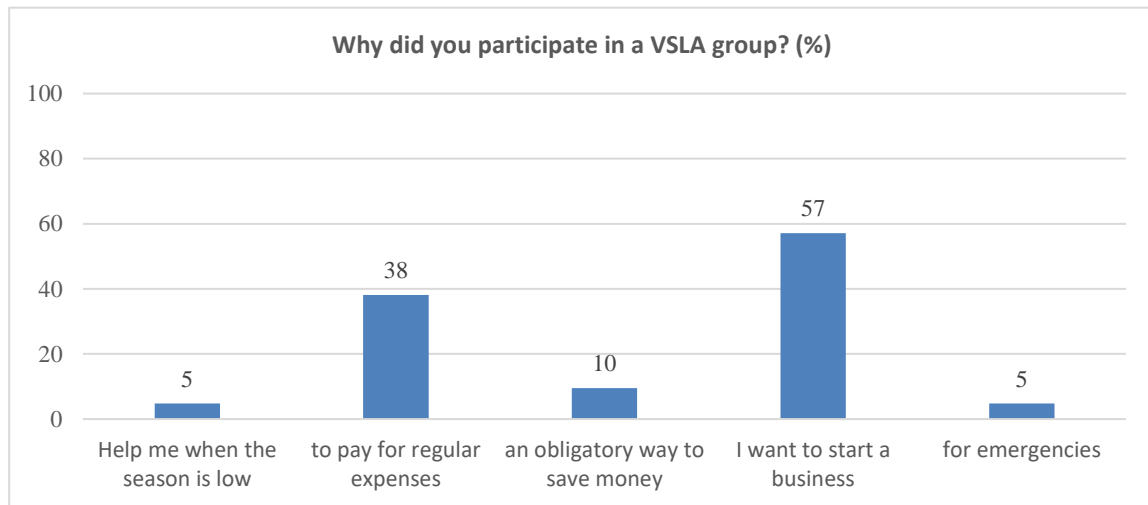


FIGURE 16: REASONS FOR JOINING A VSLA GROUP

Finding 12: The WEPP used project resources efficiently. It was able to surpass many of the targets and leverage significant in-kind contribution from participating private sector firms. This allowed the project to accomplish more with limited in-house funds.

The WEPP succeeded in using the project’s resources efficiently, reaching out to ten firms exceeding the target figure by extra four firms and hence serving more women than originally planned. In addition, it was able to leverage significant contributions from the participating private sector firms in terms of expenses for infrastructure, establishing nurseries, costs for transportation, medical insurance, and lunch allowances. This has allowed the project to accomplish more with limited in-house funds and to optimally achieve its objectives. The effectiveness of the project in demonstrating results at the firm level in terms of productivity and employee retention contributed to its greater efficiency as well. With the positive results the firms experienced, such as having access to their own labour supply pool, they built a success story for themselves as role models in Upper Egypt by investing in good practices and providing more benefits to their women labour force, that resulted in sustainable positive impact for their own businesses. For example, a firm’s manager in Minya demonstrated his willingness to establish a training centre for the surrounding communities to continuously provide a pool of trained women workers on all agriculture operations. It is worth noting that the project succeeded in leveraging contributions from the ten participating firms that exceed EGP5,250K (US\$309K). This amount included funds for transportation, day care facilities, infrastructure expenditures, allowances and fixed-monthly salaries for the women workers. Moreover, as discussed earlier, working with CBOs and community volunteers allowed the project to efficiently outreach and mobilize communities.

4.4 SUSTAINABILITY OF WOMEN-FRIENDLY WORKPLACES

HOW LIKELY ARE THE CHANGES TO CONTINUE IN THE LONG-RUN, INCLUDING THOSE THAT PROMOTE THE REALIZATION OF GENDER EQUALITY AND HUMAN RIGHTS?

Finding 13: The focus on policy change in participating agribusiness firms has institutionalized more gender responsive policies and practices at firm level. This approach is key to sustainability. The adoption of these policies, the investment by agribusiness firms and the success of the intervention in terms of worker retention and productivity are promising indications that the positive institutional results of the programme will continue and potentially even be scaled up.

Under the WEPP, the positive changes that have resulted in improved work environment and increased productivity as a result of project intervention are likely to encourage sustainability of the project's approach in terms of the activities supported by the firms and the outcomes achieved. Involved parties in the WEPP expressed their willingness to expand and maintain the interventions. Fieldwork data noted that the firms are willing to retain women employees and even replicate some of the interventions implemented to ensure the sustainable impact they witnessed of their labour force assertive behaviour, enhanced loyalty, and improved productivity. All of the interviewed firms confirmed that they would follow the WEPP's steps in providing their labour force with similar supplies and benefits. They also intended to keep in place policies adopted, supported by monitoring mechanisms such as the labour committee and the complaints box. To retain skilful women workers, firms also considered planning career advancement for women workers, the best performers would be promoted to "field supervisors and line managers". In addition, to build on the skills acquired through the training packages provided through the WEPP, one of the participating firms in Minya considered setting up a training centre on its farm to act as a training hub for the surrounding communities with the aim to eventually provide the required training services to the local labour force. Additionally, the firms' contributions to improve working conditions went to being considered during the WEPP implementation from an extra cost to a regular investment, thanks to the positive return on investment that the firms experienced.

Women workers' increased loyalty and commitment to the firms through fixed/ long-term job contracts, will also likely ensure that they maintain their jobs within the target firms which women confirmed and reinforced during the survey. They do not consider their work as a source of income only, but they even started to build aspirations about themselves getting promoted to senior positions that range from representatives on the labour committees, to field supervisors or line managers. Women workers who participated in workshops confirmed their willingness and ability to help future hires learn the practices and skills required for the job.

Moreover, the WEPP in its approach extended its interventions to its local network that include seven CBOs within the targeted areas, to ensure that those CBOs are capable to take on the project's approach and sustain its impact, building on their on-ground community base and gender-advocate

volunteers. This is reinforced by building the capacity of 159 CBOs' representatives (107 women and 52 men) on gender-related topics, accountability, gender-based violence, VSLA model management, networking, and community engagement. In addition, the WEPP engaged the CBOs in every community activity (e.g. sports days, interactive theatre performances, and art therapy) to help reach out to rural women and their siblings. Furthermore, to avoid the labour contractors, the WEPP built direct linkages between the CBOs and the target firms for labour supply which is also considered an effective approach to sustainability and ensuring that women workers have access to women-friendly workplaces without the abuse of middle-men.

Finding 14: Key stakeholders, notably CBOs and the participating agribusiness firms designed strategies together that would cope with the firms' planned expansions in operations, and the foreseen challenge of labour supply and promote sustainability.

CBOs have been considering alternative means of funding and aligning their strategies with that of the participating firms after the completion of the WEPP. The firms admitted the need to review their Corporate Social Responsibility (CSR) strategy, to be aligned with the requirements and needs of their women workers and families. As stated by the firms' managers, their CSR strategies will help strengthen loyalty to the firms, not only women workers' loyalty, but also their families and communities. CSR will be one of the tools to help sustain achieved interventions, as commented by the management of the firms. This also included CBOs' efforts in securing a continual source of women workers to cover the firms' planned expansions in operations as was the case with the firms in Minya. Efforts also include community mobilisation efforts and initiatives on the part of the CBOs with the support and sponsorship of the participating firms. This is exemplified in the implementation of different initiatives like hosting a nursery for women workers' children and the provision of charitable funds to the related community of one of the firms in Minya. This resulted in promoting direct networking and smooth communication with the relevant rural communities (potential supply of women workers) building on the WEPP's approach.

5. LESSONS LEARNED

The below section provides an overview of key lessons learned from this project:

- Interlinkages between interventions and components should be built on existing relationships with stakeholders rather than starting from scratch.
- Engaging with the private sector in rural areas offers good opportunities to work on improving working conditions and addressing gender issues within the rural communities, and hence on improving the social cohesion between men and women.
- A comprehensive/holistic approach to women's economic empowerment intervention is likely to be more effective in meeting the needs of marginalized women in rural areas.

- A good communication on the achievements and results of the project is a key success factor in attracting and outreaching to more beneficiaries and achieving greater impact.
- Reaching out to men and engaging them in the efforts to improve the status of rural women and promote their engagement in the paid economy, as well as addressing gender-based violence is essential for success. There is strong evidence that the support of men counterparts can facilitate in promoting gender equality particularly in patriarchal societies.
- Mobilizing the right stakeholders and partners (INGOs, CBOs, national counterparts) whose vision and mission are aligned together, has played a key role in improving effectiveness and maximizing sustainability of the project.
- Extending linkages and bridges between the private sector and CBOs (public-private collaboration) is an advantage for both actors.
- Building the capacity of CBOs on different women's empowerment and gender-related topics is essential for outreaching at grassroot level through interventions that can be replicated elsewhere and that can foster community awareness and the development of mobilizations activities.

6. CONCLUSIONS

Conclusion 1: The WEPP demonstrates the centrality of economic opportunities and job creation for income generation as a driver for women's empowerment. While many of the women workers cited family's opposition to their work, economic necessity provided an initial push for their families to allow it. This initial step allowed them to get out of the house and provided a 'door to a new world' as expressed by one participant. It allowed them to interact with new people and learn how to deal with them, rely on themselves, and assist their families, all of which gave them greater confidence, assertiveness and status within the household, employing firm and surrounding community. Many of these women were able to then convince others to look for employment. The experience of women employed in the paid economy broke down many of the traditional views around women's work.

Conclusion 2: The WEPP experience provides support for the value of public-private partnership and the mobilization of multiple stakeholders. Managers and agribusiness owners credited the project with less attrition, increased productivity and improved product quality. As for many of them this was a new area for them, working with UN Women, CARE and local CBOs, which allowed the businesses to tap into and capitalize on the experience, expertise and community connections of the different development actors. This contributed to the project's strong relevance, effectiveness and efficiency. These efforts through specific documentation and a more focused study on the business case can contribute to UN Women's advocacy efforts in this area.

Conclusion 3: A holistic approach that was both multi-pronged (focusing on knowledge, attitudes, practices and policies) and multi-level (targeting individual, institutional and community) was key to

the effectiveness of the project, and mutually reinforcing. Promoting a women-friendly environment with policies and mechanisms, ensuring increased income, opportunity advancement, safety, ability to secure greater work-life balance were noted by all stakeholders as key to less attrition, increased productivity and improved product quality, as women workers became more committed and self-confident in performing their job. Targeting some of the key structural barriers that women faced to paid employment related to lack of women friendly work environments and gender norms which do not support women's work, ensured the project's relevance and effectiveness. Focusing on these two areas must continue to reach a wider range of stakeholders in any future initiatives, as many young unmarried women stated that they will stay home if their husbands object to their working, whilst ensuring that more young men (future husbands) are reached as well.

Conclusion 4: Initial findings indicate that the WEPP model has large potential for scale-up and sustainability. The project's evaluation, monitoring and documentation have provided some evidence in support of the business case for investing in gender equality and women's empowerment. Stakeholders at all levels, women workers, labour committee members, supervisors and firm managers have cited increased productivity and improved product quality as a result of the introduction and / or application of gender responsive policies and practices, and investment in women's technical and non-technical capacities. The financial return on investment provides a good basis for developing a sustainable approach for replication and scalability. Workers and firms benefiting from the WEPP can serve as "champions", "models" and "mentors" to attract more firms to adopt similar policies and practices. Sharing their success stories could provide encouragement for others to follow. This would likely require additional support for a time to ensure that the policies and practices put in place are fully operationalized with monitoring, accountability and reporting systems. Additional targeted training may also be required.

7. RECOMMENDATIONS

The following recommendations have been identified based on the findings of this final external evaluation, as well as on the input of key stakeholders. More details are included in the report on options for operationalizing these recommendations.

General Recommendations to Stakeholders involved in Women's Economic Empowerment Programmes

Recommendation 1: More inclusive measures are needed in future projects that include men beneficiaries (future husbands) at community level as well as field officers/ middle managers at the agribusiness firms. This could be carried out through various awareness raising and advocacy activities that target men more specifically in coordination with local community-based organizations. At community level, these activities could target youth and adolescents in schools and clubs as well as young men in secondary and tertiary education. Activities could include on-the-ground advocacy

campaigns that promote women as workers and leaders in the agricultural sector, break gender stereotypes and address barriers to women's employment.

Recommendation 2: Continue to focus on interventions that provide spaces for vulnerable rural women to engage with men and hence facilitate social cohesion between them. This could be done through joint income generating projects such as cooperatives, or farming ventures that will help open-up windows for integrating and retaining women in the paid economy.

Recommendation 3: Work at policy level to push for legislation that ensures secure and safe working environment and social protection for women working in the agriculture sector, whether they are seasonal or permanent workers. This could be done through coordination between the Agriculture Committee at the Parliament and the relevant ministries and the National Council for Women (NCW). Activities should also include securing medical and social insurance and pension scheme for working women in the agriculture sector.

Recommendations to the Agribusiness Firms

Recommendation 4: Plan beforehand career advancement opportunities including capacity building and skills development for women workers – similar to other men employees –to retain skilled women and achieve equality in job opportunities and associated benefits, inside the firm. Learning the know-how on that could be achieved through the following activities:

1. Coordination for exchange visits with peer firms, either in Egypt or abroad, via collaboration with the commercial chambers, and/or
2. Organize a workshop moderated by a national HR expert to support the design phase of policies for women's career advancement, and
3. Conduct an annual assessment report on employees' benefits and compensation packages to help plan ahead appropriately.

Recommendation 5: Build a training of trainers (ToT) team of women specialized in the technical practices required for the farming and packaging operations to train new workers and raise awareness on available benefits and existing mechanisms / policies. This would build women's self-confidence at a personal and professional level, paving the way for them taking leadership posts. In addition to including an orientation and refreshment training package for old and new recruits on policy implementation and the Labour Law in Egypt to acquaint them with their rights and benefits. Additional training on problem solving and conflict resolution should target labour committees' members to help them gain a better understanding of how to deal with their peers and avoid escalation of problems at the workspace. This could be done either through signing a Memorandum of Understanding (MOU) with the Labour Syndicate and/or coordinating with the Directorate of Youth and Sports to include training for the firms' pool of workers and specifically for the labour committee members – within their training calendar.

Recommendations to UN Women

Recommendation 6: Follow-up on the implementation of the Women’s Empowerment Principles (WEPs) by participating firms, to ensure continuous monitoring and application of the project’s embedded gender-responsive policies and practices for women’s engagement and inclusion (through the correct application of the reporting guidelines and mechanisms/tools).

Recommendation 7: Document and conduct a more in-depth study on this experience to support the ‘business case’ for this approach in the agribusiness sector. This study should focus specifically on the double bottom line (financial and social returns) for participating businesses. This can then be used for advocacy based on strong evidence and documentation which would support the expansion to other governorates and adoption by other agribusiness firms, whilst leveraging the success stories of the participating firms and women workers as champions.

Recommendation 8: Future similar programming should follow the following principles:

1. Conduct a robust needs assessment based on the firms’ value chains and market demand variables highlighting entry points where women’s economic opportunities can be fostered, taking into account the different geographic contexts to enable women access sustainable and decent livelihood opportunities while building their soft and technical skills on topics like leadership, negotiation, communication, and job-related capacities.
2. Rather than implementing projects through INGOs, a more cost-effective alternative for UN Women could be to work directly with civil society organisations, whenever feasible. While such partnerships would require working on strengthening the capacities of CSOs, it would also ensure a more sustained impact of future programming. Capacity building might cover areas such as: proposal writing to access other initiatives with similar objectives / activities; social media strategy to promote and expand the project’s activities; promotion and facilitating inter-partner communication, information sharing, and initiatives launching.
3. Plan for a sufficient duration of the inception and project implementation phases to include all farming seasons for at least three consecutive cycles to ensure having ample time to follow-up on the application and adoption of the mechanisms and tools developed throughout the implementation by all stakeholders.
4. Develop a robust monitoring and evaluation (M&E) system early on with clear definition of progress indicators, train key partners and implementers on it and provide continuous follow up to ensure proper documentation during and after the completion of the project. The WEPs’ gap analysis tool or the *The Women’s Empowerment Principles: Reporting on Progress* could be useful tools- among others- to be used by beneficiaries to monitor progress and report on the implementation of the seven principles.

Recommendation 9: Future programming focussing on women’s economic empowerment may benefit from incorporating income-generating interventions and saving groups, known as the village savings and loans associations (VSLAs) that can address the priority needs of vulnerable rural women

and provide an opportunity for women to learn about basic financial management, how to save money and access peer supported credit. The VSLA model should also be introduced to the International Labour Organization (ILO) to plan and implement workshops on "Get Ahead" Programme which supported potential micro-business owners to establish and manage their businesses.

Recommendation 10: Coordinate with the National Council for Women (NCW) to focus on women in the agriculture sector, while providing appreciation and recognition for the agribusiness firms (potential employers) and offer incentives for those following gender-sensitive policies and adopting women-friendly workplaces for their women workforce, similar to the benefits offered for manufacturers that are based in the industrial zones in Upper Egypt. In addition to linking the project's stakeholders with other funded initiatives that have the same objective(s) to scale-up through other activities and interventions, success stories could be disseminated among other potential firms to target for promoting women's employment among them.

Recommendation 11: Develop a platform for all initiatives on women's empowerment activities and projects. Similar to the www.egyptinnovate.com, structured content should be shared on women's empowerment activities through an online hub that include data on all initiatives' objective(s), fact sheets, performance indicators, stakeholders, beneficiaries, targeted areas, and other information (as deem feasible) for possible synergies and collaboration without overlapping.

8. ANNEXES

Annex I – Terms of Reference

I. Position Information
<p>Job Code Title: Consultant to conduct final Evaluation</p> <p>Organizational Unit: : Economic Empowerment Unit</p> <p>Reports to (Title/Level): Programme Officer</p> <p>Duty Station: Cairo with frequent visits to Upper Egypt Giza, Bani-Suef and Minia</p>
II. Organizational Context
<p>UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.</p> <p>In September 2015, UN Women signed an agreement with USAID to provide a mechanism to advance safe, secure, and women-friendly workplaces within the agribusiness sector in Egypt. The “Women’s Employment Promotion” project provided ten agribusiness firms and their related value-chains with the support to reposition themselves as models in gender-balanced workplace policies, attitudes, and inclusive work environments that promote equal job opportunities, equal wage for work of equal value, provides incentives for employees’ retention, and low rate of absenteeism particularly for women. The project worked at multiple levels to respond to the specific needs at the targeted agribusiness firms dealing with management, staff, related value chains, women farmers/ workers at processors and factories, and community based organizations (CBOs), so that they have greater influence in reshaping their internal employment policies.</p> <p>The overall objective of the project is to achieve more gender-inclusive environment along the agricultural value chains through improved working conditions for female employees in the agribusiness firms receiving United States Government (USG) assistance. More specifically, the project assisted ten agribusiness firms (exceeding the original target firms by additional four firms) in Upper Egypt in repositioning themselves as models in gender-balanced workplace policies, attitudes, and inclusive work environments that address sexual harassment, promote equal job opportunities and equal wage for work of equal value, provide incentives for employees’ retention, and for a low rate of absenteeism, particularly for women.</p> <p>The expected outcomes of the project are: (1) improved gender equity and safety at work policies adopted by agribusiness firms (Policy Adoption), (2) increased awareness about gender equality in agribusiness firms receiving USG assistance (Behavior Change), and (3) improved productivity of agribusiness firms adopting women-friendly policies (Business Case). The process of promoting women’s participation in economic life involves the interconnected strategies of: capacity development; knowledge building, advocacy, and</p>

partnership building, coordination and engaging with multiple stakeholders which are achieved through different approaches and community based activities.

Under the **Policy Adoption Outcome**, the project worked with the target firms providing them with gender sensitization workshops, organized exchange visit with signatories of the Women’s Empowerment Principles (WEPs), and developed concrete work-plans based on gender-sensitive assessments. The project also forged open communication channels for female employees to voice their needs freely with the firms’ management through the formation of nine labor committees, the enhancement of soft and problem-solving skills through relevant training, as well as the formation and capacity development of three village savings and loans associations (VSLA) of women workers, which – in addition to a solidarity group for financial inclusion - act as a communication platform with the firm.

In coordination with the National Council for Women (NCW), the project also supported the issuance of 114 National Identity Cards (IDs) for women workers (current and potential labor force), enabling them to have sound job contracts that ensure they enjoy their rights without abuse. The project also developed anti-harassment policies and a gender-sensitive human resource manual, and provided a variety of training sessions. All these processes included women workers, male supervisors, and – where relevant - communities, which ensured full buy-in and adoption. The project also helped establish a database of 200 trained women workers out of which 80 women have found employment with the target firms. Moreover, in recognition of the labor committees’ efforts, the project conducted a one-day event on International Women’s Day, where labor committees were able to get together and present their achievements, issues, and means of communication used with the management to address their concerns.

Under the **Behavior Change Outcome**, with the aim to promote safe working environments and mobility for women, the project addressed social and cultural barriers related to sexual harassment, gender-based violence at large, and informed about means to report incidents of harassment for women workers and community members. Tools and approaches used include targeted training session, as well as innovative awareness raising tools such as interactive theatre performances, and sports days for change. Within the National Council for Women’s (NCW) nationwide “Ta’aa Marbouta” campaign, the project also produced a booklet series and social media clips with the slogan “*Your Future is Your Sole Decision*” that address the topics of harassment, hygiene, career advancement of women, and value of work. Combined with activities for the commemoration of the 16-days of activism to eliminate violence against women, and an on-ground knocking-door campaign in support of the cause. The matter that was reflected in a behavioral change of both women’s and men’s attitudes towards violence and harassment as has been reported in several success stories. In general, women were enabled to voice their needs and address impeding gender norms and roles within their communities.

With a view to guarantee sustainability of results beyond the project timeline, all interventions ensured the participation and engagement of several community-based organizations. The project also facilitated their direct communication with the agribusiness firms, which resulted in the exclusion of the labor contractors from the areas where the project operates.

All the aforementioned interventions aim at achieving and exemplifying the **Business Case** of women’s employment, i.e. increased productivity and profit through enhanced retention and decreased absenteeism through women-friendly policies at the workplace, and hence improved individual productivity and increased levels of satisfaction amongst women workers. During the reporting period, the project built on the on-ground activities and worked on improving the working conditions within the participating firms to meet the needs of a gender-sensitive environment. This is exemplified in the provision of various supplies that include mobile lavatories, uniform, shading tents, safety shoes, gloves, lockers, first aid supplies, as well

as supplies for child-care facilities and facilitating the access to safe transportation. These interventions served a total number of 900 women at the participating firms and resulted in a higher rate of satisfaction and retention of the pool of trained women. The firms' commitment to the objective of the project is exemplified in their adoption for the Women's Empowerment Principles, and them availing 103 fixed-term contracts for women employees, as well as inter-firm collaboration and planning – exemplified in the 'rotational labour approach' introduced amongst five firms in Minya, which guarantees continuous availability of the pool of trained women workers, while ensuring a stable income for women workers during the firms' off-season. This is coupled with a set of trainings that equipped women with the required skills for the agriculture sector, with an opportunity to advance to a supervisory position within the respective firms. Additionally, to address any kind of abuse due to the dependence on the manual means of registry for women workers' data and attendance, the project developed an automated system and coordinated with the Director of the General Organization for Export and Import Control (GOEIC) to host the system at the government's portal. The system is very well received by the GOEIC, who requested to upgrade the system to a full ERP system that is to be integrated with the United Nations Industrial Development Organization's (UNIDO) "Traceability" system.

In summary, since inception, the project reached out to ten agribusiness firms, five Community Based Organizations (CBOs) and Community Development Associations (CDAs), raised interest of another 13 agribusiness firms for the adoption of gender-sensitive policies, developed tailored work-plans for establishing women-friendly working conditions, enhanced communication and negotiation skills for 1,040 women and 43 men, provided training on hygiene for 706 women and 14 men, on pack-house management for three women and six men, on pre and post-harvest training for 697 women and 28 men, on harassment for 556 women and 61 men, on first aid for 48 women and 13 men, on complaint systems for 38 women and nine men, formed nine labor committees with high representation of women, enhanced the capacity of 33 women and 37 men members of CDAs/CBOs, and raised the awareness on gender equality and women's empowerment of 3,158 community members (2,220 women and 938 men), built a team of 177 (105 women and 72 men) gender-advocate volunteers, and formed three Village Savings and Loans Association groups, enabling 60 women and four men to access micro-finance and training.

III. Purpose (and use of the evaluation)

The purpose is to conduct an end-line evaluation of the Women's Employment Promotion Project. The main purpose of the evaluation is to assess the projects outcomes (1) improved gender equity and safety at work policies adopted by agribusiness firms (**Policy Adoption**), (2) increased awareness about gender equality in agribusiness firms receiving USG assistance (**Behavior Change**), and (3) improved productivity of agribusiness firms adopting women-friendly policies (**Business Case**). Progress of the project against stated outcomes, as well as identify valuable lessons and recommendations to further expand on and scale-up the work of the project will be identified. The exercise will support accountability, learning and knowledge generation, as well as decision-making.

Objectives: The main objectives of the evaluation are as follows:

- Assess the **relevance** of UN Women contribution to the project outcomes (1) improved gender equity and safety at work policies adopted by agribusiness firms (**Policy Adoption**), (2) increased awareness about gender equality in agribusiness firms receiving USG assistance (**Behavior Change**), and (3) improved productivity of agribusiness firms adopting women-friendly policies (**Business Case**)
- Assess **effectiveness and organizational efficiency** in progressing towards the achievement of providing safe, secure, and women-friendly workplaces within the agribusiness sector vis a vis the project indicators.

- Assess the **sustainability** of the intervention in achieving sustained women-friendly workplaces.
- Identify and validate **lessons learned, good practices** and examples, and innovations of efforts that support women friendly workplaces against the three main project outcomes.
- Provide **actionable recommendations** with respect to future UN Women interventions.

Evaluation design (process and methods)

Review of project document and understanding the project design and contextual framework; review the Performance Indicators Reference Sheet (PIRS). The Evaluation will be a transparent and participatory process and will use a mixed-methods approach. It will also include quantitative data collection/analysis as feasible.

Data sources will be collected by a variety of the below methods:

- Review of baseline data
- Interviews and focus groups
- Samples
- Surveys
- Questionnaires
- In order to reflect on the three pillars/ outcomes of the project, the sample size for the interviews and focus groups should include women workers, male supervisors, firms' management, and community members.

The evaluation will have three key phases:

- Inception Phase
- Data collection phase
- Analysis and Report Writing Phase

IV. Impact of Results

The post has an impact on the overall effectiveness of the project vis a vis the indicators. The deliverable will support documenting and presenting a well-developed comprehensive report in English that would be used as a knowledge product for nationwide adoption for similar strategies and positive impact. It will also feed into designing a second phase of the project on a national level.

Timeframe	Primary Activities	Output
Inception Phase		
1 week after contract signature	Evaluation team submits a draft Inception Report, including proposed methodology, work plan, and agreed-upon questionnaires/ surveys and sample size for the focus groups and interviews.	Draft Inception Report
Data Collection Phase		
5 weeks after contract	Evaluation team conducts field visits.	Field visits Completed

	Concurrently, evaluation team conduct further document review, interviews with beneficiaries, partner organizations, donors, etc.	Review and Analysis of data
Analysis, Report Writing and Validation Phase		
7 weeks after contract	Evaluation team submits first draft evaluation report; a report on the end-line evaluation of WEPP: Program Indicators, lessons' learned. The report should also include an executive summary that briefs the final evaluation results, and recommendations for further implementation and /or replication.	1st draft evaluation report
8 weeks after contract	UN Women review first draft and provide feedback	Feedback gathered
9 weeks after contract	Evaluation team submits final evaluation report in hard and electronic copies of well bound final report	Final Evaluation Report

V. Competencies
<p>CORE VALUES / GUIDING PRINCIPLES</p> <ul style="list-style-type: none"> • Integrity: Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct. • Professionalism: Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work. • Cultural sensitivity and valuing diversity: Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity. <p>CORE COMPETENCIES</p> <ul style="list-style-type: none"> • Ethics and values: Demonstrate and safeguard ethics and integrity • Organizational Awareness: Demonstrate corporate knowledge and sound judgment • Development and Innovation: Take charge of self-development and take initiative • Work in teams: Demonstrate the ability to work in a multicultural, multi ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds • Self-management and Emotional Intelligence: Stay composed and positive even in difficult moments, handle tense situation with diplomacy and tact, and have a consistent behavior towards others • Demonstrated ability to organize work efficiently and to deliver on results concerning multiple tasks.

FUNCTIONAL COMPETENCIES

- Field Competency: Ability to work in the field and communicate efficiently with the beneficiaries;
- Continuous Learning and knowledge Sharing: Encourage learning and sharing knowledge
- Gender Issues: Demonstrated analytical skills on issues related to gender, the economy and poverty reduction;
- Soft Skills: Excellent communication, presentation and writing skills in Arabic and English.

VI. Recruitment Qualifications

Education:	Masters’ degree in Social Sciences, Political Science (Economics Section), Business or Public Administration, development studies or other relevant degrees. Additional certification in statistics, and Monitoring and Evaluation would be as an asset.
Experience:	<ul style="list-style-type: none"> - Minimum 10 years of professional experience in conducting final evaluations - Experience in the management of gender equality and women’s empowerment programmes and/or analytic work in gender and development, gender analysis and/or human rights; - Demonstrated track record in report writing, documentation and publication. - Use of graphs and other illustrations along the narrative report for visual attraction on achievements - Previous experience in conducting similar assignments with UN agencies would be an asset. - Strong writing skills in English.
Language Requirements:	Fluency in written and spoken English & Arabic is required.
Sample work:	Submission of documents on previous “evaluations” developed by the candidate

Annex II – Stakeholder Analysis

Who	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How	When (in what stage of evaluation)	Priority
UN Women Duty bearers	Overall responsibility for the intervention	Greater understanding of the overall approach and implementation	All aspects	All stages	High Priority
Implementing Partners (CARE) Duty bearers	Responsibility for intervention VSLA component	Greater understanding of its component	Key informant, reference group	All stages	High Priority
Agribusiness Firm Management Duty bearers who have decision-making authority over the intervention such as governing bodies;	Policies development and / or implementation in support to women employment	Reporting issues faced, results achieved from the introduced activities, and feedback for enhancement.	Key informant No control group; but comparing overall performance pre-post joining the programme	Data collection	High priority
Men Supervisors Duty bearers who have direct responsibility for the intervention, such as programme managers;	Reflecting results of policies implemented and commitment	Since the project tackles the "harassment" and "work value"; the male supervisor can reflect level of thinking transforming	Key informant No control group; but comparing overall performance pre-post joining the programme	Data collection	Priority
Women workers Rights holders in participating agribusiness firms	Reflecting results of policies and other project interventions implemented	Assessment of relevance, effectiveness of project	Key informant	Data collection	High Priority
Community members Including volunteers	Reflecting results of policies and other project interventions implemented	Assessment of relevance, effectiveness and sustainability of project	Key informant	Data collection	Priority

Annex III – Evaluation Matrix

Evaluation criteria	Key evaluation questions	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Data source	Assumptions
Relevance	<p>To what extent is the WEPP aligned with key stakeholders’ priorities and needs, particularly women workers and agribusiness firms?</p> <p>To what extent is the intervention aligned with relevant normative frameworks for gender equality and women’s empowerment,</p>	<p>How far the WEPP project’s objectives fit within the agribusiness firms agenda?</p> <p>To what extent did labor feel the difference of joining the project at the different levels?</p> <p>1. Personally 2. Financially 3. & Socially</p>	<p>Agribusiness Firms: Issues faced before project; i.e.: quality, commitment, loyalty, overall management, capacity building, etc.</p> <p>Family perception about her work; tangible results achieved, encouraging others to join, her overall self-esteem</p>	<p>1. Alignment with the WEPP objectives 2. Number of hired labor 3. Number of promoted labor</p>	<p>1. Document analysis 2. Monitoring records 3. Interviews & Surveys</p>	<p>1. National government & international organizations website 2. UN Women programme staff</p>	<ul style="list-style-type: none"> Information is available Information is accessible

Evaluation criteria	Key evaluation questions	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Data source	Assumptions
	as well as national strategies and UN Women strategic plan	Community's readiness to review / rethink the dominating perception about women work	<p>Women labor role inside and outside house</p> <p>Concern about work in remote areas</p> <p>Women career advancement</p> <p>Working with men (in the same place)</p>				
Effectiveness	To what extent has the project contributed to: (1) Improved gender equity and safety at work policies adopted by agribusiness firms, (2) Increased awareness about gender	To what extent the activities used helped to fulfill? 1. Improving gender equality, safety and policies	<p>Capacity building and topics treatment and tracked changes on work and overall behavior</p> <p>Role of the Labor Committee</p>	<ol style="list-style-type: none"> 1. Training workshops attended and changes associated with at all levels: technical, personal and social 2. Usage of communication tools 3. Policies implementation level 	<ol style="list-style-type: none"> 1. Documents reviewing 2. FDG 3. Surveys 4. IDI 	To collect	Audiences are accessible

Evaluation criteria	Key evaluation questions	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Data source	Assumptions
	equality in agribusiness firms, and (3) Improved productivity of agribusiness firms adopting women-friendly policies?	2. Increase awareness about gender equality (behavior change)	How the activities implemented the community's member to review their thoughts	<ol style="list-style-type: none"> 1. Topics raised and interest to re-participate and way of topics' treating 2. Suggestion for other methods 			
Sustainability	How likely are the changes to continue in the long-run, including those that promote the realization of gender equality and human rights?	1. Sustaining the safe environment achieved as well implementing the developed policies	<p>Possibility of offering the same benefits post-project ending</p> <p>Possibility of offering additional benefits</p> <p>Consideration of retention policy development</p> <p>Source(s) of financing</p>	<ol style="list-style-type: none"> 1. Cost versus benefits for previous activities implemented 2. CSR component 3. Labor Contractor's involvement level <p>Approach to use</p> <p>Topics to treat</p> <p>Financing</p> <p>(ii) <i>Volunteers</i></p>	<ol style="list-style-type: none"> 1. Documents reviewing 2.FDG 3. Surveys 4. IDI 	To collect	Audiences are accessible

Evaluation criteria	Key evaluation questions	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Data source	Assumptions
		2. Activities targeting community	Topics to address				
Efficiency	To what extent has the project adopted an efficient approach?	1. Key achievements	Productivity, discipline, from seasonal to regular and hired labor	<i>Increased productivity, higher quality, more retained and disciplined labor</i>	1. IDI 2. Surveys	To collect	Audiences are accessible

Annex IV – List of Organisations and People Consulted

Agribusiness Firms:

1. Blue Nile – General Management
2. Dakahlia Agricultural Development Co. – Farm Management
3. Daltex – Senior Management
4. EgyTrust – Farm Management
5. Green Egypt – HR & Operation Management

Partner Organization:

Care International Organization – Field Supervisors

Community-Based Organization:

1. Bani-Suliman in Bani-Suef
2. Community Development Association in Minya

Interviews / surveys

1. 202 Women workers
2. 19 men supervisors

Focus Group Discussions

1. 31 Community members
 - a. 10 women
 - b. 21 men
2. 7 women workers
3. 2 men volunteers

Annex V – List of Documents Reviewed

1. USAID Project document
2. Progress Reports (Quarterly and Final)
3. Progress Indicators
4. Performance Indicators' Reference Sheet (PIRs)
5. Success Stories
6. Final Report on GBV Interventions
7. Firms Contributions and Supplies
8. Compiled Quantitative Report
9. Project Fact Sheets and Briefs

Annex VI – Key Members Bios

Role in Project: Project Manager

Noha Fathi, MBAIP

Marketing & Management Consultant

Managing Director of The-Marketer.net - Capacity Building and Consultancy Firm (www.the-marketer.net).

Noha Fathi is the Managing Director at The-Marketer.net bringing over ten years of experience since she launched her agency. One of her major clients are; Social Fund for Development **SFD** - benefiting from her many service among them conducting final evaluation for **OVOP** project (one village one product) – organic cluster product. Evidently Noha is and experienced Marketing and Management Consultant with over 15 years of experience. Because of her extensive experience Noha became an authorized consultant and lecturer for entities “Marketing Management Business to Business Master II; Poitier University, France,” **MCIT** Technology Incubation Program, Marketing Community Leader at **Al Rowad**, initiative funded by the **USAID**; Marketing Mentor at Endeavor; Permanent Secretariat for South Shore **HOMERe**; Coordinator for the **RMEI**.

In addition to her professional experiences; she used to lecture as part time for under and post-graduates in **AAST** (the Arab Academy for Sciences & Technology). Teaching two modules: essentials of management and methodology of research, she uses an interactive workshop allowing audiences to interact and think to gain and form their own opinions, also as indirect way to boost the personality development. She also was the coach and mentor for graduate-students for feasibility study for projects at the French University in Egypt.

Noha has an MD in Business Administration (**MBA**) from Dauphine and Sorbonne Universities. Recently she was selected by ANIMA to be Mentor & Coach for start-ups in the region; as most recent activity: Cairo, Paris, and Casablanca.

Role in Project: Field Supervisor – Monitoring and Evaluation Level 1

Marwa Ali

Marketing Specialist

Owned the Bachelor degree from Misr International University (MIU) in 2015, majoring the Mass communication, and since then she has been working as Marketing specialist with "**The-Marketer.net**"; Capacity Building and Consultancy Firm (www.the-marketer.net). In the field of being a Marketing Specialist, Marwa is renowned for her leadership and excellent performance on several development projects; such as "**OVOP** One Village One Product implemented by "**SFD** (Social Fund for Development), in cooperation with the **UN Women**, where she was responsible for the part of conducting research, surveys data entry and report writing, the second project with

SFD was "**SFD** workshops" where she was one of the responsible team of searching, reading, collecting and selecting marketing & branding materials. As well as documenting success stories for the "**SRILW** Project" by SFD as separate project. Moreover, she was one of the responsible team in holding in-depth interviews and surveys for the Egypt Tracer Study on behalf of the **ILO** (International Labor Organization). While she worked in the final evaluation project co-conducted between the Core-BPO and The-Marketer.net for LMF (Life Makers Foundation); in developing questionnaire application, data entering and co-writing the report.

Role in Project: Field Supervisor – Monitoring and Evaluation Level 1

Nouran Kamal

Marketing Specialist

Owned the Bachelor degree from Misr International University (MIU) in 2015, majoring the Mass communication, and since then she has been working as Marketing specialist with "**The-Marketer.net**"; Capacity Building and Consultancy Firm (www.the-marketer.net).

In the field of being a Marketing Specialist, Nouran is renowned for her distinguished performance on several development projects; such as " **OVOP** One Village One Product implemented by "**SFD** (Social Fund for Development), in cooperation with the **UN Women**, where she was responsible for the part of conducting research, and surveys data entry, the second project with SFD was "**SFD** workshops" where she was one of the responsible team of searching, reading, collecting and selecting marketing & branding materials. As well as documenting success stories for the "**SRILW** Project" by SFD as separate project. Moreover, she was one of the responsible team in holding in-depth interviews and surveys for the Egypt Tracer Study on behalf of the **ILO** (International Labor Organization). While she worked in the final evaluation project co-conducted between the Core-BPO and The-Marketer.net for LMF (Life Makers Foundation); in developing questionnaire application, data entering and co-writing the report.

Annex VII – Interview, In-depth, and Focus Group Guide (in Arabic)

UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (UN WOMEN)
Promoting Women's Employment by Creating Safe & Women-Friendly Workplaces Program



الشركة - COMPANY			
	أسم الشخص Person Name		أسم الشركة Company Name
	الوظيفة Position		القسم Department
	Contacts		Email

اسم من قام المقابلة: تاريخ المقابلة: المحافظة:

1- هل عانيت من نظرة المجتمع لعملك قبل الانضمام للعمل؟

نعم (----) لا (----)

2- هل تغيرت النظرة بعد انضمامك للعمل؟

نعم (----)

كيف؟

لا (----)

3- هل عارضت أسرتك عمالك قبل الانضمام للعمل؟

نعم (----)

لماذا؟

لا (----)

4- هل لازالت هذه المعارضة مستمرة؟ نعم (----) لا (----)



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هل لازالت بنفس الدرجة؟ نعم (----) لا (----)

5- هل حققتي نوع من التغيير الجيد (الإيجابي) على مستوى مجتمعك؟

نعم (----)

كيف؟

لا (----)

6- هل تلمسين تغيير في أسلوب تعاملك مع من حولك في نطاق الأسرة و / أو الجيران؟

نعم (----)

كيف؟

لا (----)

7- هل واجهتي صعوبة - في البداية - عند التعامل مع زملائك؟

نعم (----)

كيف؟

لا (----)

8- هل ظلت هذه الصعوبات في التعامل؟ نعم (----) لا (----)

ما الذي اختلف؟

كيف؟-----

- 9- هل عانيت من القلق من التحرش بكي؟ نعم (----) لا (----)
- 10- هل لازلت تعانين من نفس المخاوف؟ نعم (----) لا (----)

لماذا؟-----

- 11- هل حضرتي ورشة / ورشات تدريبية لإعدادك قبل البدء في العمل الحالي؟ نعم (----) لا (----)

- 12- هل واجهتي صعوبات في أداء عملك؟ نعم (----) لا (----)
- في حالة نعم، كيف تغلّبت عليها؟

- 13- هل طلبتي مساعدة / معاونة من زملاء الرجال؟ نعم (----) لا (----)
- في حالة نعم، كيف كان رد الفعل؟-----

- 14- هل أثر انضمامك للعمل وحضورك للتدريبات - على أسلوب تربية أولادك - ولا سيما البنات؟ نعم (----) لا (----)

في حالة نعم، كيف؟-----

- 15- هل أعانك - عملك الحالي - على حل أية مشكلة من المشاكل الآتية؟

نعم (----) لا (----)

مصاريف الشهر (----) مصاريف التعليم (الخاصة بأولادك) (----)

مصرف شخصي لكي (----) شراء معدات للمنزل (----)

مشاكل أخرى

- 16- هل ترغبين في الاستمرار في عملك؟ نعم (----) لا (----)

لماذا؟-----

- 17- إذا لم يكن راتبك كافياً - فكيف ترين كيفية حل مشاكلك؟

أخري



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- عمل إضافي (----) عمل جمعية مع الأسرة (----)
عمل جمعية مع الجيران (----) جمعية الإقراض و الإيداع (----)
18- هل تواجهين أية مشكلة الآن من أي نوع؟
نعم (----)
في حالة نعم - برجاء الشرح
-
-

- لا (----)
19- هل تعتقدين أنك أصبحتي قادرة على حل مشاكلك؟
المالية نعم (----) لا (----)
الأسرية نعم (----) لا (----)
التعامل مع الزملاء نعم (----) لا (----)
التعامل مع الزميلات نعم (----) لا (----)
20- هل ترين العمل الحالي مرحلة مؤقتة؟
في حالة نعم - برجاء الإفادة ما هي المرحلة التالية التي تطلعين فيها؟
نعم (----) لا (----)
-
-

- 21- هل حضرتي أية دورات تدريبية؟
في حالة نعم برجاء ذكر هذه الدورات؟ (نعد قائمة بالتدريبات ثم ذكرها)
نعم (----) لا (----)
-
-

- حلقات توعية حول أسلوب التعامل مع مراعاة الفروق بين الجنسين (----)
أسلوب الاتصال / التعامل مع الآخرين (----)
التفاوض (----)
أسلوب / نظام الشكوى (----)
معاملات ما قبل وبعد الحصاد (----)
الممارسات الصحية الصحيحة وسلامة الغذاء (----)
مواجهة التحرش (----)



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إلى أي مدى ترين هذا التدريب كان مفيداً (1 إلى 5: 5 هي أعلى درجة)

- (----) حلقات توعية حول أسلوب التعامل مع مراعاة الفروق بين الجنسين
(----) أسلوب الاتصال / التعامل مع الآخرين
(----) التفاوض
(----) أسلوب / نظام الشكوى
(----) معاملات ما قبل وبعد الحصاد
(----) الممارسات الصحية الصحيحة وسلامة الغذاء
(----) مواجهة التحرش

22- هل تشعرين بتغيير قبل وبعد حضور التدريب؟ نعم (----) لا (----)
في حالة نعم - كيف - على المستوى الشخصي ؟
أخري

- (----) صرت أكثر هدوءاً
(----) أفكر قبل إتخاذ أي قرار
(----) أصبحت صبورة
(----) أصبحت قادرة علي مواجهة مشاكلي

كيف - على المستوى المهني ؟
أخري

- (----) صرت أنتج أكثر
(----) أكثر التزاماً في الحضور و أداء العمل
(----) أصبحت معاونة لزملائي
(----) لا

23- هل تستطيعين معرفة المزايا التي توفرها لكي الوظيفة؟
لا نذكر المزايا، بل نترك للعامة الرد (وضع العلامة أمام الإجابة التي تذكرها)

- (----) الراتب
(----) التأمين الطبي
(----) التأمين الاجتماعي
(----) راتب على مدار العام

- الحضانة (المجموعة منطقة العياط)
- (----) الحافز
- (----) المكافآت
- (----) وسائل النقل الجماعي (أتوبيس الشركة)
- (----) بيئة العمل (مثل الحمامات المتنقلة)
- (----) قفازات / بالطو
- (----) تغييرات أخرى في بيئة العمل (الشعور بالأمان والراحة)
- (----) وجود لجنة عمالية من زميلاتي
- (----) وجود صندوق الشكاوى
- (-----) أخرى

24- هل تشعرين بأثر هذه المزايا على حالك؟

- نعم (----)
- (----) الشعور بالأمان داخل بيئة العمل
- (----) صرت أكثر تحمسا للعمل
- (----) الشعور بتوافير التدابير الصعبة
- (----) عملي صار مقدرًا من أسرتي فصرت أكثر سعادة
- لا (----)

لماذا؟-----

25- ما هو أهم إنجاز حققته لنفسك؟-----

ولماذا تعتبرينه أهم إنجاز لك؟-----

26- ما هي أكبر مشكلة واجهتها قبل الانضمام إلي العمل؟

- أخرى (-----)
- (----) قلة الدخل
- (----) عجز أثناء الشهر
- (----) لا أحد يهتم برأيي
- (----) غياب التقدير
- (----) غير واثقة بنفسي

27- هل تزال هذه المشكلة أكبر مشكلة في رأيك؟ نعم (----) لا --)

(---



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لماذا؟-----

28- هل تشعرين أن الشكوى التي تتقدمين بها / اقتراحاتك / أفكارك مقدره من قبل الشركة؟ نعم (----) لا (----)

لماذا؟-----

29- ما هي أهم التغييرات التي طرأت على شخصيتك؟

30- ما الذي تتطلعين إلي تغييره؟-----

31- هل لديك حلم ترغبين / تسعين لتحقيقه؟

نعم (----) ما هو؟-----
لا (----)

32- هل تشجعين أخريات على الانضمام للعمل؟ نعم (----)

أخري (-----)

بيئة العمل (----)

الاستقرار المالي (----)

نظرة المجتمع (----)

تحكم الأسرة (----)

لا (----)

لماذا؟-----

33- في المجمل - هل ترين أن العمل كان ذو أثر إيجابي على حياتك؟ نعم (----) لا (----)

ما هو رأيك في مشروع "أمان" - أثره عليكم نعم (----) لا (----)

لماذا؟-----

33- اقتراحات / توصيات بإدخال تغييرات

34- في حالة لم تكن متزوجة - عند الزواج هل ترغبين في الاستمرار في العمل؟

نعم (----) لا (----)

لماذا؟-----

35- ماذا ستفعلين في حالة رفض الزوج؟

UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF
WOMEN (UN WOMEN)
Promoting Women's Employment by Creating Safe & Women-Friendly Workplaces
Program



الشركة - COMPANY			
	أسم الشخص Person Name		أسم الشركة Company Name
	الوظيفة Position		القسم Department
	Contacts		Email

اسم من قام المقابلة: تاريخ المقابلة: المحافظة:

1- كيف تم ترشيحك لتمثلي زميلاتك العاملات داخل لجنة العمال؟

من قبل زميلاتي (----)

من قبل إدارة الشركة (----)

من قبل إدارة المشروع (----)

أخرى (-----)

2- كيف كان شعورك بعد الاختيار؟

أخرى (-----)

الثقة بنفسي (----)

الشعور بأهميتي (----)

الشعور بالمسئولية (----)

3- هل شعرتي بتغير في نظرتك للأمور - أثناء تمثيلك للعمال داخل اللجنة؟



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نعم (----)

كيف؟ -----

لا (----)

4- كيف تعامل - زملائك الرجال - معي بعد انضمامك للجنة العمال؟

أخرى (-----)

تقدير (----)

احترام (----)

تجاهل (----)

غيره (----)

5- هل اختلف أسلوب الإدارة معي بعد الانضمام للجنة؟

أخرى (-----)
--

بعد مواقف معينة (نتيجة لأسلوب تدخل في حل مشكلة / مشاكل) (----)

أكثر تواصل معي (----)

أكثر تقديرا (----)

يتم سؤالي قبل إعلان قرارات معينة (----)

6- هل تتواصل الإدارة معي بشكل مستمر؟ نعم (----) لا (----)

توضيح: -----

7- هل اختلفت رؤيتك لإدارة الشركة وأسلوبها في التعامل مع العاملات بعد انضمامك للجنة؟

نعم (----) لا (----)

8- ما هو أكبر تحدي تواجهينه الآن؟ -----

9- كيف تسعين لحله / مواجهته؟ -----

10- هل لديك هدف / أهداف أخرى ترغبين في تحقيقها؟ نعم (----) لا (----)



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إذا كانت الإجابة بنعم "فما هي"؟

أخرى (-----)

(-----) الحصول على ميزات وظيفية أخرى للعاملات

(-----) ترقى وظيفي

(-----) تلقي تدريبات أخرى

11- ما هي المشكلات التي واجهتها - منذ انضمامك للجنة العمال؟

12- ما هي درجة رضائك عن أدائك في اللجنة؟

لماذا؟

13- هل يمكن ذكر أهم إنجاز لك في إطار دورك مع "لجنة العاملين"؟

14- كيف تم إعدادك للقيام بدورك كممثلة عن زميلاتك من العاملات؟

أخرى (-----)

(-----) حضور دورات تدريبية

(-----) حضور اجتماعات مع الإدارة

15- هل ساعد "لجنة العاملات" في الحفاظ على إبقاء العاملات (منع تسرب)؟

(-----) نعم

كيف؟

(-----) لا

16- كيف ترين الاتصال مع إدارة الشركة؟

(-----) مؤثر وفعال



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(-----)

غير مؤثر

(-----)

غير فعال

لأي إجابة - لماذا؟

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Promoting Women's Employment by Creating Safe & Women-Friendly Workplaces
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الشركة - COMPANY		
أسم الشخص Person Name	أسم الشركة Company Name	
الوظيفة Position	القسم Department	
Contacts	Email	

اسم من قام المقابلة: تاريخ المقابلة: المحافظة:

1- هل سبق أن شاركتي في أية جمعية؟ نعم (----) لا (----)

2- لأي مدى تعتمدين عليها لحل مشاكلك المالية؟

أخرى (-----)

بشكل دائم (----)

في حالة وجود احتياج (----)

لا أعتد عليها على الإطلاق (----)

3- كيف ترين الفرق بين الجمعية وجمعية الادخار والإقراض؟

أخرى (-----)

لا أرى أي فرق (----)

مساعدة لفكرة الجمعية العادية (----)

هناك فرق حيث يمكن الاقتراض مع رد أصل القرض + فائدة بسيطة (----)

4- لماذا شاركتي بها؟

أخرى (-----)

مواجهة فترة ركود العمل (----)

سد مصاريف دورية (----)

وسيلة إلزامية للإدخار (----)

أريد إقامة مشروع (----)

لمواجهة الطوارئ (----)

5- هل ترينها عبئاً عليك؟ نعم (----) لا (----)

لماذا؟-----

6- هل فكرتي في إقناع زميلات أخريات للمشاركة فيها؟ نعم (-----) لا (-----)

لماذا؟-----

7- هل فكرتي في تطبيق هذا النموذج على مستوى الأسرة + العائلة + الأصدقاء؟ نعم (-----) لا (-----)

لماذا؟-----

8- هل لديك أية مخاوف من أسلوب إدارة جمعية الادخار والقروض؟ إذا كانت الإجابة بنعم - ما هي؟ نعم (-----) لا (-----)

لماذا؟-----

كيف يمكن تجنبها؟-----

لماذا؟-----

9- في رأيك - هل يمكن من خلال هذه الجمعية توفير قروض لإقامة أية مشروع؟ نعم (-----) لا (-----)

لماذا؟-----

10- هل فكرتي في إقامة أية مشروع خاص بك من خلال هذه الجمعية؟ نعم (-----) لا (-----)

لماذا؟-----

11- هل تعتقدين أن أسلوب الإدخار سيساهم في حل أزمة الفترات التي لا يوجد فيها عمل؟ نعم (-----) لا (-----)

في حالة نعم - كيف؟-----

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اسم من قام المقابلة: تاريخ المقابلة: المحافظة:

1- متى انضمت للعمل بالشركة؟

2- هل الإشراف على عاملات - التحقن بالشركة - يختلف عن العاملات الموسميات؟ نعم (----) لا (----)
كيف / لماذا؟

3- هل ترى فرق في سلوكيات بين العاملات زميلاتك و عاملات موسمية؟ نعم (----) لا (----)
كيف؟

أخرى (.....)

أسلوب التعامل معك (----)

أسلوب التعامل مع زميلاتها (----)

انضباط في الحضور (----)

التزام بقواعد العمل (زي العمل الموحد) (----)

التزام بقواعد العمل (ممارسات ما قبل وما بعد الحصاد) (----)

الإنتاجية (----)

4- هل السياسات التي نفذتها الشركة أضرت بك؟ أو بسير العمل؟ نعم (----) لا (----)
كيف؟

5- هل ترى أن هذه السياسات أحدثت فروق إيجابية؟ نعم (----) لا (----)
كيف؟

أخرى (.....)

الإنتاجية (----)



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جودة المنتج (----)

طريقة العمل (----)

بيئة العمل ككل (----)

الصورة العامة للشركة (----)

6- هل حضرت أية ورش عمل؟ نعم (----) لا (----)

ماهي؟

7- ما هي أهم المواضيع التي تطرقت إليها الورشة؟

ولماذا تراها بهذه الأهمية

أخرى (-----)

لم أكن على علم بها (----)

أدركت الخطأ في أسلوبي (----)

تغير أسلوبي مع العاملات بشكل أفضل، فزادت الإنتاجية (----)

8- هل ترى فرق في أسلوب تعاملك قبل وبعد الورشة مع العاملات؟ نعم (----) لا (----)

9- هل تعتقد أن هذا الفرق إيجابي / سلبي؟ إيجابي (----) سلبي (----)

10- هل وجود من تتوب عن العاملات داخل لجنة العمال أحدث فرق؟ نعم (----) لا (----)

كيف؟

أخرى (-----)

قلل من المشكلات والتصادمات معهن (----)

صرت أكثر هدوءاً (----)

سرعة إنجاز المهام المطلوبة (----)

11- هل نظرتك لعملهن اختلفت؟ نعم (----) لا (----)

كيف؟

أخرى (-----)

فعالاً بيشغلوا وبينجزوا (----)

شغالين باحترام (----)

12- هل ترى من بينهن عاملات مميزات في أسلوب عملهن؟ نعم (----) لا (----)

في حالة نعم - كيف؟



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أخرى (-----)
(---)

طريقة أداء العمل (----) سرعة الإنجاز (----)

الإنتاجية (----) جودة العمل (----)

13- هل تعتقد أنه يمكن لهؤلاء العاملات معاونتك بشكل أفضل في سير العمل؟
(---) نعم (----) لا (---)

14- هل حضورك الورش / الورشة التدريبية أحدث فرق في أسلوب تعاملك مع أختك / ابنتك؟ نعم (----) لا (---)
(---)

كيف؟

أخرى (-----)
(---)

صرت مشجعا لتستكمل تعليمها (----) توقفت عن معارضة عملها (----)

صرت مشجعا لعملها (----)

15- هل لديك فكرة / مقترح تود إضافته؟
نعم (----) لا (----)

16- هل تعاملت مع لجنة العاملات؟ في أي موضوع؟ نعم (----) لا (----)
في أي موضوع؟

أخرى (-----)
(---)

مشاكل تخص العاملات - العمل (----) مشاكل تخص العاملات - الوقت (----)

مشاكل تخص العاملات - القبض الخاص بالعاملات (----) اقتراحات من جانبهم (----)

كيف ساهموا في حل الموضوع؟

إلى أي مدى كان تدخلهم مفيدا؟ لماذا؟

هل ترى وجودهم مجدي؟ نعم (----) لا (----)

لماذا؟

17- هل ترشح أحدي قريباتك / معارفك للعمل بالشركة؟ نعم (----) لا (----)
لماذا؟



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أخرى) -----
(---
النموذج الجديد من العملات) (----) أسلوبهم وتفكيرهم اختلف (----)
بيئة العمل) (----) نظرة المجتمع) (----)

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المحافظة:

تاريخ المقابلة:

اسم من قام المقابلة:

هل كان لديك سياسات خاصة بالعاملات قبل الانضمام للمشروع؟

نعم (----) لا (----) (----)

ما هي أهم التغييرات التي طرأت على بعد الانضمام للمشروع؟

سياسات خاصة بالموارد البشرية بصفة عامة

.....

سياسات خاصة بالأجور (ولا سيما المساواة في الأجور بين العاملين والعاملات)

.....

سياسات خاصة بالموارد البشرية للعاملات (عدم التحرش) و (عدم التمييز)

.....

سياسات خاصة بالموارد البشرية للعاملين

.....

هل عانيت من صعوبات في إعداد / إضافة أي من السياسات الجديدة؟

نعم (----) لا (----) (----)

لماذا؟

.....

ما هي الفروق التي تحققت بعد تفعيل السياسات الجديدة؟

أخرى.....

انضباط (---) التزام (---)

إنتاجية (---) جودة (---)



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هل أبدى العاملين أي رفض تجاه أي من السياسات الجديدة؟

نعم (----) لا (----)

وكيف تعاملت معها إذا كانت الإجابة بنعم؟؟؟

.....

بعد تفعيل / نشر السياسات الجديدة لاحظت:

تغيير إيجابي في سلوك العاملين (----)

تغيير سلبي في سلوك العاملين (----)

تغيير إيجابي في سلوك العاملات (----)

تغيير سلبي في سلوك العاملات (----)

ما هو أكبر عبء تحملته الشركة أثناء إجراء هذه التغييرات؟

..... مالي

..... إداري غيره

.....

هل آليات التواصل المقترحة / المنفذة بين الشركة والعاملين مستخدمة بالفعل؟

لجنة العمال: نعم ___ لا ___ صندوق الشكاوى: نعم ___ لا ___

لماذا؟

.....

..... أخرى

..... العاملات يبادرن

..... العاملات يأخذن الأمر بجدية

ما هي المزايا الوظيفية - التي قدمت للعاملات - قبل وبعد المشروع؟



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قبل الانضمام للمشروع

خاصة ببيئة العمل

.....

خاصة بسياسة الموارد البشرية

.....

خاصة بالعمالات مباشرة: زي رسمي

.....

خاصة بالعمالات مباشرة: تدريب

.....

خاصة بالعمالات مباشرة: خدمة رعاية الأطفال

.....

أخرى

.....

بعد الانضمام للمشروع

خاصة ببيئة العمل

.....

خاصة بسياسة الموارد البشرية (صندوق الشكاوى / لجنة العمال / HR Manual)

.....

خاصة بالعمالات مباشرة: زي رسمي

.....

خاصة بالعمالات مباشرة: تدريب

.....

خاصة بالعمالات مباشرة: خدمة رعاية الأطفال

.....

أخرى: مثل فترة للغذاء / وجبة غذاء / مظلات للحماية من الشمس

.....

هل سبق إدراج / تنظيم أية تدريبات للعمالات قبل انضمامكم للمشروع؟



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نعم (----) لا (----)

إذا كانت الإجابة "نعم" - برجاء ذكر هذه الدورات وأنواعها

.....

في رأيك ما هي أكثر ميزة وظيفية قدمت وأثرت في العاملات بشكل إيجابي؟
أخرى

.....

بيئة العمل الآمنة (----) المزايا العينية (----)

الشعور بالمساواة (----)

ولماذا؟

بعد الانتهاء من المشروع - ما هي المزايا التي:

يمكنك الاستمرار في تقديمها

.....

تحتاج إلى دعم في تقديمها

.....

كيف يمكنك ضمان استمرارها في غياب الدعم

.....

هل يمكن تقديم مزايا أخرى للعاملات / العاملات خلال عام 2018؟

نعم (----) لا (----)

في حالة الإجابة بنعم - ما هي؟

.....

هل تقومون بتنظيم أي أنشطة اجتماعية ترفيهية لهم؟ أمثلة للتوضيح

تنظيم رحلات للعاملات (----) حفلات تجميع للعاملين (----)

احتفال بنجاح الأبناء (----) أنشطة أخرى (----)

.....

هل وسائل التواصل - بين العاملات والإدارات - أثبتت فعاليتها؟

نعم (----) لا (----)

في حالة الإجابة بنعم - كيف؟

.....

الاعتماد على مقاول الأنفار:

زاد (----) قل (----) ظل كما هو (----)

ولماذا؟

.....

هل للشركة سياسة خاصة / أنشطة خاصة بالمسؤولية المجتمعية؟

نعم (----) لا (----)

في حالة الإجابة بنعم - برجاء ذكر هذه الأنشطة؟

.....

في حالة الإجابة بلا - بعد انضمامك للمشروع هل تفكر في إضافة مكون (Component) خاص بالمسؤولية المجتمعية؟

ولماذا؟

.....

في حالة الاحتياج لعاملات جدد - هل يقمن بترشيح معارف لهن؟

نعم (----) لا (----)

.....

هل يمكن ذكر أثر / آثار التدريبات التي حضرتها العاملات على كل من؟

سلوكيات التعامل بين العاملات وبعضهن البعض

.....

سلوكيات التعامل بين العاملات والعاملين

.....

سلوكيات التعامل بين العاملات والإدارة

.....

سلوكيات التعامل من حيث:

الانضباط - الحضور في المواعيد

.....



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United Nations Entity for Gender Equality
and the Empowerment of Women

الانضباط - الحضور في أيام العمل

.....
درجة / حس الانتماء للشركة (الولاء / الإخلاص في العمل)

.....
الإنتاجية

.....
تطبيق الإرشادات المهنية التي تم التدريب عليها (معاملات ماقبل وبعد الحصاد)

.....

عقب انضمامكم للمشروع وتطبيق السياسات والتدريبات، هل تقدمت أية عاملة بشكوى من أي نوع من أنواع التحرش؟
(لفظي أو جنسي)

نعم (----) لا (----) (----)

في حالة الإجابة بنعم - كيف تعاملتم مع الشكوى؟

.....
كيف تتعامل مع صندوق الشكاوى؟

.....
هل يمكن ذكر مجموعة ورش العمل التي شاركتكم فيها؟

.....
يترك له الإجابة ثم يوجه السؤال:

هل شاركت في ورشة العمل الخاصة بـ"HR Manual"؟ نعم (----) لا (----)

ما هي أهم المواضيع التي ناقشتها الورشة؟

.....
يترك له الإجابة ثم يوجه السؤال:

نعم (----) لا (----) gender concepts

نعم (----) لا (----) حقوق المرأة في مكان العمل: نعم

تدريب على (gender sensitive guide) HR manual

نعم (----) لا (----)

مكافحة التحرش: anti harassment

نعم (----) لا (----)

نظام المعلومات لحساب معدل الإنتاجية للعامل الواحد
newly developed automated system to calculate
the exact productivity per worker

نعم (----) لا (----)

هل يمكن أن تؤثر على "مقاول الأنفار" وأسلوب تعامله؟

مع شركتكم نعم (----) لا (----)

مع العاملات التي يتعاقد معهن نعم (----) لا (----)

شرح وتوضيح الأسباب

.....

هل تتواصل مع لجنة العاملات بشكل دوري؟

نعم (----) لا (----)

.....

هل حدث تسرب - بين العاملات - بعد الانضمام للمشروع؟

نعم (----) لا (----)

ما هي السياسة التي ستتتبعها في الفترة المقبلة للحفاظ على العاملات (ولاسيما التي عملن بعد انضمام الشركة للمشروع)؟ (مزايًا وظيفية، مزايًا عينية، ترقّي وظيفي، أخرى)

.....

اقتراحات / توصيات بإدخال تغييرات

.....

في رأيك - ما هي الفوائد المترتبة من تعميم استخدام نظام ال ERP المقترح؟

بالنسبة للشركة

.....

بالنسبة للعمالة المنتظمة

.....

بالنسبة للعمالة الموسمية

.....

هل يمكن ذكر عدد من تم ترقيتهن وظيفياً بعد انضمامكم للمشروع؟

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اسم من قام المقابلة: تاريخ المقابلة: المحافظة:

1- ما هي المواضيع التي تطرقتم إليها لمعالجة:

نظرة المجتمع في عمل المرأة (-----)

نظرة الأسرة في عمل المرأة (-----)

نظرة المرأة لعملها (-----)

التحرش وأسبابه (-----)

التحرش وكيفية معالجته (-----)

قيمة العمل للمجتمع (-----)

مواضيع أخرى (-----)

2- في رأيكم ما هي الوسيلة الأكثر تأثيراً للتغيير / للتفكير في تغيير نظرة سائدة تجاه فكرة أو سلوكيات؟

3- هل تعتقد / تعتقد أن الوسائل المستخدمة أثرت بالفعل؟ نعم (----) لا (----)

لماذا؟-----

4- هل الاستعانة بهذه الوسائل - لكي يأتي بآثره / آثاره - يجب أن يكون مستمراً؟ نعم (----) لا (----)

إذا كانت الإجابة بنعم - إلي أي مدى كان المشروع معاوناً في الاستعانة بهذه الوسائل؟

بعد انتهاء المشروع - كيف يمكنك تقديم هذه الأنشطة؟-----

5- ما هي المواضيع التي ينبغي التركيز على معالجتها في الفترة القادمة؟-----

ولماذا؟-----



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6- لو أمكن الاستعانة بوسائل أخرى لتعطى تأثيراً أسرع / أشمل - فما هي؟
ولماذا؟

لماذا لم يتم الاستعانة بها من قبل؟

7- أثناء تعاونك مع المشروع - ما الذي أتاحة لك من إمكانيات / وسائل لعرض المواضيع المختلفة ومعالجتها؟

8- إذا أتيح العمل والتعاون مع المشروع مرة أخرى - ما هي المواضيع التي سيتم التركيز عليها؟

ولماذا؟

هل سيتم بنفس الاستعانة بالأساليب والوسائل؟ نعم (---) لا (---)

ولماذا؟

9- هل فكرت في إيجاد وسائل لضمان استمرارية الأنشطة المقدمة؟ نعم (---) لا (---)

ولماذا؟

10- وفقاً للأساليب المقدمة والفئات المستهدفة - ما هي الوسيلة المثلى لخلق أثر تشاركي / تفاعلي؟
الأثر / النتيجة المحققة

11- ما هو أكبر أثر محقق اليوم في محيط المجتمع الذي قدمته فيه الأنشطة المختلفة؟

12- كيف لمست تحقق هذا الأثر / هذه النتيجة؟

13- ما هي الرسالة التي ترغب في توجيهها لكل من؟

المشروع:

الشركات:

العاملة:

العامل:

المجتمع - ككل:

الأسرة:

14- وفقاً لمشاركتك في المشروع - ما هي التوصية / التوصيات التي ترغب أن توضع في الاعتبار مستقبلاً عند تنفيذ مشاريع مماثلة - سواءاً من:

الناحية الجغرافية:

طبيعة الفئات المستهدفة:

15- أي آراء / اقتراحات أخرى

UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF
WOMEN (UN WOMEN)
Promoting Women's Employment by Creating Safe & Women-Friendly Workplaces
Program



COMPANY- الشركة

عدد الذكور	الفئة العمرية للذكور	عدد الإناث	الفئة العمرية للإناث	إجمالي عدد الحضور	التاريخ

اسم من قام بالمقابلة: المحافظة: المكان:

1- هل حضرت أية أنشطة حول شئون المرأة؟ نعم (----) لا (----)
يترك له فرصة الإجابة ثم طرح الأنشطة

المسرح التفاعلي (المعروف باسم مسرح الشارع) (----) يوم ترفيهي / يوم رياضي (----)
يوم الفنون (----) أخرى (-----)

2- ما هي أهم المواضيع التي تناولتها هذه الأنشطة؟
يترك له فرصة الإجابة
ولماذا؟

-

هل تغيرت وجهة نظرك / أسلوب التفكير / أسلوب التعامل فيما يتعلق بهذه المواضيع؟ نعم (----) لا (----)
في حالة الإجابة بنعم - كيف؟

في حالة الإجابة بلا - لماذا؟

3- ما رأيك في هذه المواضيع؟

سيستثنى من القائمة الموضوع الذي تطرق إليه في إجابته السابقة

عمل المرأة: -----

بيئة العمل: -----

Women as supervisors: -----

العنف ضد المرأة: -----

أهمية عمل بالنسبة للمرأة: -----

العنف المنزلي والموجه ضد المرأة (بسبب العمل): -----

الزواج المبكر: -----



USAID
FROM THE AMERICAN PEOPLE



United Nations Entity for Gender Equality
and the Empowerment of Women

التحرش بالمرأة (بكافة صورته): -----
-

4- في رأيك ما هي أكثر وسيلة / نشاط أثر في رؤيتك للموضوع المطروح؟-----
-

لماذا؟-----

هل تعتقد أن هناك وسائل أخرى أكثر تأثيراً؟ نعم (----) لا (----)

في حالة الإجابة بنعم - مثل ماذا؟-----
-

5- هل تعتقد أن المخاوف - حول عمل المرأة - مرتبطة بطبيعة المكان الذي تعمل فيه؟ نعم (----) لا (----)
في حالة الإجابة بلا - يسأل حول أسباب المخاوف من عمل المرأة مع فتح باب للحوار حول الجوانب الاجتماعية:

6- بعد عرض / إقامة هذه الأنشطة - هل لمست تغييراً في المجتمع المحيط بك حول؟
عمل المرأة (----) الصحة العامة (----) العنف ضد المرأة (----) أهمية عمل بالنسبة للمرأة (----)

العنف المنزلي والموجه ضد المرأة (----) الزواج المبكر (----) التحرش بالمرأة (بكافة صورته) (----)
(

في حالة الإجابة بنعم، كيف؟-----

7- في حالة إقامة مثل هذه الأنشطة مرة أخرى - هل ستحرص على المشاركة / الحضور فيها؟ نعم (----) لا (----)
لماذا؟-----

8- في رأيك ما هي المواضيع التي يجب أن توضع في الاعتبار للتعرض إليها من خلال مثل هذه الأنشطة / أو أنشطة أخرى؟

-

لماذا؟-----

9- هل لديك أية اقتراحات أخرى لتحسين وضع المرأة في مجتمعك؟

-

10- هل لديك أية اقتراحات أخرى لتحسين المجتمع ككل؟

-

11- هل أختك / ابنتك / قريبة لك تعمل؟ نعم (----) لا (----)

12- هل ترى أن المرأة يمكن أن تحدث فرق في اقتصاديات البيت؟ نعم (----) لا (----)

13- هل ترى أن المرأة يمكن أن يكون عملها أكثر من عاملة؟ نعم (----) لا (----)

إذا كانت الإجابة بنعم - برجاء ذكر أمثلة -----

Annex VIII –Performance Monitoring Framework

Performance Monitoring Framework- Women’s Employment Promotion Programme ¹²		AID-263-IO-15-00002		
Results	Performance Indicators	Baseline	Target	Progress
				FY18Q2 ¹³ Jan. to Mar. 2018
Goal: More gender inclusive environment along the agricultural value-chains	GNDR 5: Number of laws, policies or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national or local level	0	1 (1;6;6)	Drafted:1 Proposed:10 Adopted: 10 ¹⁴
Objective: Improved work environment for female employees in the agribusiness firms receiving USG assistance	Percentage of women working in agribusiness firms receiving USG assistance (disaggregated by type of employment, permanent, part-time, seasonal)	0	100% (900 workers) of workers	100% ¹⁵ Permanent: 40.44% Part Time: 19.4% Seasonal: 40.1%
Outcome1: Improved gender equity and safety at work policies adopted by agribusiness firms receiving USG assistance (Policy)	GNDR 1: Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality.	0	1 (1;6;6)	(1;10;10) ¹⁶

¹² Please refer to the PIRS for indicators’ definition

¹³ Figures in this column represent cumulative data since project’s inception till March 2018

¹⁴ One policy on GBV was developed and adopted by 10 firms

¹⁵ Attached is the segregation sheet for the type of employment per firm. Due to the breakthrough of the project in transforming seasonal labor into permanent ones through fixed term contracts, the percent of the permanent labor has increased than previous quarter

¹⁶ One policy on equal opportunity was developed and adopted by 10 firms through the gender sensitive HR manual

Performance Monitoring Framework- Women's Employment Promotion Programme ¹²		AID-263-IO-15-00002		
Output 1.1: Targeted agribusiness adopt recruiting and workplace practices that address women's concerns regarding equal opportunity, work-family balance, sexual harassment and safety and security.	1.1.a.: Number of processors with gender based violence policies 1.1.b.: Number of processors with equal opportunity and work-family balance policies	0	1.1.a: 6 1.1.b: 6	1.1.a: 10 1.1.b: 10
Output 1.2: Targeted workplaces establish worker-managed communication channels to support and sustain women friendly workplace practices.	Number of private enterprises, producer organizations, water user associations, women's groups, trade and business associations and community based organizations that applied new technologies or management practices as a result of USG assistance.	0	6 labor committees; 6 grievance boxes; 12 meetings	10 labor committees; 10 grievance boxes; 55 meetings ¹⁷
Outcome 2: Increased awareness about gender equality in agribusiness firms receiving USG assistance (Behavior)	GNDR 4: Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities	0	60% (of sample group)	69% ¹⁸
Output 2.1: Attitudes about sexual harassment/gender based discrimination at the workplace changed among all levels in agribusiness firms.	GNDR 7: Percentage of target population that views gender based violence as less acceptable after participating in or being exposed to USG programming	0	80% (of sample group)	87.9% ¹⁹

¹⁷ EgyTrust: 10 Trinity: 4; Blue Nile: 5; Green Egypt: 16; Bani-Soliman: 5; Al-Dawliya: 3; AIDC: 3; Daltex: 7; Al-Wadi: 2

¹⁸ Data collected from 26 sample groups (16Sports days groups; 10 interactive theatre groups)

¹⁹ Attached is the GBV final report

Performance Monitoring Framework- Women's Employment Promotion Programme ¹²		AID-263-IO-15-00002		
Output 2.2: Women in the potential labor pool have improved awareness of employment opportunities in women-friendly workplaces.	Percentage of working age women living near firms receiving USG assistance that are aware of 1, 2, 3 or more new women-friendly policies adopted by the firms.	0	5% (of sample group) ²⁰	9.9% ²¹ (3,502 working age women out of 35,333)
Output 2.3: Increase interest by other firms in adopting similar policies.	Number of additional firms seeking information about the activity and best practices.	0	15 (additional firms)	22 ²²
Outcome 3: Improved productivity of agribusiness firms adopting women-friendly policies (Business Case)	Percentage change in production per labor unit.	0	50% (450 out of 900 women)	74% (670 women) ²³
Output 3.1: Improved employee attendance	Employee absenteeism during reporting period	0	10%	10% ²⁴
Output 3.2: Improved employee retention	Percent of employees that return from previous season/month	0	5%	24.9% ²⁵

²⁰ This figure is cumulative. The denominator was revised and target number increased to 971 women.

²¹ The former denominator reflected female labor force participation. The denominator was revised to include all working age women in the target population that constitute 30 percent of total population based on national average. The denominator (35,333) reflects female labor force in target communities.

²² The project started off with 7 firms (**Beni-Suliman, AIDC, Stars Export, Upper Egypt Co., Al-Wady, Trinity, and EgyTrust**). The project had a pool of firms who participated in the mapping exercise (**Daltex, Techno-Green, PICO, Dakahlia, Royal Herbs, Green Egypt, Blue Nile, Medi Gardens, Al-Houseiny, and Egypt-Italy**). With the exit of Stars Export and Upper Egypt Co., 4 firms (highlighted in bold) of the mapping pool joined the project as direct beneficiaries as they fall within the geographic coverage of the project in addition to **Al Dawlia**. Throughout implementation, the project received interest of 3 additional firms (**Belco, Green Land, and Al Rabwa** in Minya) and **AICO Group, Golden Hand, Kayan Masr Association, Demiata Services, SCC, Intaj, Misr for Media Services, Schaduf** (signed for the ERP system)

²³ This figure reflects that 670 out of 900 women attended 60% of the training package

²⁴ This figure was calculated utilizing survey tools on sample workers per firm. Survey tools were utilized as attendance sheets did not reflect consistency in attendance/absenteeism patterns. The percentage change in absenteeism per firm is as follows: Egy Tust: -31%; Daltex: -17%; Trinity: -9%;

²⁵ This figure reflects women workers who are stationed permanently from USG assistance. Distribution of stationed women at the participating firms is as follows: Blue Nile (6 women), Green Egypt (3 women), AIDC (40 women), Trinity (15women), Daltex (36 women) and Al Dakahlia (125 women).