

Annexes

Annex I – JP Inception Report

Inception Report

Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine

Joint Programme

International Labour Organization (ILO) and UN Entity for Gender Equality and the Empowerment of Women (UN Women)

Inception phase: January to June 2019

Report date: November 2019

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Executive Summary

The inception report has established that the Joint Programme (JP) interventions are fully aligned with the *Agenda for Sustainable Development* and with government priorities in all three countries. In addition to being aligned with national priorities in the target countries, the JP has been fully aligned with the Gender Strategy of the Swedish International Development Agency (Sida), in particular the Regional Strategy for Sweden's Development Cooperation with the Middle East and North Africa (MENA) 2016 – 2020. The ongoing consultations with national governments, workers' and employers' organizations, and with CSOs were both productive and informative. They have enabled the JP to drill down and better construct activities and indicators to help achieve the results in a manner consistent with national gender strategies and with the SDGs.

All three countries have shown a strong commitment to advance Outcome 1 of the JP, on ensuring that labour legislation is more gender responsive. In Egypt, the National Strategy on Gender Equality is focusing in particular on promoting equal pay for work of equal value; in Jordan, where a substantive revision of the Labour Code has just been completed, the JP will focus on translating this reformed legislation into practice; and in Palestine the JP will work to ensure that gender equality issues are central to an ongoing review of the entire Labour Code. In addition, stakeholders in all three countries have voiced their support to the JP's goal of raising public knowledge and debate regarding gender issues by working with workers' and employers' organizations and with civil society.

In respect of Outcome 2, all three countries have reiterated their commitment to a gender-responsive private sector that attracts, retains and promotes women. The inception phase has provided a more specific focus on how the JP will work with the private sector to enable better recruitment and retention of women workers. In Egypt, the JP will identify champions and work with corporates to promote gender-responsive policies at workplace, advocate for more investment on professional development and childcare services and enhance awareness on the importance of women's equal participation in the labour market. In Jordan, a package of gender responsive labour laws has recently been approved. The JP will work with the private sector to help implement these laws through workplace policies and practices. And in Palestine, the JP will work with national counterparts and private sector on implementing gender-sensitive human resource practices. In all three countries the JP will work with private sector on adoption of the code of conduct against violence and harassment towards women. The companies will be encouraged to join the Women's Empowerment Principles (WEPs) initiative committing to gender equality and the empowerment of women at workplace, marketplace and community.

In all three countries the JP will work with government, workers and employers' organizations and civil society to challenge gender-biased assumptions stereotypes about women's and men's roles at home and work, thus advancing Outcome 3. The inception phase has fine-tuned how this will be done. In Egypt, the JP will undertake research on how women's and men's family responsibilities and the gender balance in the workplace are shifting. In Jordan, recent amendments to the law provide for parental leave and other gender-sensitive policies and the JP will work to support effective application of these new laws. And in Palestine, the JP will work to ensure that gender equality, and issues pertaining to workers with family responsibilities are placed front and centre the imminent review of the Labour Code. Research on unpaid care work as one of the key determinants for women's labour force participation will be conducted in all three countries. The research findings will shape the awareness campaign the JP will implement to promote gender equality in the domestic sphere, at workplace and in the community.

On a more practical, programmatic front, the inception phase has facilitated ongoing and positive consultations between the ILO and UN Women, and between both agencies and national stakeholders, in designing country specific planning and monitoring documents. This is an important, indeed crucial milestone in ensuring that the JP ultimately contributes to advancing gender equality and women's empowerment in the three countries in the three years ahead.

Equally importantly, the two agencies have agreed specific, clear structures on how the JP will be administered. Senior national stakeholders will take decisions regarding the broad thrust of the JP, through the Joint Programme Strategic Coordination Committee at regional level, and through the National Joint Programme Steering Committees at national level. In addition to agreeing specific areas of work, the inception phase has also concretized the lines of responsibility regarding the day-to-day management of the JP, namely that it will be overseen by a Regional Joint Programme Manager based in Cairo and backstopped at

country-level by a national Coordination Focal Point. While the Coordination Focal Point will be a UN Women staff member in all three countries, the inception process has generated a clear understanding that the JP is just that, a joint exercise, and that the Focal Point role is one of coordination and not of hierarchy.

The key recommendation of the inception phase is that the JP develops a resource mobilisation strategy with national stakeholders taking the leadership to close the short-fall in funds (Sida have provided 59 per cent), and that the JP consider integrating other ongoing projects on gender equality and women's economic empowerment being rolled out by UN Women and the ILO under the JP umbrella. Doing this would create a greater focus, ensure complementarity of efforts, and be consistent with the overall UN strategy to *deliver as one*.

Overall the inception phase has been an important milestone in the life of the JP. While it has been time consuming, it has been time well spent, and has laid the foundations for the work ahead. All staff and stakeholders are now entirely clear on the objectives, scope and structure of how it will be rolled out over the next forty months.

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List of Acronyms

AA Administrative Agent
CA Convening Agent
CEDAW Convention on the Elimination of All Forms of Discrimination Against Women
CSO Civil Society Organization
EMOM Egyptian Ministry of Manpower
ENCW Egyptian National Council for Women
GAP Gender Action Plan
GFJTU General Federation of Jordanian Trade Unions
ICT Information & Communications Technology
ILO International Labour Organization
JCI Jordanian Chamber of Industry
JDOS Jordanian Department of Statistics
JNCW Jordanian National Council for Women
JP Joint Programme on Promoting Productive Employment and Decent Work for Women in
Egypt, Jordan and Palestine
JPSCC Joint Programme Strategic Coordination Committee
JSSC Jordanian Social Security Corporation
MoU Memorandum of Understanding
JMOL Jordanian Ministry of Labour
JMOSD Jordanian Ministry of Social Development
JNCPE Jordanian National Council for Pay Equity
MENA Middle East and North Africa
NJPSC National Joint Programme Steering Committees
PGA Participatory Gender Audit
PMOL The Palestine Ministry of Labour
PMOSD The Palestine Ministry of Social Development
PMOWA The Palestine Ministry of Women's Affairs
PMF Programme Monitoring Framework

RBM Results Based Management
ROAS Regional Office for Arab States (UN Women or ILO)
SDG Sustainable Development Goal
ToR Terms for Reference
ToT Training of Trainers
TVET Technical and Vocational Education and Training
UNDP United Nations Development Programme
UN WOMEN The United Nations Entity for Gender Equality and the Empowerment of Women
USAID United States Agency for International Development
WBC Women's Business Centre

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1. Introduction

The key purpose of the Inception Report is to ensure that the Joint Programme (JP) is relevant and consistent with each country's focus and approach to gender equality and women's economic empowerment; that the priorities are aligned with the government policies and strategies; and that the programme approach is consistent with the normative frameworks of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the International Labour Organization (ILO). The report also seeks to set out a concretized approach to programme implementation by means of agreeing outcomes, outputs and activities with agreed indicators, and provides guidance on agreed, common systems across the two agencies and the three countries for reporting, monitoring and evaluation.

The inception phase has involved extensive consultation with national stakeholders in Egypt, Jordan and Palestine, and has witnessed ongoing discussions between UN Women and the ILO. As foreseen in the Joint Programme Document and based on the national consultations, a number of country specific documents have been developed and shall be used as guiding documents during the project implementation and monitoring. Such documents include: The Country Programme Workplans responding to the specific context and priorities of the countries; and the Country Programme Results Frameworks (RRFs) and the Country Programme Monitoring Frameworks (PMF). The governance structure of the Joint Programme Document has been further strengthened and developed through the development of Terms of References on the roles and responsibilities of each party at both national and regional level. The report also identifies other ongoing relevant programmes calls for coordination, synergies and aid effectiveness in the area of gender equality and women's economic empowerment.

2. Background to the Programme

Gender inequality in the world of work is among the most pressing development challenges facing the global community. Women are less likely than men to participate in the labour market, are less likely to find a job, and when they do, women are often subject to various barriers to advancement. Despite improvements and progress, particularly in the field of girls' education, the Middle East and North Africa (MENA) region still faces numerous challenges in promoting gender equality. The 2018 Global Gender Gap Index¹ showed a gender gap of slightly less than 40 per cent, compared with a global average of 32 per cent.

One of the reasons for the continuing gap is the stubbornly low figures for women's labour force participation in the Middle East and North Africa (MENA) region.² At 21 per cent, it is the lowest in the world by some distance and compares quite unfavourably with a global average of 50 per cent.³ While there has been a growing political focus over the past two decades on gender equality and women's economic empowerment in many of the countries

in the region, there remains much work to do. The reality is that virtually all women living in the MENA region are likely to be engaged in some form of work - if one takes work on family farms and businesses, and domestic and care responsibilities into account - yet the majority of these women workers receive minimal or no pay, and many women working in family businesses do not think of themselves as workers.

The reasons for persistent gender inequalities in the MENA region are multifaceted. There are low rates of land ownership among MENA women; cultural norms in the region dictate that young men do not marry until in a position to provide for a family; and many women and men are of the view that, when there is a labour shortage, preference should be given to young men job-seekers.⁴ Women, especially in conservative rural communities, have limited choices for work as they cannot travel significant distances, while men often travel or even migrate for employment, training or to access financial services to help run a business.

Like the world over, women in the region bear an unequal share of family and household responsibilities. This, more than any other factor, limits women's access to the labour market. Women's care and domestic role remains very embedded and acts as a barrier to women finding and advancing at work in Egypt, Jordan and Palestine. Public sector jobs are more flexible in terms of work-life balance; however, these jobs are limited in number and almost exclusively located in urban areas.

Private sector employers, the vast majority of whom are men, are reluctant to hire women due to stereotyped preconceptions about women's suitability for certain jobs, the prospect of maternity leave, and misplaced assumptions that women will be either absent or distracted by their care roles. Women themselves, given the reality of their care responsibilities, are at times reluctant to take on work in the private sector given the long and often unpredictable working hours. Moreover, the types of jobs, and levels of pay offered to women, the lack of work-life balance policies in place, issues of harassment, and the lack of reliable and safe transportation facilities all act as barriers to women's labour force participation in the MENA region.

3. Programme Rationale

Women's economic empowerment is critical from both a rights' and a business perspective. Promoting women's economic empowerment is central to the 2030 Agenda for Sustainable Development commitment to *leave no one behind* and is given specific attention across all seventeen (Sustainable Development Goals) SDGs. SDG 5 *Achieve Gender Equality and Empower and Girls* is, as the title suggests, of particular relevance to the JP, as is the *Convention on the Elimination of All Forms of Discriminations Against Women* (CEDAW). Two ILO Conventions are directly relevant: The *Equal Remuneration Convention, No. 100, 1951* and the *Discrimination (Employment and Occupation) Convention, No. 111, 1958*. Both ILO Conventions have been ratified by Egypt and Jordan, and in the case of Palestine (as the government cannot ratify international instruments), the government has agreed to translate the terms of CEDAW and ILO Conventions 100 and 111 into national law.

There is an increasing body of research on the business case for gender equality, and it is becoming increasingly evident that it is rational for governments and businesses to promote gender equality and women's economic empowerment. Quite simply equality makes economic and business sense. There is macroeconomic evidence that if women in the MENA region participated in the paid economy on an equal footing to men, the regional GDP could rise by 47 per cent over the next 10 years, adding an extra USD\$600 billion in economic impact annually and USD2.7 trillion by 2025.⁵

For individual businesses the logic of gender equality is compelling. For one, prejudice based on sex can impede the recruitment or promotion of the best candidate for the job; secondly, a diverse workforce brings with it different ideas, and ways of doing things that will propel innovation and therefore make a business more profitable; and in an era of globalization where one's market may not simply be the locality or even the country where a business is located, diverse workforces are better mirrors of the diverse populations to whom companies are trying to sell goods or services.

4. The Joint Programme

4.1 Background

The Joint Programme aims to address the underlying, structural causes of inequalities that hinder women from entering and progressing in the workplace on an equal footing to men. While the three countries elicit some similarities in terms of legislative frameworks and social and cultural norms, their different patterns of development and different rates of economic growth create different contexts for promoting gender equality. Consequently, while the programme seeks to tackle common challenges in the three countries, it must do so while taking the countries' size, population, economic structure and other political specificities into consideration.

The three countries have been selected based on the ongoing work of both agencies in the region, government commitments towards gender equality, and civil society engagement. In line with commitments outlined in the SDGs, and in particular of SDGs 5 (*achieve gender equality and empower all women and girls*) and SDG 8 (*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*), the strategies will include promoting equitable labour laws and policies; engaging public, private and community actors (with attention to involving men); and reducing the unequal burden of unpaid care work.

The programme will work at three levels, macro, meso and micro, reflected in the programme outcomes:

- Outcome one: Gender responsive labour laws and related policies in place and effective
- Outcome two: A gender responsive private sector that attracts, retains and promotes women is supported
- Outcome three: Gender stereotypes about women and men's responsibilities concerning unpaid care and household work are challenged

UN Women and ILO bring distinct comparative advantages to the programme: Both agencies have a strong history of promoting gender equality and women's economic empowerment in the region, and both have offices in all three countries. UN Women can leverage its global leadership for gender equality and women's empowerment; its role as UN coordinator on gender equality and women's empowerment; and its strategic relationships with government institutions and civil society organizations, in particular the women's rights movement and the private sector through the Women's Empowerment Principles (WEPs⁶). For its part the ILO has a unique tripartite structure, bringing governments and employers' and workers' organizations together, has an explicit mandate to promote decent work for all women and men through international labour standards, and is concerned with the promotion of social justice including gender equality in the world of work.

4.2 ILO-UN Women Collaboration

The SDGs echo the Accra, Paris and Busan summits in calling upon the United Nations, and its constituent agencies, programmes, and organizations to *deliver-as-one* to support to

advance all 17 SDGs. Indeed prior to the adoption of the SDGs, UN Women has spearheaded Joint Gender Programmes in a number of countries, often in partnership with the ILO. Examples include Zambia, Zimbabwe and Viet Nam. In 2011, UN Women and the ILO signed a wide-ranging Memorandum of Understanding (MoU) on key issues including promoting gender equality, eliminating sex discrimination, protecting domestic workers, promoting social protection floors and combating gender-based violence at work.

The MoU foresees the agencies working in partnership to develop and deliver policy coherence in the area of decent work and the economic empowerment of women and that they would “undertake joint advocacy and awareness raising initiatives, research, training, skills upgrading and capacity building for constituents, among other activities.” The agencies bring distinct comparative advantages to this subject, namely:

The ILO adds its:

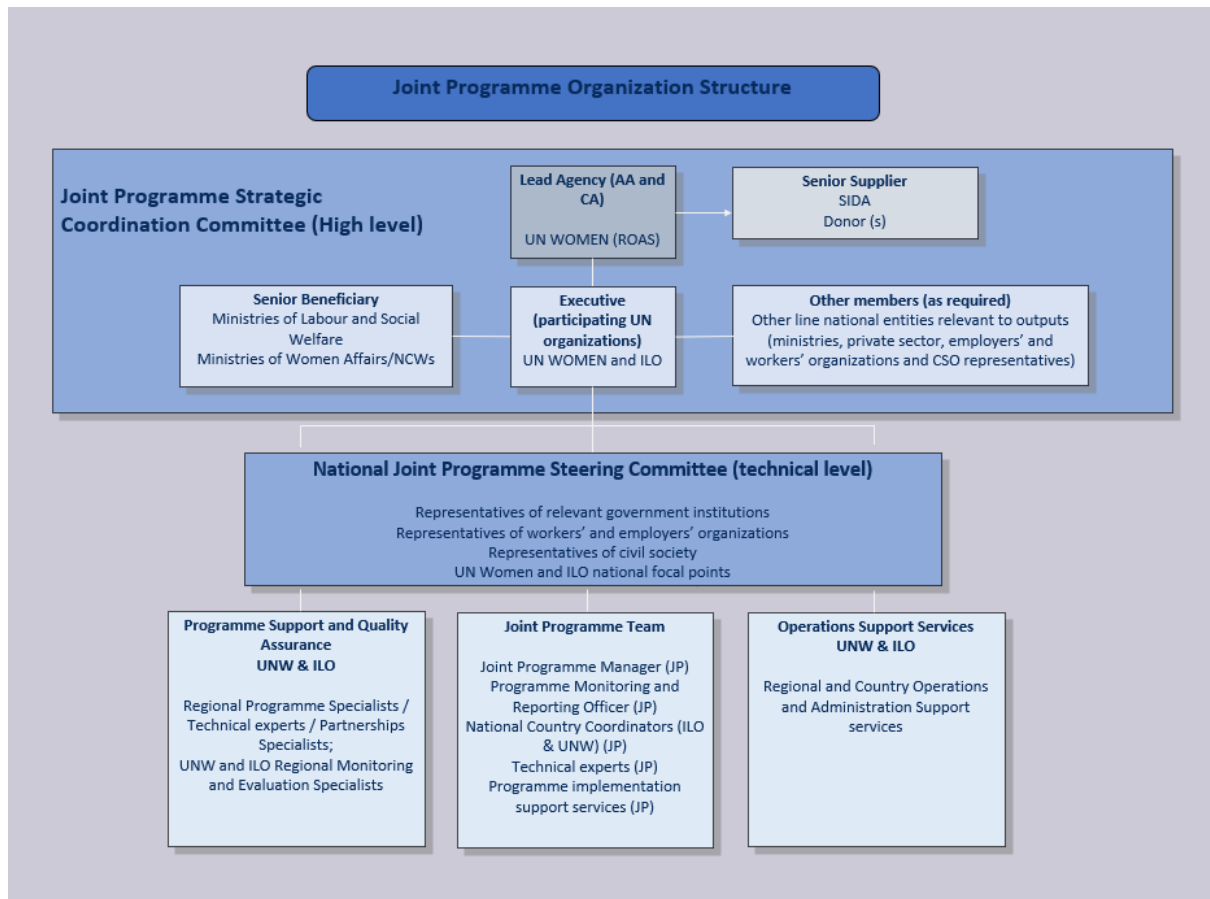
- tripartite structure whereby governments, workers’ organizations and employers’ organizations work in partnership to deliver decent work outcomes
- normative framework of international labour standards
- support for the empowerment of women in the workplace through negotiating for legal protection, fair remuneration, maternity, paternity and parental leave and benefits, childcare and overall better working conditions, including protection against violence and harassment at work.

UN Women adds its:

- technical knowledge on women’s economic empowerment, its strong linkage with the women’s movement, and its leadership on gender equality and women’s empowerment within the UN system
- specific mandate on women’s economic empowerment is guided by a range of international standards and normative and frameworks, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW); the Beijing Declaration and Platform for Action (1995); relevant conclusions, recommendations and of the Commission on the Status of Women (CSW).
- unique positioning at the global, regional and country level is derived from its three-fold mandate and its well-established relationship with civil society organizations (CSOs), in particular the women’s movement, its privileged access and good relationships with governments, as well as private sector through WEPs

4.3 The Joint Programme Management

The joint programme will proceed according to the rules and procedures for UN joint programme management under the *pass-through* modality. The organization structure is outlined here below:



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The programme management structure is governed by the UNDG Guidance on Joint Programming. As outlined above, the programme will proceed according to the *pass-through* modality with UN Women acting as both the Administrative Agent (AA) and the Convening Agent (CA). There has been no change in the respective roles of each agency in the inception phase, with details on the two functions elaborated on in the programme document.

The justification for having a Joint Programme, rather than the ILO and UN Women implementing parallel programmes, is to increase both agencies' scope and impact, and to augment each other's strengths and areas of expertise. In this regard it is vital that the Joint Programme be just that, a joint, collaborative initiative between the two agencies. In this respect it builds on the overarching goal for UN agencies to *deliver-as-one*, as outlined in Section 4 above.

Overall guidance and coordination of the programme will rest with the **Joint Programme Strategic Coordination Committee (JPSCC)**⁷, which will meet once a year and is responsible for strategic guidance and coordination with regional impact. The JPSCC will also receive and discuss annual reports and will receive and review programme evaluations.

The key **JPSCC** roles are as follows:

- a. (a) Executive role representing the UN agencies implementing the programme. The role will be performed by the UN Women Regional Representative or

his/her designate in the function of the AA and CA. The Executive role will co-chair the JPSCC meetings.

- b.
- c. (b) Senior Supplier role representing the development partners/donor (s) to provide guidance regarding the technical feasibility of the programme and final approval of all related programme documents (work-plans, budgets, and any potential deviation from the agreed work plans). Sida will be represented in an observer role.
- d.
- e. (c) Senior Beneficiary role to ensure the realization of programme benefits from the perspective of programme beneficiaries in the three partner countries. The role will be held by the partner ministries (and other national entities as applicable).
- f.
- g. (d) Programme Quality Assurance role will support the JPSCC by carrying out objective and independent programme oversight and monitoring functions. During the running of the programme, this role will ensure that the appropriate programme management milestones are managed and completed. This role will be performed by UN Women and ILO Regional Programme Specialists.
- h.
- i. (e) Operations support services role will facilitate the day to day implementation of programme activities by providing guidance and support to timely execute financial, procurement and human resource processes in line with the agencies respective rules and regulations.
- j.
- k. (f) Programme Team role headed by the Joint Programme Manager will be responsible for day to day management, coordination and implementation of the programme within the timeframe and at the quality of results agreed by the JPSCC.

In addition to the regional-level JPSCC, there will also be **National Joint Programme Steering Committees (NJPSC)**⁸ which will meet twice a year and be responsible for programming issues at national level.

It is also recommended that there be, in each of Egypt, Jordan and Palestine, a Coordination Focal Point responsible for the overall coordination and guidance of the programme at national level. Given UN Women's role as both the AA and CA, it is suggested that the Coordination Focal Point be a national officer of UN Women.

Draft Terms of Reference for each of the Joint Programme Strategic Coordination Committee, the National Joint Programme Steering Committees and the national Coordination Focal Points outline the nature of these interactions in more detail (outlined in Annexes 2, 3 and 4 respectively). These ToRs have been provisionally agreed by UN Women and the ILO during the inception phase and, taken together, outline the modalities for how the JP will be governed and will proceed at regional and national levels. The final ToRs are to be endorsed by the committees and national counterparts themselves and the ToRs of the National Joint Programme Steering Committees adjusted accordingly to the national context.

As stated in the Memorandum of Understanding between the ILO and UN Women, the two agencies shall "provide notice and opportunity to each other to participate in workshops, seminars, symposia, and other events; and carry out mutual consultations aiming at ensuring the best possible coordination of activities on matters of common interest"⁹ In this respect, under the JP both the UN Women and ILO ought to invite the other agency to contribute to each other's activities at all stages, from the planning right through to reporting and evaluating its success. Clearly, for most activities, one agency will take the lead; however, all activities ought to be joint activities, and be presented as such. There ought to be a regular monthly

meeting between the ILO and UN Women teams at national level to ensure that both agencies are full abreast of the plans of the other; liberal use of the CC function in email to ensure that both agencies are aware of the progress in the planning and implementation of activities; and all documents relevant to programme implementation must be shared with the other agency.

The program will be managed by the Joint Programme Manager based in Cairo’s UN Women Regional Office. S/he will be responsible for the technical and financial oversight of the programmes and will coordinate activities across the three countries. The country Coordination Focal Points (always the UN Women JP coordinator at national level), and the ILO programme coordinator at national level will report in technical aspects to the Joint Programme Manager, and the JPM is responsible for knowledge sharing across the region so that countries can learn from each other’s experiences. The Joint Programme Manager will also seek advice and guidance from technical specialists within the Arab States Regional offices of ILO and UN Women and ensure that the JP is fully integrated into the work of both agencies in the three countries.

The JP team will be supported by a Programme Monitoring and Reporting Officer in planning and reporting upon activities. The dedicated officer will be based in the UN Women ROAS in Cairo.

5. Programme Objectives, Strategy and Approach

The programme aims to address the structural causes of gender inequalities by working towards the Outcomes and Outputs listed in the table below (Details of the activities and indicators under each Outcome and Output are listed in PMF (Annex 6).

The programme theory of change is if (1) Gender-responsive labour laws and related policies are in place and are effective; if (2) A gender responsive private sector that attracts, retains and promotes women in decent work; and if (3) Gender stereotypes of unpaid care and women’s work are addressed; then (4) decent work and income generating opportunities for women will be promoted; because (5) the barriers to women’s entry to and retention in decent work will be addressed, including unpaid care.

Through the consultation process in the inception stage, the programme’s Theory of Change is validated, and the JP is considered relevant.

<p>Outcome 1: Gender responsive labour laws and related policies are in place and effective</p>	<ul style="list-style-type: none"> • Output 1.1 Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns
<ul style="list-style-type: none"> • Output 1.2 Capacity of civil society to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability is strengthened 	
<ul style="list-style-type: none"> • Output 1.3 Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning 	

Outcome 2: A gender responsive private sector that attracts, retains and promotes women is supported	
<ul style="list-style-type: none"> • Output 2.1 Corporate leaders' group in favour of promoting women employees is increased 	
<ul style="list-style-type: none"> • Output 2.2 Review and reform of corporate policies in favour of gender equality (equal access, equal pay, occupational segregation, flexible working hours, duration of maternity leave and coverage, provision of childcare solutions...) 	
<ul style="list-style-type: none"> • Output 2.3 Employers' and workers' organisations capacity in promoting gender equality in the private sector is strengthened 	
<ul style="list-style-type: none"> • Output 2.4 Corporate investment in training and professional development of women employees and gender equality is promoted 	
<ul style="list-style-type: none"> • Output 2.5 Private sector and government invest in child-care facilities and work/life balance provisions in the workplace 	
<ul style="list-style-type: none"> • Output 2.6 Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards 	
<ul style="list-style-type: none"> • Output 2.7 Women's representation and voice are included in social dialogue processes at sectoral and enterprise levels 	
Outcome 3: Gender stereotypes about women and men's responsibilities concerning unpaid care and household work are challenged	
<ul style="list-style-type: none"> • Output 3.1 Engagement at community, government and corporate level to promote the value of women's work and equal and collective sharing of unpaid care and household work 	
<ul style="list-style-type: none"> • Output 3.2 Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation 	

The key stakeholders in the programme are the governments, the private sector, workers' and employers' organizations, and civil society organisations (CSOs). As mentioned in the introduction, both the ILO and UN Women offices at national level have reviewed all relevant documentation and engaged with all the relevant stakeholders to ensure that the programme is consistent with, and contributes to, advancing the goals of national strategies to promote gender equality, women's economic empowerment and the creation and decent work.

The JP sets out to support the governments in:

- reinforcing of labour market institutions and policies, guided by adherence to key gender equality conventions, in particular CEDAW and ILO Conventions 100 and 111 on equal remuneration for work of equal value and discrimination in employment.
- supporting social protection policies and frameworks that expand access to services, social protection, education and healthcare.
- engaging with the tripartite constituents to identify bottlenecks and suggest amendments to labour, social security and other related laws,
- enhancing gender responsive budgeting, financial planning and monitoring of results from a gender perspective,
- engaging in closer and more constructive dialogue with the private sector and CSOs

Employers' and workers' organizations have an important role to play in promoting women's economic empowerment and the JP is seeking to work with them in:

- utilizing the WEPs GAP analysis tool and the Participatory Gender Audit tool to conduct assessment of corporate policies and practices from a gender perspective
- identifying opportunities for employment of women where representation is low
- building the capacities of employers' and workers' organisations in promoting gender equality and women's rights at work in the private sector;
- encouraging corporate training in developing the capacities of women
- encouraging the private sector to invest in child-care facilities
- promoting the inclusion of women in social dialogue

Civil society organizations are also central to the success of the joint programme. The programme will work with CSOs in:

- enhancing the capacity of selected CSOs that work explicitly on women's rights and economic empowerment through provision of training to be stronger advocates for policy change, engaging in public dialogue and mobilizing the community to seek accountability for implementation of laws, policies and programmes;
- encouraging and facilitating the involvement of CSOs in and revision of laws and policies foreseen under the JP
- encouraging and facilitating the engagement of CSOs in dialogue with the government and private sector to advance gender equality through platforms such as the Khadija Network, etc.
- developing knowledge products and generation of evidence in support of the socio-economic benefit of gender equality and decent work for women for families, communities and countries.

Stakeholders will be engaged at the regional level to ensure that the programme is part of a broader framework in achieving the 2030 Sustainable Development Agenda. Multi-stakeholder partnerships, coupled with UN Women's country offices and ILO presences, under the regional umbrella of the two organisations will be key in ensuring a successful programme's implementation. Beyond immediate strategic partners, allies will also be cultivated. These include national and regional financial institutions, research and academic institutions, regional and multilateral development banks, regional economic institutions, advocacy and knowledge sharing platforms and specialized UN agencies such as, UNIDO, UNDP, etc. The national counterparts will also be exposed to good practices regionally and

internationally to foster partnership, cooperation and peer-learning in the process of achieving sustainable development related goals.

UN Women and ILO have been active in the Arab States region, including the three countries proposed to be covered under this programme. During the past years, numerous programmes and projects were implemented engaging relevant labour market institutions with a proven track-record for successfully established cooperation and partnership. The organisations have also worked with Civil Society Organisations, research institutions, think tanks and independent experts in the field. These partners are identified and contracted through a competitive and fair process following internationally recognized standards, processes and tools.

The programme will build on and strengthen partnerships with leading regional actors, including the League of Arab States (LAS), United Nations Economic and Social Commission for Western Asia (UNESCWA), academia, regional civil society organizations, feminist economists, women parliamentarians as well as advocacy groups for the regional component. Joint initiatives will include research; facilitating capacity-building opportunities for women's rights advocates and civil society; and regional convening venues to bring together a diverse spectrum of actors to discuss obstacles and identify opportunities for increasing women's economic opportunities.

The Programme intends to primarily reach out to and support women facing the biggest barriers to enter the labour market. This shall be done through working on enabling environment by enhancing legal frameworks and service provision from the government entities; working with private sector to promote gender equality and women's empowerment; and challenging discriminatory norms and barriers through increased dialogue and awareness raising on the benefit of women's equal participation and contribution to all spheres of life. In line with the 2030 Agenda, the Programme in all three components targets the most disadvantaged women and men to contribute to the efforts of development partners to 'leaving no one behind'.

6. Alignment of the Joint Programme with National Strategies

6.1 Egypt

The JP Outcomes and Outputs align, to varying extent, to the *National Strategy for the Empowerment of Egyptian Women 2030* (Gender Strategy). The Gender Strategy focuses in particular on the gender pay gap. While Egyptian labour law guarantees equal pay for work of equal value, women are still overconcentrated in poorly paid work and are less likely than men to be promoted to leadership positions over the course of their professional lives. Pillar 2 of the Strategy is committed to redressing this balance so as to "enforce the laws that protect working women and guarantee their rights with regard to working hours, maternity leave and equal wages, particularly in the private sector."¹⁰, and the JP supports such goals, particularly through Output 1.1.

Output 1.2 of the JP contributes to the Gender Strategy by raising public knowledge and debate regarding gender issues and by ensuring that CSOs are central players in JP implementation. This is consistent with the Strategy's commitment to making civil society a "key partner"¹¹ as reflected throughout all pillars of the Strategy. ■

Output 1.3 of the JP on strengthening national capacities also advances the Gender Strategy and in particular the Strategy's commitment to enhancing the role and scope of the Egyptian National Council for Women (ENCW) as an independent body. In line with the Strategy, the ENCW now functions at a Ministerial level with its own funding and has made clear that it will

work with the Ministry of International Cooperation to make linkages with international donors to support the strategy's implementation.¹²

Outcome 2 of the JP also promotes the Gender Strategy by focusing on women's economic empowerment in the private sector. The Strategy outlines the government's intent to create a gender-responsive private sector that attracts, retains and promotes women and acknowledges that the private sector has trouble both attracting and retaining women. It proposes the establishment of private sector equivalents to the ministry's equality opportunity units to promote gender equality within companies. The focus here is on addressing the issue of the glass ceiling and finding ways to ensure that the private sector provides the chance for women to advance. The Strategy also aspires to promote women's entrepreneurship by tackling the gender-driven obstacles facing women by establishing business centres; providing women with financial services and group saving schemes. Outcome 2 of the JP covers such elements in turn (See Section 5).

Output 2.6 of the JP on eliminating violence against women in the workplace responds to national priorities and part of an initiative currently being led by the Egyptian Ministry of Social Solidarity. The Gender Strategy does address the importance of eliminating violence against women. Pillar 4 of the Strategy is devoted to 'Protection', and the economic cost of violence is mentioned throughout the document.

Finally, the Gender Strategy stresses the important roles that government and the private sector have to play in enforcing "the laws that protect working women and guarantee their rights with regard to working hours, maternity leave and equal wages, particularly in the private sector"¹³ and in this regard Outcome 3 of the JP, with its focus on addressing stereotypes regarding gender roles, is central to its implementation.

The JP clearly integrates within the UN Partnership Development Framework 2018 to 2022 with Egypt, advancing objectives & key focus areas not only under the Outcome Area 4 on women's empowerment (such as on changing prevailing cultural norms that discriminate against women; contributing to legislative change across the various areas; raising public awareness on transformative social norms that promote women's rights as collective responsibility; diversifying partnerships for women's empowerment; promoting active participation of men and boys as champions for women's empowerment; or expanding provision of public services that reduce the care burden of women) but also Outcome Area 1 on inclusive economic development (improving access of youth and women to employment opportunities with a view to narrowing the substantial gap in labour force participation and employment between these two groups and the general population).

6.2 Jordan

The National Women's Strategy of Jordan (2012 – 2017) is presently under review, with (among other things) an anticipation that it will be closely aligned with the Sustainable Development Agenda 2030, and in particular SDG 5. Jordan 2025 – A National Vision and Strategy (Jordan 2025) aims to achieve balanced growth through a more diversified and competitive economic system and explicitly sets out "to strengthen the role of women in political, economic and social spheres." Moreover, the Mashreq Conference on Women's Economic Empowerment held in January 2019 and the resulting Mashreq Facility Plan is an important reflection of national priorities. The JP is focused on working with the Jordanian government, workers' and employers' organisations and CSOs to implement both Jordan 2025 and the Mashreq Facility. And the JP's Outcome and Outputs reflect this.

There is a strong national focus in Jordan on advancing gender responsive labour laws, as per Output 1.1 of the JP. In April 2019, Parliament ratified amendments to the Labour Law (originally devised in 2010) to facilitate women's employment and support workers with care

responsibilities. Moreover, Article 53 of the newly amended labour law now criminalizes non-adherence to strict guidelines on equal pay for work of equal value between women and men with fines of up to 1000 Jordanian Dinars (JOD).

Regarding maternity benefits, the 2014 social security law requires that maternity benefits are covered through a 0.75 per cent payroll contribution from women and men employees. Furthermore, the Jordanian National Committee for Pay Equality (JNCPE), established in 2011, has been, with ILO support, focused on reducing the gender pay gap, and was instrumental in ensuring above-referenced amendment to the labour law on equal pay. The JNCPE is co-chaired by the Ministry of Labour and the Jordanian National Commission for Women (JNCW), and employers' organizations, workers' organizations and other members of civil society are represented.

Strengthening civil society has been established as part of the National Strategy for Women since 1993 and is covered by Output 1.2 of the JP. CSOs have played an active role in advancing gender responsive policies and regulations in Jordan, for example they were pivotal to the achievement of the above-referenced reforms related to equal pay and parental leave, and both the National Women's Strategy (under review) and the newly established and funded Mashreq Facility Plan place an emphasis on the importance of CSOs in advancing gender equality and decent work in Jordan. Moreover, the JP will provide the ILO and UN Women the opportunity to continue working with trade unions in organizing women workers.

The Gender Unit in the Ministry of Labour, in partnership with the Ministry of Education and the Employment and TVET Council, has developed a three-year gender action plan, focused on improving the number of women undertaking vocational courses of all types. In this regard Output 1.3, which specifically addresses capacity building of national institutions will help the government and other national stakeholders achieve this goal, as well as Output 3.2. on challenging occupational segregation.

The Jordanian government is committed to advancing Outcome 2 on enabling a gender responsive private sector. The Mashreq facility highlights this as one of the key components towards enhancing women's economic empowerment as a catalyst towards more inclusive, sustainable and peaceful societies, where economic growth benefits all. Through Output 2.1, private sector will be supported to seize a leadership role and create networks in advancing gender-responsive growth, through the platform of the Women's Empowerment Principles of UNW and the UN Global Compact. In advancing Output 2.2, many of the policies designed to improve the working environment and enable greater women's participation in the private sector have been amended in law and the JP will assist in developing policies to meet these new legal commitments. Furthermore, in advancing Output 2.4 the Jordanian TVET programme, being run by the Department of Education and Employment Promotion has established gender committees to invest in building the capacities of professional women. Discussions on further reform are ongoing and present solid opportunities for progressing on this front which the JP can key into as it progresses.

Regarding Outcome 3, Output 3.1., on gender stereotypes about women and men's caring responsibilities, the above-referenced amendment to the labour law, designed to make childcare gender-neutral, creates an ideal entry point for a national dialogue on gender issues. While instituting the legal changes to provide men workers with parental leave is undoubtedly a necessary first step, there is an ongoing need to change mindsets about care and domestic responsibilities, and indeed on gender issues per se. USAID's Takamol programme, working with the Haya Cultural Center has done some solid work on challenging stereotypes in schools has done in Jordan and many of their materials could be adapted and used by the JP in working with stakeholders to challenge stereotypes. A further central component of this work is to address gaps in data on gender equality, and to work with government, the social

partners, CSOs, the private sector and community leaders to challenge and overcome harmful norms and behaviours that impede the progress to gender equality in Jordan.

The JP in Jordan is aligned with the UN Sustainable Development Framework 2018-2022, particularly Outcome 1: Strengthened Institutions and its priority areas on Support to Inclusive Economic Growth and Private Sector Development and Strengthening Gender Equality and Women's Empowerment.

6.3 Palestine

The Palestinian Government's *National Policy Agenda (2017-2022)* makes clear that creating a positive enabling environment for working women is a national priority. The document stipulates that all government departments and agencies must ensure that all policies, across all areas are gender responsive, and there are consequently numerous entry points for the work of JP across all three Outcomes.¹⁴

In respect of advancing Output 1.1 on promoting gender-responsive labour laws the entire Palestinian Labour Code is being reviewed and there is an openness in government to reform labour laws to make them more gender responsive. Moreover, the National Action Plan to implement the UN Security Resolution 1325 was adopted in 2016, illustrating the government's commitment to including women in peace-building and nation-building, and to include them in social, political and economic reform and growth.¹⁵

Palestine's *Cross-Sectoral National Gender Strategy: Promoting Gender Equality and Equity, 2011* (The Cross-Sectoral Strategy) outlines Palestine's commitment, and alignment of the JP's goals therein, in a number of respects. One way is by seeking to expand social protection to women working informally as domestic workers or unpaid family workers. Output 1.3 of the JP will help the Palestinian government advance this goal.

Output 2.2 of the JP will help advance The Cross-Sectoral Strategy by working with the private sector to eliminate discrimination, provide job opportunities and job security to unemployed women.¹⁶ In this respect the JP will help facilitate the promotion of training programmes on gender-sensitive human resource practices at national level.

Also in Palestine the joint programme is aligned with the UN development assistance framework, namely through the Strategic Priority 2: Supporting equal access to accountable, effective and responsive democratic governance for all Palestinians and its Outcome 4: State and national institutions promote and monitor gender equality and enforce non-discrimination for all, through support to the development and implementation of institutional policies and laws that enhance gender equality and enforce non-discrimination in public domains including the work space. Moreover, the JP aligns with Strategic priority 3: Leaving no one behind: Supporting sustainable and inclusive economic development and its Outcome 2: Palestinians have greater access to decent productive jobs with a strong focus on women.

6.4 Alignment with Sida Strategies

Sweden became the first country in the world to launch a feminist foreign policy, with equality between women and men as a fundamental aim thereof. Ensuring that women and girls can enjoy their fundamental human rights is both an obligation within the framework of Sida's international commitments, and a prerequisite for reaching Sweden's broader foreign policy goals on peace, and security and sustainable development. In addition to being aligned with national priorities in the target countries, the JP has been fully aligned with the Gender Strategy of the Swedish International Development Agency (Sida). In particular, the JP is aligned with the Regional Strategy for Sweden's Development Cooperation with the Middle East and North Africa (MENA) 2016 – 2020. In effect all donor and aid recipient

countries have signed up to the SDGs and this overarching framework has been central to the design of the JP.

Sida's gender strategy seeks to address the fact that many women "lack of power in all areas of life" and seeks to "follow international agreements on women's and girl's rights"¹⁷ in redressing these power imbalances. Outcome 1 on promoting gender-responsive laws is aimed directly at addressing these power imbalances and, more specifically, to do so through better application of international conventions.

The Sida gender strategy also focuses on ensuring access for women to economic power. A central plank of this is enabling women to participate in economic activities on the same basis as men. Building a private sector that can attract and retain women is seen by Sida as a means of promoting women's economic empowerment, and Outcome 2 of the JP is devoted entirely to this task.

Sida also places particular emphasis on ending violence against women and girls, a particular focus of Output 2.6. Finally, Sida are clear that "stereotypical gender norms lock both men and women into limited roles and patriarchal structures which are maintained by both men and women"¹⁸, thus limiting one's possibilities in work and in life more broadly. Outcome 3 outlines how the JP will work with national stakeholders to challenge such gender-stereotypes and ensure that women and men can make informed choices about what is best for them.

7. Work Completed by the JP at Country-level during the Inception Phase

7.1 Output 1.1 Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns

Egypt

Within the theme of "Think equal, build smart, innovate for change", the ENCW celebrated the International Women's Day 2019 at Bibliotheca Alexandrina. The two-day seminar focused on girls' and women's right to equality; inclusive social protection systems; and sustainable, accessible infrastructure; equal space for women in decision making in their work and private lives; and the positive benefits of gender equality for everyone. The seminar also showcased successful role models of young women.

Jordan

Building on work undertaken over many years, and including work undertaken by the JP in early 2019, amendments to the Jordanian Labour Code were passed and published in the official gazette on May 16, 2019. The new amendments concern flexi work arrangements (article 2), gender pay equity (article 2, 53, 54), day-care facilities (article 72). Based on these amendments, and in close coordination with JMOL and World Bank, an initial selection of policies to be reviewed has been undertaken, including on violence at work. In addition, a wide-ranging desk review on violence in the workplace in Jordan has been carried out in anticipation of undertaking primary research on the topic, as per the study completed by the ILO and Baseera in Egypt (see above). The JP has also engaged in consultations with workers' and employers' organizations to design and advocate for amendments to the Social Security Law to improve maternity protection. At the time of writing the law is being debated in the Senate. |

Palestine

The JP has undertaken an initial national dialogue with the government, social partners and women's rights CSOs in both the West Bank and Gaza to establish a national coalition to advocate for gender-responsive reforms to the labour laws.

7.2 Output 1.3 Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning

Egypt

The JP hosted a 3-day consultation with government officials on gender-sensitive financial planning and gender-responsive budgeting (GRB). The workshop explored entry points to engage with the Ministry of Finance, building on the results achieved on this topic prior to 2011, and using baselines developed in 2018. It was agreed that the UN Women Training Centre will host a week of training on gender and macro-economics for national authorities and women economists in December 2019.

7.3 Output 2.1 Corporate leaders' commitment to promoting women employees is increased

Egypt

The JP engaged in consultations with academia to study the data of women on company boards and look into how their representation can be increased. It was agreed that a monitoring report on percentage of women on boards in conjunction with national stakeholders will be produced. The JP has also begun work with national stakeholders to plan capacity building on strategic thinking, financial management, and decision making for women workers; and to work with the private sector to persuade them of the business benefits of increased women's representation at board level.

Jordan

Following consultations with national stakeholders, the JP has agreed to work on increasing women's participation and leadership in banking, ICT and food production (to be co-funded with an ongoing Norwegian-funded programme). Moreover, discussions are underway with an NGO, *Nebras*, to develop an online test to assess businesses gender responsiveness and, on the basis of the results, make targeted recommendations. Discussions are also ongoing with the Norwegian and Swedish embassies for a study tour for Jordanian government officials to Sweden and Norway.

Palestine

UN Women welcomed Palestine Exchange as a new signatory to the Women's Empowerment Principles, and a comprehensive orientation meeting was conducted with the management.

7.4 Output 2.5 Private sector and government invest in child-care facilities and work/life balance provisions in the workplace

Egypt

The JP has conducted a planning meeting with the Federation of Egyptian Industries and UNICEF and has developed a draft ToR for a study on the business case for on-site workplace childcare facilities

Jordan

The JP has undertaken preliminary consultations with the Social Security Corporation on setting up a maternity fund and providing a financial support for childcare for working women with limited income. An MoU is currently being negotiated with JSSC and ILO in this regard.

7.5 Output 2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards

Egypt

ILO-Cairo, in conjunction with the research institute *Baseera*, has published a paper on Violence Against Women and Men in the Workplace in Egypt. While the research and data collection related to this report was all conducted under the *Decent Work for Women in Egypt and Tunisia* programme, the findings will be central to the JP's work on combatting violence against women at work.

7.6 Output 3.1 Engagement at community, government and corporate level to promote the value of women’s work and equal and collective sharing of unpaid care and household work

Egypt

The JP held consultations with numerous CSOs resulting in an agreement to undertake two studies; 1) a MENA regional companion report entitled “Families in a changing world: public actions for women’s rights” that aims at measuring the value of unpaid care and the care economy; and 2) a nationwide study on women in non-traditional male-dominated sector (under output 3.2). These studies will facilitate an exchange of knowledge, good practices, and lessons learned with a view to making policies and laws more responsive to the needs of real-world families, challenging discriminatory social norms and tackling intersecting inequalities.

8. Consultations with National Stakeholders

8.1 General Points and Discussion Details

A central component of the inception phase involved presenting the programme to national stakeholders, receiving their feedback and buy-in, and adjusting the programme accordingly. In each such meeting UN Women and ILO national staff outlined the JPs rationale and objectives, introduced the three Outcomes, and presented the RRF, PMF and the draft workplan. Given the ILO’s unique tripartite structure, there was a particular focus on soliciting the views of governments, and workers’ and employers’ organizations. CSOs were also consulted during the process.

Egypt

The Egyptian Ministry of Manpower (EMOM) has itself (in September 2019) held the first meeting of its newly-established Gender Unit and both they, and other Egyptian partners were particularly keen to understand how the JP would work in synergy with the ongoing ‘Decent Work for Women in Egypt and Tunisia’ and ‘Gender-responsive Workplaces in Egypt’ programmes. The ILO explained how the development objective and outcomes are very similar, that many of the same staff will work across all three programmes with many of the same partners and, as such, there will be a close alignment. The EMOM agreed to nominate focal points for the JP’s Joint Programme Strategic Coordination Committee and National Joint Programme Steering Committee.

Jordan

Jordan National Commission for Women (JNCW) and other partners highlighted the importance of collaborating with all national and international partners working on gender issues, most significantly with the Mashreq Gender Facility and with the United States Agency for International Development (USAID).

Palestine

In Palestine the consultations proceeded by means of four consultative workshops, one in Gaza and three in the West Bank. There was consensus that the JP focus on promoting women’s employment in private education, kindergartens, family businesses, agriculture, ICT, beauty salons and through building the capacity of women journalists. The following organizations were in attendance:

- Civil society; CBOs, CSOs and NGOs working to promote human rights, WEE, policy, labour rights, etc.
- Private sector
- Research, academia and think tanks
- Youth groups

- Chambers of commerce and industry
- Local and municipal councils
- Government institutions, incl. The Palestine Ministry of Labour (PMOL), The Palestine Ministry of Social Development (PMOSD), The Palestine Ministry of Women's Affairs (PMOWA)
- UN agencies and international NGOs
- Workers organizations

8.2 Outcome 1: Gender responsive labour laws and related policies are in place and effective

Egypt

The Egyptian National Council for Women (ENCW) requested that the JP adopt a particular focus on supporting ENCW's Women's Skills Development Center through building synergies with its ongoing programmes and activities. Hence, in Output 1.3, the ENCW requested that the JP expand upon ongoing initiatives in building the capacity of the Ministry of Finance and the Ministry of Planning, Monitoring, and Administration Reform on gender-sensitive financial planning.

Jordan

The JNCW agreed that they will be represented in the Joint Programme Strategic Coordination Committee and National Joint Programme Steering Committee, requested that any work done under the JP should always be done in partnership with them, and stipulated that any work on equal pay be done in partnership with the National Committee for Pay Equity. The JNWC also requested that the JP build upon the recommendations of Participatory Gender Audits (PGA) of workers' organizations in planning activities.

The JMOL pointed to new legislation stipulating that companies employing ten people or more must have a policy to protect workers from violence and harassment and requested that the JP assist with capacity building around this new legislation. The JMOL also requested that the JP work with them to train labour inspectors on flexi-work, childcare facilities, equal pay and combatting harassment at work.

Palestine

In Palestine there was consensus across all the above-listed stakeholders that the JP work with workers organizations to promote women's representation and to advocate for women's leadership and women's rights across all institutions, taking the different circumstances of Gaza and the West Bank into account. The stakeholders also requested that the JP work with national partners to promote women's participation in the ongoing national dialogue on labour law reform, and to ensure that the reforms themselves are gender responsive.

8.3 Outcome 2: A gender responsive private sector that attracts, retains and promotes women is supported

Egypt

The ENCW recommended that the JP be used as a vehicle to establish synergies between the WEPs and the *gender-equality seal*, jointly developed by the ENCW and the United Nations Development Programme (UNDP).¹⁹ A number of stakeholders requested assistance in incentivizing the private sector to introduce a gender-responsive working environment in order to better retain and promote women workers.

Jordan

The JP has organized meetings with a number of partners. The Jordanian Chamber of Industry (JCI) requested that industries with high rates of women employees be prioritized by the JP, in particular agriculture, food processing and the

chemical industry. Moreover, all three are export-oriented, thus facilitating job greater job growth.

The General Federation of Jordanian Trade Unions (GFJTU) recommended that the JP prioritize the health sector, due to the high rates of women workers, and the agriculture sector due to the high number of women employees and the extent of decent work deficits for women and men alike. Agriculture is largely informal and therefore not covered by the legal framework; nor do the workers' pay into the social security fund. The GJFTU also recommended that the JP seek to improve upon the collective contract for employees working in private education and to consider replicating this process in other sectors.

Palestine

In the West Bank, stakeholders urged the JP to work with the private sector to develop workplace policies so that more women can engage in paid employment and suggested that the participatory Gender Audit (PGA) could be used to advance this goal. Stakeholders argued that the JP focus on getting employers to commit to the code of conduct to ensure its workplace policies are in line with the national labour law.

In Gaza, stakeholders argued that high interest rates on loans, non-adherence to minimum wages, and arbitrary dismissal of women need to be addressed by the JP. They suggested that there was a clear need to address women's access and control of assets and finance, particularly in family businesses, and a need to promote women's participation in cooperatives.

8.4 Outcome 3: Gender stereotypes about women and men's responsibilities concerning unpaid care and household work are challenged

Egypt

The ENCW advised that the JP build upon the same message conveyed under the successful widespread *Ta'aa Marbouta* campaign in promoting women's social and economic empowerment.²⁰ The ENWC also requested that dialogue between the civil society and government on how to make labour law more gender sensitive be done under an established platform, with sub-groups for economic empowerment, political empowerment, and violence against women.

Egyptian stakeholders also requested that the JP build upon the UN Women-ENCW campaign *Because I am a man*, developed under the Swedish-funded *Men and Women for Gender Equality* programme. The campaign aims to convey strong messages on the importance of shared household responsibilities and of men engaging in unpaid care work. It combines social media with face-to-face interactions to ensure maximum outreach.

Jordan

The JNWC requested that the JP await the publication of the *Images Report* and to use its findings to advance Outcome 3. Meanwhile the Jordanian Ministry of Social Development (JMOSD) requested that the JP assist the government prioritizes activities that have a direct impact on the ground and stressed the importance of working in partnership with the Ministry of Labour (MOL) and the Social Security Corporation (SSC) to creating women-friendly work environments, with a particular focus on providing child care services. They suggested that this be done through providing funding and support for women who want to establish day care businesses, while ensuring such services are inclusive and sensitive to disabled children's needs and priorities.

The MOSD urged the JP to consider the impact of the gender pay gap; how childcare is not presently cost effective for those women, and how many women eventually decide to leave the labour force and save this expense, especially after the second child. In this respect the MOSD would like the JP to take note of work planned with the Jordanian Department of

Statistics (JDOS) to use household survey data to identify the ages of children of working women, and to correlate these with decisions to discontinue paid work so as to better formulate childcare policies.

The Jordanian Social Security Corporation (JSSC) requested that the JP work toward the inclusion of flexi-work and better conditions for part time workers. It also urged the JP to work with them to restrict cases where Jordanians can request a lump-sum in lieu of social security payments as it undermines the ultimate goal of providing social security to all Jordanians. Finally, the JSSC requested the JP's support in rolling out child-care subsidies and maternity insurance beneficiaries, either through cash payments or through supporting affordable childcare services, either through government agencies or the private sector.

Palestine

Under Outcome 3, Palestinian stakeholders in both Gaza and the West Bank requested that the PA address women's leadership at all levels, challenge gender stereotypes, focus on men and masculinities and shared responsibilities in care work, especially men's engagement in the community initiatives; and encourage women university graduates to work in non-traditional sectors.

9. Joint Programme Country Focus

As a result of extensive consultations, the Country Programme Documents were developed. The following are the key areas of focus by outcome:

OUTCOME 1:

- In Egypt, in line with the National Strategy on Gender Equality, the JP will focus on promoting equal pay for work of equal value and enhance capacities of partners to conduct gender responsive financial planning;
- In Jordan, where a substantive revision of the Labour Code has just been completed, the JP will focus on translating this reformed legislation into practice, including support to ensure gender responsive and efficient financial planning;
- In Palestine, the JP will work to ensure that gender equality issues are central to a forthcoming review of the entire Labour Code. Relevant authorities will be supported to develop gender sensitive budgets

OUTCOME 2: In addition to promoting adoption of the code of conduct against violence and harassment and commitment to gender equality by joining the initiative and implementing Women's Empowerment Principles (WEPs):

- In Egypt, the JP will work with champion corporates to promote gender-responsive policies at workplace, advocate for more investment on professional development and childcare services.
- In Jordan, the JP will work with the private sector to help implement the recently approved gender responsive laws through workplace policies and practices, including investment in professional development.
- In Palestine, the JP will work with national counterparts and private sector to design and roll out training programmes on gender-sensitive human resource policies and practices.

OUTCOME 3: Research on unpaid care work as one of the key determinants for women's labour force participation will be conducted in all three countries. Additionally:

- In Egypt, the JP will undertake research on how women's and men's family responsibilities and the gender balance in the workplace are shifting.

- In Jordan, recent amendments to the law provide for parental leave and other gender-sensitive policies and the JP will work to support effective application of these new laws.
- In Palestine, the JP will work to ensure that gender equality, and issues pertaining to workers with family responsibilities are placed front and centre the imminent review of the Labour Code.

The feedback and alignment needs received from the national counterparts elaborated above are reflected in more details in the country programme documents, specifically in the RRFs, PMFs, and Work Plans annexed to this report.

10. Monitoring and Evaluation

The process and timeline for monitoring and evaluation remains the same as outlined in the original programme document. During the inception period country-specific Programme Monitoring Frameworks were developed. A dedicated, short-term Results-Based Management (RBM) specialist was hired and worked with local partners to set the country-specific baselines, targets and performance indicators (See Annex 6). Monitoring activities will involve both the outcome and output levels as outlined in the JP PMFs: monitoring at output level will take place throughout the programme and will be reported annually, while the outcome level reporting will be done at mid-term and the end of the programme life cycle.

The JP will collect data on an ongoing basis in order to ensure the results of the programme are adequately measured. The data will come from secondary sources (e.g. data collected by line ministries and other relevant national and regional entities) as well as through primary sources as part of the planned research initiatives. A number of monitoring tools developed during the inception phase of the programme shall be used by the country teams of the two agencies at the local level. In this endeavour they shall be assisted by a dedicated regional Programme Monitoring and Reporting Officer.

An Issue Log shall be developed and regularly updated by the Focal Point at national level and shared with the Programme Manager as a means of tracking and resolving problems or unforeseen changes. The Issue Log will facilitate on-going learning and adaptation within the organization and facilitate the preparation of the Lessons-learned Report at the end of the programme.

In addition, as part of the Project Document a Risk Log has been developed and shall be regularly updated by reviewing internal and external factors that may affect programme implementation. As outlined in the original programme document, the UN Women and ILO Regional and Country Office staff in charge with quality assurance will conduct periodical visits to programme sites to assess the progress against planned targets, and, if appropriate, make recommendations for adaptations to the JP. Members of the JPSCC may join these visits. Any changes to the original agreed programme document will be brought to the attention of the JPSCC, and guidance and approval will be sought by the donor(s) for potential outcome level changes.

The evaluations will be managed jointly between the two agencies, as per the UNEG joint evaluation guidance. The evaluations will also take into account the donor-specific requirements for conducting evaluations, as necessary. As per the programme document: an evaluability review shall be conducted within one year of start-up of activities that will look among other things at whether assumptions at Programme design stage are still valid and whether other external changes affecting the planned impact have come to light.

Both the independent mid-term and final joint evaluations will be conducted looking at the relevance, results, efficiency, effectiveness and sustainability of the joint programme implementation.

11. The JP and ongoing ILO and UN Women Programmes on Gender Equality and Women's Economic Empowerment

To ensure aid effectiveness, synergies and complementarities with other ongoing programmes being conducted by both agencies (either jointly or unilaterally) will be essential. All of the programmes' outcomes provide entry points for partnerships and there is clearly scope for creation of synergies between other programmes and the JP through co-funding, joint planning of activities, etc.

As a logical step further, and in the overarching spirit of *delivering as one*, all of these programmes could be rolled into a common JP framework. Such an approach would undoubtedly be the most efficient way to create synergies and achieve maximum impact on promoting decent work, gender equality and women's economic empowerment in the three countries. This could also be a coherent and practical way to garner the 41 percent of the funds, given that Sida's contribution commits to 59 per cent.

Many of the staff who will work on the JP will also be working on implementing other similar programmes, and as such putting all the work on gender equality and women's economic empowerment under one umbrella would, after some initial work to ensure consistency in programming, M&E and reporting, greatly facilitate their implementation.

As an example, the Italian funded programme on *Promoting Women's Equal Access to Economic Opportunities and Decent Work in Palestine* shares the same broad objectives as the JP, and indeed the Outcomes and many of the Outputs align directly with the JP. Other programmes targeting a specific aspect of women's economic empowerment could be incorporated under one Outcome of the JP. For example, UN Women Egypt's programme on *Women's Financial Inclusion* could be located specifically under Outcome 2, 'A gender responsive private sector that attracts, retains and promotes women is supported'. Similarly, the Kuwaiti funded ILO Palestine's *Support to the Labour Law Reform in the occupied Palestinian territories* could be positioned under Outcome One, i.e. 'Gender responsive labour laws and related policies in place and effective.'

There is no scope in this report to make recommendations on how specifically to align each ongoing programme on gender equality women's economic empowerment with the JP. Clearly agreeing such as approach would require detailed consultations with donor governments, the three national governments and all other stakeholders. Moreover, it could ultimately only happen with the approval of Sida and validation of the JPSCC.

12. Knowledge Sharing

The Joint Programme Manager, based in UN Women Regional Office in Cairo will, as overall manager of the programme acts as a hub of knowledge. S/he will receive all draft narrative and financial reports (activity, annual, etc.), share appropriate documentation with the JPSCC, and distribute all pertinent information to ILO and UN Women Offices at national level. The JP may wish to develop an online platform as a tool for knowledge sharing, to which the ILO and UN Women upload all activity and progress reports, but also to facilitate informal exchanges. For example, if ILO Jerusalem is planning a particular activity, they could use the

platform's repository of information from similar activities in the other countries to better inform their planning and roll-out, etc.

13. Reporting

13.1 Inception report

Implementation of the programme has commenced with an initial period of six months – the inception phase. This report has met the conditions outlined for this purpose as outlined in the project document.

13.2 Annual reports

An annual technical and financial programme report will be submitted to the donor(s) within six months of the respective reporting period, at the latest. The reports will include narrative and financial reports and describe the progress of the programme and the use of the resources. The report will be prepared by the Joint Programme Manager with input collected from both agencies, presented to the Joint Programme Strategic Coordination Committee and submitted to the donor(s) for final endorsement. Annual reports will be developed in the following way:

1. Both the ILO and UN Women staff prepare national annual progress reports
2. The Coordination Focal Point (UN Women) merges these into one national report and forwards it to the Joint Programme Manager
3. Once reviewed and approved by the Joint Programme Manager the report is sent to the National Joint Programme Steering Committees for discussion, debate and ultimately validation in each country
4. The Joint Programme Manager implements any changes recommended by the NJPSC, and collates all the information into one report
5. The JPM submits the report to the Joint Programme Strategic Coordination Committee
6. The JPM amends the report (if recommended by the JSC) and submits reports to the donor

13.3 Final Report

At the latest within six months after completion of the programme, the final report and the detailed final financial statements will be submitted to the donor(s). UN Women and ILO Regional Programme technical staff together with the programme team shall continuously assess the implementation of the programme activities to ensure they are in line with the work plans agreed and at the quality standard required. The final report at programme completion will outline the results of the programme, commenting on whether objectives and expected results have been met, outputs produced as planned, and provide other findings, lessons or recommendations to assess its success and make a recommendation on whether the initiative should be replicated incorporating the lessons learned.

13.4 Reporting Templates (Narrative and Financial Reporting)

1. Executive Summary: The executive summary consists of a brief overview summary of the report and should seek to succinctly (max 2 pages) communicate the main thrust of programme delivery
2. Programme Rationale/Strategic Fit: A synopsis of the information in the programme document, to provide context for the reader. This will outline the way the programme's strategic fit vis-à-vis international conventions, the Agenda for Sustainable Development, UN Women and ILO priorities and most importantly national goals on gender equality and women's economic empowerment. This

section should also seek highlight changes in social, economic and political conditions (such as changes in major national strategies policy initiatives and legislative reforms, budgetary decisions, elections etc.) that have impacted upon the implementation of the programme. In other words, it outlines changes in the external environment, and communicates how the programme adapted to such events.

3. Results of the Programme: This section highlights/outlines the success or otherwise in achieving the *results* of the programme. The report must be output-based and results oriented, not activity and process based, i.e. it must not simply list the activities undertaken, but seek to illustrate the results of such activities. Clearly this will require some detail as to what the programme did. However, the success or otherwise of the activities in achieving the programme outcomes and outputs is the key information to be delivered in the report, and the influence of the programme in achieving national targets should be highlighted in the overall and Country Specific Programme Results Frameworks and Monitoring Frameworks will be annexed to the annual report with indication on progress achieved. This is suggested to be done in a tabular format so that the reader can see progress in very precise, quantitative manner. It is also important that the report feature human contribution stories and indeed photographs where possible, so as to bring the outcomes, outputs and indicators to life. Ideally these could be place in text boxes.

4. Lessons Learned and Way Forward: The JP will ensure to document the results and challenges, risks and assumptions, bottlenecks in implementation, etc. - and how these will be addressed in the subsequent year (annual report) or in subsequent joint programmes (final report). As part of this the *risk log* (developed for each country during the inception phase) ought to be updated and included in annual reports.

5. Annex A: Progress against the PMF: It will contain a table with latest data on the agreed Outcome and Output indicators. The table has been purposely kept as simple as is feasible to facilitate understanding of progress. It should outline the baseline, the goal and progress made for each indicator in clear terms. This monitoring of the indicators ought to be done regularly as indicated and included in annual reports and the final report.

6. Annex B: Financial Report: It will provide details of expenditures under the JP in accordance with a pre-agreed template. The template is available as Annex 7 to this report.

14. Key Findings

1. The JP was designed in close consultation and based on the needs of the countries. This was reconfirmed through national consultations organized during the inception phase. The mapping of policies and programmes against the JP outputs ensures the JP is aligned with the relevant national strategies and policies.

2. The input received from the national consultations and the desk review of relevant policies and programmes was tested against the programmes Theory of Change statement. The JP Theory of Change was considered a standing statement and thus is validated, and the JP is considered relevant.

3. The JP allocated human resources and the governance structure is adequate and considered efficient. The financial resources allocated for the implementation

of the overall JP are considered appropriate to achieve the intended results as laid out in the RRF.

4. UN Women and ILO collaboration is integrated and based on comparative advantage of each agency and their respective mandates. The design of outcomes and the interlinkages between the outputs led by different agencies but requiring very close collaboration and coordination between the two is considered to be a good example of a genuine joint programme.

5. All three countries are committed to reforms of legislation relevant to economic empowerment and access to decent work. Progress on legislative framework is evident and application of the existing and enhanced laws on gender equality is seen as a priority from national counterparts;

6. There is an increasing understanding and awareness among all stakeholders, and in particular among the private sector on the importance of women's inclusion in the labor market and their role in promote equal participation of women in economy. All three countries see the business benefits of working to make the private sector more gender responsive;

7. The initiative to challenge gender stereotypes brings all three countries on board. The expectations on roles of women and men at home and in economy, backed by evidence generated on the benefits of sharing the unequal burden of unpaid care is of interest to the national counterparts in their quest to invest in economic growth with women being equal contributors to it.

15. Recommendations

1. The JP needs to develop a Resource Mobilization Strategy to close the 41% financial gap. It is recommended that there is leadership from national partners during the resource mobilization efforts to ensure the results are achieved contributing to the national goals in the area of women's socio-economic integration in general and access to decent jobs in particular.

2. There are a number of other projects and programmes working to promote gender equality and women's economic empowerment in all three countries. There is clearly scope for collaboration between the JP and these projects (as outline in Section 11). As Sida have provided 59 per cent of the funding for the JP, both UN Women and the ILO ought to explore the possibility of incorporating congruent projects into the JP itself This would clearly necessitate consultations with donors and national partners. However, all donors are committed to the goal of *delivering-as-one* and there are clear efficiencies to be made by streamlining all UN Women and ILO projects and programmes to promote gender equality under one programmatic umbrella. Both agencies are committed to identify synergies with others to ensure complementarity and aid effectiveness

3. The different barriers to women's participation in the labour force must be taken into account in planning and executing activities under the JP. For example, women's care roles often mitigate against women attending events at particular times of the day. While the JP is seeking to address these barriers, it must nonetheless be cognisant of them so as to ensure all women who are required to participate in events are able to do so.

4. The JP should ensure that all activities, publications and reports make reference to the SDGs, other key international frameworks (CEDAW, Beijing Platform for Action, ILO Conventions, etc.) and to national policies and illustrate the linkages between the particular activity or subject matter in question and these broader global and national frameworks.

5. While the governance structures and the details of who should report to whom are outlined in Section 4 and in Annexes 1, 2 and 3, it is important that UN Women

and the ILO share information on an ongoing basis, ensure that they attend events organized by the other agency, and generally work as one JP team.

6. While the JP has been designed and modified through the inception phase of ongoing consultations with national stakeholders, it is important that such consultations continue throughout the lifetime of the JP. Only by employing this approach will the programme remain responsive to national needs and priorities.

Annex 1: ToR for the regional Joint Programme Strategic Coordination Committee (JPSCC)

A. Background to the Programme

UN Women and the ILO developed a multi-country programme promoting productive and decent employment opportunities and treatment for women in Egypt, Jordan and Palestine. The programme aims to address the structural causes of inequalities that women face in these countries and hinder women from enjoying equal opportunities for decent work. While these countries have some similarities in terms of legislative frameworks, social and cultural structures, their different patterns of development and economic growth inform their differing progress and gaps related to gender equality. Hence, while this programme seeks to tackle common issues, it does so taking into consideration country specificities. The Programme will focus on promoting equitable labour market related laws and policies; engaging public, private and community actors with attention to involving men; and reducing the unequal burden of unpaid care work.

The Joint Programme Strategic Coordination Committee (JPSCC) is the main decision-making body for the Programme. The JPSCC is regional in its remit (i.e. it covers all three countries), is responsible for ensuring the programme meets its objectives as defined in the Programme documents and is mandated to ensure that the programme meets the needs of its beneficiaries.

B. Responsibilities of the JPSCC

The JPSCC is the highest body for strategic guidance and coordination. The key roles and responsibilities of the regional steering committee are:

1. Facilitates south-south collaboration, innovation and knowledge sharing, between host governments, workers' and employers' organizations, CSOs and between participating UN organizations, of the three countries;
2. Discusses strategic impact, progress and results achieved against key programme performance indicators, within the project scope, timeline and budget;
3. Facilitates and coordinates broad engagement, dialogue and understanding of women's economic empowerment issues among partners;
4. Discusses (regional) research and evidence produced by the programme

C. Membership of the JPSCC

i. The JPSCC's Membership:

- a. Senior government representatives from Egypt, Jordan and Palestine (6)
- b. Workers' representatives, Employers' representatives, and Representatives of a women's rights Civil Society Organization from Egypt, Jordan and Palestine as appropriate (9)

- c. One senior representative from each of UN Women and ILO (observer) (2)
 - d. Representative of the Swedish International Development Agency (observer) and other donors
 - e. The Joint Programme Manager (Observer, Head of Secretariat)
- ii. The JPSCC shall be co-chaired by a senior representative of UN Women (in his/her capacity as Convening Agent for the Programme) and a senior government representative (on a rotational basis between the three countries)
 - iii. UN Women will serve as Secretariat to the JPSCC
 - iv. The JPSCC shall meet once a year.

Page Break

Annex 2: ToR for the National Joint Programme Steering Committees (NJPSC)

A. Background to the Programme

UN Women and the ILO developed a multi-country programme promoting productive and decent employment opportunities and treatment for women in Egypt, Jordan and Palestine. The programme aims to address the structural causes of inequalities that women face in these countries and hinder women from enjoying equal opportunities for decent work. While these countries have some similarities in terms of legislative frameworks, social and cultural structures, their different patterns of development and economic growth inform their differing progress and gaps related to gender equality. Hence, while this programme seeks to tackle common issues, it does so taking into consideration country specificities. The Programme will focus on promoting equitable labour market related laws and policies; engaging public, private and community actors with attention to involving men; and reducing the unequal burden of unpaid care work.

National Joint Programme Steering Committees (NJPSC) shall be established at the country level. The NJPSCs will set the strategic direction over the programme on the national level and are responsible for the steering of the programme and its activities,

B. Responsibilities of the NJPSC

The NJPSC

1. Agrees to activities and ensures they are aligned with the national, UN Development Frameworks and Decent Work Country Programme (DWCP) approved priorities;
2. Monitors performances and delivery of results, and liaise with stakeholders on policy issues;
3. Ensures adequate reporting mechanisms for the programme are in place;
4. Integrates work plans, reports and other programme related documents, and ensure that overlaps/gaps are addressed;
5. Provides technical leadership for activities envisaged in the Annual Work Plan;
6. Addresses management and implementation problems;
7. Manages risks and identifies lessons learned; and
8. Reviews and revises communication and public information plans.

Membership of the NJPSC

- i. The NJPSC's Membership:
 - a. Government representatives with technical expertise in gender and/or employment (2 or more)
 - b. Workers' representative, Employers' representative, and Representatives of a women's rights Civil Society Organization as appropriate (3+)
 - c. The country representative of UN Women and ILO or their delegates (2) (observers)
 - d. Sida or Swedish Embassy in the respective country (observer) (1) and other donors (optional)
 - e. The National Programme Coordination Focal Point (1)
- ii. The NJPSC shall be co-chaired by the UN Women Country Representative or his/her designate and a senior government representative;
- iii. UN Women will serve as the NJPSCs' Secretariat
- iv. The NJPSC shall meet at least twice per year (provisionally scheduled for April and October), but may meet more frequently pending management and implementation issues.

Annex 3: ToR - National Programme Focal Points and Coordination Focal Points

National Programme Focal Points

- i. National programme focal points for each country (Egypt, Jordan and Palestine) shall be appointed by UN Women and ILO respectively, responsible for day-to-day implementation of activities, being initial points of contact for each country, ensuring that the activities outlined in the JP work plans are planned and executed effectively, and liaising with government, private sector, the social partners and civil society organizations in respect of programme implementation.

Coordination Focal Points

- ii. The UN Women Focal Point (FP), representing UN Women in the capacity of the Convening Agency (CA), will serve as the country-level programme Coordination Focal Point (CFP).
- iii. The CFPs shall be working at national level and will serve to facilitate broad-based communication and be responsible for coordination of the JP.
- iv. In close collaboration with the ILO national programme focal points, the CFPs shall be responsible for:
 - a. The coordination and monitoring of programme activities on the ground to ensure a joint delivery of the JP;
 - b. Serving as the national point-of-contact for the National Joint Programme Steering Committee (NJPSC) and the Joint Programme Strategic Coordination Committee (JPSCC);
 - c. Consolidating and submitting regular reports on activities and progress in programme outcomes to the NJPSC;
 - d. Consolidating an annual report on the programme to be submitted to the NJPSC and the JPSCC.

- v. The CFPs in collaboration with the ILO country personnel shall ensure that activities under the programme are consistent with country priorities.
- vi. The UN Women CFP in the role of the CA is not a country programme director and has no line-managing authority over the ILO programme focal point. It is to be a partnership of equals, with importance of consistent and two-way exchange of information and effective of collaboration.

Annex 4: Mapping of the JP against country strategies and policies in Egypt, Jordan and Palestine

Egypt: The National Strategy for the Empowerment of Egyptian Women 2030 is advanced as follows
<p>Output 1.1: Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns</p> <p>The Strategy states that “The labour law guarantees equal pay for equal work, yet there is evidence of an existing gap in the average wages earned by women compared to men as a result of gender-based discriminatory work practices. A high percentage of working women are concentrated in jobs that are placed at the bottom of the career ladder, which, in turn, leads to less earned income compared to men who work in the same jobs by almost EGP 168 per month.”</p> <p>The Strategy proposes to “support working women through gender responsive labour laws.”</p>
<p>Output 1.2. Capacity of civil society to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability is strengthened</p> <p>The Strategy is clear that, in advancing gender equality, “civil society is committed being a reflection of the aspirations of society at large.” – pg. 6</p> <p>... that “the strategies reviewed are formulated based on a consultative process with stakeholders from the government, civil society, and the private sector;” – pg. 16</p> <p>... that “intensive consultations were held with civil society representatives, including women and development civil society organizations, syndicates, as well as NCW local branches.” – pg. 18</p> <p>... that “the energies of young women to development work with civil society organizations and youth centres. Reinstigate the practice of specifying days for young women to serve at youth centres, which proved to be extremely effective, especially in Upper Egypt.” Pg. 48</p> <p>...that “Partnership with civil society Civil society is a key partner in implementing the National Strategy for the Empowerment of Egyptian Women 2030, due to its wide presence on the ground and its significant role in achieving sustainable development” – pg. 62</p>
<p>Output 1.3. Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning “</p> <p>The Strategy sets out “the responsibilities of implementing partners, and the intermediate and final targets to be achieved by each partner. This will entail adopting approaches that have been successfully applied in a several countries to calculate the costs of implementing proposed interventions and identify implementation priorities according to a cost benefit analysis as well as to the feasibility and resource mobilization under each intervention within the required time period.” – pg. 64</p> <p>The Strategy proposes “expanding the Gender budgeting and planning approaches that are responsive to women’s needs in various sectors. In this context transforming traditional budgets into Performance based budget and inserting the suggested programmes for</p>

women advancement into relevant Monitoring and Evaluation indicators are one of the most critical factors for the Strategy's success." – pg. 61
Output 2.1. Corporate leaders' group in favour of promoting women employees is increased The Strategy proposes to: "Increase women's senior positions in the state executive bodies and strengthen their performance;
Output 2.2 Review and reform of corporate policies in favour of gender equality (equal access, equal pay, occupational segregation, flexible working hours, duration of maternity leave and coverage, provision of child care solutions...) The Strategy proposes to "Develop work systems to ensure the representation of women in state executive bodies and their participation in the processes of planning, formulating policies, and budgets, at the national, local and sectoral level; - pg. 31 Complete the establishment and capacitation of Equal Opportunities Units in ministries, public bodies, business sectors and Local Councils, and encouraging judicial bodies and the private sector to establish such units." – pg. 31
Output 2.3. Employers' and workers' organisations capacity in promoting gender equality in the private sector is strengthened The Strategy outlines plans to develop "investment policies, management systems and financing; and to activate policies and procedures that encourage women to set up their own private businesses" – pg. 40
Output 2.4. Corporates investment in training and professional development of women employees and gender equality is promoted The Strategy outlines the intention to "Increase the number of women appointed as governors and deputy governors by developing integrated programmes for young women leaders to prepare them for holding such positions and provide relevant training; - pg. 31
Output 2.5. Private sector and government invest in child-care facilities and work/life balance provisions in the workplace The strategy urges the government to "enforce the laws that protect working women and guarantee their rights with regard to working hours, maternity leave and equal wages, particularly in the private sector;" – pg. 40
Output 2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards The Strategy encourages "Women's protection by eliminating the negative practices that threaten women's lives, safety and dignity, and prevents their effective contribution to social development. This includes eliminating all forms of violence against women, and protecting them from environmental risks that would have adverse social or economic effects on their livelihoods." Pg. 22
Output 2.7 Women's representation and voice are included in social dialogue processes at sectoral and enterprise levels The Strategy is clear that all action plans be "reviewed are formulated based on a consultative process with stakeholders from the government, civil society, and the private sector;" – pg. 16
Output 3.1 Engagement at community, government and corporate level to promote the value of women's work and equal and collective sharing of unpaid care and household work The Strategy encourages workplaces to "Provide support services for working women, pursuant to Article 11 of the Constitution, like childcare services (time for breastfeeding and day-care) and providing protection both in the work environment and beyond. – pg. 40
Output 3.2 Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation The Strategy encourages "policies to ensure that the private sector is committed to the proper representation of women on their boards of directors; that attention to the diversity of

economic sectors established in different governorates, and attract industries that can create direct and indirect job opportunities for women's employment within their value chains”

Jordan: Excerpts taken from various national sources, primarily the Mashreq Communique and the Decent Work Country Programme (The National Women's Strategy is under Review)

Output 1.1: Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns

In 2019 the Jordanian Parliament has ratified the new labour law. The gender related amendments are:

- Article (53): (equal pay for work of equal value): The criminalization of gender pay gap. If female and male employees are doing similar jobs and work same number of hours, the employer must compensate them both equally. The amended law imposes penalties that reach 1000 JoD on equal pay violations.
- Article (66): 3 days paternity leave similar to the Civil Service Law
- Article (72): (Childcare services). Every employer who employs number of workers (males and females) who have 15 children under the age of 5, is obliged by the law to provide them with childcare services. The article gave the option for more than one employer to create a joined childcare services in one location.
- Article (2): Adding definitions for flexible work and its different types, pay or compensation discrimination, and part time work. Regarding flexible work definition, the aim was to legalize the flexible work by law, as some parties were arguing that the flexible working hours bylaw is illegal as it didn't refer to a certain article in the Labour Law.
- Article (5): Non-Jordanian children of Jordanian mothers are excluded from work permits requirements.

Source: Jordanian Parliamentary Gazette

Output 1.2. Capacity of civil society to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability is strengthened

The Mashreq Conference on Women's Economic Empowerment outlines the role of CSOs moving forward as follows:

- Conduct media campaigns to gain more acceptance of women's work, especially in non-traditional sectors, and providing the necessary training.
- Initiating action by government agencies to develop their procedures and targets in order to boost women's job rehabilitation and training and to promote women to administrative, leadership and political positions.
- Monitoring the implementation of laws with regard to equal pay for equal work.
- Providing consulting services at work for women and creating organized and legal channels for claiming women's human rights and offering relevant advice

– Canadian Government Mashreq Briefing Note

Output 1.3. Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning
“The Government of Jordan has committed to “supporting better collection and reporting of gender data by both the public and private sectors to inform policies and reforms, and to track progress in narrowing the gaps between women and men in commercial activity, employment, business leadership, procurement, and supply chains.” - Mashreq Beirut Communique, January 1919

Output 2.1. Corporate leaders' group in favour of promoting women employees is increased
The Mashreq Conference The Mashreq facility highlights this as one of the key components towards enhancing women's economic empowerment as “a catalyst toward more inclusive,

<p>sustainable and peaceful societies that benefits all where economic growth benefits all” – Canadian Government Mashreq Briefing Note</p> <p>The government of Jordan is focused on “expanding women’s representation across the organizational structure, (ii) boosting women’s economic opportunities by expanding women’s access to finance, and supporting linkages of female entrepreneurs to business networks” - Mashreq Beirut Communique, January 1919</p>
<p>Output 2.2 Review and reform of corporate policies in favour of gender equality (equal access, equal pay, occupational segregation, flexible working hours, duration of maternity leave and coverage, provision of child care solutions...)</p> <p>Much of the legislation to reform corporate policies in favour of gender equality has now been amended (See Output 1.1)</p> <p>“The Government of Jordan aims to increase the Female Labor Force Participation Rate to 24 percent, aligned with the Jordan Vision 2025, and commits to, inter alia, amend the Labor Law and relevant legislations to promote women’s economic participation...support the creation of family-friendly and non-discriminatory work environment; enhance the employment of women in the private sector and increase the number of female-led MSMEs and cooperatives supporting their growth; improve the education curricula to mainstream gender” - Mashreq Beirut Communique, January 1919</p>
<p>Output 2.3. Employers’ and workers’ organisations capacity in promoting gender equality in the private sector is strengthened</p> <p>Both employers and workers organizations are represented on the Economic and Social Council, a consultative tripartite-plus institution that facilitates dialogue on economic and social policies – Jordan DWCP, pg. 31</p> <p>The IO will “build the communication capacity of ILO and tripartite colleagues through training and access to online guidelines and tutorials” – Jordan DWCP pg. 38</p> <p>The Jordanian DWCP outlines how the ILO will “support the advocacy efforts of tripartite and civil society partners to combat gender discrimination. “ – Jordan DWCP pg. 31</p>
<p>Output 2.4. Corporates investment in training and professional development of women employees and gender equality is promoted</p> <p>One of three priorities of the Jordanian DWCP is “to expand decent work opportunities for young Jordanian men and women through the promotion of better working conditions, non-discrimination, and equal rights at work” – Jordan DWCP pg. 5</p> <p>The Government of Jordan is focused on “increasing women’s digital access and skills through supporting female tech entrepreneurs, expanding gender-responsive budgeting; strengthening the capacity to produce gender-sensitive data” - Mashreq Beirut Communique, January 1919</p>
<p>Output 2.5. Private sector and government invest in child-care facilities and work/life balance provisions in the workplace</p> <p>“The ILO will also support tripartite efforts to raise awareness around flexitime arrangements in the workplace, which will help working women and men reconcile work and family responsibilities.” - Jordan DWCP pg. 31</p> <p>“The Jordanian flexi-work arrangements include flexible hours, part-time jobs, shared jobs, a compressed week, annual salary averaging, and teleworking. However, only few companies have made use of this opportunity. Under this DWCP, the ILO will engage with targeted companies through sector organizations and through the Gender Unit at the MOL for promoting evidence-based flexi-work arrangements.” – Jordan DWCP pg. 18</p>
<p>Output 2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards</p> <p>“Advocacy efforts [of workers, employers and CSOs] will prioritize violence and harassment, pay equity and the provision of day-care facilities in the workplace.” – Jordan DWCP pg. 31</p>
<p>Output 2.7 Women’s representation and voice are included in social dialogue processes at sectoral and enterprise levels</p> <p>“concrete steps will be taken to ensure that the needs of women... are addressed, so they can participate and benefit from services on an equal footing.” Jordan DWCP pg. 16</p>

Output 3.1 Engagement at community, government and corporate level to promote the value of women’s work and equal and collective sharing of unpaid care and household work
“The Government has recently made improvements in supporting the agenda of women’s rights, including... endorsing the flexible working hours by-law, and promoting childcare.” – Jordan DWCP pg. 18

“SADAQA will advocate for the revision of Article 72 of the Labour Code in order to expand childcare to more companies, train and certify 30 potential child carers and establish three childcare facilities” – Jordan DWCP pg. 18

Output 3.2 Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation

The government of Jordan has committed to “launch campaigns to change attitudes towards women’s work and economic participation.” – Mashreq Beruit Communique, January 1919

Palestine: Alignment with the Cross-Sectoral National Gender Strategy

Output 1.1: Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns

The national strategy (National Policy Agenda 2017-2022) states that gender equality will be mainstreamed across all outcomes, including aspects of the economy.²¹ The Palestinian Labour Code is being reviewed and according to the World Bank’s “Second Country National Action Plan for Palestinian Territories”, there is an openness to transformation.²² Additionally, women are being incorporated into peace-building efforts. Furthermore, providing social protection for several forms of unpaid and unprotected work performed primarily by women is on the Palestinian government’s scope of work according to the Cross-Sectoral National Gender Strategy: Promoting Gender Equality and Equity, 2011.

Output 1.2. Capacity of civil society to engage in dialogue with governments and ministries on mainstreaming gender into labour laws and social protection policies and demand accountability is strengthened

The labour law in Palestine prohibits gender-based discrimination, and there is a commitment to building on that collaboratively by the Palestinian government. The Cross-Sectoral National Gender Strategy also makes mention of the national plan to work towards improving decent working conditions to combat women’s labour law participation.²³ The JP’s work under this output will build on Palestine’s strategic commitment. There is also a commitment, in the strategic objective 8, to amend relevant national laws and develop executive bylaws for the Palestinian labour code.²⁴

Output 1.3. Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning “The Cross-Sectoral National Gender Strategy acknowledges Palestine’s commitment to improving gender planning and budgeting, and has already taken steps towards that by establishing gender units across various ministries.²⁵ The JP will build on this commitment and enhance its ability to put these plans into practice.

Output 2.1. Corporate leaders’ group in favour of promoting women employees is increased
The Cross-Sectoral National Gender Strategy acknowledges women’s low representation in employment and in the private sector and commits to working on this as part of its strategic plan.²⁶ The strategy also outlines the Palestinian government’s commitment to working collaboratively with the private sector to ensure the implementation of all of its strategies in the business world.²⁷

<p>Output 2.2 Review and reform of corporate policies in favour of gender equality (equal access, equal pay, occupational segregation, flexible working hours, duration of maternity leave and coverage, provision of child care solutions...)</p> <p>The national strategy acknowledges that it will work towards improving gender equality policies like maternity, and changing negative attitudes against traditional roles taken on by women.²⁸</p>
<p>Output 2.3. Employers' and workers' organisations capacity in promoting gender equality in the private sector is strengthened</p> <p>There is a commitment to working towards improving workers' organizations in several ways, including improving women's representation in trade unions.²⁹</p>
<p>Output 2.4. Corporates investment in training and professional development of women employees and gender equality is promoted</p> <p>Working collaboratively with the private sector is a clear commitment of the Palestinian government's approach, and this is even mentioned from the beginning of the Cross-Sectoral National Gender Strategy in the foreword by H.E. Rahiba Diab, the Minister of Women's affairs.³⁰</p>
<p>Output 2.5. Private sector and government invest in child-care facilities and work/life balance provisions in the workplace</p>
<p>Output 2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards</p> <p>The government of Palestine is committed to ending all forms of violence against women, the national strategic objective three is committed to this.³¹ It is built into their national gender indicators.³² The JP will help the program build on this and work specifically on violence in the workplace in accordance with international standards.</p>
<p>Output 2.7 Women's representation and voice are included in social dialogue processes at sectoral and enterprise levels</p> <p>The Cross-Sectoral National Gender Strategy aims towards increasing women's voice and representation across various levels³³ as a basic principle of the strategy, and acknowledges that this is a useful path to tackling discrimination.³⁴</p>
<p>Output 3.1 Engagement at community, government and corporate level to promote the value of women's work and equal and collective sharing of unpaid care and household work</p> <p>The Cross-Sectoral National Gender Strategy acknowledges that unpaid care is disproportionately done by women and is unrecognized, the JP will work towards engaging the community on the value of women's work.³⁵</p>
<p>Output 3.2 Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation</p> <p>The Cross-Sectoral National Gender Strategy acknowledges that women face both horizontal and vertical discrimination in its situation analysis, and has built its strategy based on this. The Palestinian government will work with the JP in order to add to its national plan to counter this.³⁶</p>

Annex 5: Results and Resources Frameworks (overall and by country - attached as a separate document)

Annex 6: Programme Monitoring Frameworks (overall and by country - attached as a separate document)

Annex 7: Financial Reporting Template (attached as a separate document)

Annex 8: Updated Risk Log (attached as a separate document)

Annex II – Draft Stakeholder Mapping

Regional:

World Bank, OECD, the Union for the Mediterranean and International Training Centre (ITC) -ILO Gender Academy

Country-specific:

Egypt

Stakeholder	Functions
Ministry of Manpower (MoM):	To ensure a responsive programme tailored to the Egyptian context and support activities under the JP, including the participation of representatives of both the MoM and NCW in the Gender Academy organized by the International Training Centre (ITC) of ILO as well as the UN Women Training Center.
The National Council for Women (NCW)	As the national women machinery plays a crucial part in the planning and implementation phases of the JP Programme.
Ministry of Finance, Ministry of Planning and Economic Development, Ministry of Man-power, Ministry of Social Solidarity, Ministry of Investment and International Cooperation, Ministry of Public Enterprise; Ministry of Planning and Economic Development; Ministry of Education and Technical Education	Pool of calibres at the national public entities on gender equality who can develop public policies through a gender-sensitive financial perspective.
Central Agency for Public Mobilization and Statistics, Social Justice Platform, Faculty of Economics and Political Science, and economic research institutes The Egyptian Exchange (EGX) Central Bank of Egypt (CBE) Financial Regulatory Authority (FRA) Three public technical vocational and education training (TVET) schools in Cairo and Alexandria.	Critical stakeholders for the implementation of JP.
Women in Business Committee of the American Chamber of Commerce European Institute for Cooperation and Development (IECD) The French Chamber of Commerce Women and Memory Forum	Facilitate implementation of outcome 2: support a gender responsive private sector that attracts, retains and promotes women.

The Federation of Egyptian Industries (FEI)	To facilitate review and adoption of gender inclusive policies at the small and medium companies in Egypt.
Egyptian trade unions with experience on gender topics	Pool of trainers to disseminate trainings on gender equality in trade unions, which will help in positioning gender equality on the agenda for any future negotiations or collective bargaining with the government or employers.
Civil society organizations	To deliver activities on-ground constituencies
Private sector companies: Schneider Electric, Nestle, Bisco Misr, Groupe SEB-Zahran, Alstom, and Cargill	To secure field visits, toolboxes, internships, and job placements for women in non-traditional sectors.
Academic institutions	The American University in Cairo, School of Business “Women on Boards Observatory”, as well as with research centres such as the Economic Research Forum (ERF).
United Nations Development Programme (UNDP); International Finance Corporation (IFC); and European Bank for Reconstruction and Development (EBRD).	To develop a collective approach towards achieving the Women’s economic empowerment objectives.

Synergetic interventions on the ground

a. The JP in Egypt collaborated with the ILO programme “Decent Work for Women”, funded by the Government of Finland, to complement activities and reduce the funding gap under the JP. The two programmes developed a joint work plan, to ensure efficiencies in the activities that intersect both programmes to optimize impact without duplication of efforts.

b. UN Women built synergies with a programme funded by the Swiss Development Co-operation to produce a regional companion report on unpaid and paid care in the countries of the JP, as well as Tunisia. This synergy will also help expand the advocacy efforts to disseminate the findings of the report with the objective to create dialogue and debate around social care policies through partnership with the ERF.

Jordan

Stakeholder	Functions
JNCW	As the national women machinery in Jordan, plays a key-role in the shaping of the gender-responsive budgeting efforts with MoL and is leading the national efforts with the Ministries of Finance, Health, and Education, as well as consultations with CSOs.

	Provided insightful inputs to the advocacy campaign on the socio-economic benefits of an enabling work environment for women during the 16 Days of Activism.
MoL and specifically Women's Labour Directorate	Main government agency responsible for regulating the employer / employees' roles and responsibilities in the private sector.
The General Federation of Jordanian Trade Unions (GFJTU) AND National Committee on Pay Equity (NCPE)	JP works with MoL, GFJTU, Employers' Associations, JNCW and CSOs, all are members in the NCPE
Chamber of Industry	<p>JP ensured the Chamber of Industry were represented in national consultations about women's economic empowerment in partnership with the Inter-Ministerial Committee for Women's Empowerment.</p> <p>UN Women supports the newly established Industrial Business-Women Council's advocacy efforts regarding allocating a quota for women in Boards of Chambers of Industry and Commerce.</p>
Social Security Investment Fund (SSIF)	The biggest investment fund in Jordan with a considerable investment portfolio in the Jordanian private sector, in delivering selected activities in the programme, and to leverage their networks, visibility, and partnerships to promote objectives of the JP.
IFC and the World Bank, especially the Mashreq Gender Facility team	<p>To coordinate workplans and activities on the private sector work, building on women's capacities on both technical and soft skills, and reaching out to business owners in the private sector to promote WEPs as the primary tool to support gender equality and women's empowerment in the workplace, marketplace, and community.</p> <p>The JP is coordinating with the World Bank on improving childcare services and to discuss potential collaboration to support implementation of legislation to end pay discrimination between men and women, including the design and implementation of necessary procedures and tools to ensure private sector compliance with pay equity.</p>
CSOs: Haq Coalition, Workers House, SIGI, Phenix Center, World of Letters, SADAQA, Stand Up with Teachers Campaign,	Amendments of labour law to ensure a common narrative and amplify advocacy efforts.

Synergies

ILO is using the funds made available by the Government of Netherlands, ILO Global, and partner organizations to complement the activities and resources of the JP. Also in Jordan, these financial contributions helped cover some funding gaps.

Palestine

Stakeholder	Functions
Ministry of National Economy (MONE)- serves as the technical economic policy and services arm for the private sector development in Palestine	Plays a pivotal advice role and provides technical inputs into the mapping and studies conducted by UN Women as part of the JP. Played a key role in the identification of potential WEPs signatories and gender equality corporate champions.
The ILO tripartite constituents (government, workers and employers), represented in Palestine by: <ul style="list-style-type: none"> • The Ministry of Labour (MoL); • PGFTU (The Palestinian General Federation of Trade Unions); and • FPCCIA (The Federation of Palestinian Chambers of Commerce, Industry and Agriculture) 	Leading national entities in the labour sector that coordinate national efforts to promote gender responsive policies and decent work.
National UN Women-ILO Joint Programme (funded by the Italian development cooperation)	Synergies to advance the labour legislation reform, private sector development, workplace compliance, freedom of association, and industrial relations.

Synergies with other WEE programmes

The National UN Women and ILO joint programme on decent work, funded by the Italian development cooperation for advancing decent work for women in Palestine. These synergies have helped in advancing economic gender equality outcomes, especially in areas of the labour legislation reform, private sector development, workplace compliance, freedom of association, and industrial relations.

Annex III – Snapshot of the JP Programme implementation status, Key Challenges, Lessons Learned and Programmatic Adjustments

(Based on JP Annual Report, June 2019. The Annual report for 2020 will be available in June 2021)

Under Outcome 1:

- i) The global Equal Pay International Coalition¹ (EPIC) was launched in the Arab States, linking to both the outcome 1 and 2 of the programme as a regional-scope initiative touching both on legal and policy level elements, as well as private sector policies and practices, resulting in the announcement of 21 pledges from employers' associations, trade unions, as well as governments, companies, and CSOs from seven Arab countries to promote pay equity. Almost 80 participants (75 per cent were women) from 11 Arab countries now have stronger capacities in this domain, and the membership in the EPIC from the Arab States is expected to rise.
- ii) Capacities of national stakeholders were developed bringing together labour inspectors from nine countries including Egypt, Jordan and Palestine to share their own experiences and best practices in labour inspection reform.
- iii) In Egypt, National counterparts from the Ministry of Manpower (MoM) and the National Council for Women (NCW) have increased knowledge on the ILO's Violence and Harassment Convention, 2019 (No. 190) and its accompanying Recommendation (No. 206). 30 economists, all women, from 15 national and governmental entities have improved capacities on gender and macroeconomics following their participation in a five-day course provided by the UN Women Training Centre- the trained economists are supporting the government and civil society to advance knowledge and skills on gender sensitive financial planning.
- iv) In Jordan, five articles of the Jordanian labour law were reviewed and updated in May 2019 to be more gender responsive through the JP's advocacy and technical support. Recommendations for further amendments to 10 more articles of the labour law were produced. 10 Ministry of Labour (MoL) officials advanced their knowledge and skills to institutionalize and carry out gender responsive planning and budgeting through a sensitization workshop. A collaboration plan to mainstream gender more extensively within the Jordanian MoL institutional policies and operations was developed in partnership with the Ministries of Labour and Finance and the Jordanian NCW.
- v) In Palestine, establishment of a CSO coalition was initiated, as an advocacy and expertise platform to lobby and advocate towards reflecting gender equality and decent work concerns of women in the current labour law reform.

¹ The Equal Pay International Coalition was launched in 2017 by the ILO, UN Women and the Organization for Economic Co-operation and Development (OECD) as a global forum to galvanize commitment and action of the global community to reduce the persisting gender pay gap. EPIC engages with governments, employers, workers and their organizations, the private sector, civil society, and academia to take concrete steps to accelerate the closing of the gender pay gap.

Under Outcome 2:

- i) Four additional companies joined the Women Empowerment Principles (WEPs)² global network of gender champions from among the private sector (two in Egypt, one in Jordan and one in Palestine), bringing the total of WEPs signatories to 40 in the three countries and to 189 from the Arab States region at the end of 2019. Online training on the WEPs as a virtual tool for the private sector, policymakers developed to build capacities in gender mainstreaming in the workplace, marketplace, and the community.
- ii) In Egypt, women’s corporate leadership was promoted and enhanced through partnership with the American University in Cairo (AUC) on the “Women on Boards Observatory”³.
- iii) Furthermore, 21 participants (16 men and 5 women) representing 17 companies from various sectors graduated from the third round of the HR and Gender Academy of the Federation of Egyptian Industries⁴. As a result, participants have stronger skills and knowledge to reform corporate policies in favour of gender equality.
- iv) In Jordan, a new article that protects workers from discrimination, violence, and harassment in the world of work was included in the Collective Bargaining Agreement (CBA)⁵ of the garment sector as a result of collaboration between the JP and ILO’s Better Work Jordan Programme (BWJ). A partnership with the Social Security Investment Fund (SSIF), the biggest investment portfolio in Jordan, was established to work jointly to launch a women’s career and professional development programme for SSIF female staff that will build their capacities required to be appointed to private sector companies’ boards.
- v) In Palestine, Gender responsive leadership and technical skills were strengthened within three corporates / entities - advocates and gender equality champions - in the areas of investment, services, and financial (banking and non-banking). As a result, companies will be able to roll out gender-oriented action plans to translate their commitments into actions for mainstreaming gender in the workplace, marketplace, and the community. Action plans for mainstreaming gender for 3 corporates / entities were developed.

Under Outcome 3:

- i) In connection to UN Women’s flagship report “Families in a changing world: public action for women’s rights”, a regional companion research on paid and unpaid care was produced for Egypt, Jordan, Palestine, as well as Tunisia, through a broader multi-programme collaboration. Based on the results of this study, high-level policy and advocacy dialogues around social care policies in the MENA region will be convened.

3 The Women on Boards Observatory aims to improve the gender balance of corporate boards in Egypt and the MENA region by sensitizing male board members to gender issues, qualifying women from different sectors to be appointed to corporate boards, and advocating for policy and legislative changes that institutionalize gender diversity on corporate board. <https://business.aucegypt.edu/outreach/corporate-governance/women-boards-observatory>

4 The HR and Gender Academy has three modules, HR, Legal and Gender. It provides the HR units at SMEs with the theoretical knowledge of HR, besides the main HR tools to be used to develop comprehensive HR policy at their company. It also provides the participants with knowledge on the main legislation and national policies that govern labour, so their policies abide by it. Furthermore, the gender module helps the participant to better understand gender equality and its positive outcomes, and the means to mainstream gender equality in their policies to be more inclusive.

5 ILO Convention No. 154 defines collective bargaining as referring to: “all negotiations which take place between an employer, a group of employers or one or more employers’ organisations, on the one hand, and one or more workers’ organisations, on the other, for: (a) determining working conditions and terms of employment; and/or (b) regulating relations between employers and workers; and/or (c) regulating relations between employers or their organisations and a workers’ organisation or workers’ organisations.” (Article 2)

- ii) In Egypt, a partnership to promote women in non-traditional industries through an inclusive and enhanced-technology learning environment was advanced with a broad range of public and private sector partners.
- iii) In Jordan, consultations with national partners on challenging occupational segregation and deconstructing social prejudices and stereotypes about unpaid care work was completed.
- iv) In Palestine, mapping of previous and ongoing research on non-traditional economic sectors drawing baselines and recommendations for the programmatic interventions on challenging occupational segregation and increasing women's participation in non-traditional sectors (six potential sectors) were identified as having high potential for women's increased participation.

Key Challenges, Lessons Learned and Programmatic Adjustments

The main challenges experienced by the programme have been as follows:

- i. **Funding:** the programme has successfully secured 80 per cent of its full 13 million USD budget through the generous contribution from SIDA. Efforts to fill the remaining resource gap is underway.
- ii. **Covid-19 Pandemic-** the pandemic has brought to the forefront the challenges of parents with young children, particularly related to achieving a work-life balance. It created a new challenge/opportunity where governments became more sensitive to issues around flexible work arrangements and value of the care economy. It also reiterated the importance of increasing the social protection coverage to all including vulnerable women working in the informal sector. JP has continued to participate in the regional multi-sectoral gender response to the COVID-19 pandemic, which is aiming at reducing the adverse economic impacts on women, particularly for those in vulnerable (self)-employment, providing better response to violence against women and an increased sense of safety and support for women's leadership and voice in the COVID-19 response.
- iii. **Advancing national capacities:** to update non-discriminatory labour laws and policies, and to integrate gender equality in the labour market, the national capacities need to be advanced in order to fully engage in policy dialogue on gender equality and women's empowerment. In addition, limited expertise and experience to support implementation and deliver programme interventions from companies, consultants, and NGOs presents a challenge. To overcome these challenges, the JP is providing extensive consultations, orientations sessions and capacity development services to the partners and stakeholders, in addition to exposure to best practices from international and regional experiences.