

# Boosting Women's Access to More and Better Jobs

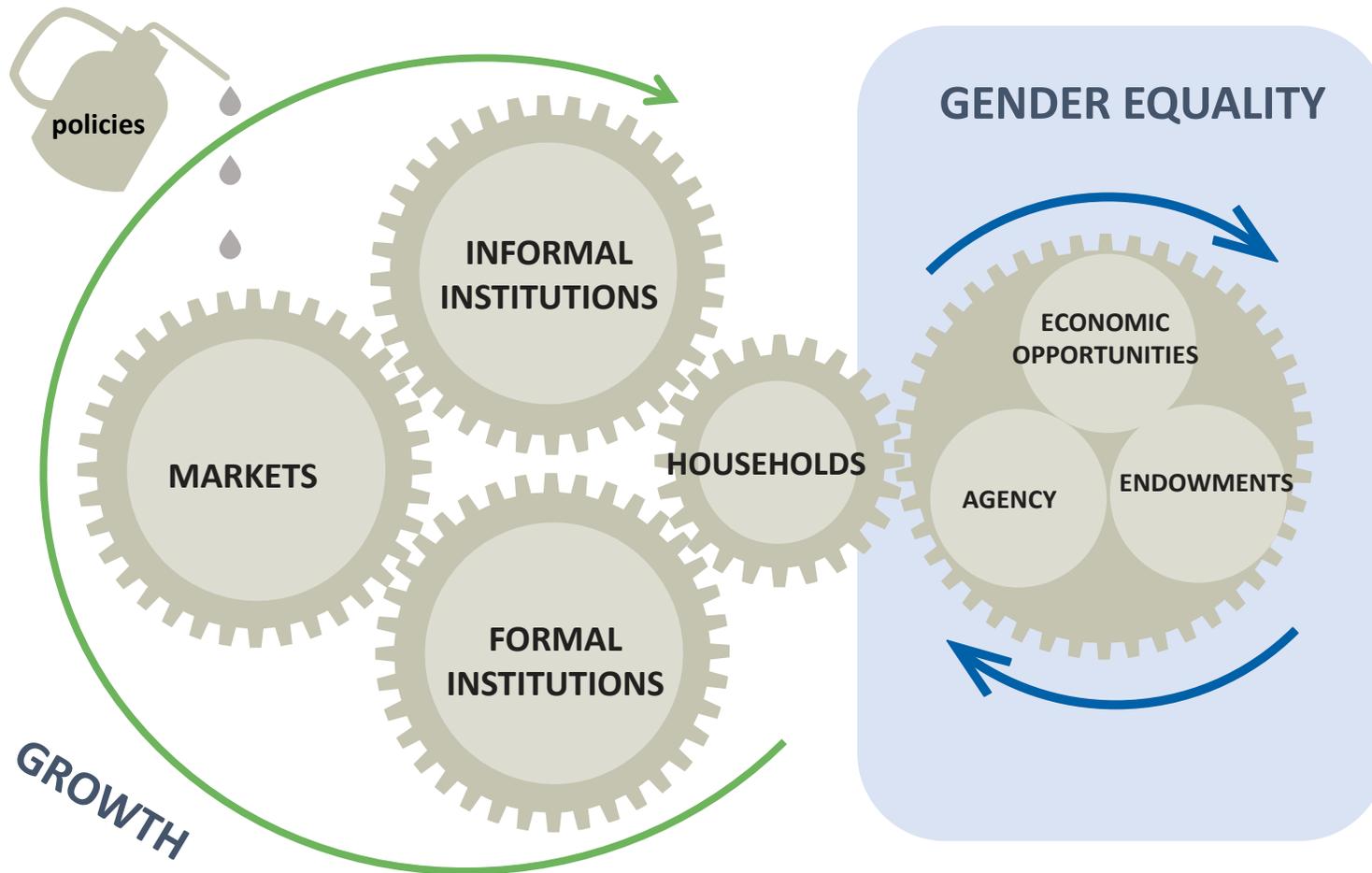


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**WORLD BANK GROUP**

# WDR2012 on Gender Equality introduced a conceptual framework for gender equality that broadened our focus



- Informal Institutions (social norms) shape preferences
- Formal Institutions (including laws) shape constraints
- Markets (labor/finance) shape incentives
- Households key to translate the external factors into changes in gender equality dimensions

# WBG GENDER STRATEGY (Dec 2015) builds on the WDR2012 framework to raise the bar on gender

Emphasizes **measurable results on specific gender gaps**, based on a better understanding and more systematic use of data and evidence on what works.

Recommends a strong **country-led approach**, with better country-level diagnostics, policy dialogue, and sex-disaggregated data.

**Leveraging partnerships** for effective outcomes, particularly with key UN agencies and the private sector

**Regional Gender Action Plans** to identify and monitor regional gender equality objectives.

## 1 Improving Gaps in Human Endowments (Health/Education)



Addressing “sticky” first generation gaps in health (maternal mortality) and education. Working on emerging, second generation issues, such as ageing and non-communicable diseases.

## 2 Removing Constraints for More and Better Jobs



Lifting constraints to increase quantity and quality of jobs and closing earnings gaps with a focus on women’s labor force participation, occupational sex segregation, care services and safe transport.

## 3 Removing Barriers to Women’s Ownership and Control of Assets



Improving conditions under which women can secure ownership of and control over productive assets and access the finance and insurance needed to acquire those assets.

## 4 Enhancing Women’s Voice & Agency, Engaging Men and Boys



Helping to prevent and respond to gender-based violence and address adverse masculinity norms in FCS and elsewhere, and enhance women’s voice and agency.

Building resilience of women and men to cope with natural (climate change) and human (conflict) shocks

# Regional Gender Action Plan (FY18-23): Commits the WBG to continue to strive towards gender equality in MNA

Anchored in the WBG Gender Strategy and the MNA Regional Strategy, the RGAP provides a clear mandate to support client countries in the MNA region advance their agendas and make **meaningful progress** towards increased gender equality and women’s empowerment, focusing on **results**.

## MNA REGIONAL GENDER ACTION PLAN: FOCUS AREAS

### WOMEN’S ECONOMIC EMPOWERMENT

- Labor force participation
- Financial inclusion, asset control & ownership
- Entrepreneurship



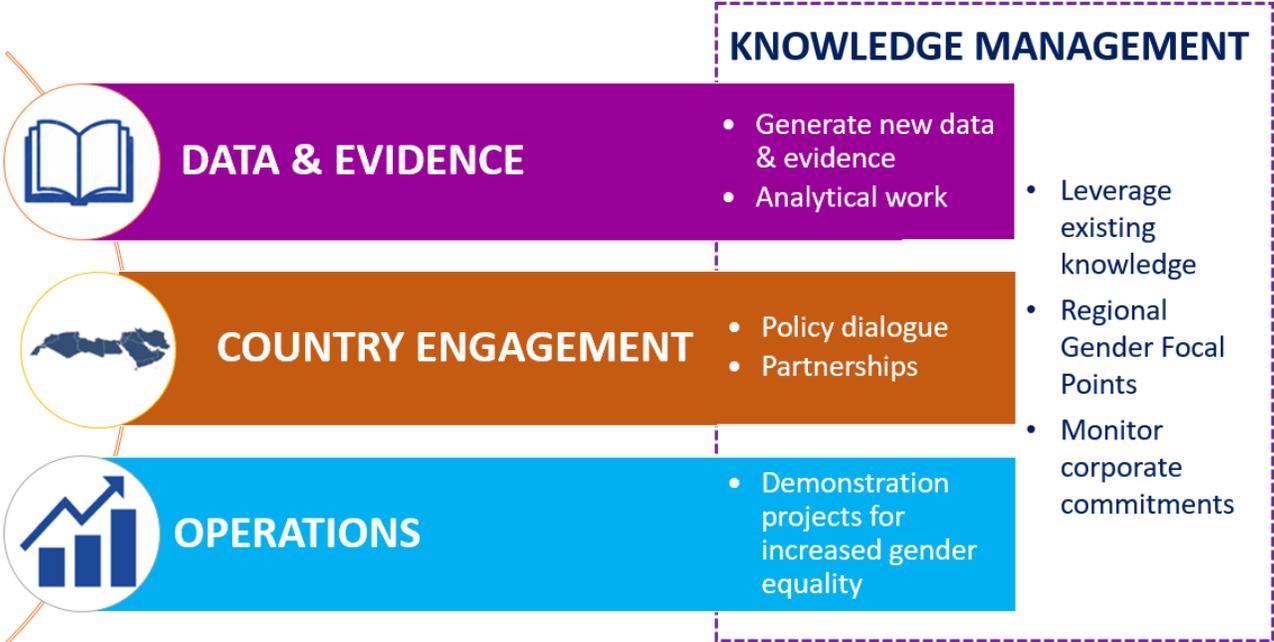
### GENDER AND CONFLICT

- Gender based violence
- Refugee/IDP gender issues
- Women in recovery & reconstruction

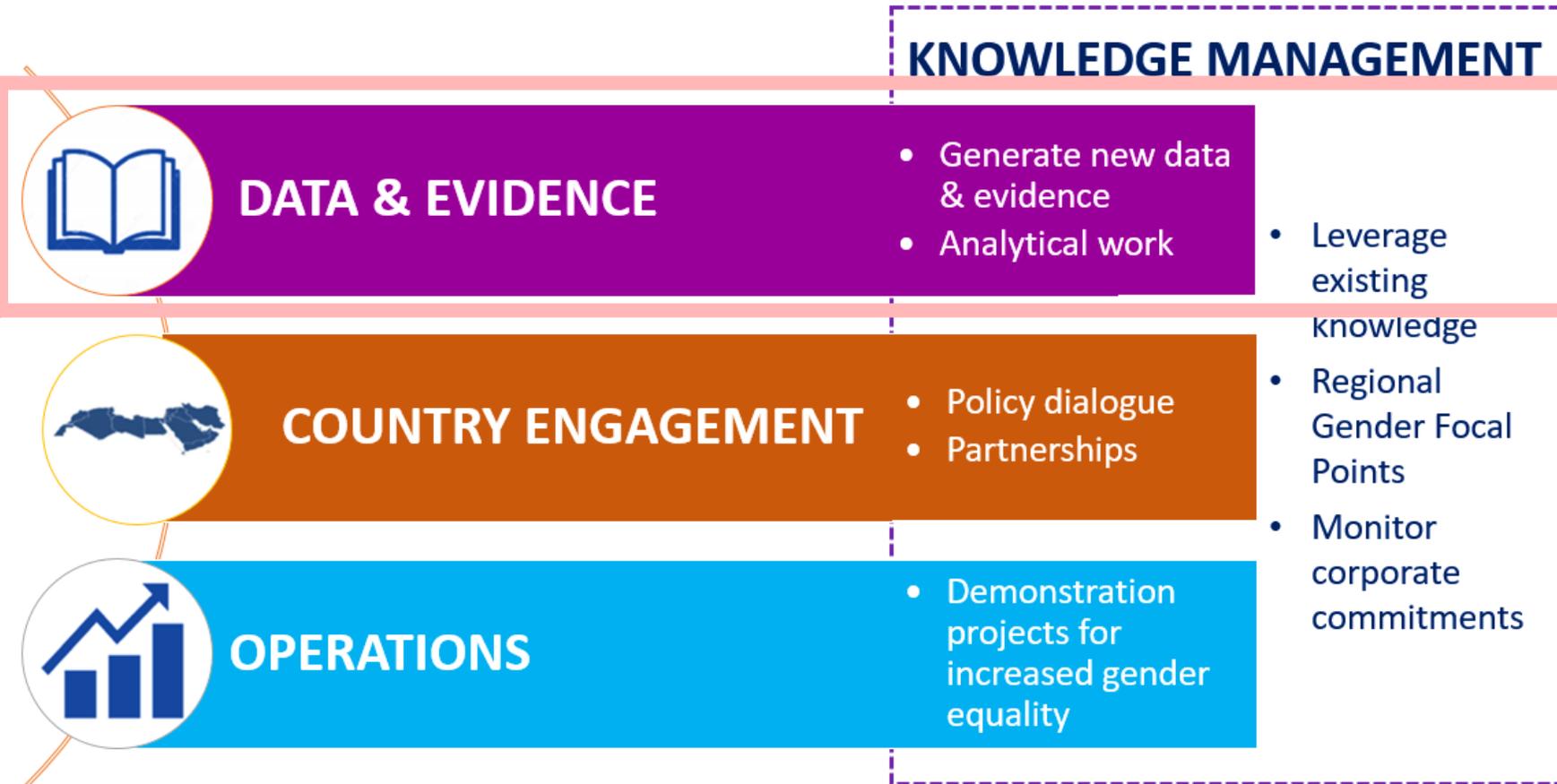


### WOMEN’S VOICE AND AGENCY

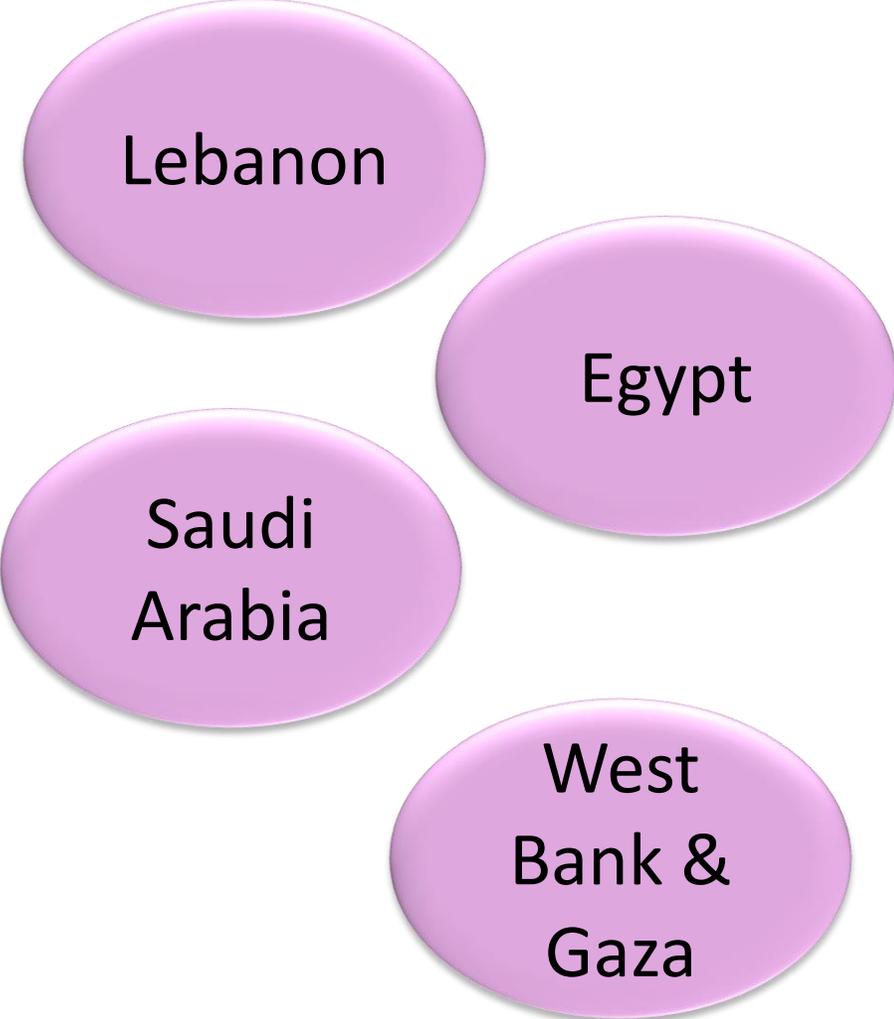
- Inclusion and participation
- Legal rights
- Engaging men & boys



# MENA Strategy - PILLARS



# Country Cases – Evidence & Data



Methodology – Using mixed-methods approaches to gain a deeper understanding of binding constraints

*Quantitative Data*

*In-depth Interviews*

*Literature Review*

*Focus Groups*

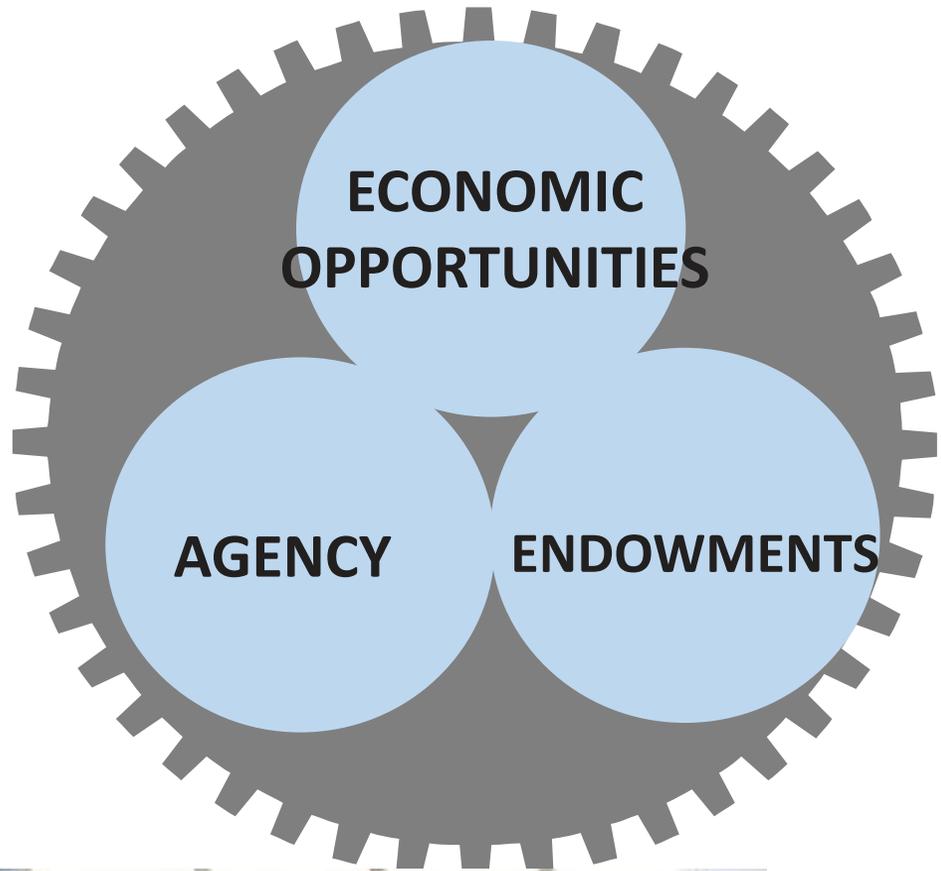
*Review of Laws*

*International Experience*

Mixing Methods

Qualitative Inquiry      Quantitative Analysis





# Gender Equality Outcomes



# Interactive question to the audience #1

In your country context and based on your experience, what are the top two constraints women face to enter and stay in the labor market?

# Human Endowments – Education

Women are increasingly gaining access to education opportunities, however, the economy did not benefit from the investments made in women's education.

Egypt

37 % of unemployed females are university graduates

Saudi Arabia

Around 44% of unemployed women are highly educated  
74% of inactive women have a secondary degree or less

West Bank & Gaza

Unemployment rate among post secondary education reached 48%

Lebanon

In North Lebanon, half of active women have completed tertiary education compared to 25% of men. However, 80% of women are inactive and unemployment rate is twice as high compared to men.

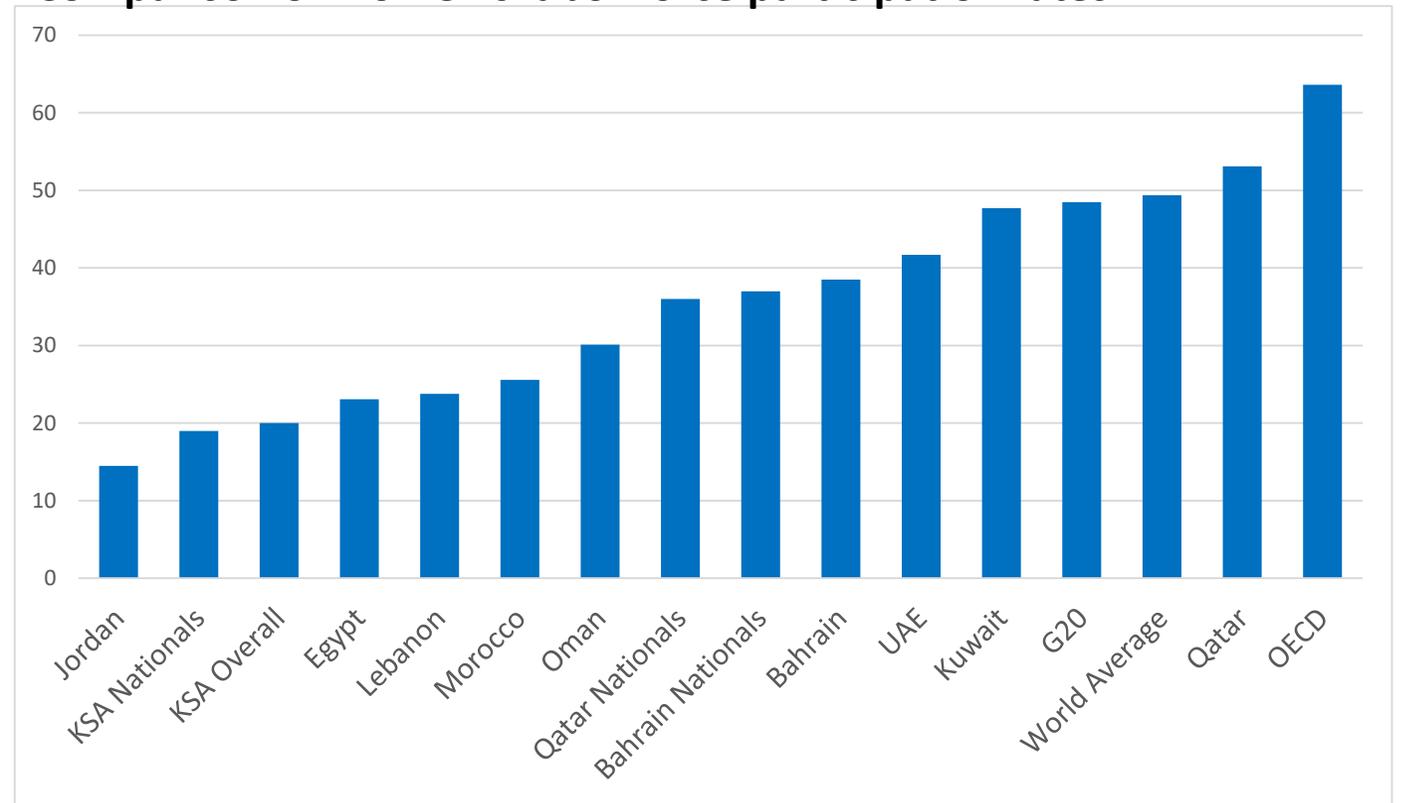
# Economic Opportunities – Labor Force Participation

Women can represent a great asset for countries and a potential economic growth driver; however, their participation in the labor force remains limited.

If female employment rates were to match male employment rates in Egypt, this would result in an increase of 34 % in GDP  
*(2012 report by Booz and Company on Women and the World of Work)*

More than half of the young Saudi women are neither employed, nor looking for jobs, nor in education!  
*(LM survey, 2016)*

### Comparison of women’s labor force participation rates



Source: ILOSTAT estimates July 2015, OECD Stat 2016 estimates, Country Data, World Bank calculations. KSA figures based on Q3 2016 data from GaStat.

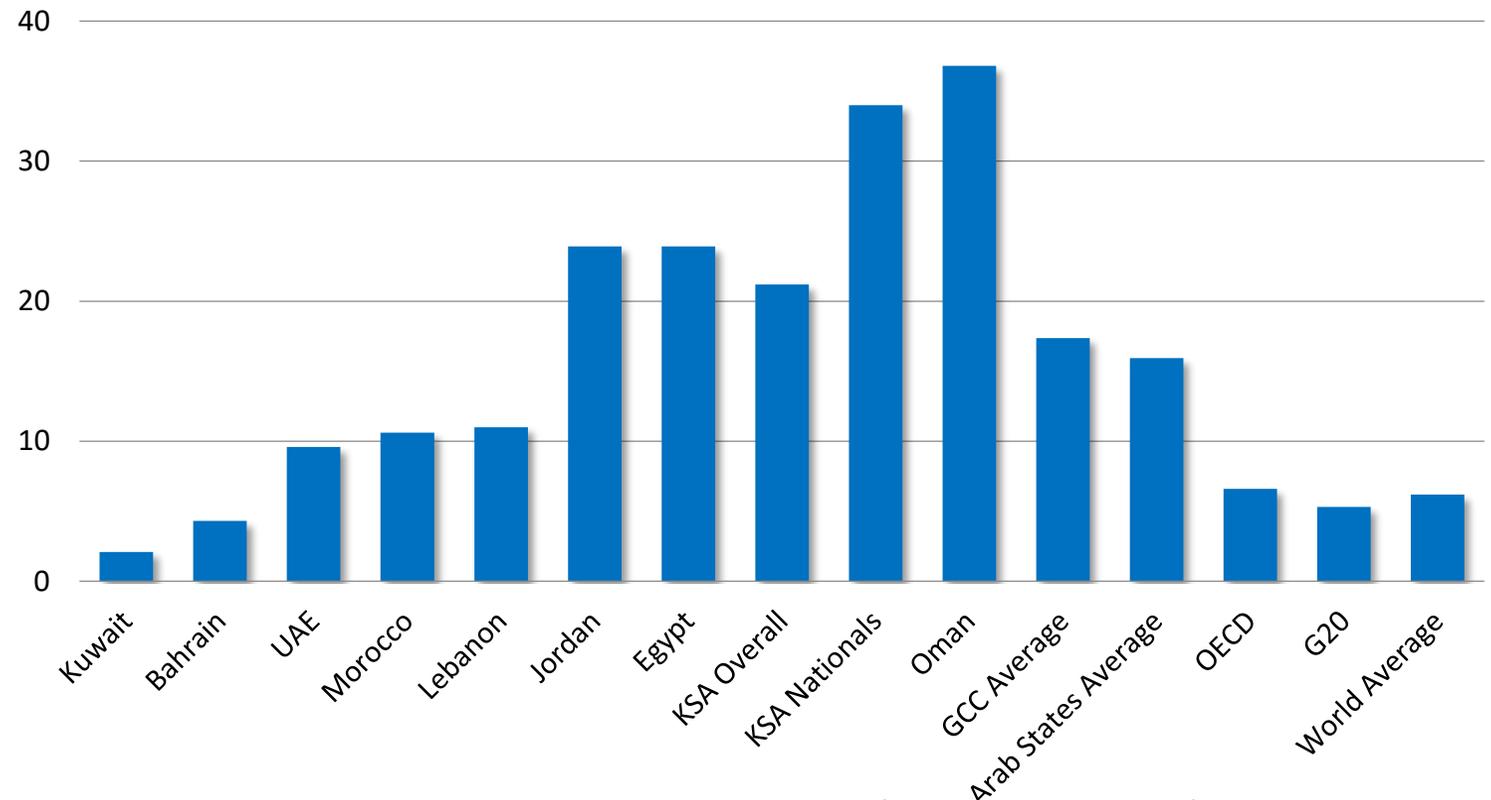
Note: Countries’ labor force participation rate includes nationals and non-nationals unless noted otherwise.

# Economic Opportunities – Unemployment

A significant share of the unemployed are women which makes them vulnerable to shocks.

In WB&G, in a context undermined by years of political instability and continuous Israeli restrictions on the movement of people and goods, women's unemployment rates more than tripled from 12.4% in 2005 to 39.2% in 2015.

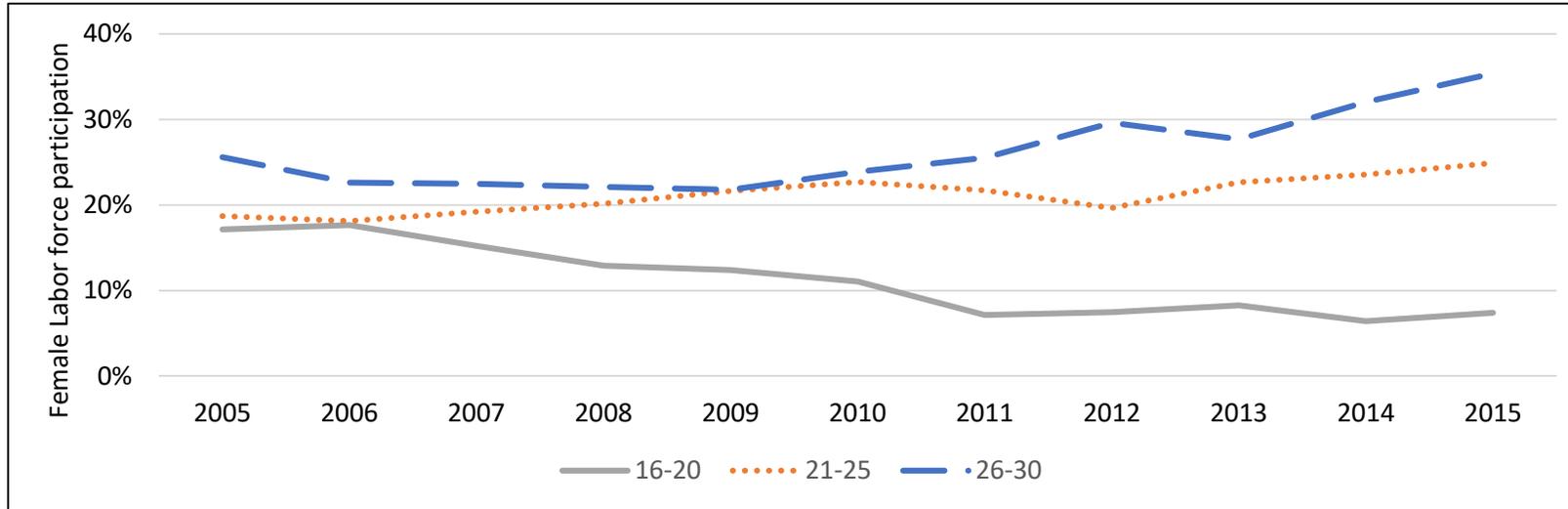
### Comparison of women's unemployment rates



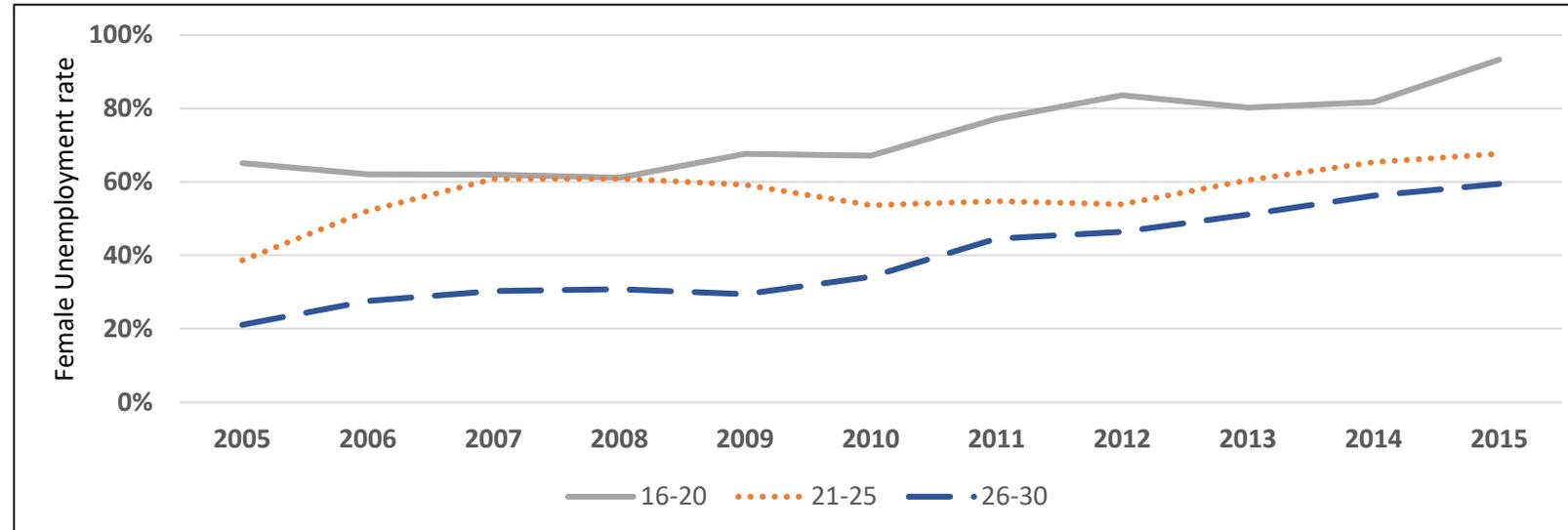
Source: ILOSTAT estimates July 2015, OECD Stat 2016 estimates. KSA figures based on Q3 2016 from GaStat and World Bank calculations.

Note: Countries' unemployment rate includes nationals and non-nationals. GCC and Arab States averages include the KSA's national unemployment figure.

# Saudi Arabia: Shifting Trends in Labor Market Outcomes



Trends for women are changing across generations...



Shifting mindsets with higher participation but higher unemployment, too!

# Economic Opportunities – Employment

## Egypt

- 30% work in the public sector, and about half are employed in informal sector
- Top industries where women have traditionally worked are social care (health and education), garments, agriculture, retail, and business services.

## Saudi Arabia

- 76 % work in the public sector, the rest in private sector or self-employed.
- Saudi women are mainly employed in four main industries – education, healthcare, public administration, and business.

## West Bank & Gaza

- 47% of skilled women work in the public sector, while 32% are in the formal private sector.
- 3 industries alone (education; human health and social work activities; and public administration) account for 79% of skilled female employment.

## Lebanon

- Over 80% of women are wage employees while only 15% are self-employed or employers in North Lebanon.
- The majority of working women are in the service sector (93%), a small proportion work are in the industry sector (6.5%)

# Interactive question to the audience #2

What do you think is amongst the top constraints to entrepreneurship amongst women in MENA?

# Economic Opportunities – Access to Assets and Finance

The level of financial inclusion in the MENA region is among the lowest at 29% overall and 24.5% for women.

In Egypt, 5% of land is owned by women. 14% of men vs. 9% of women had a bank account in 2014.

In KSA, entrepreneurship is flourishing, especially among youth and women. 38.6% of SMEs are established by women. Saudi women entrepreneurs are educated.

Access to finance can be a constraint to being an entrepreneur. Entrepreneurship levels in MENA are the lowest globally (4%)

In WB&G, in 2010, 7% of women became entrepreneurs with businesses aged 3 years or less, compared to 14% of men.

Although the law maintains equal ownership rights to property, women own less land or property, limiting their ability to offer collateral to secure credit.

In 2014, 21% of females aged 15+ had an account at a financial institution, versus 27% of males

Qualitative interviews in Lebanon showed that main constraints for entrepreneurship were:

- lack of capital/finance to set up the business
- difficulties of securing loans and having to pay them back with interest
- a fear of failure or that the business would be unprofitable

# Economic Opportunities – Time Use and Care/HH Responsibilities

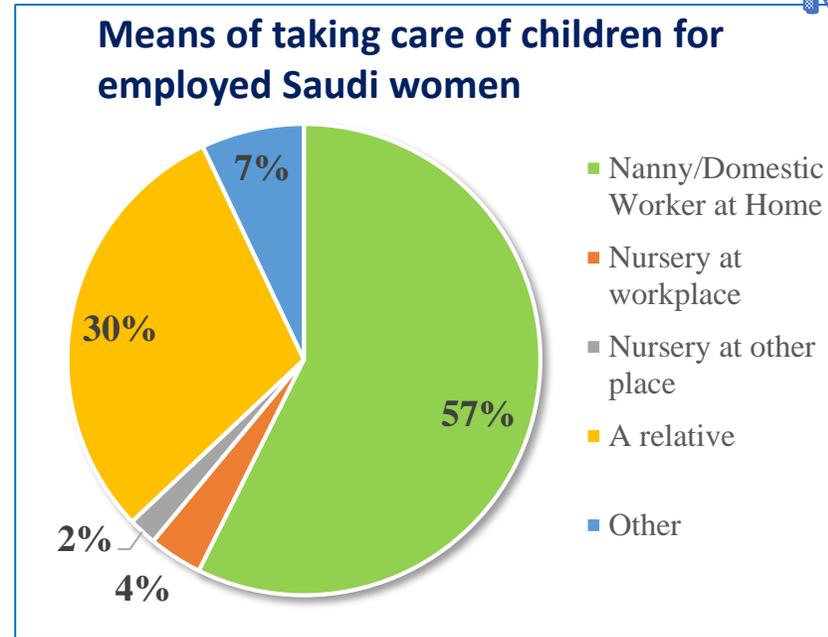
Care and HH is a significant determinant of labor force participation in many MENA countries.

*“Balancing between work and the house is exhausting”*

*“People, especially men, consider you a bad mother if you leave your children at a nursery.”*

*“Having a small kid forces you to only accept jobs that requires short working hours”*

**Lebanon**



Source: Labor Market Surveys, KSA (2016)

*“We all face lots of issues with childcare, especially in the summer months, when schools are closed. Then lady employees come to me and ask to be assigned only to morning shifts, as they have to rush home for the evening hours to take care of their kids. Government childcare facilities are of very poor quality and private ones are expensive and not affordable to majority of population”*

*In Egypt, both employed and unemployed married women spend around 30 hours on household work 10-13 hours for unmarried women.*

**Egypt**

# Voice and Agency

## Violence against Women

- ♣ Domestic violence
- ♣ Violence in public spaces
- ♣ Female Genital Mutilation and Cutting
- ♣ Early marriage

## Voice and influence

- ♣ Decision making within the household
- ♣ Political representation (at all levels)
- ♣ Access to ownership and higher level positions in firms
- ♣ Reproductive behavior and decision making



# Violence in Regions with Conflict – West Bank & Gaza

Lack of Safety to Commute: Many skilled females reported an increased sense of humiliation and fear at checkpoints due to invasive search procedures (such as being asked to strip, or going through a full-body X-ray machine) and the long waits in tight spaces with large numbers of men.

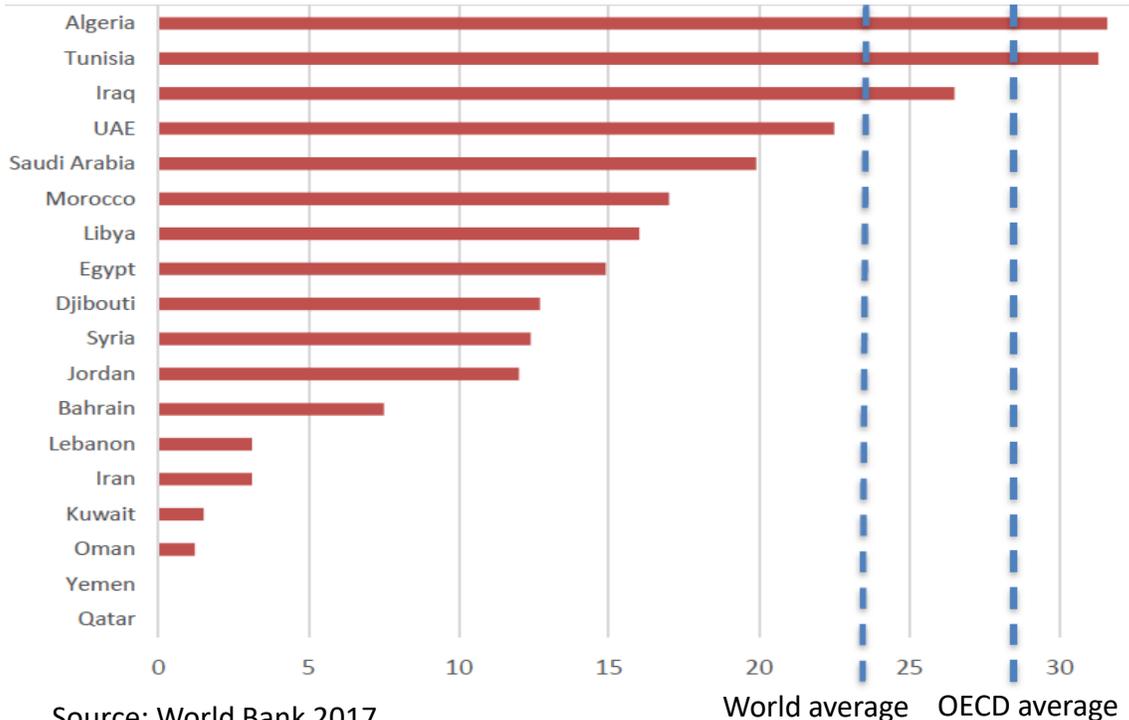


*“If you are an employer and you have a choice between employing a male or female graduate-you'll take the male. If both have to travel through a checkpoint to get to your office-you are better off taking the man. His family won't mind him staying after hours to finish work, but for the woman-staying late, returning home through the checkpoint, her family won't accept it. They'll create problems. She'll have to leave on time, if not before time. Businesses cannot operate unless their employees are flexible”.*

# Voice and Influence – Limited Decision Making in all Domains

## POLITICS

Proportion of seats held by women in national parliaments



Source: World Bank 2017.

Average MENA female parliamentary representation: 16%  
 Around 85% of people in Egypt, Yemen believe that men make better political leaders than women do; around 80% in Qatar, Jordan, Palestine, Iraq. (WVS 2014)

## FIRMS

- 6% of firms in MNA have female top manager (32% in EAP; 15% in Africa)
- 1% of companies in GCC countries have women represented on boards or executive committees.
- Large variations across countries in ownership:
  - Tunisia, Lebanon, over 40% of firms have women among their owners;
  - Iraq, Yemen below 10%

## HOUSEHOLD

Traditional views of gender roles play a strong role in determining the **division of labor within the family**, especially for married women.

In Saudi Arabia, 60% of females were not given permission to work by their guardian. Overwhelming preferences for gender segregation remains (less so for the youth).



## Challenges in the workings of markets and institutions



Laws

Social Norms and Biases

Markets

# Formal Institutions – Laws and Regulatory Framework

Higher costs for employers and providing disincentives for hiring women.

## In WB&G:

- Employer-paid maternity benefits, with no mandated paternal benefits, raising the costs on firms and discouraging them from hiring females
- Absence of workforce protection provisions that safeguard against implicit/explicit forms of discrimination at the workplace
- Absence of measures against sexual harassment in the workforce, presenting a deterrent for women to accept jobs in the small private sector

## In Lebanon, the law does not mandate:

- Childcare support by employers and the government
- Protection for women's position after maternity leave
- Paternity or parental leave
- Flexible/part-time schedule
- Nursing breaks for nursing mothers
- Equal remuneration for work of equal value
- Prohibition of asking about family status during interviews
- Protection from (i) sexual harassment at work; (iii) discriminatory practices in access to loans and other financial services

Women are prohibited to work in certain jobs and sectors (Labor Law, Annex 1)

## In KSA,

- 1- Gender Segregation rules in private sector and transportation restrictions recently abolished
- 2- Provision of childcare facilities for firms employing more than 50 employees
- 3- Restriction of certain industries and night time work for women

# Social Norms and Culture

Preferences for certain types of jobs and working hours they would like to have

*“Sometimes time is an obstacle to working women...I got several jobs but for late hours till 4pm or 5pm. This creates difficulties to provide time for both my work and my home, therefore I tried to find a job with working hours that end at 1:30pm or 2pm”*

**West Bank & Gaza**

*Many jobs deemed unacceptable for Saudi women; however, younger women slightly more willing to take up type of jobs than older cohorts – 17% of 18-24 find jobs in call centers acceptable vs 6-9% of older cohorts*

**KSA**

## Perceptions of women working

When asked directly, men offered positive views on working women such as:

- men respect working women
- see them as strong
- appreciate them

Difficult to generalize; view of working women dependent on the individual man and how he was raised.

**Lebanon**

Participants highlighted many negative views of working women held by men in their communities:

- Men stressed that married working women neglect her duties toward her husband and children
- Men were seen as jealous
- Men are controlling
- Men are not happy to let their wives, daughters or sisters work with male coworkers, or professions not deemed suitable for women, or even to let them work at all.

# Social Norms and Culture: Conscious and Unconscious Bias Towards Women – Egypt

## Conscious Bias

### Women

Better communicators  
 More detail-oriented  
 More patient, and better at multitasking “Less risky hires”  
 Better at desk jobs or tasks requiring detail and articulation

### Men

Better at working under stress  
 Able to separate emotions from work  
 Have more physical power  
 Better at jobs that require dealing with more people, physical strength, or working longer hours

## Unconscious Bias

### Women

- A belief that it is exceptional for women to succeed at: “complicated” functions that entail finance, marketing, HR, etc;
- managing & dealing with large groups of people; or
- managing individuals who come from “diverse socioeconomic backgrounds”

# Social Norms and Culture: Unconscious Bias Manifestations – Evidence from Egypt

## Female Managers

Females are less likely to be promoted

Those who get promoted face resistance from subordinates

Females must demonstrate greater skills, effort & performance to get promoted

## Working with Males

Both male and female managers and employees prefer working with males/for males.

Reasons cited: male employees are more committed, prioritize work over family/home life, are more suitable for work that requires physical effort, and dedicate more time to their work than women

Woman to woman bias:

female managers imply that it is their unique abilities that allow them to manage their HH and their careers successfully, which is not common in other women.

# Markets – Gender Discrimination

Qualitative and quantitative data indicate the presence of gender discrimination in the workplace.

*“In my old job, the company hired a male to work in the same position that I was in. However, they gave him a higher salary with less working hours. The ironic part was that I trained him to do the job.”*

*“In my school, female teachers receive a 40 percent scholarship for their children while a male teacher receives a 100 percent scholarship for his children.”*

Lebanon

*“Even if I wanted to get new female staff, I would have to change the toilets and add locker rooms especially for them. Taking such a step would require a lot of preparation.”*

KSA

Women have more favorable employment characteristics (those who self-select into employment).

Men's' higher returns on these characteristics create an unexplained gender gap.

Gender wage gap for expatriates is smaller than Saudis. In the private sector, there is even an inverse wage gap for non-Saudi females

Unexplained gender wage gap in the private sector of 58% for workers with similar education and experience levels

West Bank  
& Gaza

# Markets – Skills Mismatch

Significant spending on education and the larger pool of educated women in the labor force have not translated into the desired effects, as many women are mostly trained in areas that allow them to obtain positions as public servants.

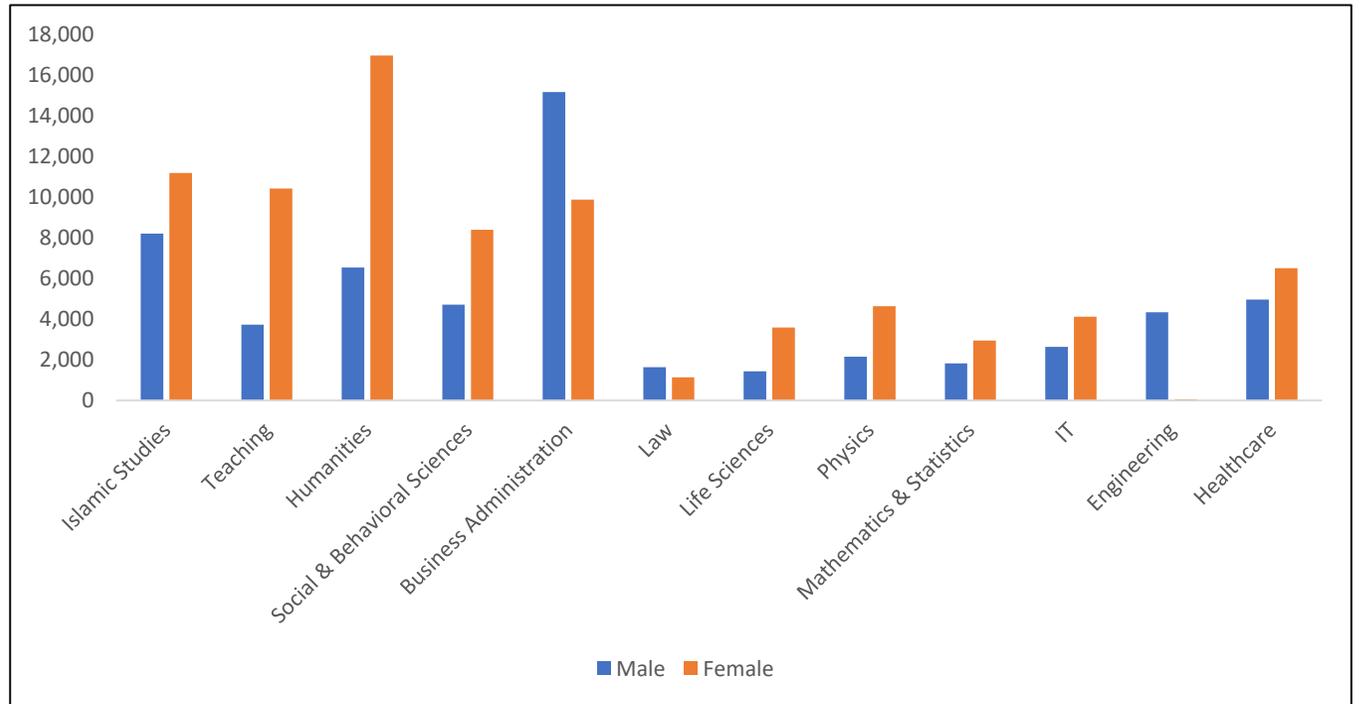
WB&G

KSA

In 2015, 26% of women graduates received a teacher training degree.

Males study teacher training in lesser numbers, while they study other fields in higher numbers, namely law, architecture & building, computing, and engineering

Saudi graduates in 2015–2016 with a Bachelor's degree by field of study and gender



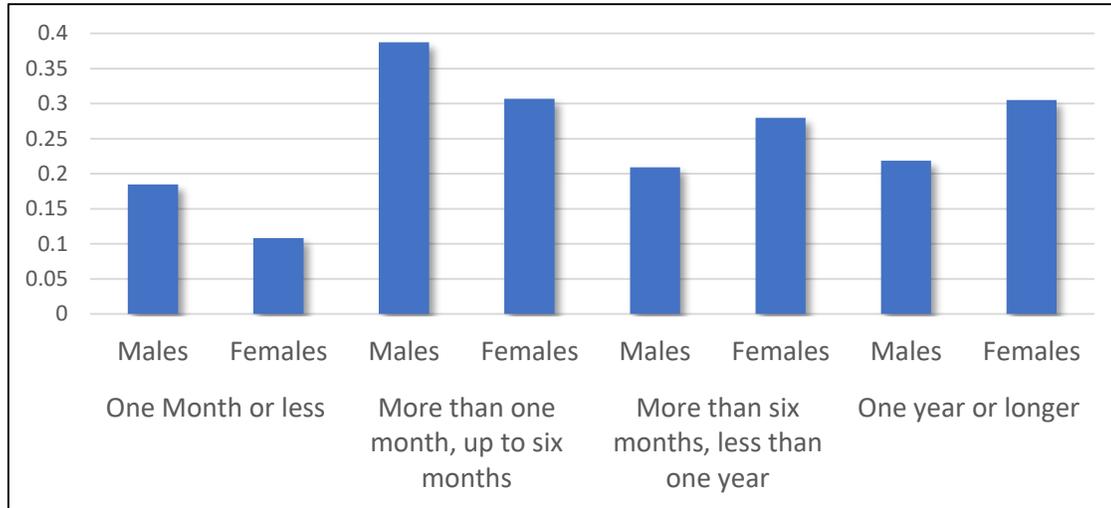
# Markets – Decline in Demand for Skilled Jobs, West Bank & Gaza

- The demand for labor is mostly concentrated among holders of secondary education or lower, and there have hardly been any new jobs created for university graduates.
- Skilled men and women look for similar profile of jobs: The majority want to work in the public sector, followed by the formal private sector. in 2015 only 4 percent of employed skilled females and 11 percent of employed skilled males worked in an informal firm
- Given the scarcity of good quality jobs, skilled men appear to have the advantage over skilled women when they compete directly because they are viewed as the bread winners of their families, and thus more deserving of jobs
- And skilled men appear more willing or able to work in low skilled occupations than skilled women.

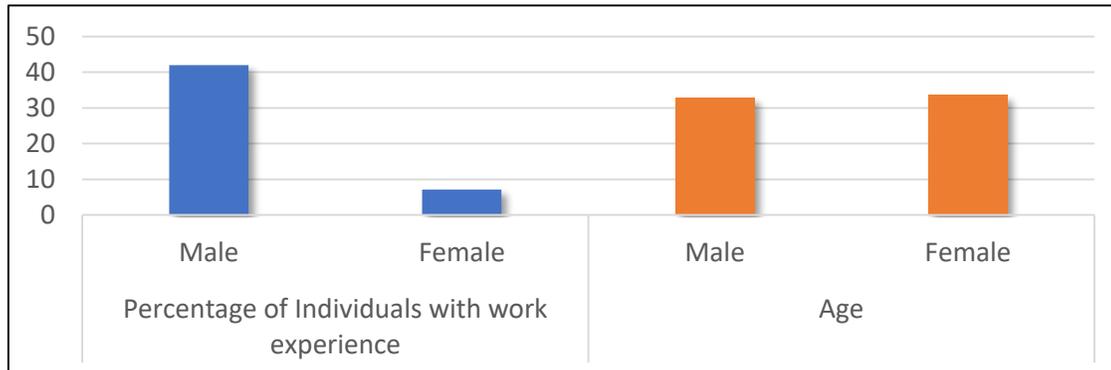
# Markets – Job Matching

Women search longer for jobs and have more limited access to networks than men. Most of them are also first-time jobseekers.

Duration of unemployed Saudis' job search by gender

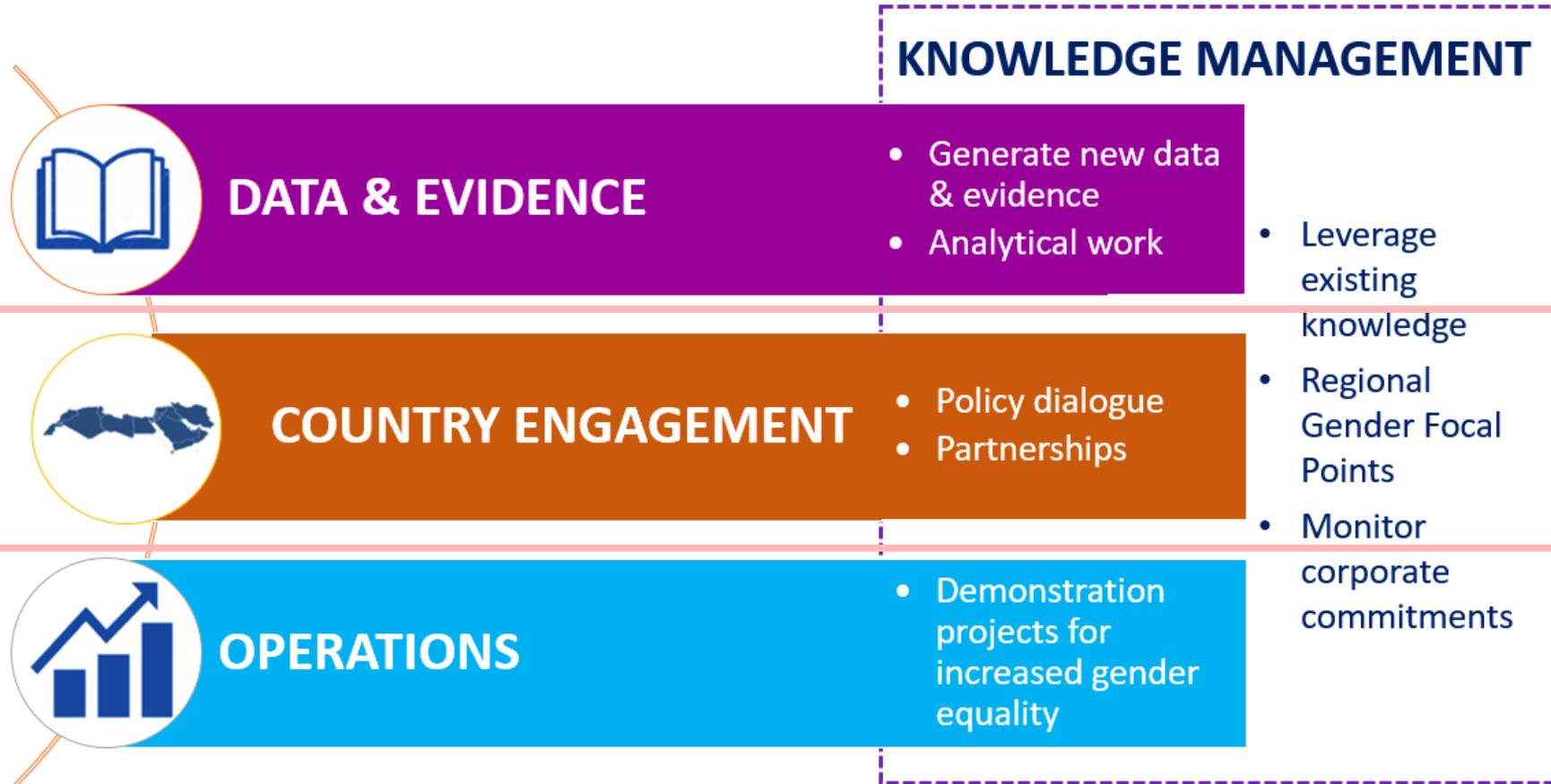


Age and labor market experience of unemployed Saudis by gender



- Because of skilled women's limited presence in male-dominated sectors and occupations, employers may lack information about their performance
- Female job seekers may not be able to signal own skills and competence to employers
- Employers in the private sector may on informal networks that skilled females could be excluded from.

# MENA Strategy - PILLARS



# Required Policies to Enable Female Labor Force Participation

- ❖ **Mix of interventions based on evidence.** Mixture of legislative actions, programs, and policy interventions, social marketing, and generation of evidence on what works and what does not, aiming at easing the existing constraints on women and tackling the failures in markets, institutions and household decisions.
- ❖ **Work with both supply and demand side.** The demand-side recommendations center on removing some of the burdens and costs and creating incentives for employers to hire women. The supply-side recommendations seek to effectively empower and incentivize various segments of women into employment based on their varying needs and responsiveness.
- ❖ **Cross-cutting solutions needed.** To produce a significant impact on women's labor market outcomes, a package of recommendations should be put forward to tackle all the described constraints together.

# Advocacy and Communications – Normative Changes



- *PSA 1:*  
Excuses [https://www.youtube.com/watch?v=zV\\_NRfsDtKU](https://www.youtube.com/watch?v=zV_NRfsDtKU)
- *PSA: 2*  
Stereotypes <https://www.youtube.com/watch?v=MLsknIMOuOg>
- *PSA 3:*  
Society <https://www.youtube.com/watch?v=2H6JllysdwXg>

# THE SECRET OF YOUR POWER CAMPAIGN (TAA MARBOOTA)

72 Million

Followers (Women and men)

## Empowers Egyptian Women

Sends Positive  
messages

Sheds the light  
on the role of  
Women in society

Addresses Social,  
economic, and political  
empowerment of women

Addresses protection from all  
forms of violence against women



#سر\_قوتك

Being productive is the  
#SecretOfYourPower

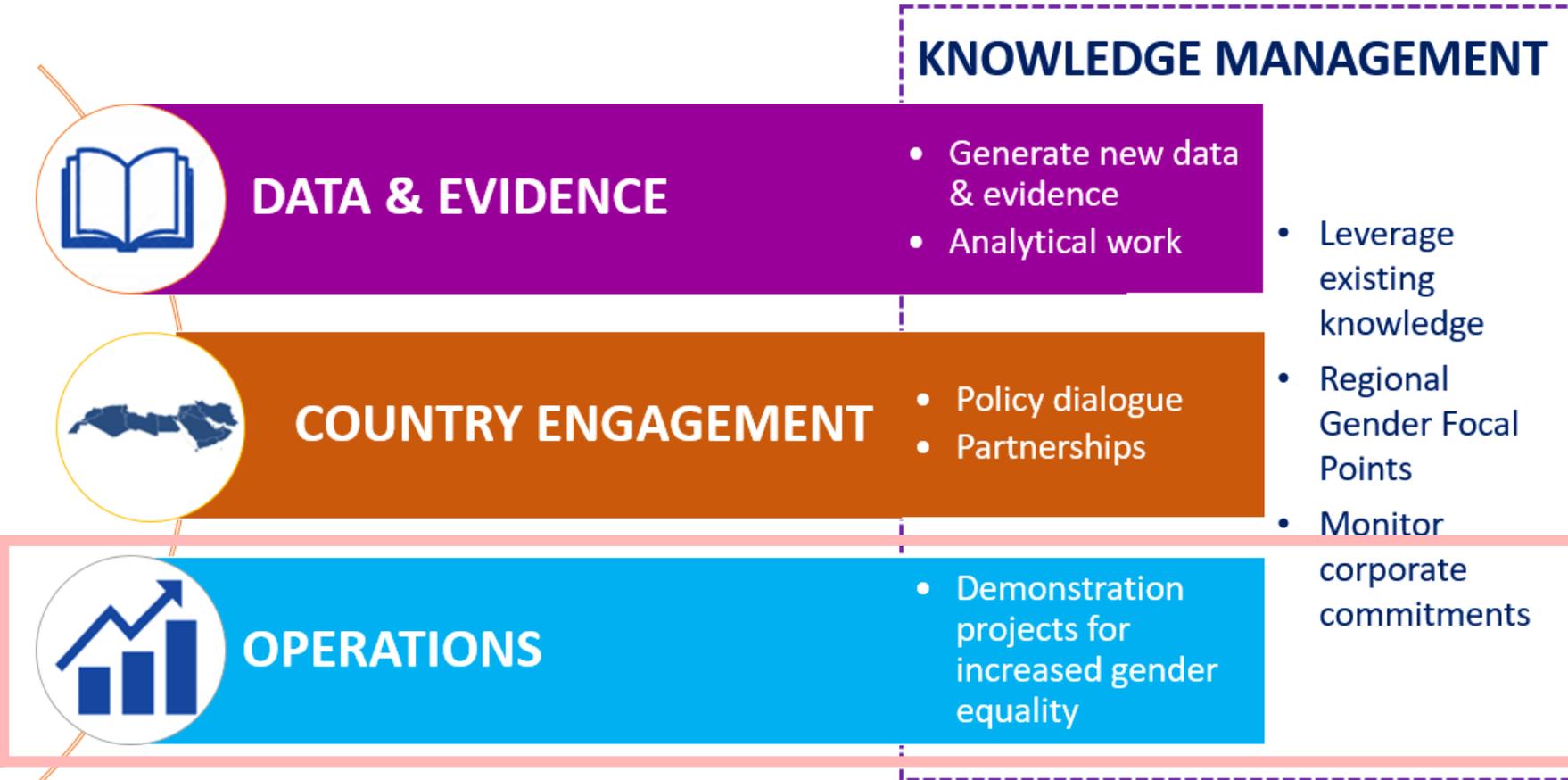
Don't let anything confines, break  
the surrounding barriers because  
being a woman is the secret of your  
power

In Support of Every woman against  
violence - in all its forms Taa  
'Marbouta is the secret of your power

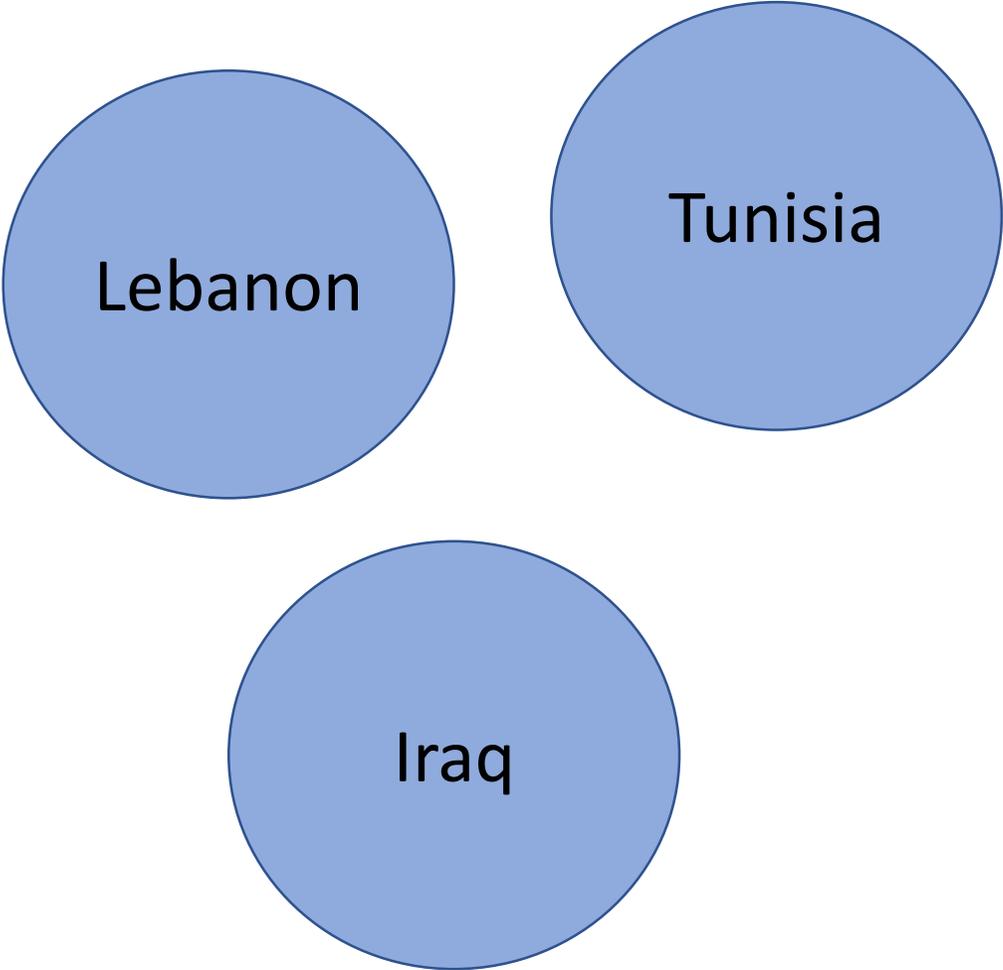
Winner of a Golden Award in the international  
festival for the best media campaigns and the  
most influential



# MENA Strategy - PILLARS



# Country Cases – Operational design



## Approach

*Addressing social norms*

*Most binding challenges*

*Country priorities*

*National and International Evidence*

# Case 1: Lebanon: \$400 million National Jobs Program for Results

## Overall design of the program

### Objective of the Program

Improve private sector economic opportunities for targeted beneficiaries in Lebanon

### Beneficiaries

- Firms: particularly SMEs in selected value chains and clusters
- Individuals: young men and **women aged 18-34, women (18-45)**, and Syrian refugees

### Description of the Program

#### Results Areas

Enhancing The Environment For Private Investment

Catalyzing Job Creation Through Trade And Investment In Lagging Regions

Connecting Women And Youth To Jobs

#### Period

- Expected effectiveness: 2019
- Implementation period: 5 years

#### Results

- Private capital mobilized following the implementation of policy reforms and amongst beneficiary firms supported by the project
- Full-time equivalent (FTE) direct jobs created by firms supported by the Program – disaggregated by gender
- Supported individual beneficiaries with wage-employment – disaggregated by gender

## Case 1: Lebanon: \$400 million National Jobs Program for Results

### *Mainstreaming gender in the design and implementation*

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- Mixed method analytical work informed the design of this operation
- **Strengthening evidence-based policy making and raising awareness on women's right in the workplace** through: (i) establishment of advocacy unit; (ii) launch of a pilot for the provision of high-quality childcare; (iii) operationalization of a gender-disaggregated database.
- **Establishment of a Movable Assets Registry** through the program will have a significant impact on access to finance amongst women
- Job creation potential for women will be among the criteria used in selecting **value chains**
- **In the matching grant fund**: (i) fund manager will have outreach efforts targeting women-owned cooperatives; (ii) tailored training/mentoring/coaching/networking support for preparing applications and/or implementation will be provided.
- **Gender-sensitive communications campaign** to attract and motivate women to participate in the Program's initiatives.
- **Entrepreneurship Grant Fund** will incentivize women to submit ideas, though, e.g. a dedicated window for women to apply, and/or a quota on the number of applications submitted for approval
- **Profiling system** will inform Program design for women with dependents.
- **Pay by performance incentive system** to private ALMPs providers will allocate a higher level of resources to boost employment opportunities for hard-to-serve women (e.g. facing resistance at home and at risk of dropping out).

## Case 2: Tunisia \$60 million Youth Economic Inclusion IPF

### *Overall design of the program*

#### Objective of the Program

Improve economic opportunities for targeted disadvantaged youth in the selected Governorates of the Borrower

#### Beneficiaries

- Individuals: disadvantaged youth ages 18-35 residing in targeted governorates, half of which are **women**
- Firms: private MSMEs in selected value chains

#### Description of the Program

##### Components

Identifying and Connecting Target Youth to Jobs

Job Creation through Value Chains and Entrepreneurship Support

Building Effective and Accountable Program Delivery

##### Period

- Expected effectiveness: mid-2018
- Implementation period: 5 years

##### Results

- Increase in share of supported youth with wage or self-employment (pp), disaggregated by gender
- Share of supported youth with a job at intake who increased their monthly earnings by at least 20%, disaggregated by gender
- Number of FTE direct jobs created among businesses supported by the project
- Reduction of employment gender gap among project beneficiaries (pp)

## Case 2: Tunisia \$60 million Youth Economic Inclusion IPF

### *Mainstreaming gender in the design and implementation*

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- **Outreach activities will be gender sensitive** : targeting young women, families (influential male relatives), service providers, potential employers, etc.
- **Address information gaps** on existing job and wage opportunities, including self-employment opportunities
- **The job profiling system will guide program design for women with children and adult dependents**: it will help capture various profiles of beneficiaries, considering gender, the level of education, isolation, etc.
- **Incentives to boost opportunities for hard-to-serve youth, especially women**: As part of their performance-based contracts, private ALMP providers will be required to dedicate resources to boost opportunities for hard-to-serve youth (discouraged adult men or women at risk of dropping out). Similar incentives will be provided for BDS providers for the Microenterprise Program.
- **Higher stipends** for young women who are mothers with children under 6 or with adult dependents
- **Capacity-building** on gender-awareness and smart strategies
- **Building feedback opportunities and social capital**. Social accountability tools will include questions on perceived treatment of young women by coaches or fellow workers during internships. Young women who opt to create their own microenterprise will be encouraged to form support groups and connect with female business associations and others to reap the benefits of mentoring and networking.

# Case 3: Iraq \$300 million Iraq Social Fund for Development Project (SFD)

## Overall design of the program

### Objective of the Program

The project development objective is to: (i) improve access to basic services; and (ii) increase short term employment opportunities, in targeted communities

### Beneficiaries

The SFD will also empower specific groups such as women and youth through increased participation and engagement in the planning process, implementation and follow-up

### Description of the Program

#### Components

Financing  
Community  
Sub-projects

Supporting  
Microfinance  
Systems  
Strengthening

Capacity  
Building and  
Institutional  
Development

#### Period

- Expected effectiveness: May 2018
- Implementation period: 5 years

#### Results

- The overarching goal of the SFD is to deepen stabilization efforts in Iraq, restore citizen-state trust, and institute measures to strengthen social cohesion and local development priorities.
- Households benefitting from improved access to basic services; of which female headed households
- Beneficiaries of short term employment, of which women

## Case 3: Iraq \$300 million Iraq Social Fund for Development Project (SFD)

### *Mainstreaming gender in the design and implementation*

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The SFD will introduce a number of interventions that will address issues related to gender, particularly as it relates to inclusion and labor force participation:

- **Voice and agency**, through inclusion of women at community development groups (at least 30 percent) and at the Board of Trustees of SFD
- NGOs will undertake **gender-sensitive social and economic assessments** for all communities covered by the SFD, and including gender-specific action plans for priority investment related to women;
- Increasing access for **girls' education** under the education subprojects and improving access for maternal health care for health subprojects;
- Review of existing laws and regulations and undertaking revisions to **minimize legal restriction on women** participation in the labor market; and
- Supporting **child-care services** and skills-training to encourage women to join the labor market.

# Case 4: Iraq \$200 million Emergency Social Stabilization and Resilience Project (ESSRP)

## Overall design of the program

### Objective of the Program

The project development objective is to: (i) increase livelihood opportunities in liberated areas; (ii) increase access to psychosocial services in liberated areas; and (iii) strengthen the systems to expand the provision of social safety nets.

### Beneficiaries

The Cash-for-Work (CfW), social support, and livelihood opportunities component of the project aims to help restore economic and social activity for returning and existing populations in the liberated areas, particularly for vulnerable groups such as women and social support for children

### Description of the Program

#### Components

Cash for Work, Social Support, and Livelihood Opportunities

Resilient Social Safety Nets

Project Management

#### Period

- Expected effectiveness: May 2018
- Implementation period: 3 years

#### Results

- Provide rapid relief via cash and temporary employment opportunities to affected populations in liberated areas.
- Provide support to liberated areas through cash for work (CfW), social services, and livelihoods financing, while building in the medium-term, resilient social safety net programs

## Case 4: Iraq \$200 million Emergency Social Stabilization and Resilience Project (ESSRP)

### *Mainstreaming gender in the design and implementation*

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A suggested list of specific labor programs tailored for women's conditions and needs in ESSRP are as follows, taking into account the emergency nature of the project:

- **Training of trainers** in areas related to basic nursing and assisting groups with special needs (physically handicapped persons, persons with severe war injuries, caring for the elderly, etc.);
- Handicrafts such as sewing and embroidery, particularly producing (basic) winter clothes for **IDPs/returnees**, including children who are in need;
- Farming and agriculture, which contributes to **rural development** and food security;
- Producing homemade food to be sold in local market, or which could be provided as meals to members of the **cash-for-work program**; and
- Managing children's **daycare centers**.

# Case 5: \$300,000 Kurdistan Region of Iraq, Women and Jobs for an Inclusive Labor Market: A Pilot

## *Overall design of the program*

### Objective of the Program

Boost women's employment in the private sector

### Beneficiaries

- Individuals: young women (18-30 years old)
- Firms: private companies
- CSOs

### Description of the Program

#### Components

Review of laws, companies' policies & provide recommendations on legislative reform

Incentivize private sector employers to adopt family-friendly policies

Increase socio-emotional and non-cognitive skills for female job seekers

Social norms study

#### Period

- Effectiveness: July 2017
- Implementation period: 1.3 year

#### Expected results

- Reduce barriers women face to participate in the private sector
- Strengthen family-friendly policies in companies
- Increase women's self-esteem and persistence to seek job opportunities

## Case 5: \$300,000 Kurdistan Region of Iraq, Women and Jobs for an Inclusive Labor Market: A Pilot *Mainstreaming gender in the design and implementation*

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**Legislative recommendations** to ensure equal economic opportunities between men and women

**Family friendly policies within the private sector:** such as flexible work schedule and childcare support by employers to all employees, with the focus on benefiting female employees. This will be implemented through providing awards to companies with best family-friendly policies targeting female employees as beneficiaries.

**Training on job applications for women:** a local NGO will provide training to women job seekers in order to incentivize them to persistently apply for jobs

**Mapping of social norms** that prevent women from joining the labor market.

# Case 6: \$2 million Gender and Social Protection in Iraq: Towards Economic Empowerment (proposed)

## Overall design of the program

### Objective of the Program

- Economic and political empowerment of women in Iraq
- Capacity building

### Beneficiaries

- Individuals: women
- Government officials and NGOs

### Description of the Program

#### Components

Legislative and Institutional Aspects

Economic and Political Empowerment

#### Period

- Expected effectiveness: July 2018
- Implementation period: 2 years

#### Results

- Legislative reform removing barriers to women participation in the private sector
- Economic and political empowerment for women
- Building the capacity of government institutions to conduct gender sensitization and awareness

## Case 6: \$2 million Gender And Social Protection In Iraq: Towards Economic Empowerment (Proposed)

### *Mainstreaming gender in the design and implementation*

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**Legislative recommendations** to ensure equal economic opportunities and strengthen women's political participation.

**Family friendly policies within the private sector:** such as flexible work schedule and childcare support by employers to all employees, with the focus on benefiting female employees. This will be implemented through providing awards to companies with best family-friendly policies targeting female employees as beneficiaries.

**Gender sensitization and awareness:** activities include: (i) competence development through various methods such as train the trainers; (ii) mapping of gender mainstreaming support structures; (iii) guidelines on gender impact assessments; (iv) manuals and guidelines on gender equity and non-discrimination for civil servants, senior managers, judges, police, unions, NGOs, and other professional groups; and (v) evaluation mechanism for the training to capture progress, quality, and impact of the capacity development efforts.

**NGO sector capacity building:** building further the capacity of the Directorate to support the CSOs in women's empowerment agenda. Activities include training in gender-sensitive policy formulation, advocacy, instituting systems of classification, and monitoring and evaluation.

**Entrepreneurial Initiative with Poverty Focus:** activities include: (i) review of SMEs programs and training available in Iraq today; (ii) design and institutionalize SMEs training and capacity building program with key government institution, in partnership with academic and CSO organizations; and (iii) provide an evaluation framework to assess effectiveness of the programs.

Any questions to the Presenters  
and/or Panelist?

# Question to the audience #3

Based on what we have discussed here today, what specific take-away will you apply when you go back to work?