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# COMPETE PROJECT GENDER STRATEGY

**NOVEMBER 2013**

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# CONTENTS

<b>BACKGROUND</b> .....	<b>1</b>
<b>GENDER STRATEGY DEVELOPMENT</b> .....	<b>3</b>
<b>PROCESS</b> .....	<b>3</b>
<b>GENDER STRATEGY GUIDING PRINCIPLES</b> .....	<b>3</b>
Activity Identification, Selection, Design and Delivery.....	4
Mobility and Participation .....	4
Grants .....	4
Stakeholders and Counterparts.....	4
Communications Strategy, Public Awareness, and Outreach .....	5
Data Gathering.....	5
<b>FOUR PILLARS OF THE COMPETE GENDER STRATEGY</b> .....	<b>5</b>
<b>GENDER STRATEGY IMPLEMENTATION</b> .....	<b>7</b>
<b>PILLAR #1: PROMOTE THE SUCCESS OF WOMEN IN BUSINESS IN THE PALESTINIAN TERRITORIES, ESPECIALLY THOSE OPERATING WITHIN THE FOUR SECTORS OF THE COMPETE PROJECT</b> .....	<b>7</b>
Agribusiness .....	7
Tourism.....	7
ICT .....	8
<b>PILLAR #2: IDENTIFY NEW ENTRY POINTS FOR WOMEN WITHIN THE PROJECT’S FOUR VALUE CHAINS</b> .....	<b>8</b>
Agribusiness .....	8
Tourism.....	8
ICT.....	8
Stone and Marble.....	8
<b>PILLAR #3: ENCOURAGE PRIVATE SECTOR SUPPORT FOR THE ECONOMIC PARTICIPATION OF WOMEN THROUGH FINANCIAL AND TECHNICAL COST SHARE MODELS AND INCENTIVES</b> .....	<b>9</b>
Tourism.....	9
Stone and Marble.....	9
ICT.....	9
<b>PILLAR #4: EXPAND EFFORTS TO INCREASE THE FULL PARTICIPATION OF WOMEN IN TRAINING AND CAPACITY BUILDING PROGRAMS</b> .....	<b>9</b>
Tourism.....	9
Stone and Marble.....	10
ICT.....	10
<b>ADDITIONAL GENDER-SENSITIVE INDICATORS FOR INCLUSION IN THE PMP</b> .....	<b>11</b>
<b>CONCLUSION</b> .....	<b>13</b>
<b>ANNEX 1: MEETINGS CONDUCTED BY ASSESSMENT TEAMS</b> .....	<b>15</b>
<b>ANNEX 2: COMPETE PROJECT FRAMEWORK</b> .....	<b>17</b>

<b>ANNEX 3: GENDER STRATEGIES BY SECTOR</b> .....	<b>19</b>
<b>WOMEN IN THE AGRIBUSINESS SECTOR</b> .....	<b>19</b>
<b>WOMEN IN THE TOURISM SECTOR</b> .....	<b>20</b>
<b>WOMEN IN THE STONE AND MARBLE SECTOR</b> .....	<b>20</b>
<b>WOMEN IN THE ICT SECTOR</b> .....	<b>21</b>
<b>ANNEX 4: BEST PRACTICES AND EFFECTIVE STRATEGIES IN GENDER IN ECONOMIC GROWTH PROGRAMMING</b> .....	<b>23</b>

# BACKGROUND

The Regional Inspector General/Cairo (RIG/Cairo) Audit Report No. 6-294-13-012-P dated May 27, 2013 noted that the USAID/West Bank Gaza Mission did not require the West Bank Gaza Competitiveness Project (Compete) to develop a gender strategy at the time of award. The audit recommended that the Mission direct DAI to “implement a gender strategy for the Compete Project and, based on the results, include relevant gender-sensitive indicators in its performance monitoring and evaluation plan.” In accordance with the audit recommendation and the Mission’s direction, DAI has now: 1) developed a comprehensive Gender Strategy for the Project; 2) incorporated the guiding principles, strategies and recommendations set forth in the Gender Strategy within the recently submitted Year 3 Work Plan; and, 3) identified relevant gender-sensitive indicators for inclusion in its performance monitoring and evaluation plan (PMP).

It is worth noting that, although a formal gender strategy was not initially created, Compete has designed and implemented its activities with consideration to ensuring the participation and benefit of women within the program’s sectors since inception. Women have been engaged in various Compete training and capacity building activities, and the Project has provided technical assistance and funding to businesses, associations and cooperatives owned and managed by women. The Project’s current PMP does, in fact, include four indicators which are either disaggregated by gender or gender-sensitive.

The following paragraphs summarize the process undertaken to address the audit recommendations, including development of a Compete Gender Strategy, integration of the Gender Strategy into project implementation as set forth in the Year 3 Work Plan, and the expansion of the PMP to include additional gender-sensitive indicators.



# GENDER STRATEGY DEVELOPMENT

## PROCESS

Compete engaged Anne Simmons-Benton, DAI's Global Practice Leader for Trade and Gender, to facilitate the development, and provide guidance on the implementation of, the Project's Gender Strategy. The process included the following steps:

1. **Team Orientation on Gender.** Ms. Simmons-Benton began the process by delivering an intensive orientation and training on gender mainstreaming, analysis and gender integration to the Compete Gender Strategy Team.
2. **Collection of Data.** During a two-week period, Ms. Simmons-Benton, together with a designated Compete Gender Strategy Team comprised by senior managers and staff from all four components, conducted a series of site visits and individual and group interviews with stakeholders, beneficiaries and partners. The team met with women leaders, women's cooperatives and associations, private sector companies, and industry associations across sectors and throughout the West Bank. Gender Strategy Team members actively participated in the interviews and led discussions with stakeholders in their respective value chains, thereby deepening their knowledge and understanding of how to effectively integrate gender within their programs.
3. **Team Debriefing and Analysis of Findings.** Throughout the process, Ms. Simmons-Benton and participating Project team members met to discuss the findings of the site visits and interviews and explore how this information could be applied to more fully integrate gender within the Project. The Gender Strategy Team, senior management, and team leaders and staff used these findings to create an initial gender strategy framework and identify a preliminary set of potential gender activities to be included in the Year 3 Work Plan.
4. **Development and Integration of Gender Strategy in Year 3 Work Plan.** The Gender Strategy Team crafted the Compete Gender Strategy and employed its principles, strategies, and recommendations to design a set of gender-specific activities for the Project overall and each sector. A subset of these activities has been incorporated within the Project's Year 3 Work Plan. Of note, Component teams applied an innovative, value-chain based approach to the integration of gender within sectors to identify new entry points and opportunities for women which shaped the selection of Work Plan activities.
5. **Addition of Gender-specific Indicators to Compete PMP.** Based on the Gender Strategy and proposed Year 3 Work Plan activities, the Project identified two additional gender-sensitive indications for inclusion in the PMP.

## GENDER STRATEGY GUIDING PRINCIPLES

The following principles comprise a gender-sensitive approach to the integration of gender in Compete programming which will promote and advance gender equality and participation among women in the

Palestinian Territories. These principles will inform and drive the design and implementation of gender-specific and gender-sensitive activities across the Project's four components. They include:

### **ACTIVITY IDENTIFICATION, SELECTION, DESIGN AND DELIVERY**

1. We will evaluate and prioritize our activities giving serious consideration to the potential impact of increasing women's economic participation and advancing gender equity in the areas in which we work.
2. We will apply an innovative value chain approach to identify new and expanded opportunities for women's inclusion and participation in training and capacity building activities, especially in male-dominated and non-traditional sectors.
3. We will seek opportunities to include women in leadership and management trainings to build their skills and confidence and ready them for future management opportunities within the four sectors.
4. Where possible, we will ensure gender balance in recruitment and selection of trainers.
5. We will analyze where single-sex, women-only trainings may be more effective and when mixed-sex events are acceptable through applying appropriate gender, cultural lens and competitiveness lens. For example, we may provide supplemental trainings to women to foster the development of specific skills or knowledge in a particular sector to increase confidence and bring them to parity with men, and then deliver subsequent joint trainings.

### **MOBILITY AND PARTICIPATION**

1. We will seek innovative and culturally effective ways to allow and expand women's participation in Project training and capacity building opportunities.
2. We will seek innovative and culturally effective ways to provide assurance to families to engender their support for women's participation in external events, such as trade fairs.

### **GRANTS**

1. We will analyze grants through the application of a gender lens.
2. We will ensure that the Project's communication strategy includes targeted outreach to women to expand women's access to grant funding.
3. We will consider gender sensitivity, women's participation, and the anticipated effect on women's economic participation in our grant-making processes to ensure that activities conducted by grantees and subcontractors of the Project are gender sensitive.
4. We will encourage grantees to ensure that the benefits of grants made accrue equitably to women, where possible.

### **STAKEHOLDERS AND COUNTERPARTS**

1. We will promote the inclusion of women across the value chains of all four sectors.
2. We will promote the growth of women's capability, voice and leadership across the value chains in all four sectors.
3. We will promote the inclusion of women and the expansion of their capability, voice and leadership in business associations and other organizations related to the four sectors.

4. We will work with our stakeholders to publicize and leverage the success stories of women leaders and role models in the four sectors.

## COMMUNICATIONS STRATEGY, PUBLIC AWARENESS, AND OUTREACH

1. We will consult with women stakeholders to ensure the effectiveness and gender sensitivity of our public communications and messaging.
2. We will create print and broadcast communications messages featuring women leaders in the four sectors, given our understanding of the value of promoting women role models.
3. We will capture Project success stories which highlight women in business and widely disseminate them to interested parties and stakeholders, including NGOs, chambers of commerce, universities and industry groups and associations.

## DATA GATHERING

1. We will collect gender-disaggregated data.
2. When requesting and reviewing data, we will conduct gender-disaggregated analysis.
3. We will promote the collection and publication of gender-disaggregated data by key counterparts and stakeholders.
4. We will ensure that Project performance monitoring indicators are gender-disaggregated to the fullest extent possible.

## FOUR PILLARS OF THE COMPETE GENDER STRATEGY

Shaped and informed by the guiding principles outlined in the preceding section, the Compete Gender Strategy rests on four pillars.

- **Pillar #1: Promote the success of women in business in the Palestinian Territories, especially those operating within Compete Project sectors.** Women are engaged in many sectors of the economy in the West Bank and Gaza, including in the Compete Project value chains. The project will identify examples where women have achieved success in the private sector, especially in the four Compete sectors, and seek opportunities to leverage this success to help expand women's participation in these value chains. The Project will also promote exceptional business women as role models to inspire other women to enter or advance in the workforce and to establish businesses.
- **Pillar #2: Identify new entry points for women within the Project's four value chains.** As the economy in the Palestinian Territories expands, new points of entry within the Project's value chains will emerge and offer additional opportunities for women's participation. The Project will strive to anticipate and leverage these opportunities to continue to grow the four value chains and expand women's economic engagement in new ways.
- **Pillar #3: Encourage private sector support for the economic participation of women through financial and technical cost share models and incentives.** The Compete Project will seek opportunities to incentivize private sector partners to engage women employees and women-owned businesses. Through cost share models and other targeted approaches, the Project will design and deliver mechanisms which promote the integration of women into businesses and project initiatives supported by Compete.

- **Pillar #4: Expand efforts to increase the full participation of women in training and capacity building programs.** A two-fold approach will be used to attract more women to take part in Compete activities and to ensure their sustained engagement. First, the Project will expand recruitment efforts to include targeted outreach and awareness building campaigns to cultivate greater participation of women. To support the full engagement of women, the Project will develop culturally effective approaches to address barriers to sustained involvement, such as mobility challenges. This approach will ensure that greater numbers of women participate in Compete programs and that those who do receive the full benefit of the activities in which they are involved.

# GENDER STRATEGY IMPLEMENTATION

With the Gender Strategy guiding principles and four pillars in mind, Compete component team members thoroughly evaluated their respective sector value chains to identify gender-specific and gender-sensitive programming opportunities. The following sections summarize the application of the principles and pillars to derive a set of Year 3 Work Plan activities which integrate gender across the components.

## **PILLAR #1: PROMOTE THE SUCCESS OF WOMEN IN BUSINESS IN THE PALESTINIAN TERRITORIES, ESPECIALLY THOSE OPERATING WITHIN THE FOUR SECTORS OF THE COMPETE PROJECT**

### **AGRIBUSINESS**

Ms. Maisa Manasrah and Ms. Layla Yassen represent two examples of women who have risen to senior positions in prominent Palestinian agribusiness companies which have received technical assistance through the Compete Project. Ms. Manasrah serves as the Marketing Manager of Nakheel Company which holds a 30 percent market share of the date sector. Ms. Yassen holds the same position with Canaan Fair Trade (Canaan), which holds a 30 share of olive oil export market. Compete's Agribusiness Component will work to promote and disseminate the success stories of women role models like Ms. Manasrah and Ms. Layla Yassen through communication and outreach activities. Recognizing Canaan's role as an aggregator for women's cooperatives, the Project will continue to provide support to the company under Activity 12: Packaging and Labeling and Activity 19: Export Manager for Hire for Several Companies. Assistance will include support for export marketing efforts which will, in turn, increase demand for products produced by the women's cooperatives associated with the company.

Through Activity 15: Upgrading Nursery Facilities, the project also plans to provide equipment and technical assistance to the Junaidy Nursery, which primarily hires women for grafting positions.

### **TOURISM**

Ms. Christina Samara, owner of the Samara Tourist and Travel Agency, is a successful woman entrepreneur, an innovator in her field and a Compete grantee. With assistance from the Project, Ms. Samara launched a joint tourism venture between her company and Traveluja, an Israeli firm owned by another successful women business owner, Ms. Elisa Moed. Expanding on their successful pilot program, Ms. Samara and Ms. Moed are developing a toolkit on equitable tour collaboration which will support increased tourism opportunities through destination product development, marketing, and sales to international tour operators and other potential suppliers. This toolkit can be replicated by others in the industry, and the project can serve as a success story to inspire other women interested in careers in the private sector. Under Activity 4: Support Sales of Equitable and Regional Tours into the West Bank, Compete will offer support to The Samara Tourist and Travel Agency to develop marketing collateral and undertake a media outreach campaign.

## **ICT**

Of the four sectors, ICT benefits the most from a relatively high level of engagement of women. Noted ICT entrepreneur, Ms. Hanan Khaldi, is partnering with Compete to launch the Arabreneur initiative, the first seed/angel fund to be established in the Palestinian Territories. Working closely with Ms. Khaldi, who will serve as the fund's Accelerator Manager, the Compete ICT team will continue to provide support to Arabreneur during Year 3.

The Project has selected the software development sub-sector as an area of strategic focus given that it employs relatively large numbers of women and that it is less impacted by political uncertainties in the region. Under the anticipated Hebron Gender Project grant, Compete will partner with software company H+W Mena to open a software development center in Hebron which exclusively employs female software developers.

## **PILLAR #2: IDENTIFY NEW ENTRY POINTS FOR WOMEN WITHIN THE PROJECT'S FOUR VALUE CHAINS**

### **AGRIBUSINESS**

The Project has identified a new entry point for the engagement of women in this sector. Under Activity 17: Upgrading Fresh Herb Facilities, Compete will support establishment of the Imad Nusibeh packing house which will be largely staffed by women, with only a handful of men hired for positions requiring heavy lifting.

### **TOURISM**

Under Activity 10: Development of Visitor Interpretation Centers at Key Sites in Priority Destinations – one of Compete's urban rehabilitation initiatives – the Project is currently working with the Burqin Women Association to manage a restored historic building which will serve as a visitor center for Jarar Palace. Through this same activity, Compete will fund development of a restaurant and gift shop at the Bethlehem Museum, a project developed by the Holy Land Christian Ecumenical Foundation. The Arab Women's Association will operate the two new businesses.

## **ICT**

Under Activity 7: Multinational Partner Development Program and a recently-launched Project initiative to support development of a Gaming and Animation industry, Compete will seek opportunities to introduce women into this new sub-sector.

### **STONE AND MARBLE**

Given the extremely low number of women employed in this sector, the Project anticipates that the majority of this component's gender integration efforts will fall under this pillar. Field visits conducted during trade shows in Italy exposed participants to businesses in this sector which employed women in mid-to-high level positions in quality control, marketing, finance, design, engineering and management. The Project is exploring creative opportunities, including delivery of tailored capacity building activities and incentives, to similarly engage women in Palestinian stone sector companies which receive assistance from Compete.

Compete will also pursue introducing women into this sector through Activity 9: New Product Development Targeting Women. Byproducts of the stone and marble sector offer great potential for new product development. Compete will capture the opportunity this presents to introduce women into a new

sub-sector of a typically male-dominated sector through the provision of support to stone producers in new product development and manufacturing using residual stone. Companies seeking support under this activity will be required to articulate a plan to incorporate women employees, perhaps through the building of production lines staffed by women employees, as one example.

## **PILLAR #3: ENCOURAGE PRIVATE SECTOR SUPPORT FOR THE ECONOMIC PARTICIPATION OF WOMEN THROUGH FINANCIAL AND TECHNICAL COST SHARE MODELS AND INCENTIVES**

### **TOURISM**

Under Activity 12: Vale Chain Development at Priority Destinations and Activity 13: Attract Anchor Private Investment to Priority Destinations, the Project will explore opportunities to engage women in the Tourism sector through favorable matching grant mechanisms.

### **STONE AND MARBLE**

Through Activity 10: Private Academia Partnership, the Project will support a pilot activity which aims to diffuse recent women graduates in marketing and design into the sector through partnerships with local academic institutions. Export-ready stone producers will be introduced to recent women graduates who have received training in high-value skills relevant to the sector through courses delivered under this activity. Companies will also be offered access to a beneficial cost share model that will incentivize them to hire program graduates.

### **ICT**

Compete has identified and is pursuing a range of activities which involve offering more attractive cost share structures to encourage software development companies to employ women software developers, including under the payment gateway, website solutions, micro payment solutions, and remote-work/remote-training technology activities. Implementation of this more generous cost share model which provides a 10 to 15 percent higher subsidy for hiring women employees, many of whom are recent graduates entering the job market, is now under way.

## **PILLAR #4: EXPAND EFFORTS TO INCREASE THE FULL PARTICIPATION OF WOMEN IN TRAINING AND CAPACITY BUILDING PROGRAMS**

### **TOURISM**

Community-based tourism offers potential space for increased women's engagement under Activity 11: Trail Development at Priority Destinations, a new Compete activity. Through grantee Rozana and partner Abraham's Path Initiative, women are currently engaged as food service providers for hikers on an ad hoc, informal basis. Compete will explore engaging women in the delivery of this service in a more structured, formalized manner by organizing group hikes along routes that maximize the utilization of women service providers. Phase one of Rozana's community outreach plan will identify women cooperatives in target communities along popular trails. The Project anticipates training 15 to 25 individuals, primarily women, in the preparation of home-cooked meals for hikers as part of trail tour packages.

Women currently constitute 27 percent of the participants in Compete's Diyafa hospitality training program. The Tourism team plans to increase this percentage through the implementation of an awareness campaign promoting the benefits of careers in hospitality and encouraging women to enroll in the program. The Project will work to ensure that students are retained and reach graduation through support for flexible scheduling and transportation.

### **STONE AND MARBLE**

Under Activity 10: Private Academia Partnership, the Project will engage women interested in skills development in the stone sector, targeting recent women graduates in graphic design, art, engineering, marketing and business. A tailored design, new technology and marketing three-day workshop will be conducted by an Italian consultant at the Polytechnic Stone Center for 10 students, with a targeted goal of 7 to 10 women participants.

### **ICT**

The ICT component will focus on delivering capacity building programs to empower women to reach senior management positions through the Project's mini-MBA activity. This intensive training program was designed in cooperation with Palestinian universities and software houses to address the lack of skilled labor in the market, especially among fresh graduates. In alignment with the Compete Gender Strategy, the project will deliver one mini-MBA session exclusively for approximately 20 to 30 women drawn from Compete's four technical sectors.

# ADDITIONAL GENDER-SENSITIVE INDICATORS FOR INCLUSION IN THE PMP

Compete's current performance monitoring and evaluation plan includes four indicators that are disaggregated by gender or gender-specific:

- Number of individuals who have received U.S. Government-supported, short-term agricultural sector productivity or food security training.
- Percent increase in employment of assisted Palestinian agribusiness firms.
- Number of people gaining employment or better employment as a result of participation in U.S. Government-funded programs.
- Proportion of female participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment).

Monitoring and Evaluation Specialist Eyad Anabtawi worked with component team leaders to identify two additional potential indicators for inclusion in the PMP. These were derived from the Gender Strategy and gender activities in the Year 3 Work Plan.

- Increase in exports and/or sales by women-owned businesses and cooperatives as a result of U.S. Government assistance in the Agriculture, Stone and Marble, and Tourism sectors.
- Number of women participants in training and capacity building courses that improve skills in the ICT and Tourism sectors.

These indicators will be submitted for approval by USAID/West Bank and Gaza Mission prior to formal inclusion in the Project's PMP.



# CONCLUSION

This document encompasses the Compete Project's response to the RIG/Cairo Audit Report No. 6-294-13-012-P. As described herein and in accordance with the Report's recommendations, DAI has developed and initiated implementation of a comprehensive Gender Strategy, including additional gender-sensitive indicators, for the Project. This Strategy establishes a solid framework to guide the Project in delivering effective gender-sensitive and gender-responsive programming which promotes gender equality and advances the full participation of women in the economy in the Palestinian Territories.

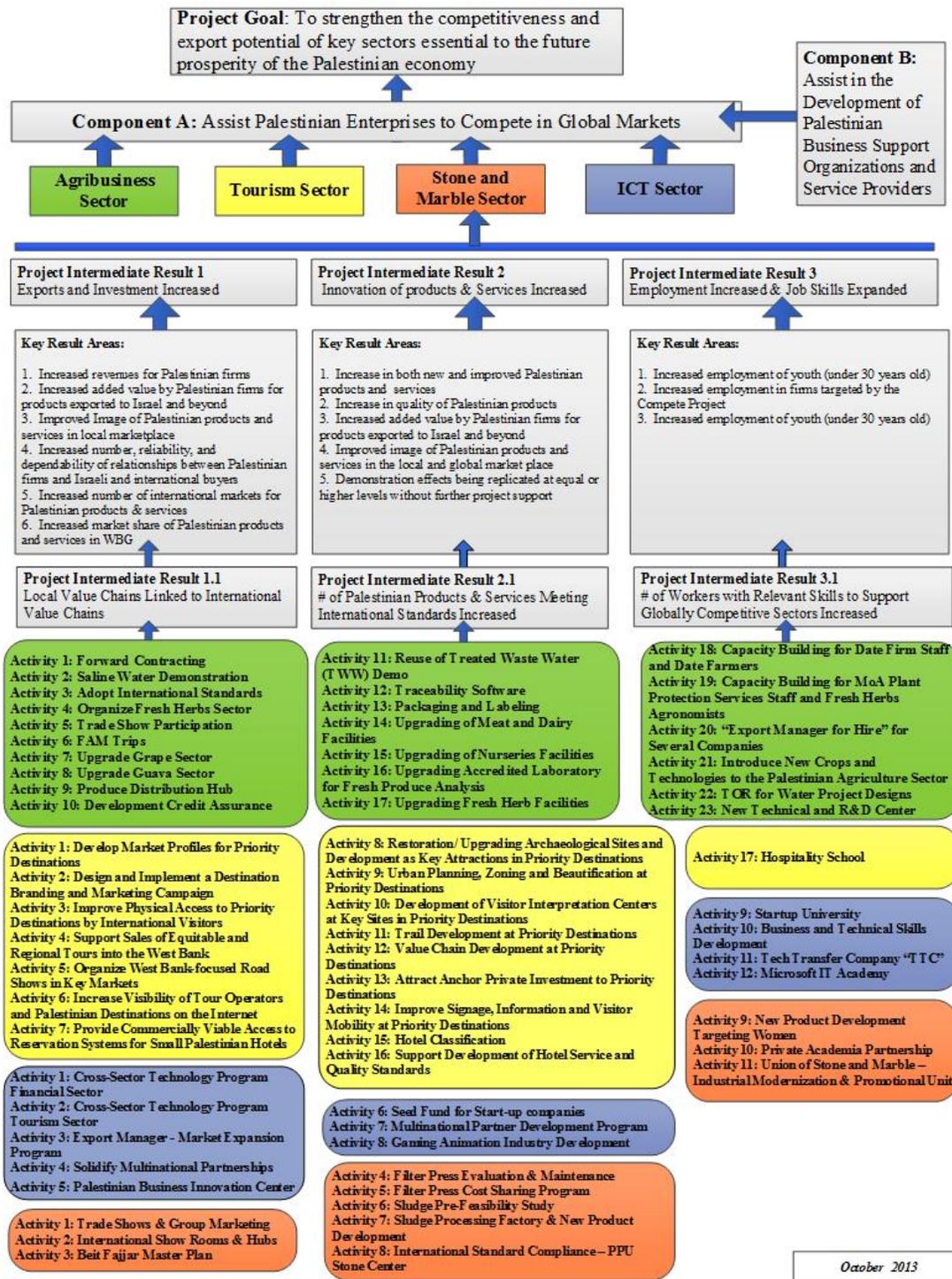


# ANNEX 1: MEETINGS CONDUCTED BY ASSESSMENT TEAMS

Compete Gender Team and Component Lead Meetings with Sector Leaders					
Anne Simmons-Benton, Lead, Gender and Trade Facilitation					
Date	Sector	Company Name	Representative	Location	COMPETE Team
7/21/2013	Sector Wide	TEAM STRATEGY		Ramallah	Entire Team
7/22/2013	Ag	Women's Cooperation - Al Aqaba	Haj Sami Sadiq	Al Aqaba	Issam AbuKhaizaran, Sireen AbuJamous, Rana Malki
7/22/2013		Top Field	Ahmad Diab	Sir	
7/22/2013		Canaan Fair Trade	Nasser Abu Farha Laila Yasin	Jenin	
7/23/2013	Stone and Marble	Motherhood Center Al Itikal Co. Women's Union	Hatem Yamak See List	Huwara	Hanna Rabah, Sireen AbuJamous and Ladana Dirini
7/23/2013	Ag	PCARD	Eng. Khaled Junaidi	Nablus	Hanna Rabah, Sireen AbuJamous and Ladana Dirini
		Near East Foundation	Salah Abu Eisheh	Nablus	
7/23/2013		Al Juneidy Nursery		Nablus	
7/24/2013	Sector Wide	TEAM STRATEGY		Ramallah	Gender Team
7/24/2013	ICT		Abeer Hazboun Hanan Khaldi	Ramallah	Mustafa Deeb , Rana Malki & Manar Aranki
7/24/2013		H+W	Firas Zaghal	Ramallah	
7/24/2013		Infinite Tiers	Mohammad Barkawi	Ramallah	
7/27/2013	Ag	AQAC Palestine	Dr. Mirvat Bulbul	Ramallah	Issam AbuKhaizaran
7/27/2013		New Farm	Haitham Hasasneh Rawan Badarneh	Ein Sinya	
7/27/2013		DIYAFA	Issa Dahdal	Ramallah	
7/27/2013	Tourism	Raed Khatib (AHA & HILTOA)	Raed Khatib Issa Dahdal	Ramallah	Mohammad Taweel, Rana Malki and Manar Aranki
7/28/2013	Sector Wide	TEAM STRATEGY		Ramallah	Gender Team
7/28/2013	Stone and Marble	Union of Stone and Marble	Suhi Thawabteh	Bethlehem	Hanna Rabah
7/28/2013		Black & Veatch	Tanya Santiago	Ramallah	
7/28/2013		Verona Group and Arts of Carved Stone	Eng Negib Nasser	Bethlehem	
7/29/2013	Ag	Thimar	Imad Nussiebeh	Jordan Valley - Al Auja	Issam AbuKhaizaran, Sireen AbuJamous
7/29/2013		Nakheel Palestine	Maisa Manasrah George Abughazaleh	Jordan Valley - Jericho	
7/30/2013	Sector Wide	ASALA	Reem Abboushi	Ramallah	Sireen AbuJamous
7/30/2013	Sector Wide	BWF	Doa Wadi	Ramallah	Sireen AbuJamous
7/30/2013	Sector Wide	TEAM STRATEGY		Ramallah	Entire Team



# ANNEX 2: COMPETE PROJECT FRAMEWORK





# ANNEX 3: GENDER STRATEGIES BY SECTOR

## WOMEN IN THE AGRIBUSINESS SECTOR

1. Build the capacity of women cooperatives to strengthen their ability to better serve buyers. Training should cover such areas as financial management, human resources, marketing and promotion, branding, and self-confidence. Consider focusing on a select group of cooperatives to demonstrate how women cooperatives, with proper support, could serve as valuable partners in the supply chain.
2. Link women agronomists attending university with internship programs, on-the-job training and other practical training programs to grow the pool of skilled women agronomists. Consider employing women agronomists to deliver capacity building to women farmers.
3. Identify role models and create mechanisms to share women's success stories in this sector to promote opportunities for women in Agribusiness both in farming and processing. Vignettes of women who are successful agronomists in the West Bank or surrounding areas can be shared with cooperatives, high schools and universities to raise awareness.
4. Consider supporting women's cooperatives to build critical infrastructure to ensure that food processing operations and agricultural products meet quality standards and market requirements, such as processing equipment, kitchen facilities, and packaging equipment. Deliver training on phytosanitary standards, Global Gap and other market standards which are also necessary for companies operating within this sector.
5. Seek opportunities to engage women in new and expanding entry points in the agriculture value chain where women are likely to be successful. These include: logistics, accounting and finance, marketing, marketing strategies and intelligence. Share opportunities in the agricultural value chain more widely, including through universities to expand the available pool of women applicants.
6. Enhance women's understanding of access to regional and international markets and related requirements. Pursue culturally-effective approaches to supporting women's participation in trade fairs and market exhibitions. For example, consider organizing women-only groups or including a male family member or trusted community leader to travel with women participants to overcome travel, mobility and cultural restrictions which can negatively impact women's participation in programs.
7. Leverage cross-sector opportunities, particularly in ICT, which can expand opportunities for women to access markets and to connect and communicate with one another. Help women's cooperatives to access markets through setting up or linking to websites which increase their ability to tap into new markets, such as Paypal. Similarly, explore opportunities to link with the Tourism sector to create new markets for women enterprises and cooperatives. Consider providing assistance in marketing products to tourist markets with special branding noting that it was made by women, fair trade, organic, etc. Exploit current interest in locally-sourced products.

## **WOMEN IN THE TOURISM SECTOR**

1. Facilitate linkages between universities, training centers and the tourist industry to increase awareness among female students and their families about the growth and range of occupations within the sector, as well as through ancillary services such as printing, transportation, interpretation, architecture, design and marketing. Start these campaigns as early as secondary school to shape students' choices when they graduate.
2. Provide internships for women students in the tourism industry. Link them to industry associations and hotels with which Compete works.
3. Deliver in-service trainings to increase management skills of women employees. Pursue culturally-effective approaches which support female participation, such as offering women-only programs in some cases, safe and appropriate transportation and on-site trainings.
4. Build opportunities for women in the flagship sites and municipalities along key tourism routes. Convene working groups which include women's associations and women's enterprises to determine how best to create opportunities to engage local women. Coordinate local roundtables to connect women's associations and enterprises with investors, suppliers, operators and hoteliers. Explore new models of guesthouses where women can provide local cuisine and cultural and entertainment opportunities to creating "clusters" of tourism activities.
5. In rural areas, raise awareness of the possibility of employment for women as tour guides and creative approaches to create women-owned businesses which support the tourism industry. Explore culturally-effective, flexible models whereby women might give tours during the school day or for half-days to earn income and still balance household responsibilities.
6. Explore opportunities for cross-sectoral integration, such as engaging women in agriculture to market their products, the local cuisine and local handicrafts; women in ICT to create websites; and, women in stone and marble to sale products at tourist stops. Consider creating a small expo center with women's products at each destination site which could potentially attract more business and increase sales of products made by women.

## **WOMEN IN THE STONE AND MARBLE SECTOR**

1. Provide design and technical training to women – cooperatives, enterprises and individual women artists and employees – in new techniques and designs to create new goods for households, especially kitchen and bath use, and construction for both domestic and export markets.
2. Include women in trade shows and group marketing to strengthen their knowledge of new equipment and technology advances and ability to form relationships with buyers. Use a culturally-effective approach, such as sending women in groups or with a male family or community member escort, as appropriate.
3. In addition to supporting women in employing the goods from the 'Holy Land' branding, consider branding of products as made by women.
4. Leverage opportunities for cross-sector integration, particularly with the Tourism industry to expand access to markets for women in this sector.
5. Train women at the Palestinian Polytechnic University on new machines and technology.

6. Facilitate linkages between universities and the Stone and Marble industry to create awareness among female students and their families about the growth and range of occupations within the industry, as well as through ancillary services in design, logistics and marketing.
7. Provide internships for women students in the stone and marble industry, particularly opportunities involving new machinery for design.
8. Explore opportunities for cross-sectoral integration, especially in the Tourism sector.

## **WOMEN IN THE ICT SECTOR**

1. Provide women with greater leadership and management capacity building opportunities to increase their representation among senior management within ICT companies. Engage increased numbers of women in the Executive Development (“Mini-MBA”). Tailor course content to meet specific ICT sector needs.
2. Identify new ICT entry points and opportunities, such as in the gaming sub-sector, and work to ensure that women are trained and able to participate in these new niche sectors where significant growth potential exists.
3. ICT can catalyze cross-sectoral integration, allowing women in agriculture, tourism and stone and marble to bring their products to markets outside their geographic reach, domestic and external. Provide internship opportunities to start websites for enterprises and cooperatives which connect students to real opportunities and provide benefit for enterprises. Create a “PayPal” system to help women-owned enterprises and cooperatives sell their products.
4. Disseminate stories of successful women in ICT. Engage women role models to deliver mentorship programs to empower women in this sector.
5. Give preferential treatment in activities which support the employment of women.
6. Use technology for remote training where possible. Provide culturally-effective methods to ensure women’s participation in long distance training.
7. Given the longer hours and work environment in this industry which may prove especially challenging for women, provide flexible work environments and opportunities to work remotely to encourage the retention of women staying in the ICT workforce. Support the establishment of women-focused ICT business models, like the Hebron Center, to create environments conducive to women’s full participation in this sector
8. Create linkages to investors, banks and other lenders to facilitate access to capital for women’s enterprises in the ICT sector.
9. Provide assistance to software companies to expand outside of Ramallah in cities such as Hebron, Tulkarem, and Jenin, where large numbers of female IT graduates reside.



# ANNEX 4: BEST PRACTICES AND EFFECTIVE STRATEGIES IN GENDER IN ECONOMIC GROWTH PROGRAMMING

1. Build the capacity of women to increase their effectiveness as leaders and decision-makers and provide opportunities to demonstrate these skills in public and among colleagues in the business community.
2. Increase the access of women entrepreneurs and managers to market information, technical assistance, capital and technology to establish and grow businesses.
3. Support women to establish and grow businesses through loan programs and business development services specifically tailored for women entrepreneurs.
4. Offer culturally-effective opportunities for women to participate in networking activities with other professionals in their sectors, especially with other women.
5. Encourage and facilitate the entry of women into non-traditional jobs and industries where there may be greater opportunity and higher salaries, including ICT, law and other service sectors.
6. Strengthen the capacity of women's business associations and advocate for the incorporation of women's divisions within industry associations.
7. Encourage greater representation and participation of women owners and managers within business organizations, associations and forums relevant to their economic interests and advancement.
8. Work with university and private sector partners to offer internships and apprenticeships to women.
9. Provide financial and other incentives to private sector companies owned by women and firms with women in senior management positions.
10. Promote progressive workplace programming which addresses major barriers to women's employment, including lack of access to safe and affordable transportation, flexible and part-time positions and daycare.
11. Identify and engage successful women in business to serve as role models and to mentor women aspiring to careers in the private sector.
12. Conduct public communications and outreach programs to engender support for women's participation in the economy.
13. Publicize and disseminate success stories which highlight women entrepreneurs and business leaders to build awareness of women's achievements in the private sector.

14. Design communication and outreach efforts specifically tailored to women to encourage their participation in events, training and capacity building initiatives and grant programs.
15. Create a list-serve for women which delivers information on events and opportunities of interest to them.
16. Coordinate with and leverage the programs of other organizations working to promote and advance women's participation in the economy, including women's associations, universities, relevant government ministries, local NGOs, and international donor programs.
17. Seek opportunities to employ technology to support women's participation in the economy, including on-line training and mobile-based job-search applications.
18. Use different approaches to communicating with women of varying demographics (i.e., SMS communications to reach younger and professional women, radio for women who are not literate).