



Technical Specifications and Legal Requirements for Establishing and Licensing Childcare Centers for Children of Working Women

A study on how to best activate Article 72 of the Labor Law on Establishing
Childcare Centers for Children of Working Women at Jobsites

Amman – Jordan

2013



Contents

(1) Introduction

(1 – 1) Study Introduction

(1 – 2) Study Goals and Methodology

(2) Legal Framework of the Study

(2-1) Identification of Jordan’s International Legal Obligations to Support Women in the Work Force

(2-2) Overview of the Local Legal Regulations for Daycares at Job Sites

(2-3) Procedures, Policies and Studies Carried Out by Government and Non-Governmental Institutions Upon Which Article 72 May be Activated

(2-4) Study Recommendations

(3) Technical Specifications for Model Daycare Centers

(3-1) Physical Environment

(3-2) Educational Environment

(3-3) Daycare Center Administration and Staff Qualifications

(3-4) Quality Control and Sustainability of Services Offered to Children

(4) Annexes

(4-1) Annex No. (1) Detailed Work Plan for Recommendations

(4-2) Annex No. (2) Draft Instructions for Licensing Childcare Centers for Children of Working Women in the Private Sector

(4-3) Annex No. (3) Technical Working Groups’ Members

(1) Introduction

(1-1) Study Introduction

The average economic growth of the Hashemite Kingdom of Jordan was 6% annually over the past five years. At its peak in 2004 the growth rate was 7.5%. In spite of high economic growth rates, unemployment rates also remained high, at an average of 14%, while average rates of economic participation remained around 40%, one of the lowest rates in the region (66% for males and 14% for females).

Low rates of economic participation, especially among women and youth, constitute a serious escalating threat to a country facing an annual population growth rate of 3.2%. Official statistics indicate that the ratio of females in the private sector is 1:4, and that the majority of females in the private sector are below the age of 29. Moreover, less than 1% of the women are over fifty. This is primarily due to the fact that female employees in the private sector tend to resign from their jobs upon marriage or they take more holidays after marriage as a result of increasing family duties. Official statistics indicate that economic activity rates of single women are approximately double those of married women, while the rates increase among married men, rising above those of single men. This indicates that the economic participation of women is directly affected by family commitments and values connected to the social roles of women.

Additionally, women who continue to work struggle to find proper care for their children as they work; this is due to the limited facilities and resources provided for daycare. A study conducted by the Social Security Corporation (2011) revealed an urgent need to activate Article 72 of the Labor Code which explicitly stipulates: ***“Employers who employ no less than twenty women must provide an appropriate site under the supervision of a qualified teacher to care for the children of working women who are under four years of age, on condition there are no less than ten children”***. Unfortunately, many employers do not abide by this law, which creates a challenge to married women with children who are looking for jobs. The difficulty of women in Jordan to balance work and family life has resulted in a greater likelihood of women withdrawing from the labor market in order to stay home and manage their families.

The enforcement of Article 72 of the Labor Code will support the right of women to childcare centers at job sites. Consequently, it will enhance women’s participation in Jordan’s economic and social development, and will support equal opportunities and the fair treatment of women in places of work.

The Ministry of Labor has focused on activating Article 72 of the Jordanian Labor Code by developing a national framework for its enforcement in order to improve economic participation and provide an appropriate work environment for women in the labor market. The Ministry has worked closely with the SADAQA Campaign, a local initiative funded by the international institution Vital Voices, in order to raise awareness among working women on their rights, and specifically raise awareness on Article 72 of the Labor Code. The campaign, in cooperation with the Ministry of Labor/Women’s Labor Directorate, worked in the first phase on mobilizing local efforts and raising awareness among women on the importance of childcare centers at job sites. A number of awareness sessions were organized, in addition to a number of media campaigns and marches, primarily targeting women working in the private sector. In the second phase, the campaign decided to expand its reach to include private sector employers and form specialized technical support groups.

The Ministry of Labor also signed an MOU with the International Youth Foundation (IYF) to support several youth employability initiatives, including a partnership to support the activation of Article 72 of the Jordanian Labor Code as part of the USAID funded Youth for the Future program. As part of the initiative, it was agreed to carry out a specialized study that sets the technical and legal framework for activating the provision and provides practical instructions at the implementation level. The study would accomplish the following:

- Identify the legislative obstacles in the regulations on establishing childcare centers and the instructions issued pursuant to these regulations
- Propose legislation that helps employers comply with Article 72, through harmonizing the provisions in the international criteria and the Labor Code

The study, in its legal and technical parts, provides a number of practical recommendations that should activate Article 72 from the legal standpoint and provide a technical model for practical implementation of childcare centers in job sites, in addition to financial requirements, knowledge requirements of staff, the motivation of employers in the private sector, and the roles and responsibilities of various implementation stakeholders, such as the Ministry of Labor and Ministry of Social Development as both Ministries are mandated with the activation of Article 72 of the Labor Code. The study also stresses the importance of developing a plan to build capacities based on the roles and responsibilities of all parties concerned. The study will provide a detailed presentation in its legal and technical parts, along with the most important recommendations, including the legal instructions that will be the essential part to be adopted by the government to activate Article 72 of the Jordanian Labor Code.

(1-2) Study Methodology:

To carry out the study, IYF, in coordination with the Ministry, developed the terms of reference and engaged the support of external consultants to carry out the study and draft the technical and legal framework for Article 72.

The study examined the implementation of Article 72 at two levels – the necessary legal requirements for implementation, and a best practice technical framework and practical model for implementation. The approach taken to carry out the study at these two levels is described below.

Legal Study Methodology:

The following approach was taken as part of the study's legal framework:

1. Review all international conventions on the rights of working women to identify their stand on the right of women to an appropriate work environment, in addition to criteria for preventing direct or indirect discrimination that leads to the exclusion of women from economic participation.
2. Review the Jordanian constitution and the Jordanian laws regulating the right of women to work, in addition to legal regulations on the establishment of childcare centers. It also reviewed the local legal environment that regulates childcare centers at job sites and the procedures, as well as policies and studies carried by governmental and non-governmental institutions that can be used to activate Article 72.
3. Review the periodic reports submitted by Jordan to the CEDAW Committee¹ and the Committee's recommendations regarding the need to establish childcare centers at job sites.
4. Review and analyze the studies and strategies on the right of women to work and the establishment of childcare centers at job sites. Three primary studies were reviewed:

¹ UN Committee on the Elimination of Discrimination Against Women

- Study on the conceptualization of a project of a series of nurseries and kindergartens for children of working mothers in the public and the private sector prepared in 2009 by a group of researchers and the National Committee for Women's Affairs
- Study prepared by Save the Children and the Ministry of Social Development in 2011 entitled *Initial Assessment on the Role of Daycare Facilities in Jordan*
- Study by the Social Security Corporation on the establishment of group daycare facilities in Jordan (2011)

5. Conduct interviews with relevant entities (National Council for Family Affairs, National Committee for Women's Issues, Directorate of the Family and Child at the Ministry of Social Development and the Directorate of Women at the Ministry of Labor).

6. Conduct interviews with working women who have left work because there are no childcare centers at work.

7. Monitor the policies that motivate the establishment of childcare centers and the steps taken.

8. Identify the difficulties in enforcing the current regulation.

9. Find results and solutions.

The legal study covered the legislative framework according to international criteria on mechanisms that guarantee equal opportunities for women and enable them to practice their right to work within a gender sensitive environment. Finally it reviewed the most important challenges, difficulties, recommendations and proposals, including the proposal on instructions or regulations activating Article 72 of the Jordanian Labor Code.

Technical Study Methodology

A comprehensive model was developed to be adopted at various job sites to provide childcare centers at places of work. This part of the study included the vision, mission and educational methodology of the childcare centers, as well as the recommendations on the technical and physical elements of the centers and the administrative structure, appropriate number of employees, and needed qualifications of the staff. The model was developed on the assumption that centers would provide daycare for children between 0 and 4 years old, with a focus on educational quality control in early childhood.

The technical study on the model of childcare centers reviewed all international studies on the social and economic benefits of investment in early childhood education. The model was based on standards outlined in the Jordanian national regulations created by the Ministry of Social Development and the international models of childcare centers in the United States, United Kingdom and Thailand. The best practices in four countries were also reviewed to create the ideal framework, and alternative solutions were proposed according to location. All technical requirements related to location, furniture, equipment, infrastructure arrangements, educational environment, toys, criteria for occupation health and safety, employees, employee selection processes, qualification of workers in these locations and the most relevant technical recommendations were presented.

(2) Legal Framework

Introduction

The Labor Code of 1996 and all its amendments recognized the legal protection of women in the work environment on the basis of equality between men and women. The law also recognized the right to maternity protection, by including a number of provisions such as the right of a working woman to leave without pay to raise her children, and the right to leave without pay to accompany the husband, and the right to one hour of nursing, in addition to obligating the employer to provide an appropriate place in the hands of a qualified caregiver to look after the children of working women under four years of age in establishments hiring at least twenty working women.

In spite of this, and in spite of many government policies aimed at enhancing the economic status of Jordanian women, there are still a number of obstacles that lead to the weak economic participation of Jordanian women. Recent studies² on women's participation in the labor force have inferred that such policies have done little to address those obstacles, and thus have not changed the cost-benefit analysis women and their families make when deciding on whether to enter, stay in, or withdraw from the labor force. In fact, one of the main reasons cited for the low levels of women's participation in the labor market is the lack of affordable model childcare centers that do not consume a large part of the family's income.

Accordingly, to carry out the study of the legal framework, the assessment was broken out into the following three components:

(2-1) Identification of Jordan's International Legal Obligations to Support Women in the Work Force

(2-2) Overview of the Local Legal Regulations for Daycares at Job sites

(2-3) Procedures, Policies and Studies Conducted by Government and Non-Governmental Institutions Upon Which Article 72 may be Activated

(2-4) Study Recommendations

(2-1) Identification of Jordan's International Legal Obligations to Support Women in the Work Force

This section provides an overview of Jordan's international legal commitments and obligations in relation to protecting the rights of working women, and enhancing women's economic participation. Such obligations were determined by Jordan's signing of a number of international and regional conventions and agreements. Jordan's legal obligations are classified under two main areas of international law in which Jordan has participated:

- International Human Rights Conventions
- International Labor Organization Standards

International Human Rights Conventions

Jordan has ratified seven basic human rights conventions that were published in the Official Gazette between 2006 and 2008. Although the Jordanian Constitution has not addressed the hierarchy of agreements in the

² See "Economic Marginalization of Jordanian Women," by the UN Women and Jordanian Social Research Center, 2008, or "Women in the Jordanian Labor Market (2004-2009)," Women's Labor Directorate of the Ministry of Labor for examples of these studies.

legislative pyramid, the Jordanian judiciary has given international legislation an intermediary level (less than the Constitution and higher than the national law). This means that their provisions in these conventions are implemented even if they are in conflict with the Jordanian national law.

A review of the most prominent agreements signed by Jordan that enhance the right of women to work, and the protection of this right, include the following:

A. International Bill of Human Rights

The International Bill of Human Rights, passed in 1948 and ratified by Jordan (published in the Official Gazette in 2006), includes the International Convention on Economic, Social and Cultural Rights and the International Convention on Civil and Political Rights.

The preambles of both Conventions stressed that human prosperity cannot be achieved without conditions that allow each individual to enjoy his economic, social, cultural and civil rights. The Conventions obligate the signatory countries to respect and guarantee the rights of citizens within them without discrimination based on race, color, gender, language, political opinion or other opinions, national and social origin, wealth, birth, or any other basis, and to do whatever is necessary to guarantee this in all necessary constitutional and legislation requirements.

The requirements of the third chapter in the two conventions explicitly stipulate that the state parties “guarantee women rights similar to those of men in the enjoyment of all rights” included in the two conventions. The International Convention on Economic, Social and Cultural Rights, and in articles 6-16 stressed “the right to work”, i.e. the right of each individual to access the ability to make a living through work they freely choose or accept, as well as the right of every person to enjoy fair and appropriate work conditions: i.e. fair pay, equal pay of the work done, especially women who must be guaranteed work conditions that are no less than those enjoyed by men, and the same pay for the same job, decent living, health and safety, equal opportunities of promotion, rest and entertainment.

B. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)³

Jordan ratified this convention in 1992 and published it in the Official Gazette on 1/8/2007. CEDAW entrenches the principles of equality and equal opportunities for women through obligating the signatory countries, in chapter three, to take appropriate measures, including legislative measures, to guarantee women’s enjoyment of all human rights and freedoms on an equal footing with men. Article 11 guarantees the right to work for women without discrimination. It also provides for special measures and provisions to guarantee the protection of working mothers, where Article 11/2 stipulates: *“In order to prevent discrimination against women on the grounds of marriage or maternity and to ensure their effective right to work, States Parties shall take appropriate measures:*

³ The Convention on the Elimination of All Forms of Discrimination against Women, adopted by the General Assembly of the United Nations on 18 December / December 1979 and entered into force on 3 September / September 1981 as an International Bill of Human women, and in February 2008 there were 185 state party, including Jordan. On 6 October / October 1999, the General Assembly also adopted an optional protocol attached to the Convention, granted thereunder Committee on the Elimination of Discrimination against Women, which was formed under Article 17 of the Convention, validating the checking of complaints from individuals and groups under the jurisdiction of a State Party to the Protocol on the violation of the rights set forth in the Convention;, the protocol also gives the Commission the power to open an investigation if they have received reliable information indicating the occurrence of grave or systematic violations of the rights recognized in the Convention by a State Party to the Protocol.

(a) To prohibit, subject to the imposition of sanctions, dismissal on the grounds of pregnancy or of maternity leave and discrimination in dismissals on the basis of marital status;

(b) To introduce maternity leave with pay or with comparable social benefits without loss of former employment, seniority or social allowances;

(c) To encourage the provision of the necessary supporting social services to enable parents to combine family obligations with work responsibilities and participation in public life, in particular through promoting the establishment and development of a network of child-care facilities;

(d) To provide special protection to women during pregnancy in types of work proved to be harmful to them.”

In 2007, over 10 years after Article 72’s passing in Jordan, the Committee on the Elimination of Discrimination against Women (CEDAW)⁴, in its discussion of the periodic reports 3, 4 and 5 submitted by Jordan, included recommendations number 38 and 31 on the need for Jordan to commit to providing services that support women. Recommendation 38 reads:

“The international committee recommends the state party intensifies its efforts aimed at creating a conducive environment that enables women to become more capable of economic success, by raising awareness among employers in the private and public sectors on the importance of women empowerment, and adopting legislation that guarantees equality in pay for work that is equal in value, to bridge the gap in wages between men and women and address it according to the ILO Convention on equal wages number 100 of 1951, collect disaggregated data on the status of women in the private sector, take effective measures to monitor the circumstances of women’s work and improve them in this sector, and guarantee that the Labor Law covers all cases of sexual harassment at work”.

Recommendation 31 of the Committee, in its final comments upon the review of Jordan’s third and fourth reports, stated:

“The Committee has some concerns that the Labor Code does not prohibit discrimination against women or sexual harassment, and that women workers are not afforded the same rights as male workers. The Committee is also concerned regarding the confirmation by the state party that it is incapable of regulating the behavior of private sector employers. The Committee is also concerned regarding the limited availability of daycare facilities, which limits their ability to participate in the labor market.” These recommendations are considered part of the international criteria that Jordan must abide by.

Such recommendations imply that even as Article 72 was in effect, the Article lacked the execution mechanisms or enforcement to effect a change in the behavior of private sector employers, and therefore the Article requires further legal supports in order to have its full effect.

A. Regional Standards/Arab Labor Organization Conventions

⁴ Committee on the Elimination of Discrimination against Women, which oversees the compliance of States Parties to the Convention and its Protocol obligations of 23 experts of high moral standing and competence high in the field of the Convention, elected by States Parties from among their nationals serving in their personal capacity, with due regard to the principle of equitable geographical distribution and the representation of the different forms of civilization as well as the principal legal systems.

The Arab Labor Organization has worked since its establishment in 1965 as a regional body under the umbrella of the Arab League to draft and implement advanced levels and standards to elevate the terms and conditions of work in the region as well as unify labor legislation in the Arab World. The most important achievements of the ALO were the passing of Arab labor conventions and recommendations. Jordan has ratified six agreements of the Arab Labor Organization: Convention 1 of 1966 on Labor Settlements, Convention 2 of 1968 on Movement of Work Force, Convention 4 of 1975 on Movement of Work Force (amended), Convention 9 of 1977 on Vocational Guidance and Training, Convention 11 of 1979 on Group Negotiations, Convention 17 of 1993 on Employment and Rehabilitation of Disabled Persons.

In addition, Jordan also sends reports to the expert committee as a non-party member on the Convention 3 of 1971 and the Convention no 5 of 1976 on working women as well as the conventions mentioned above. Several of these agreements include special provisions on the protection of women workers, such as Convention 3 of 1971 which stipulated in Article 70:

Employers in the establishments where there are women must provide them seats that ensure their comfort if the nature of the work so requires. In the establishments that employ large numbers of women, the establishment alone or in cooperation with the other establishments must provide a daycare center, and the legislation of each country identifies the establishments subject to this obligation as well as the terms for establishing these daycares and their regulations.

Convention 5 on Working Women stipulates in Article 8:

Employers in the establishments where women work must provide a daycare center alone or in cooperation with one or more establishments and the legislation of each country identifies the terms for establishing these daycares and their regulations.

Given that Jordan does report on these conventions, and as these conventions become expected practice in the region, it is expedient that Jordan address the deficiency of daycare center availability, in particular in both a legal and practical sense.

B. International Labor Organization Standards/Conventions of the ILO

The ILO affirms through many of its conventions the basic criteria and principles that obligate the ratifying countries to guarantee basic labor rights, including equality in wages and equal opportunities. It has also issued specific conventions on the protection of maternity rights, and has stressed through them the role of women in the comprehensive economic and social development process, which necessitates creating a stable and appropriate environment for women through legislation and facilities that enable them to undertake their duties within the family and at work on an equal footing with men.

Jordan has ratified twenty four ILO Conventions and published the majority of them in the Official Gazette. However, it did not ratify basic conventions on the right of women at work, including Convention 3 of 1913 on women's work before and after childbirth, reviewed in Convention 103 of 1956, Convention 156 on equal opportunities and treatment of male and working women of 1981, and Convention 183 of 2000 on maternal protection which is a review of Convention 156.

It is noteworthy that the principle of equality in wage was set since 1951 with Convention 100. Jordan has joined this convention, ratified it, and published it in the Official Gazette in 1966, as well as recommendation 90. It was

strengthened in 1958 through Convention and Recommendation 111 on Eliminating Discrimination in Employment and Occupation.

In 1981, the Organization stressed once again equality in opportunities and treatment for the benefit of both male and female workers, in Convention 156 and its accompanying recommendation. This development was prepared for through the declaration on the equality in opportunities and treatment in favor of the working women, as well as the decision on the labor program aimed at entrenching equal opportunity and treatment in favor of working women, adopted in the International Labor Conference in 1975.

This following is a review of the international conventions:

1. Convention 111 on Discrimination in Employment and Occupation:

Jordan ratified this convention and it was published in the Official Gazette on 30/5/1963. This Convention focused on combating discrimination in employment and occupation. The preamble announces that “all human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity”. As for the term discrimination as used in this Convention, it meant: “any distinction, exclusion or preference made on the basis of race, color, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation”. This Convention recognized through its provisions the principle of positive discrimination in the interest of some groups, including workers with social responsibilities.

The Convention obligates state parties to take positive measures in the implementation of national policies to encourage equal opportunities and treatment in a manner harmonious with the circumstances of each country. As for the measures that are considered non-discriminatory, the Convention decided that positive measures are not considered discriminatory for those groups of workers for considerations related to the special needs of the individuals who are generally considered in need of protection for reasons such as gender, disability, family responsibilities, and social and cultural backgrounds.

2. Recommendation 111 Accompanying Convention 111:

After announcing measures to encourage equal opportunity and equality in treatment in employment and occupation, the recommendation pointed to the need to respect this equality among workers in vocational training and securing work promotions according to qualifications, expertise and personal merit, taking into consideration the professional safety of the workers and the rights of workers to social insurance.

3. Convention 156 on Equal Opportunity and Treatment among Male and Working women of 1981:

The Convention relates to male and working women with social responsibilities. The preamble reaffirmed the principles of equality and non-discrimination in employment and occupation. It recognized the problems of workers with social responsibilities which constitute a real obstacle to these people. Therefore, their treatment must maintain equality between the workers who are faced with this situation and the remaining workers.

The Convention imposed obligations on the state parties, including allowing workers with family responsibilities who work or want to work to entrench their right to achieve their goal without discrimination within the national policy whenever possible, without this leading to conflict between their family and professional responsibilities. In practice, this means their free selection of employment and taking into consideration their needs in terms of job circumstances and social security. Family responsibilities may not be used as a justification for voiding the employment contract in any circumstance.

4. Recommendation 156 Accompanying Convention 156:

This recommendation sets special measures that aim to attain equality for male and working women, which should not be considered discriminatory measures:

The family status (marriage, motherhood) should not constitute a reason to reject work employment or void their work contract.

The Convention focuses specifically on improving the appropriate circumstances in the place of work, especially in terms of reducing daily workloads and overtime, flexibility in working hours, access to various holidays, and taking into consideration worker circumstances when arrange group work or night work, as well as taking various elements into consideration, such as the site of the husband's work, the possibilities of child education when moving the worker from one place to another, appropriate arrangement of social security and work conditions, and the possibility of applying for a holiday in case of a child's sickness. Finally, the recommendation focuses on respecting the shared responsibility of the parents, and cancelling all negative factors that force women to leave work outside the home.

5. Convention 3 on Women's Work before and after Childbirth:

This Convention was adopted in the first session of the Organization 1919, and came into effect in 1921. It was reviewed in 1952 pursuant to Convention 103, executed in 1955. The area of Convention 3 implementation covers all industrial institutions in the greater sense of the word, consisting of mining, extraction, construction and transport industries, as well as commercial establishments. As for the rights the Convention entrenches, they related to the suspension of women who have just given birth, extending absences in case of illness, accessing compensation later provided by a government body or through social insurance, and granting permission for absence on the grounds of nursing.

6. Convention 103 on Motherhood (Review) 1952:

This Convention identified basic rights for pregnant working women before and after childbirth, including the maternity leave of twelve weeks, six weeks of which at least must be enjoyed after childbirth. When the woman gives birth after the due date, the maternity leave is extended to the actual date of birth without reducing the subsequent period of rest. It is mandatory to grant additional leave in case of an illness tied to pregnancy (before birth) or resulting from birth (post birth vacation).

The right to access monetary and cash compensation in case the professional activity of women is suspended, which should allow the worker to secure her expenses and those of her child, and stay in good health according to a decent standard of living. As for medical compensation, it must include the treatment received by the woman from the physician or midwife during and after childbirth. Moreover, it must include treatment if necessary and the prohibition of the dismissal of workers while they are benefitting from these rights.

7. Recommendation 95:

This recommendation was adopted in 1952, and it covered improvements in maternity leave, compensation, treatment measures granted to mother and child, and work protection.

8. Convention 11 on Work Conditions in Farms.

This Convention was passed on 7 July 1957, and came into effect on 22 January 1960. Although it is annexed to Conventions 3 and 103, its content is considered backward in comparison.

9. Convention 183 on Maternity Protection of 2000.

Jordan has not ratified this Convention although it includes many criteria that protect women in maternity. This was the ILO review of the 1952 Convention.

The Convention obligates the countries to guarantee cash compensation through national legislation to women who are absent from work for maternity reasons, in addition to providing cash compensation at a level that enables women to take of their expenses as well as those of their children, in good health conditions, according to a decent standard of living. The employer is prohibited from terminating the work of women during pregnancy or maternity leave, of the period following their return from maternity leave, specified pursuant to national legislation.

Each country must adopt specific measures for the guarantees in the Convention, and maternity should not constitute a source of discrimination at work, including access to work. The measures included in this context are prohibiting pregnancy tests for women who nominate themselves for a position or requesting certificates proving they are not pregnant, except in the case where national legislation requires this for jobs that are risky for pregnant or nursing women or that are known to be risky to the health of women and children. **This Convention recognized a provision where employers are not obligated to pay all compensation alone in order to maintain the state of women at work (Article 6/8). This is important to be considered by policy makers through the design of alternative funding mechanisms and channels to support the employer.**

(2-2) Overview of the Local Legal Regulations for Daycares at Job sites

This section provides an overview of the main laws and regulations adopted in Jordan that would confirm the obligation toward the activation of Article 72.

1. In the Constitution

The Jordanian Constitution affirmed the principle of equality of all Jordanians, men and women, and guaranteed the right to work in Article 6:

(i) Jordanians shall be equal before the law. There shall be no discrimination between them as regards to their rights and duties on grounds of race, language or religion.

(ii) The Government shall ensure work and education within the limits of its possibilities, and it shall ensure a state of tranquility and equal opportunities to all Jordanians.

Although the term gender is not explicitly stated in the Article, the Article comes in the second chapter of the Constitution which regulates the rights of all Jordanians without discrimination on the basis of gender. This was also stressed in the Jordanian National Charter and the National Agenda.

2. The Labor Law No 8 of 1996 / Published on page 1173 of the Official Gazette No 4113 dated 164/1996 and its amendments.

The Labor Law recognized the principle of non-discrimination based on gender among workers, as well as the principle of positive discrimination in favor of women regarding maternity protection. **Article (2) of the Labor Law defined the worker as:** Every person, male or female, performing work for pay and is under the authority of an employer. This includes juveniles and those under probation or rehabilitation. The Labor Law also included special provisions on maternity protection in articles 67, 70, 71 and 72. As

for obligating employers to establish childcare centers for the children of working women, article 72 stipulates:

“The employer who employs no less than twenty working women must provide a suitable site to be under the supervision of a qualified caregiver to care for the children of the working women who are less than 4 years of age, provided they are no less ten children”.

Considering the article above, we find that the Jordanian legislator recognized the maternal needs of working women as one of the social responsibilities of employers, and was harmonious with the international criteria on non-discrimination against women on the basis of family responsibilities. It considered creating a place for the children of working women a positive measure to protect women’s continued employment.

3. Analysis of Article 72, under The labor law No 8 of 1996

Article 72 obligate the employer with the following:

- a. Employer obligation to providing an appropriate site without specifying its terms and conditions
- b. The article requires providing a qualified caregiver for the children
- c. Employer’s obligation are subject to law when there are 20 workers and 10 children less than four years old
- d. The article did not impose any financial burdens on the working women in return for benefitting from daycare services
- e. No government, civil or insurance entity makes any financial obligations to support the employer’s financial commitment.
- f. The article created the obligation without identifying the regulatory terms, or issuing regulations or instructions. The article did not stipulate licensing for the daycare, did not specify the number of caregivers, or the site of the daycare, inside or outside the workplace.

Article 72 lacks clarity in the following ways which prevent the implementation of the Article:

A. The number of working women

The Jordanian Labor Code specified the obligation of the employers to establish a place to care for the children of working women at twenty workers and ten children less than four years of age.

A review of some Arab provisions in labor legislation reveals that they do not tie the number of working women to the number of children, although the Jordanian provision is distinguished by offering day care services to a lesser number of female workers than other countries.

The Syrian Labor Law, in Article 139, also obligated employers who employ **one hundred working women** or more in one place to provide a daycare for them. The **Moroccan Labor Law**, in Article 162, obligated the establishments with **fifty working women** to create a room for daycare and nursing. As for the **Egyptian Labor Law** of 2003, it also set the figure at **100 working women**. The **Palestinian Labor Law** did not specify the **number of working women** and generally obligated employers who employ women to designate special places for their rest and prohibit any form of discrimination against them.

B. Licensing

Article 72 of the Jordanian Labor Law did not explicitly state that employer-provided childcare centers must follow the instructions and regulations for licensing daycares, and did not place them under the umbrella of any other regulations. It obligated employers to designate areas without outlining their terms and conditions, and if they did not abide by this they are not sanctioned based on the violations.

Some Arab legislation has found a solution to this, by explicitly stating the public sector entity under which the daycare operates. For example, Article 139 of the Syrian Labor Law explicitly states that the terms and conditions and regulations of daycares established at places of work are subject to the decision of the Minister of Social Affairs and Labor. Article 162 of the Moroccan Labor Law stipulates that the government authority mandated with employment (Ministry of Labor in the private sector) set the terms and conditions for accepting nursing rooms, the terms for guarding these places, and the provision of their health requirements.

C. Daycare Locations

Based on Article 72 of the Labor Law, the legislator did not outline the physical location for establishing the daycare center. It merely stipulates the obligation in general. A review of some Arab laws reveals more specific ones. For example, the Moroccan Labor Law, in Article 162, stipulates:

1. A special nursing room must be established inside every establishment, or immediately adjacent to it, if it employs no less fifty female employees, who are over sixteen years of age.
2. Nursing rooms and childcare centers may be used for the children of contracted working women.

Article 96 of the Egyptian Labor Law decided the possibility of including more than one enterprise to share in the establishment of a daycare center.

D. Cost of Services Provided

Article 72 of the Labor Law stipulated that the cost of establishing the daycare is an obligation to be borne by the employer without the participation of the working women or the support of any other entity or insurance. This imposes an additional financial burden on the employer, prompting him to exclude the employment of women to escape the obligation of Article 72.

Some other Arab legislation allowed neighboring establishments to establish a day care center for the children of working women, while other legislation decided to obligate the working women to contribute financially to securing this service, as is the case in Syria. There, Article 149 stipulates that working women bear some financial responsibility in return for benefitting from the daycare's services, as set by the Minister of Social Affairs and Labor. Thus, it is worth considering this when considering how to activate this provision, by reducing the burdens born by the employer.

In 2009, the maternity insurance in Article 42 of the Social Security Law was activated, in order to pay compensation for the interrupted work during the maternity leave granted to working women pursuant to Article 70 of the Labor Law. In the past, this maternity compensation was the obligation of the employer only, while the insurance made it a communal responsibility born by the employees and the employer, through the identifying of special sources of funding according to Article 42 of the law:

1. Monthly subscriptions paid by the establishments at a rate of three quarters of one person of the wages of the insured
2. Interest, fines and additional sums incurred for not abiding by the provisions of this insurance
3. Returns of investing funds from these sources.

As this insurance was passed to protect maternity and prevent the exclusion of women from economic participation, this article can be amended to set the percentage of subscriptions paid to establish childcare centers at work or communal childcare centers, or establish a not for profit company to establish a series of childcare centers around the Kingdom to serve working women.

E. Enforcement of Article 72

As for monitoring the extent to which employers comply with the establishment of childcare centers pursuant to Article 72, we find that the Labor Law, in articles 139 and 9, has set monitoring mechanisms for employer compliance with the provisions of the law and the penalties imposed on the violation of the law. However, because there are no implementation instructions, these mechanisms are not being followed by the government in practice.

The Ministry of Labor, in February 2013, has started to contact all enterprises through the Minister of Labor to comply with the provisions of Article 72. It has also, through local radio stations, to broadcast media spots to raise awareness on the right of women to work in Article 72 and the employer's compliance.

A study of the inspection and monitoring mechanisms reveals that the labor inspector has many powers decided by the law to obligate the employer to comply the provisions of the law, up to the shutdown of the establishment. However, to date, no cases of the closure of establishments have been reported for reasons related to the employer's non-compliance with the provisions of Article 72, although most enterprises subject to Article 72 do not comply with this.

As for the penalty imposed, it ranges between fifty and one hundred JD, no more, provided that the penalty stipulated in the valid Penal Code is imposed if the penalty set there is more severe than the penalty stipulated in this law, and it may reach up to five hundred JDs.

Naturally, the value of the imposed fine is much less from the employer's point of view than the cost of establishing a daycare center. This is additional reason for the employer's non-compliance with the establishment of daycares, especially for major enterprises, banks, etc.

Legal Regulation of Childcare Centers

The regulation of childcare centers in Jordan more broadly is regulated through Article 4 of the Ministry of Social Development and Labor Law and its amendments No 14 of 1956, published in the Official Gazette in issue 1265 on page 1367, and dated 17/3/1956. Article 4 grants the Minister of Social Development powers to recommend to the Council of Ministers the regulations and instructions on the following matters:

“Supervision of labor and worker affairs, registration of employer unions and their federations, labor unions and their federations, organization of labor affairs and worker compensation, protection of workers from injury and professional risks, enhancement of the social welfare of the working class, social insurance, social solidarity and vocational training, monitoring of the workforce, developing worker sufficiency, juvenile protection, and monitoring of foreign workers”.

Article 4/6/7 of the Ministry of Social Development and Labor Law: “Mother and Childcare and Family Affairs”

Moreover, based on Article 4/6/7 of the Ministry of Social Affairs and Labor Law, the Childcare centers Regulations No 52 of 2005 were issued, published on page 3332 of the Official Gazette Issue No 4715 dated 1/8/2005, which led to the Instructions for Licensing Childcare centers No 1 of 2008.

It is noteworthy in this regard that the Social Affairs and Labor Law was passed in 1956, and that time the Ministry of Labor was not independent from the Ministry of Social Development. This independence happened in the early seventies, specifically on 8/2/1976 pursuant to the Ministry of Labor Regulations, according to which the Minister of Labor was transferred the powers stipulated in the Labor Law from the Minister of Social Affairs. Article 2 of the Ministry of Labor Regulations No 21 of 1960 stipulated the following:

“The powers stipulated in the Labor Law no 21 of 1960 and its amendments and the regulations issued pursuant to it, and granted to the Minister of Social Affairs and Labor, shall be transferred to the Minister of Labor”.

However, the Ministry of Social Development looks after the affairs of mothers and children, and issues regulations and instructions related to the establishment of daycares as one of the main duties of the Ministry to enhance the affairs of social welfare.

2. Daycare Regulations No 52 of 2005, published on page 3332 of the Official Gazette Issue No 4715 dated 1/8/2005, issued pursuant to Article 4 of the Ministry of Social Affairs and Labor Law and its amendments No 14 of 1956.

The establishment of childcare centers is regulated in Jordan. There is also a specific provision granting enterprises and companies the right to establish childcare centers at job sites. Article 4 stipulates:

“Individuals, public and private enterprises, companies, associations and social commissions, officially registered, and any other entity whose staff circumstances necessitate a daycare center, may apply for a license according to the provisions of these regulations”.

3. Instructions for Licensing Childcare Centers No. 1 of 2008

The instructions were passed pursuant to Article 20 of the Daycare Regulations No 52 of 2005, and these instructions included the executive framework for establishing childcare centers in the private sector in Jordan, as well as the special provisions on technical aspects, terms and conditions, and fees.

These instructions also included some exceptions for childcare centers established at places of work, according to the following:

1. Exceptions on site

Article 19: The site where the daycare center is to be established must be:

1. Away from main transportation routes set by the traffic administration, and must be in a housing zone, with the exception of childcare centers established by companies and plants to serve the children of their working women, following a decision by the Prime Minister at the recommendation of the Central Committee of Childcare centers, on condition that all necessary measures are taken to maintain the health of children and they are far from health hazards and warehouses.
2. Away from flammable materials or any items hazardous to public health, and away from places of noise, pollution and high pressure wires. The site cannot have been used in the past as a waste dump or near one.
3. The building should not be in a low area subject to floods and collapses.
4. The roads leading to the site should be safe and paved.

2. Exceptions on the building

Article 20: The building to be licensed as a daycare center must, on the inside and outside, comply with the following:

1. The building must be constructed of permanent construction materials and must fulfill the health, environment and public health terms and conditions according to the valid building codes.
2. It must be on the ground floor with direct access to the street, so that the height of the building is one meter from the level of the street, going up or down, and must have protection railing. If it is a basement level, it must fulfill health and architectural terms and conditions in terms of ventilation and natural lighting. With a justified decision from the childcare centers committee, the daycares established by public departments and companies to serve the children of their staff may be exempted, where there is no ground floor, on condition measures are taken to guarantee the safety and health of the children.
3. The height of the ceiling should be no less than 2.4 meters at least.
4. In all cases, the daycare building must be independent with a special entrance, a special square and special health facilities. In case the daycare is shared in a kindergarten or school building, it must have its own independent facilities, with the exception of daycares exempted pursuant to Article 20/2.

3. Exceptions on the number of rooms

Article 21:

- A. The number of daycare rooms must be no less than 3 rooms, one for newborns, and should be no less than 3 meters in all directions with the exception of the height. The number of children must be proportionate to the size of the room on one hand and the number of care providers on the other, taking into consideration Article 3, item 11, on the number of children allowed to be accommodated in the daycare.
 - B. The Minister may decide, on the basis of a justified recommendation from the field and central technical committees, to license a daycare with a number of rooms less than that stipulated in Article 21/A on condition the age group of children to be served is identified and is proportionate to the area of the daycare, the number of children's rooms, and the number of care providers, and complying fully with them.
4. **Exceptions on the daycare administrator.** Based on the provisions of Article 28/C of the instructions, a daycare administrator with a secondary school diploma may be allowed with ten year experience.

(2-3) Procedures, Policies and Studies Conducted by Government and Non-Governmental Institutions Upon Which Article 72 may be Activated

Policies

This section will review the most prominent Jordanian policies on providing social services that support Jordanian women to increase their economic participation and guarantee their continued work.

1. National Employment Strategy

The social protection and worker rights theme included the rights of workers, public and private sector workers (large / small enterprises), to basic protection, in terms of old age retirement and work injury, health insurance, unemployment, maternity and protection dues granted by worker laws and legislation.

2. Passing the Law “Employment-Technical Vocational Education and Training Fund” of 2008:

In order to fulfill its goals, it handles various duties and responsibilities, including the proposal of public policies for employment-technical vocational education and training along with the necessary plans and programs to implement them without any gender based discrimination.

3. National Strategy for Women Issued by the National Committee for Women's Affairs.

The National Strategy for Women designated a component of women's economic empowerment due to the difficulties faced in political participation and the low economic returns as a result of women doing low wage work or discrimination against them in wages, along with their low levels of vocational training and a higher percentage of working women in the information economic activities. The strategy adopted the following goals:

1. Creating an appropriate legislative environment
2. Increase available economic opportunities
3. Increasing the percentage of women's participation in decision making positions.

In this regard, the National Committee for Women's Affairs has advocated with the Prime Ministry, the Ministry of Public Sector Development and the Ministry of Justice to include in the Civil Service Regulations the provisions necessary to provide a daycare center for the children of male and working women in addition to providing logistical services to women in terms of transportation and childcare centers. This would increase the percentage of women's participation in the labor market and enhance the productivity of working women because they are comfortable that their children are being taken care of and they are comfortable with the environment they are in while they are working.

4. Activation of Inspection at the Ministry of Labor in February 2013

The Jordanian Minister of Labor stated that most private enterprises that employ twenty working women with ten children must comply with Article 72 of the Labor Law.

5. National Council for Family Affairs

The National Council for Family Affairs is establishing ten model childcare centers in the Kingdom in partnership with the following organizations:

- Hashemite University
- Royal Medical Services, serving the children of 2,900 nurses
- Ministry of Planning
- National Council for Family Affairs.

6. Jordanian National Childhood Plan (2004-2013) and the "National Agenda"

This included provisions that urge the expansion in public childcare centers especially in rural and poor areas, thus increase total enrollment rates by 50% by 2012 and 60% by 2017.

7. Women Judges Support Fund

In terms of the judiciary, a Women Judges Support Fund was established to offer facilities to women judges and guarantee harmony between their official duties and their family requirements, such as providing childcare centers for the children of women judges.

Relevant Studies

According to Ministry of Social Development statistics, the number of registered kindergartens as of December 2009 was 800, including 283 in the private sector, 61 run by voluntary organizations, 456 belonging to enterprises and five under the umbrella of the Ministry. The Ministry monitors the performance of existing childcare centers and enforces the Childcare Centers Regulations No 52 of 2005 as well as the Instructions for Licensing Childcare Centers No 1 of 2008 and the Instructions for Public School Childcare Centers No 1 of 2008 issues pursuant to the regulations. Childcare Centers found in violation are temporarily shut down until they address the violations. Childcare Centers are for children from 0 to 4 years old.

A review of the studies to enforce Article 72 of the Labor Law reveal the following:

1. Study in 2009 by a number of researchers and the National Committee for Women’s Affairs to outline a vision for a series of daycares and kindergartens for children of working mothers

The idea of the study was to create a vision for a project to establish a not for profit company to manage a series of model daycare centers and kindergartens to care for the children of women working in the public and private sectors between the ages 0 and 4 as well as 5 and 6 year olds throughout the governorates of the Kingdom, taking into consideration the geographic area of each governorate and the geographic distribution of the areas where there are enterprises and public departments.

Vision adopted by the Study

- Establish daycare centers in a number of governorates
 - o To guarantee that public and private institutions allocate an appropriate place
 - o The daycare centers are established near government department complexes in the governorates
 - o Daycares are established in a number of public and private schools, if necessary
 - o Establish 1 – 2 daycare centers or kindergartens within the scope of the geographic area in each district in the governorate
- Accommodation capacity: Between 30 and 40 children in each daycare center and between 10 and 30 children in each kindergarten
- Working hours: Working hours between 7 am and 5 pm
- Reasonable monthly fees that encourage the mothers based on the outputs of the project and the estimated cost, covering only operational costs.
- Estimated cost of establishing a single daycare center or kindergarten:

Item	Estimate Cost (Jordanian Dinar)
Expenses of daycare centers and kindergartens (communications, rent, licensing, water and electricity, maintenance, miscellaneous).	3000 – 4000
Cost of furniture, equipment and tools (internal and external)	10000 – 12000
Employees (administrator, 6 daycare staff, 3 teachers)	1550 monthly

Legal Format of the Project: Not for profit company subject to the provisions of the Companies Law.

The law: The study did not demand any amendments to the regulations or instructions governing kindergartens.

2. Study by Save the Children and the Ministry of Social Development entitled “Initial Assessment on Daycare Centers in Jordan”.

The study talked about the importance of establishing daycare centers in Jordan as a result of the increased need, assessed the status of daycares registered with the Ministry of Social Development, looked at the type of services offered to children in daycare centers and the qualifications of their staff, as well as assessing the level

of coordination and support at the technical and administrative levels from the Family Administration at the Ministry of Social Development to monitor the status of daycare centers.

3. Study by the Social Security Corporation on the feasibility of establishing a series of daycare centers in Jordan (2011)

Through the study the following was recommended:

- Use a studied marketing campaign to promote the project
- The invested capital was estimated at 1,750,000 JD to start operation
- To guarantee gradual implementation of the project, it was proposed the first year would be a preparatory one for equipping the kindergartens and for training.
- A group of 267 daycare centers would be established within five years to fulfill the needs of the target market. However, the study proposes for the purposes of financial feasibility establishing 12 centers in the second year following the preparatory year, 25 in the third year, 50 in the fourth and 100 in the fifth year. These are distributed throughout the governorates of the Kingdom.
- The study anticipates the enrollment of 4,550 children in daycare centers in the school year 2010-2011, and it is anticipated the number of children enrolled would increase by 6,650 in 2014-2015 to become 11,200 children.

The study concluded with recommending the establishment of a private shareholding company registered with the Ministry of Industry and Trade in terms of legal structure where the strategic share would belong to the Social Security Corporation to establish the centers.

The law governing the company: Companies Law; in terms of licensing, the competent ministries and bodies (Education, Social Development).

(3) Technical Specifications for Model Daycare Centers

This part proposes a model for daycare centers that fulfills appropriate physical and educational environment specifications, in addition to the required qualifications of the daycare facility administration and staff. This model is based on the local regulations in Jordan set by the Ministry of Social Development and international models of childcare centers in the US, UK and Thailand. The following are the best practices drawn from the four models applied in the four countries to attain the ideal framework and alternative solutions, according to the location.

(3-1) Physical Environment of the Center

The physical environment is prepared to include the following aspects:

The physical preparation of the daycare center is very important in terms of safety and compliance with instructions, but it is also important because it provides an environment conducive for learning. The education process is at its best when the site is equipped properly to take into account the requirements of safety and security for children.

To highlight the full specifications and requirements for this model with its four parts, the report first lists the regulations applied through the Ministry of Social Development, then it identifies the additional requirements that should be applied based on the results of international research and models and personal experiences.

First: Location	
Ministry of Social Development Instructions	International Criteria
<ul style="list-style-type: none"> ▪ The road to the site should be paved and easy to use. ▪ The site should be in a residential area, away from main streets, health risks and pollution. ▪ The site should be established as a permanent building compliant with health and environment criteria as well as safety criteria. ▪ The site should be on the ground floor and accessible from the main street. ▪ In case the site is on the basement level, the ventilation and lighting must be in compliance with health regulations. ▪ The site should have its own entrance, and its hall and facilities are not shared with any other entity. ▪ The external area of the site should be no less than 30 square meters of level ground free of obstacles, paved with concrete, non-slippery, and surrounded by concrete or brick wall. ▪ Part of the external area of the site should be shaded, and a third should be allocated for a sand area that is regularly renewed, with climbing equipment. ▪ The height of the shades should be no less than 2.8 meters, and should be free of pillars or obstacles, and should not be used as a parking area for cars. ▪ All gates should be locked. ▪ The water well should be far from the from the play area, and with a cover no lower than 30 cm, and should be 25 meters away from sewage pipes or other health risks. ▪ A reserve source of water should be available. ▪ Sewage facilities should be available. 	<ul style="list-style-type: none"> ▪ The outside play area, including the equipment, is checked daily for cleanliness, broken toys or any other fixed equipment that may need maintenance. ▪ The gates are secure and locked to guarantee the children stay inside and strangers do not come in. ▪ Assign supervision to all areas of the site to guarantee that all areas of the site are observed, especially if there are isolated areas or L shaped areas. There should always be supervisors near sliding equipment as well. ▪ Boundaries should be set in front of the swings to limit the movement of children in front of them, and thus limit the chances of accidents. ▪ The sand area should be covered daily after use to avoid the presence of animal feces. ▪ The sand is always sieved and cleaned of pebbles, broken toys, dirt and other impurities. ▪ Distances between equipment, buildings and paved passageways are sufficient, and the fixed equipment in the area should be no less than 1.8 meters away from these facilities. ▪ The fixed equipment should be affixed to appropriate surfaces of sand, tree barks, rubber or any other form of soft surfaces. The presence of equipment on hard surfaces may cause injury, and therefore this equipment may never be affixed to concrete, bricks or tile.

Second: Physical Site	
Ministry of Social Development Instructions	International Criteria
<ul style="list-style-type: none"> ▪ A hall for playing and food that is 32 meters in size. ▪ The internal area should be no less than 2 square meters per child and the ceiling height should be no less than 2.75 square meters. 	<ul style="list-style-type: none"> ▪ Select the colors of the childcare rooms according to the color impact table and not arbitrarily. Studies have shown different influences of the various colors on feelings and impressions on the size area and lighting.

<ul style="list-style-type: none"> ▪ Rooms should enjoy sufficient lighting and ventilation, and the window area should be no less than 15% of the total area ▪ The walls should be smooth and the paint should be free of lead. ▪ The floor should be smooth and the tile easy to clean. ▪ There should be a site provided to isolate sick children until the parents arrive. 	
--	--



Third: Toilets	
Ministry of Social Development Instructions	International Criteria
<ul style="list-style-type: none"> ▪ Average number of toilets: One toilet per 15 children. Toilets should have water hoses, and there should be separators between them (see Figure 1). ▪ The height of the sinks should be proportionate to the ages of the children (see Figure 2). ▪ The ratio is one sink per six children. ▪ The toilets should be well-ventilated and equipped with fans to remove odors. ▪ The sewage system should be compliant with health systems. 	<ul style="list-style-type: none"> ▪ The ease of access to toilets and diaper changing areas should be taken into consideration. ▪ Children who need to use the toilet should not be made to walk a long distance before they reach it. ▪ Children should be supervised throughout the period they are using the toilet; the ability of the children should be taken into consideration, and independence should be encouraged to build their ability to act independently in the toilet. ▪ Cleanliness should be guaranteed to reduce chances of disease, and toilets should be constantly cleaned.



Figure 1



Figure 2

<ul style="list-style-type: none"> ▪ Toilets for employees should be separate from toilets for the children. ▪ Liquid soap, towels and toilet paper should be available. ▪ Waste baskets should be available in toilets, with covers. ▪ Diaper changing tables should be close to a source of water. 	
--	--

Fourth: Kitchen	
Ministry of Social Development Instructions	International Instructions
<ul style="list-style-type: none"> ▪ The kitchen is separate from the dining room and its walls should be tiled up to a height of 1.5 meters. ▪ The sink water should be connected to the sewage system. ▪ The floor should be tiled, level, smooth and easy to clean. ▪ There should be sufficient ventilation and fans to remove odors. ▪ Cabinets should be securely locked, away from the reach of children. ▪ The fire extinguisher should be nearby. ▪ The gas cylinder should be placed outside the kitchen, and should be connected through internal pipes. ▪ The size of the fridge should be proportionate to the number of children. ▪ There should be a bottle sanitizer. 	<ul style="list-style-type: none"> ▪ The kitchen supervisor should keep dangerous tools away from reach always, such as knives. ▪ There should be no health risks, and factors of pollution should be limited, including the need to deal with raw meat or chicken according to very strict health criteria. ▪ The ratio of staff to children should be taken into consideration (as detailed later), and the number of employees supervising children in the kitchen should be compliant with the instructions. ▪ There should be a maximum limit per group in the kitchen at the same time, and the area of 2 square meters should be allocated to each child inside the kitchen.

Fifth: Furniture	
Ministry of Social Development Instructions	International Criteria
<ul style="list-style-type: none"> ▪ Landline telephone should be available. ▪ Wooden beds for newborns should be provided with a railing of 30 cm; the mattresses should be covered by plastic and easy to clean. ▪ The beds of children who range in age between 2 and 4 should have a railing no less than 50 cm in height; each child should be allocated a bed, and no two children may be placed in a single bed. ▪ The cabinets for children's belongings should be away from their reach. ▪ The wood shelves for toys and learning tools should be open from both sides, and they should be 21 cm in height, 120 cm in width and 30 cm in depth. ▪ The wooden or plastic seat height should be 	<ul style="list-style-type: none"> ▪ Toys and learning tools should be placed within the reach of children so that they can choose, learn independence and gain confidence. ▪ Signs should be placed on the shelves to make it easier for the children to return the toys to their place. ▪ There should be a special place for storing medicines and cleaning items away from the reach of children, and in a manner that ensures they do not fall off their place. ▪ A changing table for diapers should be made available along with chairs for infants. ▪ It is preferable that the floors of the infants' rooms are fully carpeted, while there should be carpets in the preschool rooms for puzzle

Fifth: Furniture	
Ministry of Social Development Instructions	International Criteria
<p>21 cm, and should be proportionate to the ages and numbers of children.</p> <ul style="list-style-type: none"> ▪ The wooden or plastic chairs should have rounded corners, 45 cm in height, and be proportionate to the ages and numbers of children. ▪ There should be a carpet in the social activity room for children who have recently started to walk. ▪ Personal utensils should be made available (plate, spoon, cup, towels, clothing and diapers) for each child. ▪ There should be safe and healthy heating and cooling during the summer. ▪ There should be a vacuum cleaner. ▪ There should be a post office box for the center. 	<p>and group activities.</p> <ul style="list-style-type: none"> ▪ The room should be arranged to facilitate effective supervision and ensure the highest levels of safety for children. ▪ The traffic and movement patterns should be studied to ensure the following: <ul style="list-style-type: none"> ○ Ability to deal with emergencies ○ Limited spaces for running. Large empty spaces enable children to run. ○ Prevention of children stepping on each other's belongings. The incorrect pattern of movement forces children to step on the belongings of their peers when moving from one area to another, which causes hostilities. ○ The ability of children with disabilities to move. The traffic patterns inside the classroom and the center in general should take into account disabled children. ○ Quiet and safe spaces for sleeping children. Sleeping children should be in an area far from children who are moving from one activity to another to maintain their safety. ○ Cleanliness; Toilets should be far from dining areas. A water source should also be provided near the area where art activities are practiced to ensure hands are washed and a mess is avoided.

Figure 3



Sixth: Learning Tools and Toys	
Ministry of Social Development Instructions	International Criteria
<ul style="list-style-type: none"> ▪ Indoor toys should have a goal; they should be safe, fun, diverse, educational and proportionate to the ages they serve. They can include: skill toys, fabric toys, plastic toys, trains, small cars, rubber balls, picture books, audio-visual aides, drawing and coloring, play dough, musical instruments, and washable fabric and plastic books. ▪ Outdoor toys: Swings, see-saw, and slides. They should be made of durable plastic, and should be safe and proportionate to the ages of the children and their growth. 	<ul style="list-style-type: none"> ▪ Safe durable toys are of good quality, free of lead, bromine and mercury. ▪ Educational toys should be chosen, and watched toys (that operate by battery) should be avoided. ▪ Toys should entrench principles of pluralism and participation, and should not entrench gender stereotypes. ▪ The quantity of toys should be proportionate to the number of children to avoid conflicts. ▪ The toys should be proportionate to the ages of children at the center. ▪ There should be appropriate supervision when selecting toys and learning tools. ▪ There should be places to store toys (See Figure 3). ▪ The selection of toys should depend on child needs, interests, abilities and certainly the importance of learning through play. ▪ The caregivers should select toys that support the goals sought after by the program.

Annex 4 offers proposed tables for toys and educational tools for infants in the preschool stage.

Safety Practices

The safe environment constitutes a main component of good childcare centers, and includes safety for both employees and children, and is achieved when the appropriate safety measures are followed:

The terms of public safety should be guaranteed as follows:

1. Drinking water:

- A. Water Authority provides water to be used for all purposes other than drinking and cooking.
- B. Water is to be kept in closed water tanks away from pollution sources.
- C. 1 cubic meter of water is provided per 25 children.
- D. Water sources are completely insulated from the sewage system.
- E. A water filter is available in the kitchen and in water coolers that the children can reach.

2. Electricity:

- A. Cover for the electricity meter according to Civil Defense Directorate instructions.
- B. All electrical outlets are secured and covered.

3. Other safety terms:

- A. Smoking is prohibited in all center areas.
- B. Gas cylinder is stored outside.
- C. Ongoing maintenance of games and fixed equipment.
- D. Fire extinguishers are available and staff is trained on using them.
- E. Fire extinguishers and smoke detectors are available according to Civil Defense instructions.
- F. Responsibilities are divided among staff in case of fire, and each is made aware of responsibilities.
- G. Regular drills are practiced in case of fire.
- H. Protection is installed on heating units.
- I. First aid kit is available.

In addition to the above, there is an annex on the list of safety factors in various areas of childcare centers which must be complied with always.

Ideal Arrangement of the Location:

Room for Newborns and Recently Walking Children

The following must be taken into consideration in general:

- Arrange the room so that all the children can be seen at all times.
- Allocate a special place for each mission and activity.
- Organize the room in a model manner.
- Clearly identify the areas that need protection such as those where infants play on the floor.
- Make a traffic pattern and allocate passages with low separators when necessary.
- Make the locations and tools for activity and play accompanied by noise far from relatively quiet areas.
- Choose surfaces such as carpet or vinyl according to the nature of the area's use.
- Allocate comfortable areas for adults.
- Allocate different levels for newborns, recently walking children and two year olds that enable them to explore.
- Provide lighting from different sources.

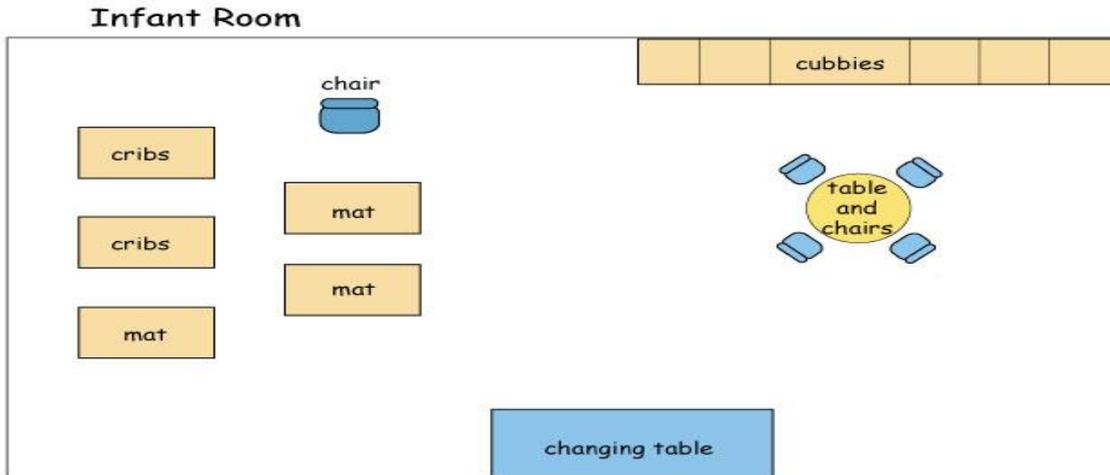
The three main areas in the classroom are:

- A. Sleeping and nursing area
- B. Eating area
- C. Experience acquiring area

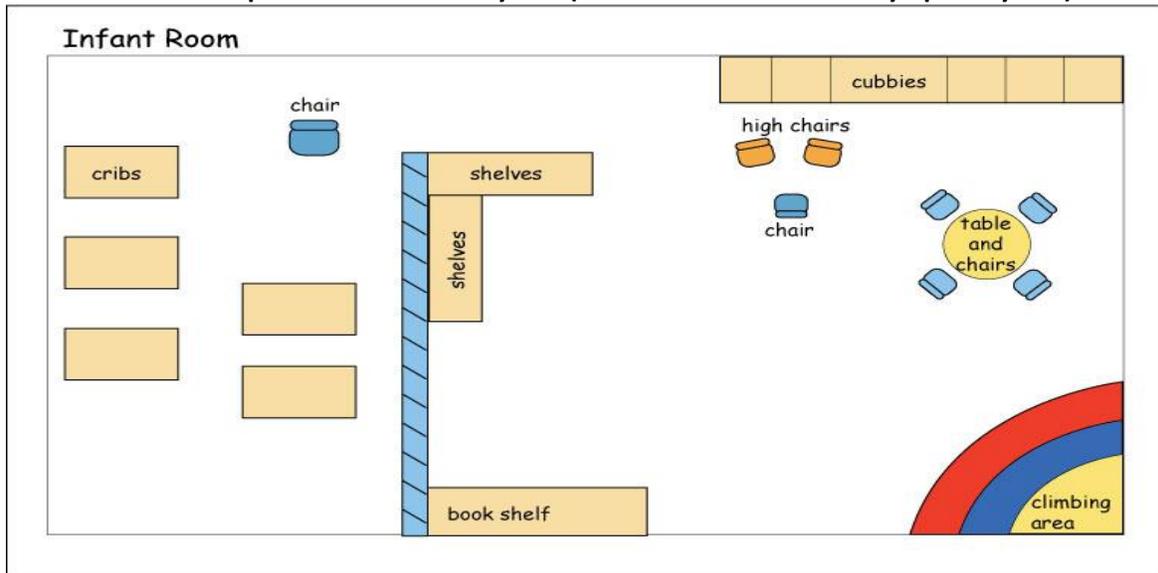
Comments

- Infants: Need soft and comfortable areas.
- Mobile infants: Need a protected and soft area to crawl and a handrail to support them when trying to stand. They also need a covered floor full of soft toys and books made of fabric.
- Recently walking children: The area above may also be used for this group of children, with the addition of other toys and tools to learn from and experience, along with the designation of a climbing area to develop major motor skills. Recently walking children and two year olds can use the table and chairs to eat and for other activities.

Proposal for a Daycare within Minimum Acceptable Standards (area for infants from 1 day up to 2 years)



Proposal for an Ideal Daycare (area for infants from 1 day up to 2 years)



Preschool Room (Children from 2 – 4)

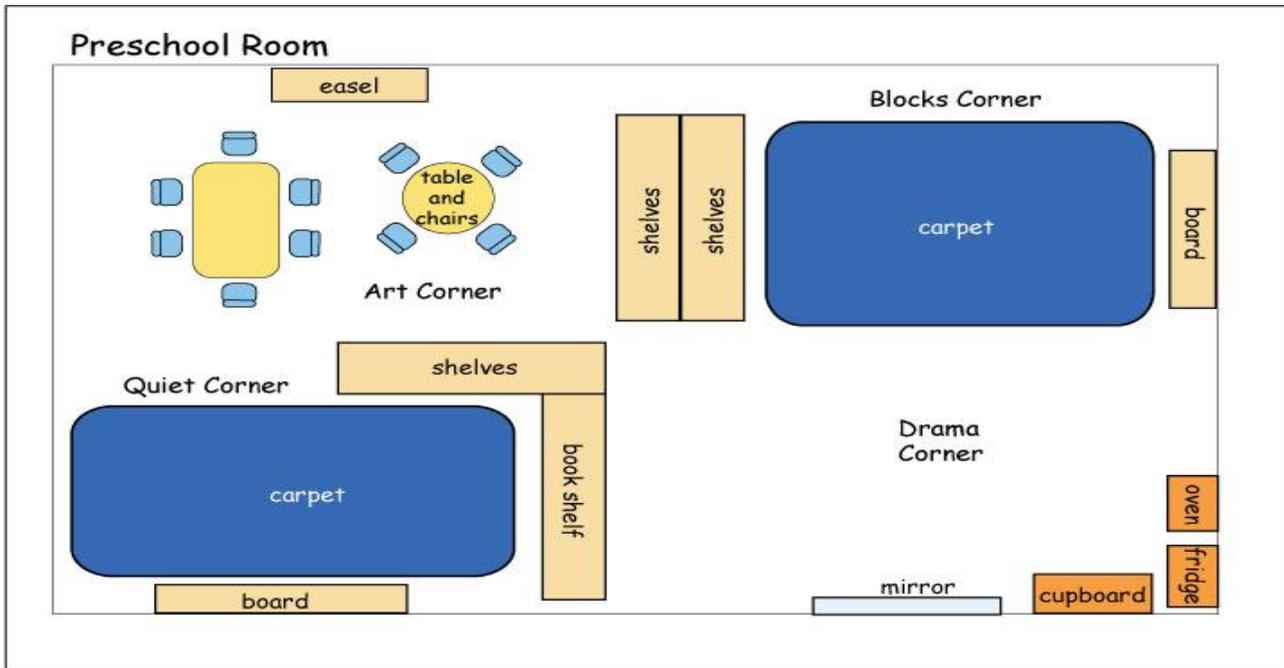
The classroom is divided into four main centers or corners for learning: building shapes, art, drama, and a quiet corner. Each of these central areas provides clear activities for small groups of children using different materials.

The child can choose to use one or more corners during activity time. The children may want to work quietly, and for that they would choose the art corner or the quiet corner. As for the drama and building shapes corners, there is a lot of activity and social interaction. When the child finishes his activity in a certain corner, he must clean up after himself and move to another corner to do other things. All activities and missions are centered on one theme or context.

The following must be taken into consideration when dividing the classroom:

- The art corner should be closest to the sink or any other source of water.
- Electrical outlets, radiators, windows, doors and exits are a decisive factor in arranging corners.
- In case of the lack of an open and / or closed areas separators should be placed in the room, and for this purpose, a soft surface of foam may be used, a mobile sport forest, a sliding door or a mobile piece of furniture.
- Other central corners or areas may be added to the classroom according to levels of interest, such as a science table with a magnifying glass, magnets, tree leaves, rocks and pebbles, in addition to posters and pictures. A music corner for example can include CDs and a CD player, with simple musical instruments.
- The areas are identified clearly using storage units.
- The shape building and quiet corners require a carpet for the child to sit on while practicing his activities and this is also used while sitting together in a circle or during group activities. The art corner represents an area of disorder, and therefore it is preferable for the floor to be made of easy to clean tile. There should also be tables and chairs for the children to use.
- It is preferable to have wall panels displaying the children's work, and when this is not available they can be displayed on the walls directly.
- Units for keeping the children's things can be placed outside the classroom directly if there is insufficient room inside. These units should have a cubicle for each child bearing his name. It is also preferable to have coat hangers for the children's jackets.
- The places where the child cots are kept, along with blankets, should be further away until the time when they are needed.

Plan for a Children's Preschool for Ages 2-4



(3-2) Educational Environment

The educational environment dictates the actual working framework of the model. After concluding the physical arrangement of the classroom the educational environment must be prepared. In order to fulfill the goals and purposes of the program, the philosophy, curriculum and daily activities must be prepared.

A. Child Development from Birth to Four Years

The way the classroom and activities are organized depends on the phases of development for the children who will be occupying the room. Therefore, it is necessary to identify the characteristics of each age group and the elements of development in them to identify the goals of the daycare center. Child development can be divided into four main aspects: social/emotional, physical, cognitive, and linguistic. All these are tied to one another, and the development in each affects and is affected by the three other ones.

B. Philosophy

There are multiple early childhood learning philosophies used in childcare centers around the world. Examples of these include the Montessori, Progressive, Waldorf learning programs, among others. Based on the published research and studies, and years of direct interaction and work with children, in addition to the study and review of several philosophies in various countries and models, the Development philosophy is the most prevalent and suitable for the Jordanian context. The development philosophy can be summarized as follows:

This philosophy is considered the most prevalent among the philosophies of childcare centers in the United States. The developmentally oriented program focuses on the physical, cognitive, emotional and social aspects of child development. The classroom is prepared according to a practical system and a mix of activities that don't need supervision and activities that do need teacher supervision. The development classroom represents interactive environments of an informal nature.

This proposed method takes advantage of the benefits gained from spontaneous learning which fulfills that natural curiosity in children, and links between what is learned and the world surrounding the learners. When implementing the “Development Philosophy” specifically, and in an organized and correct manner, the following results will be achieved for children:

- A. Increased ability to draw conclusions, solve problems, and think rationally
- B. Tendency towards innovation
- C. Improved language and enriched vocabulary
- D. Created sense of responsibility and respect
- E. Increased knowledge on any topic
- F. Self-respect and self-confidence
- G. Skills in group work

The philosophy must focus on creating life-long learners through providing children with positive learning experiences and helping them acquire positive attitudes towards learning and school. This philosophy must be executed using “learning through play”, which means the caregiver plays the role of facilitator and an interactive role with the children. This method fully focuses on the children and the holistic development of children physically, cognitively, emotionally and socially, and is based on respecting the children as individual entities with various backgrounds, natures and cultures. It also recognizes a variance in their levels of abilities and their rates of development and growth. Therefore, it is important that development methodologies are followed that are in line with the points of strength and weakness in each child to help them improve their talents and overcome their challenges.

C. Curriculum Goals and Program

The term curriculum means the topics that are taught and the way they are taught. Therefore, when choosing or creating a curriculum for childcare programs, many factors must be taken into account:

- A. Ages of the children
- B. Child behavior and learning needs
- C. Linguistic and cultural backgrounds of children
- D. Economic status of children
- E. Previous experiences of the teacher, and the possibility of ongoing training

These factors must be focused on when developing curricula, content, and identifying target outputs of learning/development. Based on the clear curriculum and development outputs, the teachers or supervisors can identify more accurate achievements so that the children can work on achieving them with the end of every year. These achievements must be in line with the international development phases for children, and caregivers must ensure children acquire the expertise and provide the resources that should support their growth and development. Caregivers should also execute effective strategies to monitor the children and assess them in order to respond to their needs. The general goals of the program include:

- A. Developing self-confidence in the children
- B. Developing independence and self-reliance
- C. Developing fine motor coordination
- D. Developing major motor skills
- E. Developing positive social skills
- F. Developing child’s understanding and respect of the society around them
- G. Learning appropriate and acceptable methods of expressing various feelings
- H. Developing rational thinking and problem solving skills

I. Developing language acquisition skills

The most fitting for the philosophy above is the subject based curriculum. The topics are based to begin with what is important to the child and his world and then expand gradually with the development of knowledge and skills acquired by the child. This means that the topics start with the topic “everything about me” then move on to “my family”, “my school”, and finally address “jobs” and “transportation”. The topics may be weekly or semi-weekly, according to the topic. The weekly plan that includes the lessons, activities and necessary materials must be ready at the beginning of the week.

The curriculum cannot be rigid, as the supervisors must take technical opportunities whenever they are made available to them during the existing activities, what results from them, or according to what makes the children curious.

The classroom is divided into learning centers (see pages 14-16). The teacher can plan and prepare for the activities in the various learning centers in order to enhance the topic. The teacher here becomes a facilitator, preparing the environment, activities and learning materials to facilitate the children’s experimentation and practice. This will therefore achieve the goals of the program.

D. Daily Activities

Through practice, it was found that there are a number of activities that take place in the same order every day, giving the children a sense of security and order, and thus they know what to expect and what is expected of them.

As for newborns, there is no daily order for them. They are fed when they are hungry and placed in their cribs when they are sleepy. Service providers must talk to them, play with them, read to them and sing for them when they are awake and happy. Their basic needs must also be met, including food, diaper changes, ensuring they are comfortable and facilitating their sleep. As for children who have just started walking, and in preschool phases, the daily routine includes “lessons”, class activities, rest times, diaper changes, food and playing in the yard. This can be organized according to the following daily program:

7:30-8:30 free play, puzzles on the table
8:30-9:00 breakfast time
9:00-10:30 activity time
1:30-11:30 yard play
11:30-12:00 music and activity
12:00-12:30 lunch
12:30-1:00 diaper changing/story reading
1:00-3:00 nap time / rest time / light snack
3:00-3:30 art
3:30-4:30 free play
4:30-5:00 story time

(3-3) Daycare Center Administration and Staff Qualifications

The center must have an administrator mandated with the administration of the center, supervising the the services, managing the use of records, forms and surveys, and following up on the performance of staff and assessing it.

There are many academic qualifications that must be fulfilled by the staff of these centers, and a character study and assessment must be made for them in the area of childcare. Working with children in the early years of life, which constitutes the most delicate stage, requires certain characteristics, such as responding to the children, vitality, cheerfulness, a positive outlook and patience. These characteristics guarantee the children receive sound care and learning.

There is a specific ratio of staff to children in these centers according to the instructions of the Ministry of Social Development. According to Article 35 of the Instructions issued by the Ministry of Social Development, the ratio should be as follows:

- One daycare employee for every six children under one
- One daycare employee for every eight children between one and two years of age
- One daycare employee for every ten children between two and four years of age

In the United Kingdom, the education criteria in early childhood dictate the following ratios:

- One daycare employee for every three children from birth until two years of age
- One daycare employee for every four children between two and three years of age
- One daycare employee for every eight children between three and five years of age

There are also specific duties for employees of childcare centers:

- Provide a safe and healthy environment
- Implement the curriculum
- Create an innovative learning environment
- Guide the students, facilitate activities for them, assist them, and follow-up on their movement
- Assist the parents in understanding their children and their development characteristics better
- Work on personal development and capacity building

As the philosophy of the proposed daycare does not depend on giving instructions or the stereotypical method, the daycare employees must train on how to correctly and appropriately implement it. This training and professional development must be an ongoing process that starts with learning about the philosophy and the concepts up to the level of practical implementation. Refresher courses and success stories are imperative to ensure daycare staff acquires new methods and greater understanding, in addition to developing a sense of innovation and motivation.

Components of Staff Capacity Building Plan

1. Preliminary training: Staff training before the daycare is in operation is essential. The employees must be introduced to the basic features of child development by age and apply the objective method and proper arrangement of the location, as well as the correct use of various areas.

Training workshops in this phase include the following topics:

- A. Development and its features in newborns up to four years of age
- B. Working with infants and recently walking children
- C. Healthy and safe environment
- D. Communicating with children
- E. Monitoring and assessing children

- F. Dealing with the parents and with family disputes
 - G. Guidance, discipline and class management skills
 - H. Developing motor and linguistic skills
 - I. Motivating motor and social/emotional skills
 - J. Math and science
 - K. First aid
2. On-job training: An on-job training program must be created to guarantee the effectiveness of the “preliminary training”. This training allows caregivers to start actual implementation of center’s philosophy. This training includes practicing skills of unleashing curiosity and children’s interests, responding to their questions and dealing with conflicts among them. This training will take one month (including both topics), then at a rate of one day a week the following month. This training addresses the following:
- A. Curriculum implementation and objective methodology
 - B. Planning subject activities
 - C. Daily activities
 - D. Assessment of child development in the four areas
 - E. Communication skills with children and parents
 - F. Respect for pluralism and personal differences
 - G. Self-assessment for caregivers
3. Follow-up: To guarantee the Center’s sustainability, enhance commitment and develop a sense of achievement in caregivers, there should be observation, follow-up visits, refresher courses, assessment of the physical site and the performance of each employee; follow-up visits allow caregivers the opportunity to ask for information and / or assistance in certain areas. The trainer sets the time when there is no longer a need for follow-up visits based on the assessment of the childcare centers.

As a result of the limited technical and administrative capacities of the Ministry of Social Development to fulfill these duties and provide quality training, it is proposed to contract a private company or a group of specialized advisors to conduct capacity building and teacher training, according to the following mechanism:

- Rapidly train caregivers in those centers, whether current or established.
- Build the capacities of certain groups of Ministry of Social Development employees to enable them to handle capacity building and its transfer to childcare centers.

This could also be a joint project where the group of advisors specialized in child education and growth and accredited teacher trainers (such as accredited trainers or a group of university professors in the area of childhood education, or other experts in this field) handle the first type of training (and it is directly implemented with the administrations and caregivers at the daycare center) while a civil society organization (such as the Queen Rania Academy for Teacher Training or Ask for Human Resources Development or KADER) works in parallel with this to build the capacities of the Ministry of Social Development staff.

(3-4) Quality Assurance and Sustainability of Services Offered to Children

To guarantee the quality of services offered to the children at daycares, a quality assurance system must be developed and implemented. The development of such a system represents a complex process that includes the development of criteria, operations and tools, in addition to training, capacity building for administrators and employees, as well as those who will be implementing the system of administration and assessment of childcare centers. The quality system also requires the selection of a national institution to administer it, such as the Ministry of Social Development.

There is another simple method of quality assurance, which is holding the administration of childcare centers accountable to the employers (the company) and the parents. It is necessary to include the employer and the community to create a sense of responsibility in the center's employees towards their work and the quality of education and care they offer to the children. This allows the employer, administration and parents to learn if there are any issues or challenges that must be addressed to guarantee the provision of high quality care to the children.

This is done gradually to create a unified quality assurance system for the plan in the long term, and until then, each existing daycare center will use its internal regulations for quality assurance. This would be a transition into the unification of those internal systems, to create harmony among them, in order to facilitate of the process of building a national system for quality assurance and reduce its costs.

Quality assurance includes the following main aspects:

1. Administration and leadership
2. Health and nutrition
3. Physical environment
4. Teacher
5. Child development assessment
6. Relationship with parents and community

In spite of this, childcare centers can, before the creation of the official national level quality assurance system, use several methods to obtain feedback from the parents and their opinions on the center's quality and services, including a suggestion box, parent administration meetings, open days at the center, focus group sessions, service recipient satisfaction surveys, etc. The administration must be clear and transparent in its goals, especially those that relate to child development education, so that the parents understand the level of expectations, thus making their assessment based on sound information and objectives to the best level possible when reviewing the main elements acquired by their children compared with the expectations that they made the center responsible for achieving.

(4) Study Recommendations:

First: Legislative Component:

Based on the assessment of Article 72's legal framework, the following procedures are recommended:

1. Amend Article 72 of the Labor Law to include:
 - a. Encouragement of employers and businesses to cooperate among themselves to establish joint daycare centers for the children of working women
 - b. Charging working women a percentage of the cost in return for their children's benefit from these locations
 - c. Establishing a fund to support a daycare center for the children of working women at the level of the governorates.

2. Issue regulations by the Council of Ministers at the recommendation of the Minister of Labor based on Article 4 of the Ministry of Social Affairs and Labor Law.

3. Issue special instructions on the licensing and establishment of daycare centers for the children of working women by the Minister of Social Development pursuant to Article 20 of the Daycare Licensing Regulations No 52 of 2005. The main changes and exceptions that the new instructions should address to simplify daycare licensing conditions for employers- in the workplace :
 - The new instructions will be the legal reference to enforce Article 72 which has been in the Labor law for a significant amount of time but had no means to be implemented due to lack of instructions.
 - The instructions will be implemented on the public , private and not for profit organizations
 - Two committees will be responsible for the implementation:
 - The Daycare facilities Committee headed by MOSD Secretary General and membership of the Director of the Daycare Facilities Directorate, a representative from the Ministry of Education, Ministry of Health, and Civil Defense
 - Technical committee headed by director of the Daycare facilities directorate and representatives from MOE representative, Ministry of Public work and housing, Municipalities, Civil defense, Daycare directorate employee
 - The new instructions to request a recommendation from the Ministry of Labor regarding the establishment of a daycare facility
 - To provide number of technical exceptions for day care facilities in the workplace including:
 - The Location: drop the condition to have the facility far from main roads
 - The buildings: provide more flexibility to have the facility in other floors other than the basement or the first floor, provided they take the needed precautions to ensure children safety
 - Allow more than one organization to share the same day care facilities (this would be helpful in industrial zones or in case of several branches in the same area)

4. Amend the Daycare Licensing Regulations No 52 of 2005 by adding paragraph C to Article 12 stipulating the exemption of daycare centers established at job sites from service fees imposed pursuant to the provisions of that same Article on daycare centers established outside places of work.

Second: Technical Component:

Technical, physical and educational characteristics of daycare facilities within the workplace were proposed within the second part of this study, those to be annexed to the Daycare Licensing Regulations No 52 of 2005, along with including additional alternative safety and security measures related to the workplace to ensure protecting the centers from any possible risks, through:

- Forming a specialized working team to assess the locations of daycare centers at job sites by the Ministry of Labor, Ministry of Social Development, Public Security Directorate and Ministry of Health and with members of the Industrial Zone Directors.
- Creating lists of health risks and risks related to job sites, and distribute them among monitoring teams
- Engaging experts to work on amending the instructions according to the current situation; specifically the drafted instructions should ensure the effective cooperation and coordination among the related stakeholders including the Ministry of Social Development, Public Security

Directorate and the Ministry of Health. Moreover, facilitate licensing and amend their regulations for daycares in the workplace to remove other requirements that can only apply to commercial daycares, encourage employers to take the steps towards establishing daycare facilities within their work facilities, provided that it is sufficiently flexible to accommodate arrangements related to risky job sites, along with the identification of the types of risks.

Third: Funding Daycare Centers for the Children of Working Women and Motivating Employers:

1. Engage males and working women and employers in fulfilling the expenses of their children's benefit from daycare centers through relative deduction from salaries, according to the classification of salaries (symbiotic system for the contribution fund to costs of benefit).
2. Integrate the condition of designating a daycare facility for the children of workers as part of the terms and requirements for the registration and licensing of companies, according to the valid daycare licensing regulations.
3. Offering tax deductions for all equipment related to daycare centers at job sites.
4. Human resource departments in the companies that establish daycare centers for working women handle the selection and appointment of supervisors and caregivers in these centers based on terms of reference issued by the Ministry of Social Development.
5. Guide national enterprises and donor organizations to fund and implement capacity building projects for daycare centers at job sites.
6. Guide loan entities to offer credit facilities in special packages to fund the needs of daycare centers for the children of working women.
7. Fund the establishment of communal daycare centers at specific percentages for the cases where daycare centers cannot be established internally for reasons related to public health and safety, such as factories in the industrial cities.
8. Cancel the fees due for the establishment of daycare centers for the children of working women.
9. Increase the fines imposed on employers who do not comply with the establishment of daycare centers for the children of working women.
10. Ask companies that establish daycare facilities to include the administration and management of the daycare facility within the company's bylaw and re-send for final ratification by the Ministry of Labor.
11. Develop unified internal regulations for the administration and management of daycare facilities in the workplace and share them with all private sector employers.

Fourth: Inspection and Monitoring

1. Form a specialized technical supervision team from among the entities responsible for inspection
2. Identify the documents that must be reviewed during the inspection visits by each department/administration
3. Create a capacity building plan for the inspectors of various departments and administrations
4. Draft a procedural guide for inspection services
5. Create a plan to build the capacities of institutions working on the monitoring and assessment of daycares for the children of working women, including a work procedures guide, a comprehensive training packet, training a team of trainers, and a guide for monitoring and assessment tools and procedures, and the reports issued by them.
6. Raise awareness among employers on the monitoring and assessment system, as well as the guides and tools related to this system, taking into consideration their engagement in trainings.

7. Design an award based on distinction criteria in the performance of daycare centers for the children of working women in order to entrench the culture of quality, distinction in administration and services and benefitting from the award as tools for annual monitoring and assessment. It is preferable that this award is in the form of a grant to fund a new program that develops and sustains the winning center.

Fifth: Awareness and Advocacy

Design programs to raise awareness among relevant stakeholders at daycare centers for the children of working women (employers, working women, local community). These would include motivational letters to employers through various media outlets, social media tools, and to chambers of industry and trade.

(5) Annexes

(5-1) Annex 1 Detailed Recommended Work Plan to Implement Recommendations

As part of the policy activities of the Youth for the Future program in Jordan and in cooperation with Ministry of Labour, a two-day national consultation work shop took place in the Dead Sea from August 16-17, 2013. During the workshop, the Y4F team presented the study’s findings and the recommendations to 51 representatives from the different related stakeholders including national and international agencies, as well as government and non-government agencies like MOL, MOSD, ETVET Fund, local NGO's, employer associations, unions, Sadaqa Initiative, Legislation and Opinion Bureau (LOB), the Prime Ministry and House of Parliament. As a result of the workshop, participants were divided into working groups and developed action plans in five main components to support the activation of Article 72:

First Component : Legal Aspect Recommendations

Recommendation (1) Issue instructions for the purposes of creating special legal regulations to license daycare centers at job sites for the children of working women in the sector		
Mechanisms / Activities	Responsibility	Timeframe
Issue instructions pursuant to the Daycare Regulations No 20 of 2000, to be called “Instructions for Licensing Daycare Centers for the Children of Working women in the Private Sector” aimed primarily at regulating the establishment of daycares at job sites in implementation of Article 72 of the Labor Law.	Ministry of Social Development Ministry of Labor	1. Fifteen days 2. Needs ten days
For the purposes of issuing instructions the following steps are necessary		
1. Send the draft agreed upon by the Ministry of Labor during the workshop to the Ministry of Social Development.		
2. Present the instructions to the planning committee at the Ministry of Social Development and then to the Minister after they are discussed by the planning committee.		

3. Publish the instructions in the Official Gazette		
Recommendation (2) Study the Ministry of Labor's issuance of direct instructions to enforce the provisions of Article 140 of the Jordanian Labor Law.		
Mechanisms / Activities	Responsibility	Timeframe
<p>Article 140 of the Labor Law granted the Minister of Labor the right to recommend to the Council of Ministers the issuance of regulations to enforce the law, including Article 72, and thus the Ministry of Labor based on this may issue special regulations to enforce Article 72.</p> <ul style="list-style-type: none"> • Meet with the Bureau of Legislation and Opinion to discuss the topic • Draft the regulations 	Ministry of Labor and Bureau of Legislation and Opinion	One month
Recommendation (3) Amend Article 72 of the Jordanian Labor Law to include male and working women , not only the children of working women , increase the number of workers from 20 to 30 workers in case male workers are included, and mandate the Ministry of Labor directly with issuing the necessary regulations and instructions to enforce the Article.		
Mechanisms / Activities	Responsibility	Timeframe

<p>Amend Article 72 so that it becomes:</p> <p>A. The institution, company, or any of their branches, that hire no less than thirty workers, must designate an appropriate place under the direction of a qualified caregiver to look after the children of the workers who are less than four years of age, provided there are no less than ten children.</p> <p>B. The requirements and terms of licensing are outlined in instructions issued by the Minister of Labor.</p> <p>4. Issue executive instructions by the Minister of Labor.</p> <ul style="list-style-type: none"> • Submit the amendment of Article 72 to the Council of Ministers for purposes of approving the amendment • Send the amendment provision to the Bureau of Legislation • Send the provision to Parliament • Form community lobby groups to amend the article • Organize workshops and seminars to stress the importance of the amendment and its repercussions on development and the economic balance • Communicate with the chambers of industry and trade and businesspeople associations for advocacy purposes • Communicate with the labor committee in parliament for advocacy purposes • Issue awareness bulletins • Organize radio and television interviews on the importance of the Article and its amendments. • Organize spots and advertisements on the roads, radio and television 	<ol style="list-style-type: none"> 1. Ministry of Labor 2. Civil society organizations (Friendship, National Committee for Women’s Affairs, National Center for Human Rights...) 3. Labor and trade unions 4. Ministry of Labor in partnership with civil society organizations 	
<p>Recommendation (4) Amend the Daycare Regulations No 5 of 2005</p>		

<p>Amend Article 12 of the Daycare Regulations to include the exemption of daycares established at job sites from the payment of fees for their services.</p> <p>Amend Article 12 of the Daycare Regulations No 52 of 2005, to become:</p> <p>Article 12:</p> <p>A. The licensing of daycares shall be based on a decision of the Minister, at the recommendation of the committee.</p> <p>B. The Ministry shall charge service fees as follows:</p> <ol style="list-style-type: none"> 1. Two hundred JD upon issuance of the license for the first time 2. Twenty five JD upon the annual renewal of the license. <p>C. The daycares established at job sites are exempted from service fees.</p>	<p>Ministry of Social Development</p>	<ol style="list-style-type: none"> 1. Submit the regulations to the Planning Committee at the Ministry of Development within fifteen days. 2. Submit to the Minister after the planning committee concludes discussions. This requires ten days. 3. Submit the regulations to the Council of Ministers. 4. Publish in the Official Gazette.
--	---------------------------------------	---

Second Component: Recommendations on Inspection and Monitoring

Create a capacity building plan for inspectors of various departments and administrations		
Mechanisms / Activities	Responsibility	Timeframe
<p>Identify and communicate with supervisory bodies within all relevant stakeholders</p> <p>Identify the number of trainers for each department and the specialized training topics for each department, provided the training includes training on the use of the procedural guide</p> <p>Contract a specialized entity to develop the training content and create a training plan</p> <p>Implement the training according to a specific timeframe, provided the geographic distribution of the inspectors is taken into account when nominating and implementing the training</p>	<p>Specialized committee of the Ministries of Labor and Social Development in cooperation with a foreign entity</p>	<p>3 months</p>
Develop a Procedural Guide for Inspection Services		
<p>Contract a specialized entity to develop the training content</p> <p>The guide will contain the roles and responsibilities of the various entities along with the new instructions, according to which the inspection will take place, and work models.</p>	<p>Independent entity in cooperation with the stakeholders</p>	<p>One month</p>
Form a specialized technical team consisting of the entities responsible for inspection for purposes of supervision		
<p>The team will work through identifying coordination focal points in the first phase of implementation</p>		
Develop an awareness plan targeting employers to raise awareness on the various roles of the administrations		
<p>Details within the awareness component</p>		
Identify the documents that must be reviewed during the inspection visits by each department / administration		
<p>Appoint an independent body / advisor to work with each entity to identify the documents relevant to inspection</p> <p>Develop a guide for employers that determines the documents to be reviewed by each entity and distribute it during the first visits</p>	<p>Independent entity in cooperation with stakeholders</p>	<p>Month</p>

Third Component: Technical Aspect Recommendations

Recommendation to select another appropriate site in case of health risks (plants and such)		
Mechanisms / Activities	Responsibilities	Timeframe
Explicitly stipulate arrangements on job sites with risks, with an identification of the type of risks, when drafting the new legal instructions	Ministry of Labor Ministry of Social Development	1-3 months
Form a specialized working team to assess the locations of the daycare centers at job sites by the Ministry of Labor, Ministry of Social Development, Civil Defense Directorate, and Ministry of Health in every district with directors of industrial zones as members	Ministry of Labor, Ministry of Social Development, Ministry of Industry and Trade	4-6 months
Create lists on health risks and risks related to job sites, and distribute them among monitoring working teams	Ministry of Labor, Ministry of Social Development, Civil Defense Directorate and Ministry of Health	1 month
Recommendation (2) Working on amending the instructions according to the status quo with the participation of specialists, engaging the Ministry of Social Development, Civil Defense Directorate and Ministry of Health, facilitating licensing and amending the public daycares to encourage employers.		
Develop a technical working team to upgrade the instructions periodically according to the developments	Ministry of Labor Ministry of Social Development Any other stakeholders	Ongoing
Recommendation (3) Ensure flexibility in the selection of the site regarding the number of rooms, without undermining proportionality between number of children and area		
Review current instructions to guarantee fulfillment of the recommendation	Technical working team	1-3 months

Fourth Component: Awareness and Advocacy Recommendations

Recommendation (1) Awareness activities directly targeting employers and working women , and indirectly targeting society at large		
Mechanisms / Activities	Responsibility	Timeframe
Organize roundtable discussions with employers according to the sectors, covered by the media, to include employers, human and financial resource administrations in these companies, to be in parallel with festivals that include exhibitions and workshops, along with representation from social media consisting of a coordinator and team that covers all activities before, during and after the events.	Chambers of Industry Chambers of Commerce Trade Unions Labor Unions NGOs Friendship Campaign	
Adopt a program of legal awareness on Article 72 of the Jordanian Labor Law for companies, before the conclusion of registration procedures.	Ministry of Industry and Trade Ministry of Labor / Social Security Corporation / Maternity Fund	
Present live models of existing daycare centers at employer job sites, to be covered by the media for purposes of indirect lobbying. These models can be presented in all awareness activities / success stories and video.	Ministry of Labor Media outlets NGOs	
Awareness lectures at various job sites targeting women working in various areas to introduce Article 72, and produce brochures to be distributed.	Worker unions, media outlets, Ministry of Labor, NGOs	
Recommendation (2) on advocacy to amend and activate Article 72 of the Jordanian Labor Law		
Organize district wide workshops to which MPs representing those areas are invited along with the Governor and representatives from the Ministry of Labor, Municipalities and associations working in these areas. Case studies of families (men and women) suffering from the non-implementation of this provision will be presented at these workshops.	Ministry of Labor Friendship Campaign Associations working in those areas	
Conduct personal visits to MPs explaining the importance of amending Article 72 of the Jordanian Labor Law, before the law is presented to Parliament	Friendship Associations working in each area	
Gain the support of opinion leaders through a short film to be broadcast through various media outlets, discussing the importance of amending the Article and activating it	Friendship Campaign Radio Al Balad	
Recommendation (3) on inspection, monitoring and activating the law in 162 companies		
Adopt the issue by entities responsibly for the second to pressure companies working within these sectors and present the issue during official meetings of the sectors (Banking Association, Private School Owners Association)	Ministry of Labor	

Media coverage and social media to encourage the companies that have not implemented the law through broadcasting films where companies have been honored for implementing this article of the Labor Law, to encourage competition among non-compliant companies	Friendship Campaign NGO's	
Activate the hotline, increase the number of labor inspectors, and double the penalty and fine in case of non-compliance	Ministry of Labor	
Convene meetings between the Ministry of Labor, Ministry of Social	Ministry of Labor	
Funding Cost of Salaries		
order to present the comments and objections to the terms applied as well as the violations	Development Friendship Campaign	Timeframe
Mechanisms / Activities	Responsibility	

Fifth Component: Recommendations on Funding and Incentives for Employers

<ul style="list-style-type: none"> Directly deduct from the salaries of the male and working women , as well as the employers, provided the deduction is based on a salary percentage and according to various salary scales provided they do not exceed a certain percentage, according to actuarial studies carried out by the Ministry of Labor and the private sector 	<p>Explicitly state this within the bylaws of the companies, with approval from the Ministry of Labor, based on a unified formula for all private sector companies</p>	<p>Within 6 months</p>
<p>Finance the cost of training, capacity building and employment</p>		
<p>Mechanisms / Activities</p>	<p>Responsibility</p>	<p>Timeframe</p>
<ul style="list-style-type: none"> Draft terms of reference for the appointment of caregivers in these daycare centers by human resource departments in the companies, in compliance with the Ministry of Social Development requirements in this 	<p>HR and Ministry of Social Development</p>	<p>1–2 months</p>
<p>Finance costs of infrastructure and equipment</p>		
<ul style="list-style-type: none"> Develop capacity building plans and implement them by a specialized institution and according to a national system in return for financial returns, provided a portion / percentage of training costs 	<p>Ministry of Labor National Institution / training service providers ETVET</p>	<p>6–12 months</p>
<p>Finance costs of infrastructure and equipment</p>		
<p>Mechanisms / Activities</p>	<p>Responsibility</p>	<p>Timeframe</p>
<ul style="list-style-type: none"> Stipulate the allocation of daycare centers within the terms and conditions for company licensing, and explicitly within the instructions of company establishment Offer tax breaks for the equipment and furnishing of daycare centers at job sites (incentives) Finance the equipment and furnishing of daycare centers at job sites through offering financial facilities (incentives) Finance the establishment of joint daycare centers at specific percentages for the cases where daycare centers cannot be established internally for reasons of public health and safety such as plants at industrial cities (incentives) 	<p>Form a committee of the Ministry of Industry and Trade, representatives of the chambers of industry and trade, Greater Amman Municipality, Ministry of Finance, Industrial City and Development City Administrations, and the ETVET</p>	<p>6 months from the date of committee formation</p>

Cover the cost of licensing daycare centers at job sites		
Mechanisms / Activities	Responsibility	Timeframe
<ul style="list-style-type: none"> Cancel the fees of establishing daycare centers at job sites (zero cost). Motive for employers Increase the funds for not establishing daycare centers at job sites 	Ministry of Social Development Ministry of Labor Ministry of Finance	6 months at the most
Finance the cost of administration and requirements of occupational health and safety		
Mechanisms / Activities	Responsibility	Timeframe
<ul style="list-style-type: none"> Identify the entity responsible for administering and operating the daycare center within the internal regulations of the Company Create instructions for the draft bylaws by the Ministry of Labor to obligate employers. 	Employer Ministry of Labor	One month

(5-2) Annex (2) Instructions for Licensing Daycares for Children of Private Sector Working women Issued Pursuant to Article 20 of Daycare Regulations No 52 of 2005

Article (1)

These instructions shall be called the Instructions for Licensing Daycares for Children of Private Sector Working women No () of (), issued pursuant to Article 20 of the Daycare Regulations No (52) of (2005), and shall come into effect from the date of their publication in the Official Gazette.

Article (2)

- A- Establishments, companies, or their branches operating in the Kingdom, employing twenty working women or more, with children in childcare age (one day up to 4 years), must create a place to care for the children of the working women , inside the establishment or near it, provided there are no less than ten children.
- B- More than one establishment or company may create a joint location to care for the children of their working women in a location near the headquarters of these establishments or companies.

Article (3)

Daycares for children of working women that are created by the establishments or companies shall be considered an integral part of them.

Article (4)

The daycare shall be created by a decision of the Minister of Social Development, at the recommendation of the Central Committee.

Article (5)

The daycare primarily aims to:

- a. Provide a safe working environment for workers and offer support services for them.
- b. Guarantee the best interests of the children of working women who are of daycare age, from one day up until four years.
- c. Increase the economic participation levels of working women, which reflects on the GDP.

Article (6)

The Minister of Labor shall nominate a representative of the Ministry of Labor and another from the private sector to the technical committee formed pursuant to the provisions of Article () of the Regulations.

Article (7)

- A. The employer shall apply for licensing to the Social Development Directorate at the Governorate or District in whose jurisdiction the daycare is located, along with the following documents:
 1. Copy of the registration certificate of the establishment or company
 2. Lease contract, legally certified, in case the property is leased
 3. Valid occupation license
 4. Written pledge from the individual authorized to sign on behalf of the establishment or company, pledging to open the daycare within three months at the most.
 5. Recommendation by the Ministry on the establishment of the daycare pursuant to the provisions of Article 72 of the Labor Code.

Article (8)

The Minister shall issue a justified decision of approval or denial within two weeks from the date of the committee's recommendation.

Article (9)

The location created to establish the daycare for worker's children shall take the following into consideration:

- 1- A room is chosen within the building of the establishment or company, or a neighbouring building under its authority or the authority of another establishment or company that wishes to establish a daycare for its workers provided the building is appropriate.

- 2- The accommodation capacity for the children shall be determined according to the room's area, at a rate of 2 square meters per child. It should be far from health hazards, flammable warehouses, and any items hazardous to public health, as well as far from sources of sound, pollution and high pressure wires. The location cannot have been used previously as a garbage dump or near it.
- 3- The location of the center should be far from sources of danger and noise.
- 4- Provide an appropriate divide to separate the center's rooms so that infants are separated from older children.
- 5- The building should be constructed of permanent building materials and should fulfill health, environment and public health terms and conditions.

Article (10)

The following specifications shall be adhered to at the daycare:

1. Free of humidity and cracks
2. Smooth walls free of cracks
3. Free of any pillars or obstacles
4. Good ventilation and natural light
5. Windows barred by good screens and protection bars
6. Central heating fit for use, and in case of the lack of central heating, an electric radiator. Mobile means of heating based on fuel and glowing electricity are prohibited.
7. Located on the ground floor of the establishment or company. It may be on another floor of the establishment or company after verifying all means of safety and security for children have been adopted.

Article (11)

The appropriate furniture shall be provided in the daycare as follows:

1. Floor to floor carpeting, appropriate for children.
2. Windows fitted with appropriate curtains in good working condition.
3. Appropriate wooden beds in good working condition with sides the height of 30 cm, to be calculated from the mattress.
4. Filing cabinets for the children's records, containing ID documents for each child.
5. Activity tables appropriate for the children's ages, fit for use and with safe edges.
6. Sufficient seats for the number of children and their ages, fit for use and safe, so that the height of the chair is 21 cm with the back.
7. A special changing table for infants, close to a source of water
8. Small fridge, fit for use
9. Vacuum cleaner in working condition
10. Fire extinguisher in working condition, independent of the school's fire extinguishers.
11. First aid box with: medical gauze, band aides, trusses, sanitizers, regular scissors, and thermometer, inside the daycare and away from the reach of children.
12. Every worker benefitting from the services of the daycare center should provide the personal requirements for her child in terms of food, clothing, diapers, nursing, sleep and hygiene.
13. Educational and entertainment toys such as puppets, building toys, drawing and coloring items, stories, various educational illustrations, and others.
14. Waste receptacles that seal shut inside the center and the health units. No juices, chips, sweets or other items may be sold at the daycare.
15. Internal advertisement panels containing:
 - Daycare center registration certificate
 - Memoranda issued by the Ministry of Social Development or any other government entity

- Daycare's daily work schedule
- List of important numbers

Article (12)

Health clinics must be nearby the daycare center, appropriate for the ages of the children in the establishment or company, and should include the following:

- Easy access to toilets and diaper changing locations must be taken into consideration. Children who need to use the toilet should not walk too far to access it.
- Children should be supervised throughout the time they are using the toilet, taking into consideration the child's capacities, but at the same time encouraging children to be independent and developing their capacity to act alone.
- Cleanliness must be guaranteed to reduce chances of illness. The toilets must be constantly cleaned.

Article (13)

The daycare must have a kitchen independent of the rooms nearby, with adequate ventilation for the purposes of preparing and maintaining the children's food. Its walls must be glazed and it must have a level floor, and a commitment to the following:

- Keeping dangerous tools, such as knives, away from reach
- Closing cabinets securely, away from the reach of children
- Fire extinguisher in working order
- Gas cylinder placed outside the kitchen, connected using internal pipes
- Fridge
- Bottle sanitizer

Article (14):

The daycare should have water coolers for children or potable water containers that the children can use.

Article (15)

All electrical sockets should be covered and the wires should not be exposed.

Article (16)

The daycare must maintain records for the children containing the following:

- Child registration form
- Child birth certificate
- Certificate of freedom from illness
- Family book copy
- Child's photo
- Copy of the immunization records

Article (17)

Children accepted into the daycare must be:

1. Aged one day to four years
2. Children of the working women in same establishment or company
3. Children should be free of contagious and communicable diseases.

Article (18)

The employer shall administer and supervise the daycare and shall appoint an educator according to the following terms and conditions:

- A. Jordanian national
- B. Diploma, at a minimum, in an area of early childhood development. In cases of areas outside major cities where this specialization is not available, the caregiver must, at a minimum, have a secondary school diploma along with a specialized course in childhood.
- C. Not less than 20 years of age
- D. Working fulltime with the children.

Article (19)

One caregiver must be assigned to a number of children as follows:

- 1. One caregiver shall be assigned to every 6 children under one year of age
- 2. One caregiver shall be assigned to every 10 children whose ages range between one and four years.

Article (20)

- A. The monthly wages of the daycare workers shall be determined in agreement with the establishment or company, and they shall be subject to the bylaws of the establishment or company
- B. The establishment or company shall cover the costs of outfitting the daycare.

Article (21)

The daycare shall coordinate with the Directorate of Health under whose jurisdiction the daycare falls, or with the medical entity where the establishment or company workers are insured, to appoint a pediatrician to visit the daycare following a schedule prepared for this purpose in order to medically examine the children in it.

Article (22)

The daycare may not be moved from one location to another inside the establishment or company, or outside it, without the official written approval of the Ministry of Social Development.

Article (23)

Smoking is prohibited inside the daycare and its facilities, subjected to legal liability.

Article (24)

The mothers of the children are prohibited from entering the daycare except during the one nursing hour for no more than one hour a day, and in cases of extreme emergency, to ensure the comfort of the children and that the daycare workers can undertake their duties.

Article (25)

Employees are prohibited from entering the daycare.

Article (26)

The penalties stipulated in the daycare regulations do not contradict with the penalties stipulated in the Labor Code or any valid legislation.

Article (27)

The employer subject to the provisions of these instructions shall be excluded from the fees for licensing daycares stipulated in the regulations.

Article (28)

The licensing shall be renewed annually.

Article (72) of the Jordanian Labor Law shall be amended to become as follows:

A. The establishment or company, or any of their branches, employing no less than thirty workers, must outfit an appropriate location to be under the supervision of a qualified childcare profession to look after the children of workers whose ages are below four years old, provided they are no less than ten children.

B. The licensing terms and requirements shall be set in instructions issued by the Minister of Labor.

(5-3) Annex (3) Members of the Technical Working Group

Name	Job Title	Entity
Working Group Supervision		
Mrs. Rima Al Qaisi	Director of Policies, Follow-up, Assessment and Continuing education	International Youth Foundation
First Group: Funding and Employer Incentives		
Mr. Munther Al Sorani	President of the Association	President of the Private Schools Association
Mrs. Ghada Salem	Policy Specialist	IYF
Mrs. Lana Bani Hani	Human Resources Officer	Jordan Chamber of Commerce
Mrs. Rania Kataw	Human Resources Officer	Jordan Chamber of Commerce
Mrs. Noor Al Mughrabi	Women Empowerment Project Director	German Agency for Technical Cooperation GIZ
Mrs. Asma Abu Asba	Head of Awareness Department / Working Women Directortate	Ministry of Labor
Mrs. Lara Ayoub	Project Director	Roya Channel
Mr. Mohammad Abu Sabha	Fund Director in Charge	ETVET
Mrs. Saja Al Aqrabawi	Researcher	Social Security Corporation

Second Group: Inspection and Monitoring		
Mr. Waleed Al Muheisen	Director of Childhood and Family Directorate	Ministry of Social Development
Mrs. Reem Aslan	Member of Friendship Campaign and National Advisor	Friendship Campaign
Ms. Layla Shobaki	Director of Working Women Directorate	Ministry of Labor
Mr. Kamal Al Maani	Director of Amman Inspection Directorate	Ministry of Labor
Captain Talal Al Jarrah	Employee	Civil Defence Directorate
Dr. Khuloud Al Marashdeh	Researcher	Ministry of Labor
Engineer Nancy Abu Hayaneh	Directorate Director	Greater Amman Municipality
Dr. Mohammad Al Abdallat	Directorate Director	Ministry of Health
Third Group: Technical Aspect		
Mrs. Reem Abul Ragheb	Technical Advisor	IYF
Ms. Elda Al Shakshir	Specialized Trainer	Independent
Engineer Rand Al Araj	Labor Inspector / Occupation Health and Safety Engineer	Ministry of Labor
Ms. Dana Hamzooq	School Representative	IAA School
Mr. Mahmoud Samhan	Association Member	Association of Workers in Health Services
Mrs. Khuloud Al Tamimi	Human Resources Officer	Al Hussein Cancer Center
Dr. Suha Tabal	Specialized Researcher	National Council for Family Affairs
Ms. Manal Abu Awwad	Head of Daycare Centers Division	Ministry of Social Development
Fourth Group: Awareness and Access		

Widad Soudi	Poject Director	Pheonex Center
Shireen Mazen	Project Director	Worker Observatory
Omar Al Qaisi	Communication and Media Officer	Ministry of Labor
Hana Jaradat	Daycare Center Administrator	Women's Network
Widad Al Najidein	Legal Advisor	Sisterhood is Global Institute
Mohammad Freij	Project Director	Sawt Al Balad Radio
Randa Nafaa	Initiative Director	Friendship Campaign
Fariza Qamoum	Lawyer	Legal Justice Center
Fifth Group: Legal Aspect		
HE Hamada Abu Nijmeh	Minsitry Secretary General	Ministry of Labor
Noor Al Imam	Legal Advisor	IYF
Dr. Abdul Rahman Thneibat	Legal Advisor	Bureau of Opinion and Legislation / Prime Ministry
Ayesh Al Awamleh	Director of the Legal Affairs Directorate	Ministry of Social Development
Dr. Hanan Al Thaher	Legal Advisor	National Council for Family Affairs
Dr. Eman Okour	President of Economic Empowerment Division	Ministry of Labor
Mr. Adnan Al Sawair	MP	Parliament
Ibrahim Al Soudi	Director of the Legal Affairs Directorate	Ministry of Labor
Fatima Al Dabbas	Legal Advisor	National Committee for Women's Affairs
Vanda Baqain	Legal Advisor	Justice Center
Khuloud Al Qaisi	Legal Advisor	Women's Committee / Trade

		Unions
Nisreen Zureiqat	Legal Advisor	National Center for Human Rights
Faten Najdawi	Employee	General Federation of Trade Unions