



MILLENNIUM CHALLENGE CORPORATION (MCC) CUSTOMS PROGRAM

Gender Assessment

JORDAN CUSTOMS ADMINISTRATION MODERNIZATION PROGRAM

Submitted to:

USAID/Jordan

Submitted by:

ARD, Inc.

159 Bank Street, Suite 300
Burlington, Vermont 05401 USA
Telephone: (802) 658-3890
Facsimile: (802) 658-4247
E-mail: ard@ardinc.com

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ACRONYMS AND ABBREVIATIONS

| | |
|---------|---|
| AMIR | Achievement of Market Friendly Initiatives & Results (USAID/Jordan) |
| ASEZC | Aqaba Special Economic Zone Authority (ASEZA) |
| ASEZC | ASEZA Customs |
| ASYCUDA | Automated System for Customs Data |
| BMTF | Border Management Task Force |
| CAMP | Customs Administration Modernization Program (USAID) |
| JC | Jordan Customs (Department) |
| GOJ | Government of Jordan |
| HQ | Headquarters (of JC) |
| JD | Jordanian Dinar (JD1= \$.708) |
| MOIT | Ministry of Industry and Trade |
| MCC | Millennium Challenge Corporation |
| NGO | Non-governmental organization |
| SABEQ | Sustained Achievement of Business Expansion and Quality (USAID) |
| SMEs | Small and Medium Enterprises |
| UNCTAD | United Nations Commission on Trade and Development |
| USAID | United States Agency for International Development |

EXECUTIVE SUMMARY

The Customs Administration Modernization Program (CAMP), a project funded through the Millennium Challenge Corporation (MCC) Threshold Country Program and administered by USAID, is helping the Government of Jordan (GOJ) to achieve its trade facilitation goals by improving the efficiency and effectiveness of the customs system over the next two years. ARD will assist Jordan in improving its Trade Policy score, thereby facilitating Jordan's qualification for MCC Compact status. At the conclusion of the two-year timeframe, ARD will have helped Jordan Customs reduce the number of days required to import or export a good, as well as the number of documents and signatures required to import or export, and markedly improve its scores on the Heritage Foundation's Index of Economic Freedom "Openness to International Trade" indicator.

Gender is a crosscutting activity under CAMP. As part of start-up activities, ARD conducted a gender assessment between 10 March and 13 April, 2007 to determine the state of gender parity in Jordan Customs (JC), Aqaba Special Economic Zone Authority Customs (ASEZC), and among traders engaged in import and export. The assessment team collected data, to the extent possible, on how men and women are impacted by Customs activities. The team made evaluations on ways to coordinate, collaborate, leverage, add value, and avoid duplication among project components as well as other USAID activities in Jordan. The assessment team developed techniques for integrating gender into the project results framework. A summary of the findings and recommendations follows.

Summary of Findings

Jordan Customs personnel welcome modernization efforts. The Director General, Mr. Ala'a Batayneh, promotes excellence, accountability, and an entrepreneurial spirit within the agency. He has stated in Customs meetings that he wants to **increase the number of women at JC, increase their educational opportunities, and broaden the positions for which they are considered** (within a culturally acceptable framework). Building on improvements begun under USAID's Achievement of Market Friendly Initiatives and Results (AMIR) initiatives, Customs employees are eager to deliver more efficient service to their export/import private enterprise customers, adopt signature elements of Customs "best practices" such as K-9 teams and up-to-date screening devices, provide a fair, professionally rewarding work environment, and establish methods for measuring success.

Modernization to date has made the process of Customs Clearance increasingly gender-neutral. Women business owners engaged in import, export, or transit of goods, state their experiences with Customs have become easier and more impartial as modernization techniques have been implemented.

Opportunities for women employees in Customs activities are currently limited. Some limitations are due to culture or preference. Others (some of which also affect male employees) result from the nature of customs work, the lack of clear career paths, and no active effort to attract women as Customs employees, vendors, or customers. The Director General supports improving professional opportunities for women.

This report did not examine the issue of female labor at manufacturing facilities benefiting from liberal trade agreements between Jordan and other countries. Whereas many women are employed by traders engaged in import or export, and thus may be affected indirectly by certain Customs activities, enforcement of labor laws is not a Customs function, and thus is beyond the scope of this assignment.

Small active efforts exist to buy goods or services for JC from qualified women-owned businesses. On the surface, procurement in Jordan is a level playing field. Any business can respond to a tender offer and awards are made on qualifications and lowest price. Many qualified women-owned businesses in

Jordan are small- or medium-sized, lack access to working capital, and have limited opportunities to interact with Procurement personnel at JC or ASEZC. As a practical matter, these impediments reduce the ability of women to be equal players in Customs procurement.

Summary of Recommendations

Women's experiences as customers (traders), employees, and vendors of Jordan Customs and ASEZC will be greatly enhanced by the following activities which the Customs Administration Modernization Program (CAMP) can, and should, "mainstream" into its program activities, in a culturally respectful way, through

1. Program Level Support

- a. Active and consistent **support** for Gender activities.
- b. Active **procurement** from women-owned businesses
 - i. Solicit bids from qualified women-owned businesses;
 - ii. Buy from qualified women-owned businesses, paying a premium if the cost is within a competitive range;
 - iii. Encourage its local counterparts to do the same; and
 - iv. Establish benchmarks against which purchasing volume from qualified women-owned businesses can be measured.

2. Directorate Level Support

- a. **Advance women employees:** Establish a permanent Women's Working Group to address female employees' concerns.
- b. **Improve Public/Private Dialogue with Women-owned Businesses:** Incorporate women's business organizations and women business owners/managers of key industry sector trade associations into the public/private dialogue at the Director General level.
 - i. Organizations that might be contacted are:
 1. Jordan Women's Forum;
 2. Jordan Forum for Business and Professional Women;
 3. Business and Professional Women;
 4. Jordan Chamber of Commerce (National and Amman Chapter);
 5. American Chamber of Commerce-Jordan;
 6. Young Entrepreneur's Association; and
 7. Sector associations:
 - a. Information Technology Association (Int@j);
 - b. Jordan Association of Pharmaceutical Manufacturers (JAPM);
 - c. Jordan Inbound Tourism Operators;
 - d. Jordan Hotel Association;
 - e. Jordan Restaurant Association;
 - f. Jordanian Tour Guides Association;
 - g. Jordan Garments, Accessories & Textiles Exporters' Association ;
 - h. Dead Sea Products Manufacturers Association; and
 - i. Syndicates of freight forwarders, clearance and bonding agents, and transport companies.

- c. **Support Buy-In from Men:** Include men as both advocates and beneficiaries of women’s professional improvement, enhancing workplace quality for all.
- d. Through **quality monitoring and evaluation**, track progress as follows:
 - i. Use a Gender sub-group (either Women’s Working Group or other) in M&E Implementation Team; and
 - ii. Use Gender Indicators, Results Reporting Table (RRT) and Reporting format.

3. Component Level Support

a. Component 1: Implementation of the BMTF Recommendations

- i. Time release Study:
 - 1. Disaggregate data by gender ownership of businesses.
 - 2. If this is not practical, contact and survey a selected, non-scientific sample of women-owned businesses.
- ii. Single-Window Implementation
 - 1. Develop **Single-Window Experts:** establish a Working group of female and male employees, representing different directorates and management levels, who will become ‘single-window’ experts, a grassroots public relations team.
 - 2. **Actively include** female employees in Single-Window capacity building.
 - 3. **Actively inform** women business owners and women’s business associations about single-window processing, through printed materials, a **Speakers Bureau** of women Customs employees, workshops, conferences, and meetings, especially with key industry sectors.

b. Component 2: Upgrading and Integration of Customs Infrastructure

- i. **Actively recruit** female employees for **ASYCUDAWorld** training.
- ii. To find **new female IT employees**, actively recruit qualified female candidates from IT training programs such as those conducted by UNIFEM’s Cisco Networking academies and Al-Quds College.

c. Component 3: Capacity Strengthening and Training of Customs Officials

- i. Continue improvements to HR system
 - 1. Create clear transparent career and professional development paths (Administrative and Operations).
 - 2. Use a transparent public recruitment process with clear, complete job descriptions.
 - 3. Adopt modern applicant testing using current psychometrics standard tools and behavioral interviewing techniques.
 - 4. Implement 360° performance reviews using modern HR standards.
 - 5. Train managers and supervisors on use and interpretation of new HR procedures.
 - 6. Address the inequitable treatment accorded to women in retirement and family support by-laws.
 - 7. Improve promotional incentives for education; postings expand opportunities for women employees in the areas of smuggling, trafficking in persons, and counterterrorism.
- ii. Increase the number of women employed at JC; improve their educational opportunities; expand their role in inspections, Amman Customs House, and other customs offices, as appropriate.
- iii. Actively recruit qualified prospective female employees, including youth, through:
 - 1. Regular and consistent communication with high-quality training programs (speaking engagements, printed materials).
 - 2. UNIFEM’s 12 “e-Quality” Cisco Networking Academies (www.unifem.org).

3. INJAZ High School Job Shadow Program, Internships, and Job Fair (www.injaz.org.jo).
4. Colleges and universities (job fairs, classroom visits, internships) such as:
 - a. Jordan University (www.ju.edu.jo); especially with the programs of International Trade, Conflict Resolution, Intellectual Property Rights, and diplomas in Business and Law.
 - b. Al-Quds College (www.quds.edu.jo) in particular its Training Center (ICDL, IT, Management and Vocational Training/Customs Clearance) and Diploma Programs (Information and Library Research Management, Finance and Management)

d. Component 4: External Relations

- i. **Conduct Awareness sample** survey of women-owned and managed businesses in Jordan's key trade sectors.
- ii. Use **female Customs employees**, women business owners in all communications materials.
- iii. Use **women-owned media companies** for materials, graphic design, translations and other media production
- iv. **Train women** for the new Automated Customer Service Center
- v. **Actively reach out** to women-owned businesses which are, or are qualified to become traders through:
 1. Workshops on import and export Readiness targeted to women's business associations, and women-owned, managed or employing members of key sector trade associations and business associations

We explore these recommendations in depth in the sections which follow. A suggested timetable for gender-related activities is shown in Appendix 1: Gender Activities Timetable. The critical dates for M&E should be coordinated with our corresponding subcontractor, MetaMetrics. Each recommendation and activity contributes to possible improvements to MCC scores.

There is great benefit to conducting a gender assessment during the start-up phase of a project. It raises awareness at the beginning of topics that impact women throughout the life of the project. CAMP has the opportunity during every task during the next two years to answer two questions:

- ◆ **“Does this activity impact women positively—now and in the future?”**
- ◆ **“What can we do—now—to include women in this task?”**

This report provides information and recommendations so that these questions can be answered affirmatively.

INTRODUCTION

Overview

The Gender Assessment Report for the Customs Administration Modernization Program (CAMP) consists of seven sections. The Introduction gives an overview of the project and its genesis, the gender assessment justification and methodology, a brief description of the country, gender issues, and a detailed discussion of Jordan Customs (JC) and Aqaba Special Economic Zone Authority Customs (ASEZC) activities and organization.

Subsequent sections relate to the four specific components under CAMP, and to Monitoring and Evaluation. We present a summary of each component and the gender impacts within the context of the component. Appendices provide details on the literature reviewed, interviews conducted, and statistics gathered as part of the Gender Assessment.

Gender Assessment recommendations are summarized in the Executive Summary. ARD presents three overall recommendations at the end of this Introduction section. Recommendations specific to a component are found in that component's section. Recommendations for gender-specific monitoring and evaluation are contained in the Monitoring and Evaluation section.

In many cases, recommendations in this report are gender-neutral; that is, their implementation will benefit men as well as women, whether they are traders engaged in export/import, employees of JC or ASEZC, or vendors wishing to do business with these entities. Recommendations of gender assessments are sometimes sidelined, once the "Gender" box has been checked, as somehow being less important than other program objectives. CAMP has the opportunity to benefit women and men by mainstreaming these recommendations into its four components and monitoring and evaluation (M&E) activities.

Customs Administration Modernization Program (CAMP)

The Customs Administration Modernization Program, a project funded through the Millennium Challenge Corporation (MCC) Threshold Country Program and administered by USAID, is helping the Government of Jordan (GOJ) to achieve its trade facilitation goals by improving the efficiency and effectiveness of the customs system over the next two years. ARD will assist Jordan in improving its Trade Policy score, thereby facilitating Jordan's qualification for MCC Compact status. At the conclusion of the two-year timeframe, ARD will have helped Jordan Customs reduce the number of days required to import or export a good, as well as the number of documents and signatures required to import or export, and markedly improve its scores on the Heritage Foundation's Index of Economic Freedom "Openness to International Trade" indicator.

The four components of CAMP are

- ◆ Implementation of the Border Management Task Force (BMTF) Recommendations;
- ◆ Upgrading and Integration of Customs Infrastructure;
- ◆ Capacity Strengthening and Training of Customs Officials; and
- ◆ External Trade Relations.

ARD undertook a Gender Assessment between 10 March and 13 April 2007 as one of the start-up activities under CAMP. It was conducted by Anne G. Williams, Gender Specialist, Development and Training Services, Inc. (dTS, Inc.), one of ARD's U.S.-based subcontractors. This report describes the methodology, findings, and recommendations of that work.

Interviews conducted during this assessment with Jordan Customs staff demonstrate clearly that Jordan Customs personnel welcome modernization efforts, and that the Director General has taken a stand to move JC forward, recognizing the important role it plays in achieving MCC Compact status. Building on improvements begun under USAID's Achievement of Market Friendly Initiatives and Results (AMIR) initiatives, they are eager to deliver more efficient service to their export/import private enterprise customers; provide a fair, professional, and rewarding environment for their employees; and establish methods for measuring success. It is within this welcoming environment that the Gender Assessment was conducted.

ASEZC Human Resources staff contributed data by email. They were cooperative, but the thoroughness and verification of data for purposes of this assessment was limited. ASEZC was conducting recruitment and training for new Customs personnel; the HR staff was slow to respond to questions. The limited English skills of HR meant that this consultant had to rely on the Deputy Chief of Party (DCOP), whose time was engaged in start-up activities.

Methodology

The Millennium Challenge Corporation (MCC) and USAID actively support gender equity, and promote gender assessments as a way to identify how a project can improve conditions for the human capital of a country.

The Gender Specialist first reviewed related documents and then held meetings and interviews with project and counterpart staff, Jordanian gender specialists, and stakeholders in Customs activities at JC. The Gender Specialist interviewed ASEZC personnel by phone and email. A list of those contacted is presented in Appendix 3: Interviews and Contact Information. The Gender Specialist developed recommendations for specific steps CAMP can take to integrate women into all program components.

Jordan, Gender, and Customs

Jordan

In 2006, MCC identified Jordan as a "threshold" country, one committed to addressing specific policy weaknesses in order to qualify for Millennium Challenge Account Compact status. Of the 16 MCC policy indicators (www.MCC.gov), Jordan has committed to improve its ratings in Political Rights, Civil Liberties, Voice and Accountability, Cost of Starting a Business, Trade Policy, and Fiscal Policy.

Jordan is a signatory of the Arusha Declaration (Revised), a statement by the Customs Co-operation Council (World Customs Organization, www.wcoomd.org) which declares the members' commitment to good governance and integrity in Customs functions.

Equality of opportunity, transparency, and accountability of government; institutional effectiveness; regulatory burdens; and non-tariff barriers are measures which, when improved, will benefit women and men in Jordan, bringing the country into compliance with international best practices.

Gender

Jordan's substantial progress towards gender equity has been written about extensively, as even a cursory Web search or reading of the documents reviewed will attest. The country enjoys a high (89.9%)¹ literacy

¹ *Jordan Human Development Report, 2004*, United Nations Development Programme (UNDP) www.undp.org.

rate, good participation by boys and girls through secondary education-level schooling (72.2%),² opportunities for both genders to access vocational training, and burgeoning entrepreneurship. The number of women physicians and advocates (lawyers) increased by 61% and 44 %, respectively, between 2002 and 2005. Literacy, education, job readiness skills, and a culture becoming increasingly comfortable with women in the public workplace are foundations necessary for the continued improvement of the economic climate for all Jordanians and meeting the MCC indicators.

The Government of Jordan (GOJ) is active in changing the laws³ that negatively affect women and their families, recognizing the cost to the human capital of the country. GOJ employs 18% of the labor force; it is also the locus of many lucrative employment opportunities for women, who represent between 37% and 45% (statistics vary) of the governmental work force.⁴ The Departments of Health, Education, Planning, Social Development, and Post/Telecommunications account for 86% of female public sector employees. Jordan Customs offers the highest salaries of any government agency.

These positive steps add urgency to the need to address disparities between men and women. Women’s unemployment rate (25.9%) is double that of men (12.8%). Jordan’s rural female population is poorer, less well educated, has more children, and worse health than its urban counterparts;⁵ 13% of women are illiterate (compared to 4.8% of men). Trade associations and NGOs rightfully advocate for improvements in social and economic spheres throughout Jordan. Jordan’s more active and well-organized women’s advocacy groups include the Jordan National Women’s Forum, the Jordan Forum for Business and Professional Women (JFBPW), the Jordanian National Committee on Women, Business and Professional Women-Amman (BPWA), and the Arab International Women’s Forum (Jordan).⁶

**JFBPW First National
Businesswomen’s Conference:
Challenges for
Women Business Owners**

- Export readiness
- Access to finance
- Access to decision-making
- Punitive tax laws
- Market research skills
- IT skills

The Customs Function and Trade in Jordan

The 50th Session of the U.N Commission on the Status of Women, held in March 2006, recommended “...efforts to enhance trade opportunities for developing countries, in order to improve the economic situation of women.”⁷ CAMP supports this goal through modernization of Customs functions.

The Jordan Customs department (JC) and the Aqaba Special Economic Zone Authority (ASEZC) promote Jordan’s economic interests through its administration of trade. The country is a member of the World Trade Organization (WTO) and World Customs Organization (WCO). It has important favorable trade agreements with the United States, the EU, as well as other countries. Jordan is a land, sea, air, and rail gateway for international trade and tourism,⁸ as shown in Table 1: Jordan Trade Statistics, 2006. Its import/export activities involve a variety of goods. The key sectors of the economy are information technology (IT), pharmaceuticals (manufacture of medicines and R&D), Tourism, Apparel and Textiles, and Mining (including related “downstream” industries, such as Dead Sea beauty products, which in 2002 were a JD52.1 million business). Transportation companies, freight forwarders, customs clearance agents,

² Jordan Dept. of Statistics , www.dos.gov.jo.

³ The Hashemite Kingdom of Jordan, JNCW (2005), the implementation of the Convention to Eliminate all Forms of Discrimination Against Women (CEDAW) in Jordan.

⁴ *The Economic Advancement of Women and Jordan: A Country Gender Assessment.*

World Bank, May 2005; Embassy of Jordan, Economic and Commerce Bureau www.jordanecb.org

⁵ UNDP, op. cit. , Jordan Dept. of Statistics op. cit.

⁶ www.bpwa.org.jo, www.jncw.jo, www.aiwfonline.co.uk. BPWA’s website is under construction.

⁷ www.unifem.org.

⁸ Most trade figures are from www.dos.gov.jo, the Trade and Investment System of the Department of Statistics.

bonding agents and the syndicates or associations that represent them are important private enterprise partners in Customs activities.

Table 1: Jordan Trade Statistics, 2006

| # Visitors | Imports (JD) | Top 3 Imports | Exports (JD) | Top 3 Exports | Top 3 Trading Partners | |
|-------------|---|---|--|--|--|--|
| 1.6 million | Merchandise: 8,159,289,041 Services: 898,700,000 | <ul style="list-style-type: none"> ▪ Petroleum oils, crude ▪ Cellular transmission apparatus ▪ Gas, oil, diesel, solar | Merchandise 3,434,160,307 Services: 1,308,700,000 | <ul style="list-style-type: none"> ▪ Textile garments ▪ Crude potassium salts ▪ Medicines | <u>Imports</u> | <u>Exports</u> |
| | | | | | <ul style="list-style-type: none"> ▪ Saudi Arabia ▪ China ▪ Germany | <ul style="list-style-type: none"> ▪ USA ▪ Iraq ▪ India |

A study conducted in 2006 among 444 women business owners throughout Jordan by the Jordan Forum for Business and Professional Women found that 74.1% do not engage in international trade. Women exporters send their goods to the Gulf Cooperative Council (58.2%); Iran, Iraq, and Afghanistan (18.2%); and Europe (7.3%). The survey did not explore why so few women trade internationally.

Jordan Customs (JC)

JC operates 16 main government Customs facilities and border crossings which, in 2006, processed 871,000 freight clearances for goods in transit or destined for consumption within Jordan. Goods transiting the country reached 6.6 million tons in 2005; 2,933 ships anchored at the Aqaba port during the same year.

In 2007, JC separated from the Civil Service and began operating under “semi-military” By-Laws; its new uniforms resemble that of the police force. These changes have been embraced enthusiastically by the employees. The department operates under a Director General whose leadership style is exemplary. He brings an entrepreneurial spirit to the organization, demanding excellence, accountability, and results. With regard to women, he has stated his intention to improve opportunities for female employees.

JC facilities are located on remote borders, in regional towns, and in urban centers. As of March 17, 2007, JC had 2,655 employees (Table 2: Jordan Customs Employee Data); 483 (18%) work at Headquarters (HQ) in downtown Amman, the location of 20 Directorates. JC administers its own Court and Appeals, maintains labs, and has a Training Center.

JC oversees 13 Qualified Industrial Zones (QIZ) and Free Trade Zones (FTZ). QIZs were established following the 1996 peace accord between Jordan, Israel, and Palestine, and currently house 110 businesses. Goods using raw materials or works-in-progress from one or more of these countries and assembled in Jordan’s QIZs can be exported to the USA duty- and quota-free.⁹ A detailed description about complex trade agreements is beyond the scope of this report. Simply put, each of the QIZ trading partners must contribute some added value to the finished good in order to qualify for favorable treatment by the USA. QIZs became less important to Jordan’s trade after Jordan and the USA signed a Free Trade Agreement in 2001 and Free Trade Zones were created. Jordan has numerous Free Trade Agreements with other countries.

JC Women

- 5.99% of all employees
- 4.6% of Directors
- 15% of Deputy Directors/Heads of Sections
- 6% of Operations
- 0% of Border officials

⁹ *Your Guide to QIZ*, GOJ, Ministry of Industry and Trade, www.mit.gov.jo

QIZs and FTZs have significant importance to women's employment. Most of the goods exported from QIZs and FTZs are garments, luggage, and textiles, industries that employ significant numbers of women; over 10% of employed rural women work in manufacturing jobs.¹⁰ Over 70% of QIZ employees are women, although it must be said that 66% of all QIZ workers are not Jordanian citizens.¹¹ QIZs were located in rural areas in some measure as a way to increase rural Jordanian female employment. Unfortunately, the full benefit of this goal has not been realized.

GOJ transportation and meal subsidies are provided as incentives to all QIZ and FTZ rural employees. Culturally acceptable transport is an important factor in making a workplace women-friendly.

Women at JC

Opportunities for women in Customs activities are limited, yet also slowly expanding. Some limitations are due to cultural roles or women's preference. Others (some of which also affect male employees) result from the nature of Customs work and the lack of clear career paths. Lastly, there is no active effort to attract women as Customs employees, vendors, or customers. According to the women's focus group held at Jordan Customs on March 27, 2007, work assignments, promotions, and training opportunities are selectively made available to female employees. Sometimes, this has potential serious repercussions for Customs Functions. For example, world class auditing standards require at least two, and recommend that at least three, auditors participate in an audit, to reduce the risk of collusion and fraud. The sole female Auditor in the Risk Management section said that she has never been permitted by her supervisor to travel to Aqaba to participate in an audit, despite the fact that she has the support of her husband, and would travel to Aqaba with her brother. Another example cited is that female employees are routinely given older, slower computers to work on than their male colleagues.

On the other hand, JC is responsive to changes through which women employees can increase the quality of Customs Functions, even in non-traditional areas. For example, until mid-2006, no women were employed in the Smuggling Unit. At the time of this report, three female Customs Agents were assisting their male colleague in this important unit. Their assignment was a direct result of the need to address, in a culturally appropriate way, the increasing use of women as smugglers. It is an unfortunate reality, as recent events in Amman attest, that a willingness to engage in smuggling and terrorism is gender-neutral. In its role of improving trade facilitation, of which enforcement is a component, JC women employees can play an important role.

JC employs 159 women, or 5.99% of its 2006 workforce;¹² female employees comprise over 22% of Headquarters (HQ) employees. An organization chart is shown below; Male employees are indicated by (M), female by (F).

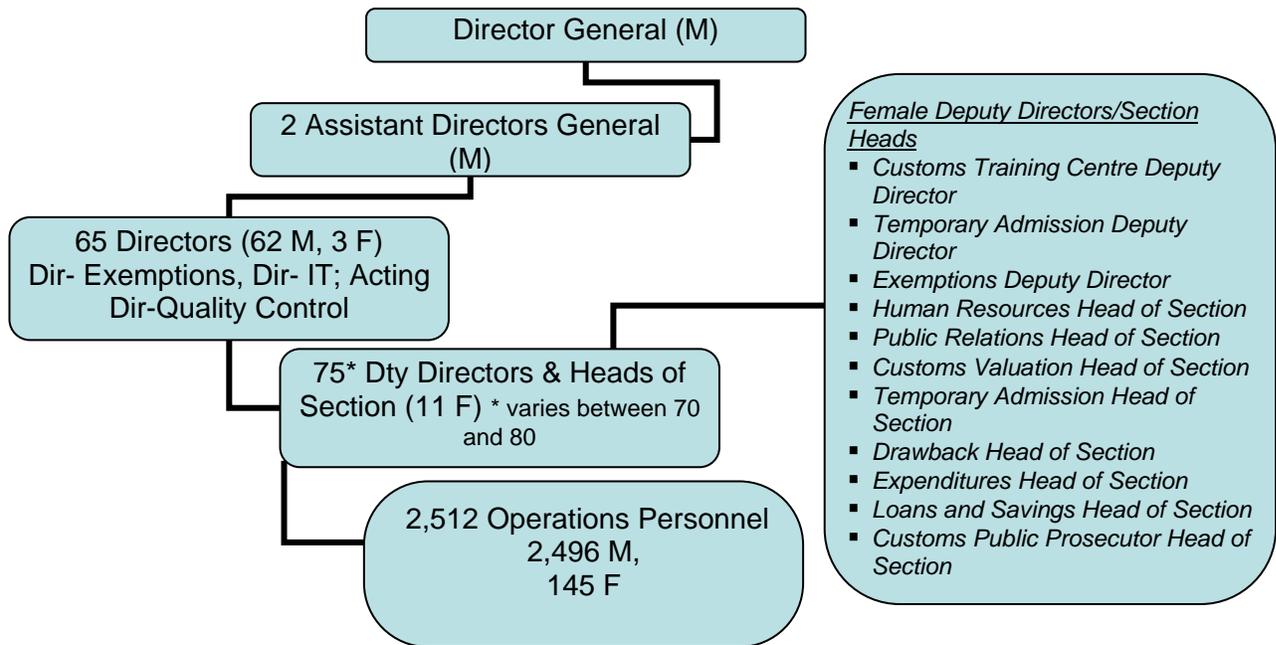
The 108 HQ women work primarily in Finance, Administrative Affairs, and Temporary Admissions. Overall, women represent 4.6% of employees at the Director level, 14.7% at the Deputy Director-Head of Section level and 5.8% at the Operations level. The highest numbers of female employees are found in HQ: Finance (21), Administrative Affairs (13), and Temporary Admissions (12).

Field and other facilities with statistically meaningful female employment include Customs Court and Court of Appeals (33% each), Quality Control and Public Relations (25% each), and the Director General's office (23.5%).

¹⁰ Jordan Dept of Statistics op. cit.

¹¹ *Report on the U.S. National Labor Committee Investigation into Migrant Workers Rights' Violation in Jordanian QIZs and Measures Taken by the Jordanian Government to Remedy the Situation*, American Chamber of Commerce in Jordan, July 2006 www.amcham.jo.

¹² All workforce statistics provided by Jordan Customs, Human Resources Department.

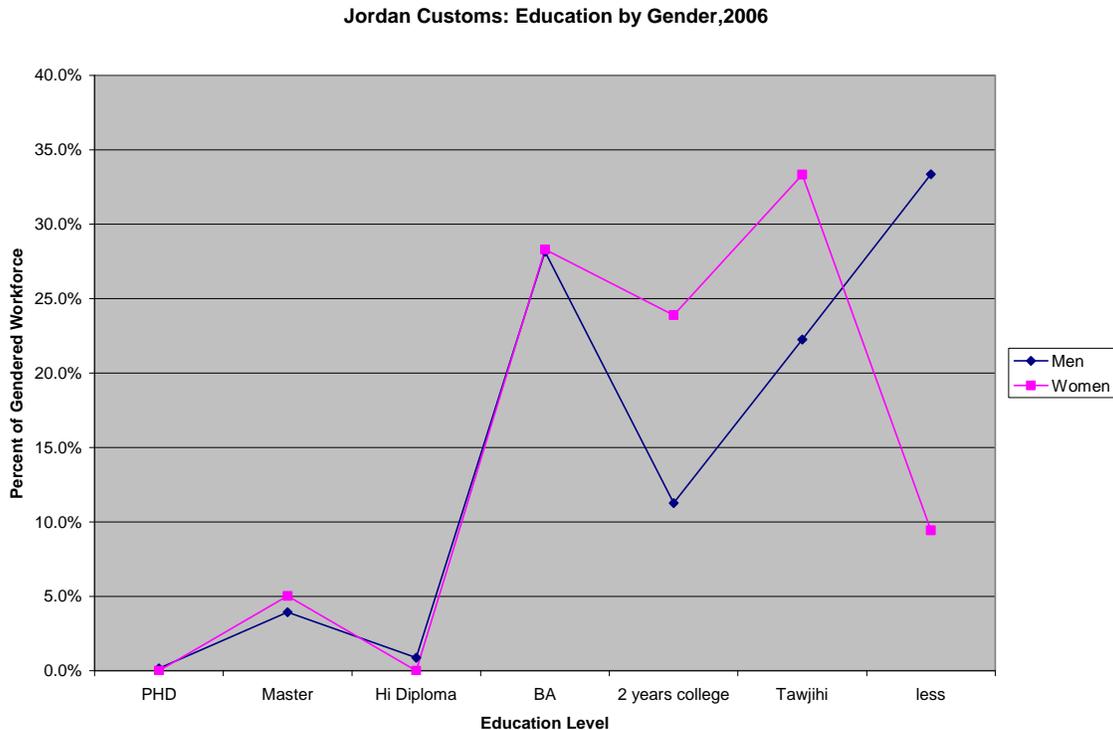


The chart below shows the age distribution by gender for JC employees. Female employees are younger than their male colleagues. The median age of female employees is in the 31-35 age group; for male employees, the median age falls in the 36-40 bracket. Of the male workforce, 55% are below the age of 40; 75% of the female workforce is 40 or younger.



Approximately 7.66% of the male workforce will reach retirement age (60) within five to seven years. Female retirement age (55) will be reached by 4.8% of the female workforce. The age distribution and retirement rates have implications for recruitment.

The female workforce at Jordan Customs is better educated than men, at the level of BA and below. The chart below demonstrates that distribution. Women who have achieved a high school diploma (Tawjihi), two years of college or a BA represent 85% of the female work force; 61% of the male workforce has reached an equivalent education. The disparity between education levels is substantially reduced at levels above BA.



HQ, with its central Amman location, regular hours, good transportation, and equipped offices, attracts most female employees. Women and men in Jordan share family responsibilities but women are expected to, and many choose to be, primary care-givers. HQ working conditions are more family-friendly than some other JC locations.

Female JC employees are challenged by the variety of conditions at customs facilities. Many are unable or unwilling to work in physically demanding locations, among the rough-and-tumble male-dominated atmosphere of a seaport or freight-forwarding warehouse, or at locations that require a long commute or overnight stays. In Jordan’s culture, it would be difficult for women to accept a job where they would be required to share overnight accommodations on a remote border post with unrelated male colleagues.

Jordan’s borders are volatile; the potential for armed conflict exists. Women Customs officials can receive arms training. Military women are not permitted in combat-ready positions (although some female police officers do carry weapons); JC’s semi-military orientation can be expected to limit opportunities for women in potential conflict zones.

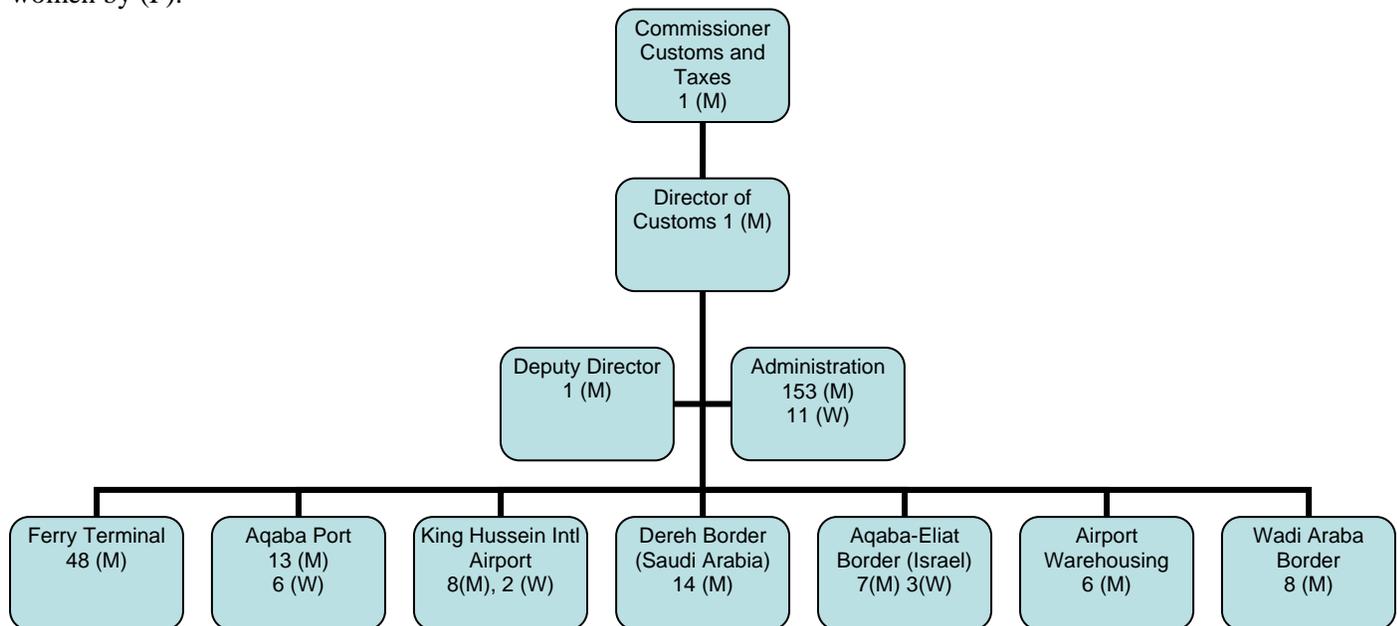
Specific Human Resources (HR) conditions at JC, and their impacts on all employees, are discussed in Component 3: Capacity Strengthening and Training of Customs Officials.

Aqaba Special Economic Zone Authority (ASEZA)

ASEZA is an autonomous private entity, geographically concentrated around the port and historic city of Aqaba, on the Red Sea (Gulf of Aqaba). Established in 2001 as a duty-free, low-tax district, it covers an area of 375 km² including Jordan’s 27 km of coastline. It has three seaports (cargo and passenger) and an international airport. Recently, it has expanded its role into real estate development and tourism.¹³ This Gender Assessment report addresses the Customs function—ASEZC only, not ASEZA’s many other activities.

ASEZC operates an autonomous Customs Unit which manages the six entry/exit points. JC maintains a facility located within ASEZA, but it functions completely separately from ASEZC. ARD developed a survey instrument and sent it to ASEZC HR electronically.

ASEZC organization, at the time of this report, is shown in the chart below. Men are indicated by (M), women by (F).

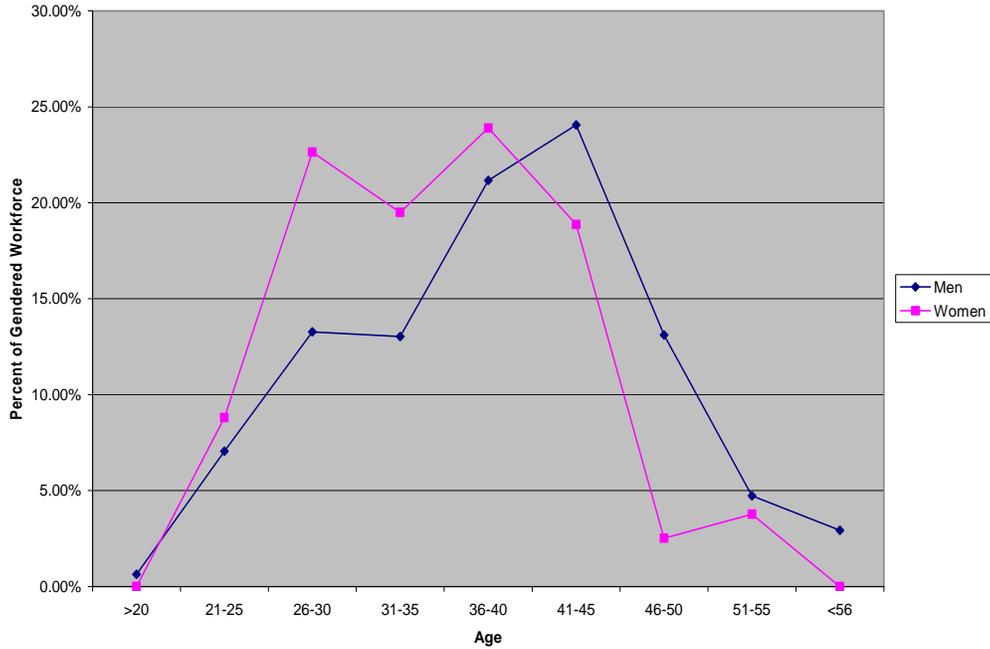


An email interview produced HR data. Of the 275 people who work at ASEZC, 250 (90.9%) are male, 25 (9.1%) are female, which is a higher percentage overall than JC. The Administration workforce consists of 153 (61.2%) men, and 11 (44%) women. Twenty-one (21) women are Customs Officers, two are Secretaries, and two are Typists. Retention is an issue at ASEZC; in 2003, four employees (all male) left their jobs; in 2006, 74 (including two females) quit. Job performance is a bigger problem among male employees than female. Annually, on average, 24 men (9.6% of the male workforce) and one woman (4.0% of the female workforce) are dismissed for poor performance, bad behavior, and the like.

The ASEZC workforce is younger and better educated overall than JC’s workforce.

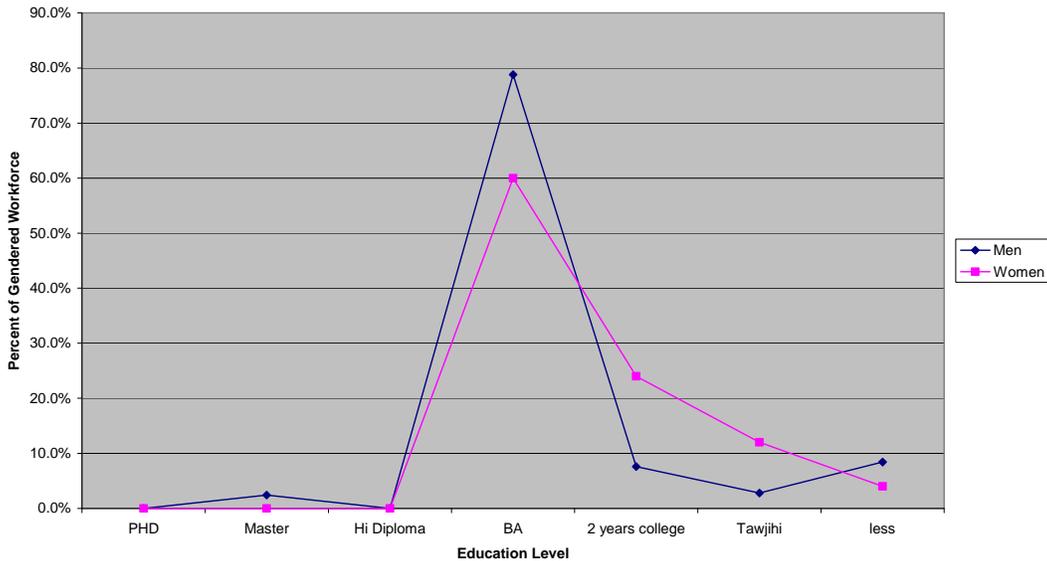
¹³ www.aqabazone.com, Web site of ASEZC.

Jordan Customs: Age Distribution, By Gender



The median age is within the 26-30 age bracket for both men and women. This is not surprising, given that ASEZA was founded six years ago. The workforce has yet to “age in place.” Of the male workforce, 89% has achieved Tawjihi, two years of college, or a BA. Among women, 96% have reached these levels; 78% of the male workforce and 60% of the female work force hold BAs. Above the BA level, however, ASEZC falls behind JC. No women hold Hi Diploma, Master’s, or a PhD. Men who hold advanced degrees comprise 2.4% of the male workforce. This may be a reflection of the relatively young age of the ASEZC workforce, or other factors that are beyond the scope of this report.

ASEZA-Customs Education



ASEZC workforce capacity building is discussed in Component 3: Capacity Strengthening and Training of Customs Officials.

From this overview of CAMP's genesis, analysis of the country, gender issues, trade and Customs activities, three overarching recommendations emerged, discussed in the following section.

Overall Recommendations

There are three common recommendations that apply to each component: Directorate support, Buy-in from Men, and Procurement. Mindful attention to these common threads at each step of implementation will increase mainstreaming opportunities for women and may lead Jordan closer to full MCC Compact status.

Directorate Support

Support of gender integration will need continued engagement at the Directorate Level.

- ◆ **Advancing Women Employees:** The Director General of JC has demonstrated his commitment by convening a focus group of women employees for CAMP. He supports the creation of a permanent Director General's Women's Working Group, under the guidance of HR. Although the details are yet to be worked out, it is anticipated that the group will meet regularly, and be charged with recommending solutions to address female employees' concerns. Composition is yet to be defined; the group should represent a cross-section of positions and Customs functions, and be comprised of men and women.

- ◆ **Improving Public/Private Dialogue with Women-owned Businesses:** The Director General chairs a Partnership Council which meets quarterly to encourage public/private dialogue around trade issues and Customs activities. Transportation companies, clearance syndicates, and business owners participate. To improve the usefulness of this group, CAMP has suggested that it be formulated more on the lines of the Pro Committee established in Central America to facilitate discussion around Central America Free Trade Agreement (CAFTA) topics. Whether under the current system or a reorganized meeting structure, executives of women's business associations, women business owners engaged in import or export, and/or women business owners who are members of key sector trade associations should be included. Organizations (see Appendix 3: Interviews and Contact Information) which might be contacted to suggest names are:
 - Jordan Women's Forum;
 - Jordan Forum for Business and Professional Women;
 - Business and Professional Women;
 - Jordan Chamber of Commerce (National and Amman Chapter);
 - American Chamber of Commerce-Jordan;
 - Young Entrepreneur's Association; and
 - Sector associations:
 - Information Technology Association (Int@j);
 - Jordan Association of Pharmaceutical Manufacturers (JAPM);
 - Jordan Inbound Tourism Operators;
 - Jordan Hotel Association;
 - Jordan Restaurant Association;
 - Jordanian Tours Guides Association;
 - Jordan Garments, Accessories & Textiles Exporters' Association ;
 - Dead Sea Products Manufacturers Association; and
 - Syndicates of freight forwarders, clearance and bonding agents, and transport companies.

Buy-In from Men

Many of the recommendations contained herein are gender-neutral: that is, they will benefit men as well as women. Buy-in at the supervisory level, which at JC and ASEZC is predominantly male, is critical to improving women's opportunities. Modernization techniques presented as benefiting male and female employees tend to diminish cultural resistance. Including men as both advocates and beneficiaries of women's economic improvement can enhance both genders, a point made by The World Bank.

“However, more needs to be done to target male roles and to integrate men into the agenda for women's economic advancement as a national goal, so that both sides of the gender equation can be addressed. While there is a credible women's advancement infrastructure in place, and many ministries work on women's development issues, further work remains to be done to ensure that gender issues will continue to be systematically included in the policy, planning, and implementation process. This will ensure that the national women's strategy becomes a collectively owned agenda that enjoys widespread male support for women's economic advancement, and that this strategy is implemented through an institutionalized approach that has relevant ministry and agency support with appropriate staffing and budgets.”¹⁴

Procurement

USAID and other donors in Jordan can support economic development for women, but it will not be sustainable if donor agencies and their local counterparts do not make a commitment to buy from women-owned businesses. It is strongly recommended that at every point of procurement, CAMP:

- ◆ Actively solicit bids from qualified women-owned businesses;
- ◆ Make a concerted effort to buy from qualified women-owned businesses, paying a premium if the cost is within a competitive range;
- ◆ Strongly encourage its local counterparts to do the same; and
- ◆ Establish benchmarks against which purchasing volume from qualified women-owned businesses can be measured.

With Directorate support for women employees bringing women into public/private enterprise dialogue, including men as advocates and beneficiaries, and buying from women-owned businesses, CAMP and its partners, JC and ASEZC, can increase integrity, transparency, and Customs functions. All contribute to the MCC goals.

¹⁴ *The Economic Advancement of Women and Jordan: A Country Gender Assessment*, World Bank, May 2005

COMPONENT 1: IMPLEMENTATION OF THE BORDER MANAGEMENT TASK FORCE RECOMMENDATIONS

Description

Component 1 implements the Border Management Task Force (BMTF) recommendations. Those recommendations, in summary, call for the creation of a single-window Customs clearance process for all goods entering or leaving Jordan to improve clearance time and efficiency. Reducing the time to clear Customs means goods can reach their destination more quickly, with less opportunity for corruption and “informal taxes,” theft, damage, or spoilage en route.

CAMP will conduct a baseline Time Release study at 16 Customs offices throughout Jordan to determine how long it takes, and the costs involved, for freight forwarders to clear Customs; develop single-window facilities procurement plans; obtain commodities needed for implementation; negotiate Memoranda of Understanding (MOUs); and engage in knowledge transfer with government agencies, NGOs, and private enterprises. CAMP’s local partner for data collection, IdRC, recommends conducting a half-day training in Amman (or possibly one in Amman and one in Aqaba) for data collectors to make sure they understand the purpose, importance, relevancy, and techniques to ensure a smooth and accurate data collection process.

In terms of gender-specific activities, IdRC is considering how to gather data relevant to women-owned businesses and those businesses which might be expected to employ numbers of women. This may prove to be impractical. It may also be possible to collect time release data disaggregated by the gender of the Customs officers processing Customs transactions.

Gender Impacts of Component 1

In interviews, business women engaged in trade over the past 10 years state that modernization steps make clearance more gender-neutral and less burdensome. Small- and medium-sized women-owned businesses should find it easier to learn about and conduct exporting as procedural barriers to trade are lessened through a single-window process.

Customs employees will ultimately be responsible for the smooth implementation of changes in procedures. Knowledge transfer will be key to achieving buy-in. Women in Customs have already demonstrated their competence in administration, training, and IT. They can put these skills to work during implementation.

This component will require IT equipment, computer-literate workers, and a wide array of public relations activities and materials. Women-owned businesses could earn income if given procurement opportunities.

Recommendations

- ◆ *Time Release Study:*
 - Examine Time Release study instrument for possible gender disaggregated data of those import and export businesses owned by or employing a significant number of women. If this is not practical, contact and survey a selected, non-scientific sample of women-owned businesses through the sources in Appendix 3: Interviews and Contact Information.

◆ *Knowledge Transfer:*

- Prepare **public relations** materials targeting women which describe and promote benefits of single-window processing; actively promote dissemination of these materials to women's businesses through Chambers of Commerce, business women's and trade associations, Young Entrepreneur's Associations, NGOs such as GTZ engaged in trade promotion, and other USAID projects such as the Sustained Achievement of Business Expansion and Quality (SABEQ). Promotional materials should be delivered to all board members or key stakeholders (male and female).
- Create a **Speakers Bureau** of women Customs employees, NGO members (and staff, if possible) and business owners. Establish a regular and consistent schedule of speaking engagements to explain the single-window to business meetings, conferences, international trade fairs, and so forth. The key sectors of the economy are IT, pharmaceuticals (manufacture of medicines and R&D), Tourism, Apparel and Textiles, and Mining. Trade associations for these industries might be targeted specifically;
- Develop **Single Window Experts**: establish a Working group of female and male employees, representing different directorates and management levels, who will become 'single-window' experts; they will function as the grass-roots public relations team. Give them training on facilitation techniques; send them in teams to Customs facilities to present workshops on single-window implementation. To conduct workshops in some locations, women may need male relatives (or a male colleague acceptable to their male relatives) to accompany them.

What is Active Promotion?

- Print materials depicting women in import- or export-oriented business, and conducting Customs transactions.
- Give materials to women's (and mixed gender) business associations
- Speak to women's (and mixed gender) business meetings and conferences
- Create a speakers bureau of women stakeholders

COMPONENT 2: UPGRADING AND INTEGRATION OF CUSTOMS INFRASTRUCTURE

Description

Component 2 of CAMP is primarily a technical effort to upgrade the Customs IT system to ASYCUDAWorld, thus improving trade facilitation and increasing the quality and transparency of communication between JC and ASEZC by having all facilities use a common, up-to-date clearance system for all goods entering or leaving the country. Successful adoption of ASYCUDAWorld is another significant input to MCC scores.

Gender Impact of Component 2

Women are strong players in IT. JC HR commented that women employees are particularly interested in computer training. Directorate women who, for cultural reasons, are not comfortable in “open” offices or going into the field have acceptable professional employment opportunities in IT jobs. UNIFEM and other donor agencies have IT training programs targeted at women, providing a potential source of future employees, or possible outsourcing for JC and ASEZC. Primus, CAMP’s IT partner, has a significant number of highly qualified female IT employees.

The number and percentage of women employed in JC’s IT Department decreased between 2005 (10/24.4%) and 2006 (9/19.6%). However, during the same period, the overall percentage of women employed at JC increased from 5.43% to 5.99% and most of these women use IT in their jobs.

Recommendations

In addition to recommendations for women’s professional development included in Component 3, below, efforts should be made to actively recruit JC and ASEZC female employees for ASYCUDAWorld training, using women trainers to the extent possible.

To find new female IT employees, JC and ASEZC can actively recruit qualified female candidates from IT training programs such as those conducted by UNIFEM’s Cisco Networking academies (Table 5: UNIFEM Cisco Networking Academies) and Al-Quds College. Another outreach activity would be to actively engage students through job shadow days at job sites where ASYCUDAWorld is being used. INJAZ, a Jordanian NGO has mentoring, job-shadowing, and career fair programs for Jordanian high school and college students.

COMPONENT 3: CAPACITY STRENGTHENING AND TRAINING OF CUSTOMS OFFICIALS

Description

Component 3 of CAMP strives to improve the human capital of the Customs administration, a process which directly contributes to MCC scores. Strengthening existing skills, and building new skills which support the improvement, are critical to success. The success of this component will determine the ease of implementation and long-term sustainability of Components 1, 2, and 4. For these reasons, this component received the most attention during the gender assessment.

Currently, Customs operates under a Directive that all Customs employees should be able to work in any position. Employees are expected to rotate through all positions. Cross-sector training and job experience is valuable in any organization but it is unrealistic to expect every employee to be capable of, or interested in every job, regardless of gender. As discussed above, for cultural reasons, women are limited (or self-limited) in which assignments they take. In practice, the penalties for refusing a rotation assignment appears to be applied inequitably; women in some cases are not even asked if they want to take a rotation because their male supervisor believes (sometimes correctly) that cultural considerations make such a request problematic. HR is occasionally subject to “*wasta*,” (pressure to place an employee based to connections), not necessarily qualifications. It must be noted that *wasta* is not unique to Jordan. There is no clear career tracking, standard hiring, or promotional processes, although new employees must pass stringent exams administered by Jordan University. Employees who wish to take other jobs are encouraged (and prefer) to take leave without pay, rather than quit. They stay in the retirement system and are guaranteed a job at an equal level when they want to come back to Customs. While there are benefits to this arrangement, it can sometimes result in a “brain drain” at critical times.

Gender Impacts of Component 3

Capacity-strengthening benefits male and female employees. At JC, it can be expected to open more opportunities to women, especially when combined with active outreach to recruit more qualified women. The JC Directors of Human Resources and the Training Center stated the need for capacity strengthening, not only for new activities that will result from CAMP, but for ongoing Professional Development.

The women employees’ focus group was successful in its request to create a Women’s Working Group to address their concerns. The group is being convened under HR and can have substantial impact on HR improvements.

Recommendations

Building on the improvements started under AMIR, the HR system needs additional work.

The first step is to **create clear, transparent career paths**. Although there is no hard data, anecdotal evidence suggests that the current Rotation Directive discourages women from applying for jobs that may require long commutes or field postings. Women’s (and men’s) professional development is hampered by unclear promotional opportunities, perceptions of discrimination in performance reviews, job assignments and access to training, as well as lack of choice in assignments. Customs’ effectiveness and professionalism is diminished through poor fit between job requirements and employees filling them.

Modern Customs departments are generally organized along two career paths: Administration and Operations. This is the approach suggested for JC. A modified requirement for rotations within a career track can be considered; cross-over between tracks should be permitted, at the employee’s choice. This can be expected to increase professional development opportunities for women, when combined with promotional incentives.

Recruitment can be improved by using a transparent public recruitment process with clear, complete job descriptions. According to HR, Customs jobs are advertised in newspapers with no description of level, requirements, pay scale, or location. In appearance, an ad for a Deputy Director at HQ looks the same as that for a Customs officer at a remote border posting. The time taken to process applications should measurably decrease using more informative advertising. Women will find clearly described jobs easier to evaluate in terms of their cultural and personal job preferences.

Modern applicant testing using current psychometrics¹⁵ standard tools can help make a good fit between qualified candidates and jobs. When used properly, such tools “can be used to assess the applicant’s abilities with respect to the applied post,”¹⁶ diminish overt or unintentional disregard of women, and, of particular importance to Customs positions, identify qualities of integrity and loyalty. Impartial tests can also aid HR in resisting *wasta*.

HR personnel will need training on applicant testing tools; consultant assistance will be required to prepare tests tailored to Customs functions. Any manager conducting interviews will need training on Behavioral Interviewing techniques. Procurement for testing and/or training in HR topics should actively target qualified women-owned or managed firms.

More qualified prospective female employees can be attracted to Customs jobs by active recruitment using regular and consistent communication with high-quality training programs, high schools, and universities, and incorporating speaking engagements, printed materials job fairs, classroom visits, internships, job shadowing, and mentoring. Recruiting should be directed at facilities such as UNIFEM’s 12 “e-Quality” Cisco Networking Academies, and INJAZ, a youth employment program operating in high schools and colleges. Jordan University’s programs of International Trade, Conflict Resolution, Intellectual Property Rights, and diplomas in Business and Law would be fruitful recruiting grounds for high-caliber women. Al-Quds College is an example of a regional educational institution with direct links to employers; of particular relevance are its Training Center (ICDL, IT, Management and Vocational Training/Customs Clearance) and Diploma Programs (Information and Library Research Management, Finance and Management).

Professional development starts at hire and continues throughout an employee’s career. Regular performance evaluations using current HR standards can level the playing field for women’s advancement. Clear career tracks (Administrative and Operations) in which women have a choice and promotional incentives for education or field postings are characteristics of a strong, impartial HR system which can boost morale, support integrity, and create a team of capable members.

Training Data needs to be disaggregated by gender. The Training Center knows how many courses it offers and the number of students attending each course, but according to the current Director, does not know the student’s gender.

JC needs to address the inequitable treatment accorded to women in **retirement and family support by-laws**. Men can work to age 60, accruing five more years than women in the retirement system. Married men receive a family allowance based on the number of children; a woman with children, whose husband is alive and “capable” of work (no definition supplied), receives no family allowance. Married men with no children receive a spousal allowance for a non-working wife, nothing if their wives work. Married women with no children receive no spousal allowance, regardless of whether their husbands are working or not.

¹⁵ See, for example, www.Thepsychometricscentredubai.co/dubai.

¹⁶ *Employment Screening Tests*, Riverside, Jeff, Employment eZine, March 2006 and personal correspondence, March 2007 with David Cory, VP for Global Leadership and Change, State Street Financial, London, UK.

Comparisons are made in Table 2: HR Developments between the situation in JC as it exists now, and expected improvements when a comprehensive restructuring and its accompanying capacity strengthening is put in place. An improved HR system rewards quality, regardless of gender; prospective and current women employees will benefit from open, impartial, and rewards-based career management.

Table 2: HR Developments

| Now | Impact | Proposed | Impact |
|---|---|---|--|
| No clear career track; no career planning | Employees have no incentive to plan; no transparency | Establish 2 career tracks: Admin & Field | Transparent career path. Employees can plan and make choices |
| Job Assignments based on rotation directive, unsubstantiated interviews and, occasionally, <i>wasta</i> | Directive does not account for employee choice or qualifications. Jobs may be filled by unqualified unmotivated people; HR subject to <i>wasta</i> pressure | Institute standard Qualifications testing by all job applicants; train HR on administering, evaluating tests, and interview skills; Use tests to rank employees; soften directive | Job Placement based on skills, qualifications, and employee choice. Lessens <i>wasta</i> pressure, improves integrity climate. Softer directive recognizes need for cross-training of Customs functions, allows for employee choice. |
| Recruitment not differentiated between Admin and field functions; all employees expected to be able to fill any Customs position | System does not recognize individual strengths and weaknesses; wastes HR time | Recruit to career track. Use employee testing per above | Improves fit between employee and job; transparent; more efficient HR |
| Job advertisements do not describe position, needed qualifications, location | Wastes HR time interviewing unqualified applicants | Place clear, complete job descriptions; administer tests to short list of candidates | HR can spend less time on interviewing; more time on career development |
| Every employee expected to rotate to any position | System does not recognize individual strengths and weaknesses | Rotations between certain positions within career track; rotations between career tracks would be by employee choice and capabilities | Builds on employee talents and interest |
| Penalties for refusal to accept border or other field assignments may be inequitably applied. On paper, employee can be fired for refusing assignment | Border posts difficult to fill with qualified staff | Field career track would encourage border posting | Borders staffed by motivated employees |
| Border rotations: 6-7 days on, 3-4 days off | Border and other field posts difficult to fill with qualified staff | Consider option of 1-2-year postings at some facilities, accompanied by family, relocation expenses paid by Customs; promotional incentives included | Field posts staffed by motivated employees |
| Employee has no option to express choice of assignments | Employee has no incentive to move into different area of interest; lack of meaningful promotional incentives | Create promotional incentives as part of clear career tracks; give employees opportunity to express choice of assignments | Jobs are filled by employees who clearly understand their choices, feel in control of their career |
| HR says it is reluctant to hire from local area because of possibility of corruption | Job opportunities are limited for locals; border posts difficult to fill with motivated staff | Create clear career tracks and promotional incentives; use employee testing; encourage local hires; active integrity monitoring | Employees understand their career choices; <i>wasta</i> pressure reduced |

COMPONENT 4: EXTERNAL RELATIONS

Description

Component 4 of CAMP will launch a communications effort to the private sector engaged in import, export, or transit of goods. Key reforms, new procedures, and implementation of ASYCUDAWorld will be conveyed to stakeholders through a communications strategy engaging multiple media, and coordinated with other ongoing economic development and Customs projects in Jordan. As awareness about the improvements spreads, transparency is improved; private enterprise benefits and impacts result on MCC scores.

An Awareness study conducted in 2006 by Prisma, a Jordanian communications firm, with 100 participants (57 % male, 43% female) found most respondents had a limited understanding of the breadth of Customs' activities. Of the 23 who actually dealt with Customs, nine (41%) described their experiences as "bad." While not scientific, the study established a baseline measurement of awareness and satisfaction with Customs. From this, a communications and customer service campaign was launched. The preferential "Golden List" of import- and export-oriented businesses is slowly growing. Customer service calls are now monitored for quality. A follow-up Awareness/Perception survey is being considered to measure the impact of the campaign. An additional activity will be to develop and install an IT system to support the Customer Service Unit and train employees on its use.

Gender Impacts of Component 4

A public information campaign will engage the private sector in knowledge transfer. Currently, those women-owned or managed businesses that engage in import, export, or transit of goods know the process. They will have to be made aware of ASYCUDAWorld implementation. Likewise, women-owned businesses capable of import or export may be encouraged to begin international trade once they are made aware of the positive impacts from ASYCUDAWorld on Customs processes.

For women employees of JC, the Customer Service Center represents another career opportunity.

Recommendations

Prisma should be engaged to conduct a targeted Awareness/Perceptions Survey to sample women-owned and managed businesses in Jordan's key trade sectors. Names and contact information should be developed through active outreach to women's business associations and to women business owners in key trade sectors who are members of trade associations or affiliated with business organizations. They need to be surveyed to establish a database with some semblance of gender parity. Sources and a few names are shown in Appendix 3: Interviews and Contact Information.

The current awareness campaign is broad and extensive. The use of women-owned media companies for materials, graphic design, translations, and other media production is recommended. This could include appearances by JC officials on TV programs aimed at women, such as "Yawm Jadi /A New Day" (daily except Fridays) and "Yis'ed Sabahak/Have a Good Morning (Fridays only)," as well as business programs such as "Matters of the Economy" (Saturdays). These are produced in Amman. Radio Jordan programming should also be considered. JC has some articulate female employees who, if they are comfortable doing so, could appear on radio, TV, or in ads.

The new Customer Service Center would provide a good workplace for women; their training and inclusion is recommended.

MONITORING AND EVALUATION

Description

Participatory monitoring and evaluation is a way for the implementing agency to take ownership of measuring the quality of data collected, its interpretation, and the methods through which it contributes to meeting the MCC standards. Jordan Customs has committed to this approach. A meeting was convened April 4, 2007 to introduce 18 senior staff at JC to effective participatory M&E, presented by MetaMetrics. These staff members and their deputies have been tasked by the Director General to embrace quality M&E. The DG wants to have accurate, consistent, and regular data emanating from M&E. The first step was to engage the M&E team in identifying indicators to measure. A second meeting on April 9 walked the participants through the M&E Plan. In both sessions the attendees were reminded that MCC weighs carefully how Threshold activities impact women, and the importance of gathering information with gender in mind.

At a follow-up meeting called by Ms. Bawaya (Appendix 3: Interviews and Contact Information), a discussion was held as to whether there should be a separate Gender Monitoring and Evaluation subgroup, or whether gender monitoring should be included only in the larger M&E team. There are advantages (and disadvantages) to either approach. The three attendees at this meeting, Ms. Bawaya, Ms. Al Shiyab and Mr. Nusseir, volunteered to be the Gender Monitoring and Evaluation subgroup. They are also members of the M&E team established by the Director General.

Gender Impacts

Measuring the impacts of CAMP components on women will ensure that women's issues are mainstreamed into overall program goals. The Director General, as mentioned previously, has stated his intention to increase the number of women at JC, and explore ways in which women could serve in a wider variety of posts. M&E is a way to mark progress, demonstrate transparency, and develop information critical to MCC's deliberations. The Gender subgroup can be a valuable resource in this area.

Recommendations

MetaMetrics and JC are collaboratively designing a program which disaggregates all data by gender, to the extent possible. To repeat the point made earlier, JC and ASEZC interact with three constituencies: its employees, customers, and vendors.

During the discussion with the Gender M&E subgroup, the quality of the performance of the female employees was a recurrent theme. None of the group wished to see women in any position unless they were qualified and added value to Customs functions. It was pointed out to them that all employees will need training on ASYCUDAWorld, single-window processing, Automated Customer Service, and other new systems implemented as part of CAMP. Few if any current employees, male or female, are qualified in this regard. Therefore, there will be many possibilities for capacity building for women as well as men. As such, the three employees who are undertaking to monitor Gender Indicators need to make sure that they creatively examine ways in which qualified women can be assigned to postings they want, and that women are regularly and consistently given opportunities to become more qualified.

Monitoring and evaluation to MCC reporting requirements is new to Jordan Customs and ASEZC. In order to help the Gender subgroup, a draft Results Reporting Table (RRT) and Report were prepared which show an example of how to report Indicator Results. In addition, a complete list of suggested indicators, based on this Assessment's recommendations, was prepared in RRT format. These documents, contained in Appendix 6, will help the Gender subgroup think about the many ways CAMP can assist the

female employees and customers of JC, as well as give them the tools to give meaningful input to the overall M&E activity.

For JC and ASEZC employees, disaggregated data collection is already in place. Indicators related to participation of the female JC and ASEZC workforce in implementation will collect data on women and men. Key indicators will be the number and percentage of female employees, their age and education, and distribution throughout the workforce. Over the life of CAMP, JC should strive to increase the number, percentage, education level (including useful trainings taken), and distribution in the organization of women employees. The Women's Working Group, once it is up and running, and the Gender M&E subgroup should have significant input to any benchmarks which will be established through the M&E collaboration process.

JC and ASEZC also have a responsibility to monitor and evaluate their private enterprise relationships. As part of overall indicators, measurements are recommended that target women business owners. For example:

- ◆ *Time Release or processing Studies*: interviews with selected women business owners in key sectors could be conducted. While not scientific, results might confirm anecdotal evidence that Customs clearance is gender-neutral, or serve as an 'early warning' system that there are gender-specific factors that impede Customs clearance.
- ◆ *Communications*: a review of Customs' communication materials can quickly ascertain how women are being depicted in publications. Data need to be collected as part of the External Relations component.

The Gender Timetable identifies CAMP activities and where specific gender-related interventions might occur. JC and ASEZC have to be the driving force behind women's participation. M&E reflects the indicators which go into reports to MCC and USAID; it is recommended that a Gender Specialist from dTS, Inc. coordinate in-country M&E gender activities with MetaMetrics.

CONCLUSION

Jordan Customs and its dynamic Director General understand the leadership role it will take in crossing the threshold of MCC. This will take dedication from every employee and positive support from the private sector.

APPENDIX 1: GENDER ACTIVITIES TIMETABLE

| Cross-Cutting Gender Activities | 2007 | | | | 2008 | | | | 2009 |
|--|--|-----|-----|-----|--|-----|-----|-----|---------|
| | Quarter | | | | Quarter | | | | Quarter |
| | 1st | 2nd | 3rd | 4th | 1st | 2nd | 3rd | 4th | 1st |
| Note: Ramadan 13 Sept-13 Oct +/- . Eid al Hada 20 Dec +/- | | | | | | | | | |
| 1. Conduct Gender Assessment | | | | | | | | | |
| *Final report (4/13/07)/Baseline | | * | | | | | | | |
| 2. Establish DG Jordan Customs Women's Working Group | | * | | | | | | | |
| 3. Active recruitment to Project Components | ongoing- coordinated with activity and deliverable dates of Components | | | | | | | | |
| 4. Upgrade HR, Training | | | | | | | | | |
| *Redesign recruiting, testing, interviewing, and train | | | | | | | | | |
| *Develop Career paths and training plan | | | | | | | | | |
| *Implement new Systems and train | | | | | | | | | |
| *Update manuals | | | | | | | | | |
| 5. Public/Private partnerships | | | | | | | | | |
| *Plan and implement internships (two per semester) | | | | | * | * | | * | * |
| *Outreach to women business owners: | | | | | | | | | |
| *Women-owned businesses membership-Partnership Committee | | | | | | | | | |
| *Customer Satisfaction Survey: women-owned businesses | | * | | | | * | | | |
| *Time Release study; women-owned businesses | | * | | | | | | | |
| *Communications: target women-owned businesses | | | | | coordinates with Communications campaign | | | | |
| *Develop, implement Purchasing procedures: qualified women owned vendors | | | | | | | | | |
| 5. Gender Monitoring and Evaluation | | | | * | | | | * | Final |

APPENDIX 2: DOCUMENTS REVIEWED

| Title | Author | Date | Subject | Topic |
|--|--|--|--|--|
| Establishing and Implementing a Customs Integrity Program | Booz Allen Hamilton, Holler, Robert. L. (USAID) | September 2005 | Overview | Customs reform |
| Threshold Program Summary-Jordan | Millennium Challenge Corporation | Sept 1, 2006 | MCC | Framework of CAMP project |
| Sustained Achievement of Business Expansion and Quality (SABEQ)-Gender Assessment | Development & Training Services, Inc. (dTS, Inc.), Hendessi, OBE, Mandana | 18 January 2007 | | women-owned businesses |
| Sustained Achievement of Business Expansion and Quality (SABEQ)-Gender Work Plan | Dania J. Gharaibeh Gender Integration-Solution Leader Cross-Cutting Component, SABEQ-Jordan Development and Training Services, Inc. (dTS) | March 2007 | Gender Component topics activities under SABEQ | Coordination of gender activities |
| Arusha Declaration (revised) | Customs Co-operation Council (World Customs Organization) | June 2003 | Declaration of good governance and integrity in customs | Customs governance |
| Millennium Challenge Account-Indicator Descriptions | Millennium Challenge Corporation | Undated. | Indicators | CAMP Indicators |
| Regulation No. (4) for the Year 2001 Regulation for the Supplies and Works of the Aqaba Special Economic Zone Authority | ASEZC | 2001 | Regulations | Sample of regulations re: tender offers |
| Integrity for Hire: An Analysis of a Widespread Customs Reform | Dean Yang* Gerald R. Ford School of Public Policy and Department of Economics, University of Michigan; | Forthcoming, Journal of Law and Economics, Vol. 51, February 2008. | Background on integrity, customs reform | Customs Reform |
| Promoting Diversity Means Testing Employment Tests | Working for America Institute (AFL-CIO) | August 2005 | www.workingforamerica.org | Applications of HR reforms |
| Report & Recommendations: Women as Engines of Economic Growth in the Arab World | Arab International Women's Forum | September 2005 | www.aiwf.org.uk | Context, Jordan businesswomen; also provided contact info. |

| Title | Author | Date | Subject | Topic |
|---|---|-------------------|----------------|---|
| Selected readings, HR Customs By-Laws | GOJ-JC | January 2007 | | Pension, leave procedures |
| Implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in Selected Arab Countries: Summaries of Concluding Observations. (Jordan) | Economic and Social Commission for Asia. | 2005 | | Background |
| Technology Transfer to Small- and Medium-sized Enterprises and Identifying Opportunities for Domestic and Foreign Direct Investment in Selected Sectors: The Case of SME Clusters in the Agro-food and Apparel Industries | Economic and Social Commission for Asia. | 30 September 2005 | | Apparel and garment industry activities in Jordan |
| Heritage Freedom Index of Economic Freedom | Heritage Foundation | 2007 | | Indicators |
| Selected Human Resources readings | State Street Global | 2007 | | HR improvements |
| Summary Report: Survey of Jordan's Businesswomen | Jordan Forum of Business and Professional Women | 2006 | | |
| The Economic Advancement of Women in Jordan: A Country Gender Assessment | Social and Economic Development Group Middle East and North Africa Region (MENA) World Bank | May 2005 | | |
| A Study on Empowering the Role of Women at the Customs Department | Nusseir, Imad, Asfour, America, and Radaideh, Murad, Jordan Customs | 2005 | | |

APPENDIX 3: INTERVIEWS AND CONTACT INFORMATION

| Name | Affiliation | Title | Email | Amman Phone (+962) | Topic |
|------------------------------|---|---|-----------------------------|-----------------------------|---|
| Mr. David Harrell | ADR CAMP | Chief of Party | dharrell@camp-jordan.org | 074-548-4000 | Overall context |
| Mr. Jamal Olaimat | Bearing Point- Jordan CAMP | DCOP | jolaimat@camp-jordan.org | 074-558-3000 | Overall context |
| Dr. Tarek Tarawneh | IdRC (Interdisciplinary Research Consultants) | | ttarawneh@idrc-jo.com | 06-551-7225 | Gender applications Time release study |
| Ms. Dania Jamal Gharaibeh | SABEQ (Sustained Achievement of Business Expansion and Quality) | Gender Integration Solution Leader | dgharaibeh@sabeq-jordan.org | 06-550-3050 x125 | Women's trade associations, businesses |
| Ms. Nasreen Barakat | To-Excel | Managing Director | | 06-553-1258 | Gov't tendering |
| Ms. Eman Al-Bawaya (Bawaia) | Jordan Customs | Head of Personnel Section | E_bowaia@yahoo.com | 079-551-1095 | Personnel matters at Customs |
| Ms. Essmat Al-Shiyab | Jordan Customs | Head of Quality Control, Total Management Directorate | essmat@customs.gov.jo | 06-462-3186 079-523-9191 | Gender, Customs |
| Mr. Emmad Nusairat (Nusseir) | Jordan Customs | Head of Research and Studies Division | emmad@customs.gov.jo | Mobile 079-505-2135 | Gender studies, Customs |
| Mr. Mohammad Awwad | Jordan Customs | Director, HR | awwad@customs.gov.jo | 06-461-2189 | Personnel matters at Customs |
| Ms. Muna Qudah | Azm Consulting and Training | Managing Partner | Muna.qudah@azm.jo | 06-551-3048, 079-593-9158 | Qualifications and experience |
| Mr. Remy Maayah | Azm Consulting and Training | Managing Director | Remy.Maayah@azm.jo | 06-551-3048, 079-599-6899 | Qualifications and experience |
| Mr. Khaled Rababa | Jordan Customs (Training Center) | Director of Training Affairs | rababa@customs.gov.jo | 06-534-7428, 078-532-4551 | Training center activities, needs |
| Ms. Wafa Hattar | Jordan Customs (Training Center) | Deputy Director of Training Affairs | wafahattar@yahoo.com | 06-535-3663, 06-534, 7429 | Training center activities, needs |

| Name | Affiliation | Title | Email | Amman Phone (+962) | Topic |
|---|--|---|--|--|---|
| Mr. Amin Tarawneh | Jordan Customs (Training Center) | Head of Training Programs | | 06-535-3663, 06-534, 7429 | Training center activities, needs |
| Mr. Fadi Otaqui | Young Entrepreneurs Association | Public Policy Advocacy Project Coordinator | ppac@yea.com.jo | 06 464-4451 | Women YEA members |
| Sylvia G Perry | Arab International Women's Forum | Finance Director/Hon Treasurer | events@aifwonline.com | United Kingdom Tel +44 207 409 7788 | Jordan business women |
| Anna Maria Salameh | American Chamber of Commerce-Jordan | Trade Specialist | asalameh@amcham.jo www.amcham.jo | Tel: 5651860 ext. 155 | AmCham women business members |
| Eng. Ms. Elham M. Zeadat | Bloom- Dead Sea Life Cosmetics | General Manager | www.bloom.com.jo elham@bloom.com.jo | 06-571-2680 079-559-8775 | JFBPW Board Member, President, Dead Sea Export Consortium |
| KEY SECTOR TRADE ASSOCIATIONS | | | | | |
| Information Technology Association (Int@j) | | | E-mail: info@intaj.net Web site: www.intaj.net | Tel.: 515 2322 | |
| Pharmaceuticals Jordan Association of Pharmaceutical Manufacturers (JAPM) | | | E-mail: info@japm.com Web site: www.japm.com | Tel.: 560 5634 | |
| 3. Tourism Jordan Inbound Tourism Operators Fax: 552 8598 Jordan Hotel Association - Jordan Restaurant Association - Jordanian Tours Guides Association - | | | Inbound Tourism: info@jitoa.org www.jitoa.org Hotels: http://johotels.org/ Restaurants: www.jordanrestaurant.com Tour Guides: www.tourguides.com.jo | Inbound Tourism: Tel: 553 8597 | |

| Name | Affiliation | Title | Email | Amman Phone (+962) | Topic |
|---|-------------|-------|---|--|---|
| <p>4. Apparel and Textiles: Jordan Garments, Accessories & Textiles Exporters' Association (JGATE)</p> <p>The QIZ Unit at Industrial Development Directorate, Ministry of Industry and Trade,</p> | | | <p>Association: Email: info@jgate.org.jo Web site: www.jgate.org.jo</p> | <p>Association : 562 0043/5 QIZ Unit: 562 9030</p> | <p>Women Business Owners, Members of JGATE</p> <p>Mrs. Janset Kasht Specialized Investment Compounds Tel : + 962 6 4027525 Fax : + 962 6 4027535 Mobile : +962 (79) 5638781 Email : jkasht@altajamouat.com</p> <p>Ms Dana Bayyat Sterling Apparel Tel : + 962 6 4020570 Fax : + 962 6 4020577 Mobile : +962 79 5730427 Email : dana@sam.com.jo</p> <p>Mrs. Cammy Wu Rich Pine International Group Ltd. Tel : + 962 (2) 7095622 Fax : + 962 (2) 7095620 Mobile : +962 (79) 5322337 Email : cammy@richpine.com.jo</p> |
| <p>Dead Sea Products Manufacturers Association</p> | | | <p>www.deadseajordan.com Email: info@deadseajordan.com</p> | <p>Tel.: 533 7748</p> | <p>See also above: Zaedat /Bloom Dead Sea Life- Cosmetics</p> |

APPENDIX 4: JORDAN CUSTOMS EMPLOYEE DATA

Jordan Customs (JC): Distribution of Employees, By Gender, By Year, By Facility

as of 14 March 2007, per JC- Dept. of Human Resources

USAID/Jordan-CAMP

QIZ: Quilified Industrial Zone; IE: Industrial Estate

Name of Facility

Field Facilities

| Name of Facility | 2005 | | | 2006 | | |
|---------------------------------------|------|--------|-------|------|--------|-------|
| | Male | Female | Total | Male | Female | Total |
| Al Karameh | 129 | 0 | 129 | 143 | 0 | 143 |
| Zarqa Free Zone | 119 | 1 | 120 | 144 | 1 | 145 |
| Prince Mohammed Bridge | 11 | 0 | 11 | 5 | 0 | 5 |
| King Hussein Bridge | 37 | 1 | 38 | 38 | 2 | 40 |
| Bonded Houses | 2 | 0 | 2 | 0 | 0 | 0 |
| Amman | 197 | 5 | 202 | 223 | 5 | 228 |
| Post/Amman | 13 | 0 | 13 | 19 | 0 | 19 |
| Queen Alia Airport/Passengers | 50 | 3 | 53 | 61 | 2 | 63 |
| Queen Alia Airport/Cargo | 92 | 3 | 95 | 106 | 3 | 109 |
| Omari | 136 | 1 | 137 | 146 | 0 | 146 |
| Modawareh | 63 | 0 | 63 | 61 | 0 | 61 |
| Aqaba | 294 | 5 | 299 | 302 | 8 | 310 |
| King Abdullah IE/Sahab | 53 | 0 | 53 | 64 | 0 | 64 |
| Enforcement | 205 | 0 | 205 | 226 | 3 | 229 |
| Sheidieh | 8 | 0 | 8 | 8 | 0 | 8 |
| Jordan Valley Crossing | 50 | 0 | 50 | 69 | 0 | 69 |
| Jaber | 174 | 0 | 174 | 195 | 0 | 195 |
| Civilian Airport/Marhe | 14 | 1 | 15 | 15 | 2 | 17 |
| Post/ Jerash | 1 | 0 | 1 | 1 | 0 | 1 |
| Al-Hassan IE/Irbid QIZ | 26 | 0 | 26 | 37 | 0 | 37 |
| Amman/lab | 7 | 0 | 7 | 7 | 0 | 7 |
| Syria Free Zone | 24 | 0 | 24 | 27 | 0 | 27 |
| Nomaireh/Jordan Valley | 6 | 0 | 6 | 8 | 0 | 8 |
| Ammoon | 7 | 1 | 8 | 10 | 0 | 10 |
| Hussein bin Abdulah II IE/Karak QIZ | 14 | 3 | 17 | 14 | 3 | 17 |
| Al Dhilail | 8 | 0 | 8 | 11 | 0 | 11 |
| Quality Control | 4 | 2 | 6 | 6 | 2 | 8 |
| Public Relations and Intl Cooperation | 0 | 0 | 0 | 9 | 3 | 12 |
| Customs Court | 20 | 3 | 23 | 16 | 8 | 24 |
| Customs Court Appeals | 12 | 2 | 14 | 10 | 5 | 15 |
| Aqaba/Lab | 9 | 0 | 9 | 8 | 0 | 8 |
| Warehouses | 8 | 0 | 8 | 2 | 0 | 2 |
| Training Center | 8 | 4 | 12 | 12 | 4 | 16 |
| Consultant | 1 | 0 | 1 | 1 | 0 | 1 |

Name of Facility

Headquarters

| Name of Facility | 2005 | | | 2006 | | |
|-----------------------------|---------------|--------------|----------------|---------------|--------------|----------------|
| | Male | Female | Total | Male | Female | Total |
| Industries Center | 17 | 0 | 17 | 0 | 0 | 0 |
| Sabah/Raqam Center | 6 | 0 | 6 | 0 | 0 | 0 |
| Ramtha Center | 82 | 0 | 82 | 96 | 0 | 96 |
| Mafraq Center | 14 | 0 | 14 | 10 | 0 | 10 |
| Zarqa Center | 13 | 0 | 13 | 11 | 0 | 11 |
| Subtotal Field Facilities | 1917 | 35 | 1952 | 2121 | 51 | 2172 |
| % of Field Facilities | 98.21% | 1.79% | 100.00% | 97.65% | 2.35% | 100.00% |
| Director General's Office | 15 | 5 | 20 | 13 | 4 | 17 |
| As't Dir. General's Office | 2 | 0 | 2 | 2 | 0 | 2 |
| Temporary Admissions | 11 | 8 | 19 | 10 | 12 | 22 |
| Planning | 13 | 5 | 18 | 11 | 8 | 19 |
| Tariffs | 20 | 5 | 25 | 20 | 6 | 26 |
| Administrative Affairs | 64 | 13 | 77 | 62 | 13 | 75 |
| Legal Affairs | 29 | 4 | 33 | 38 | 4 | 42 |
| Finance | 28 | 18 | 46 | 32 | 21 | 53 |
| Cases (smuggling) | 22 | 6 | 28 | 22 | 7 | 29 |
| Transit | 12 | 1 | 13 | 11 | 2 | 13 |
| Exemptions | 5 | 6 | 11 | 5 | 9 | 14 |
| Inspections (Internal) | 21 | 5 | 26 | 35 | 3 | 38 |
| IT | 31 | 10 | 41 | 37 | 9 | 46 |
| Administration Inspections | 3 | 0 | 3 | 1 | 0 | 1 |
| Client Service | 2 | 0 | 2 | 2 | 0 | 2 |
| Communication | 12 | 1 | 13 | 13 | 1 | 14 |
| Valuations | 11 | 3 | 14 | 13 | 3 | 16 |
| HR | 12 | 2 | 14 | 14 | 3 | 17 |
| Risk Management | 18 | 2 | 20 | 22 | 3 | 25 |
| Construction | 11 | 0 | 11 | 12 | 0 | 12 |
| Regional Office | 3 | 1 | 4 | 0 | 0 | 0 |
| Subtotal HQ | 345 | 95 | 440 | 375 | 108 | 483 |
| % HQ | 78.41% | 21.59% | 100.00% | 77.64% | 22.36% | 100.00% |
| TOTAL JC Employees | 2262 | 130 | 2392 | 2496 | 159 | 2655 |
| % Total JC Employees | 94.57% | 5.43% | 100.00% | 94.01% | 5.99% | 100.00% |

(totals carried over from previous columns)

APPENDIX 5: UNIFEM CISCO NETWORKING ACADEMIES

| School, Community Center, College or University | Location |
|---|------------|
| 1- Al-Balqa Applied University | Al-Salt |
| 2- Ein jalout school | Amman |
| 3- Esakan al-Jame'a School (Amman) | Amman |
| 4- Al-Zarqa University college | Zarqa |
| 5- Princess Sumaya university for technology | Amman |
| 6- Princess Eman Center | east Amman |
| 7- Engineering and technology college | Zarqa |
| 8- Queen Rania Al-Abdullah Center | Amman |
| 9- Madaba Knowledge Station | Madaba |
| 10- Jerash Knowledge station | Jerash |
| 11- UNRWA / Wadi Seer | Amman |
| 12- UNRWA /Naour | Amman |

APPENDIX 6: GENDER INDICATORS RESULTS REPORTING TABLE

[DATE]

| | Performance Indicator Name | End Result [as of date of report] | Baseline as of March 07 | FY: | 07 | 07 | 07 | 07 | 08 | 09 | Notes |
|---|---|-----------------------------------|-------------------------|---------|----|----|----|----|------|----|-------|
| | | | | Quarter | Q1 | Q2 | Q3 | Q4 | Q1-4 | Q1 | |
| A Project Support | | | | | | | | | | | |
| A1 | Gender indicators regularly and consistently supported | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| B Improved Efficiency and Effectiveness of Customs System | | | | | | | | | | | |
| B1 | Gender parity adopted as a core value of improved effectiveness | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| B2 | Support given for HR upgrades, promotional incentives | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| B3 | Qualified Women Business Owners included in Partnership Council | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| C Monitoring and Evaluation | | | | | | | | | | | |
| C1 | Gender indicators tracked regularly and consistently | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| C2 | Student internships implemented | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1 Component 1: BMTF Recommendations Implemented (Simplification) | | | | | | | | | | | |
| 1.0 | Gender indicators regularly and consistently supported | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.1 Component 1.1: Time Release Assessment Completed | | | | | | | | | | | |
| 1.11 | Women data collectors used | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.12 | Women Import Export businesses surveyed | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.2 Component 1.2: Single Window Facility Designed | | | | | | | | | | | |
| 1.21 | Qualified JC female employees included in design process | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.22 | JC Female employees trained on Single Window processes | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.23 | Qualified Women-owned vendors awarded | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 1.24 | Internships implemented | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |

| | Performance Indicator Name | End Result [as of date of report] | Baseline as of March 07 | FY: | 07 | 07 | 07 | 07 | 08 | 09 | Notes |
|------------|--|-----------------------------------|-------------------------|---------|----|----|----|----|------|----|-------|
| | | | | Quarter | Q1 | Q2 | Q3 | Q4 | Q1-4 | Q1 | |
| 2 | Component 2: Customs Infrastructure Upgraded and Integrated | | | | | | | | | | |
| 2.0 | Level of gender parity achieved under this activity | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 2.1 | Component 2.1: ASYCUDAWorld Upgrade Procurement Completed | | | | | | | | | | |
| 2.11 | Qualified Women-owned businesses selected as vendors | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 2.12 | Female employees included in procurement process | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 2.2 | Component 2.2: ASYCUDAWorld Operational | | | | | | | | | | |
| 2.21 | Female Employees able to use ASYCUDAWorld effectively | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 2.22 | Female Employees capable to computerize procedures and link to ASYCUDA | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3 | Component 3: Strengthened Capacity of And Trained Customs Officials | | | | | | | | | | |
| 3.0 | Level of gender parity achieved under this activity | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.1 | Component 3.1: HR, Management Systems Upgraded | | | | | | | | | | |
| 3.11 | Career Paths Described, developed and adopted | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.12 | Employee testing, Behavioral Interviewing techniques trained. | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.13 | Women employed (disaggregated by education, age) | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.14 | Women employed at Customs Houses | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.15 | Internships implemented (Organizational Development, HR) | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.16 | Managers, supervisors trained in Behavioral Interviewing Techniques | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.2 | Component 3.2: Training Needs Assessment Completed | | | | | | | | | | |
| 3.21 | Gender parity in Needs Assessment | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |

| | Performance Indicator Name | End Result [as of date of report] | Baseline as of March 07 | FY: | 07 | 07 | 07 | 07 | 08 | 09 | Notes |
|------------|--|-----------------------------------|-------------------------|---------|----|----|----|----|------|----|-------|
| | | | | Quarter | Q1 | Q2 | Q3 | Q4 | Q1-4 | Q1 | |
| | <i>Achieved</i> | | | | | | | | | | |
| 3.3 | Component 3.3: Training Manuals and Procedures Developed | | | | | | | | | | |
| 3.31 | <i>Gender Parity Procedures Manual Produced</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.32 | <i>New Training Manuals use Women in illustrations, examples.</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.4 | Component 3.4: Internal Training Service Developed | | | | | | | | | | |
| 3.41 | <i>Women trained in new Career Development information</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.42 | <i>Employee-Friendly training schedule implemented</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 3.5 | Component 3.5: Customs Integrity Strategy Implemented | | | | | | | | | | |
| 3.51 | <i>Women trained in Integrity Strategy</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4 | Component 4: External Relations Strengthened and Supported | | | | | | | | | | |
| 4.0 | <i>Women Import Export Business Owners in Partnership Council</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.1 | Component 4.1: Awareness/Perception Survey Completed | | | | | | | | | | |
| 4.11 | <i>Women Import Export Business Owners surveyed</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.12 | <i>Business Women's Associations Surveyed</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.2 | Component 4.2: Communications Campaign Implemented | | | | | | | | | | |
| 4.21 | <i>Female Employees used in JC Awareness materials (ads, radio and TV appearances)</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.22 | <i>Business Women's Associations Meetings attended</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.23 | <i>Active outreach to Women members of Customs-related industry sector business associations</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |
| 4.24 | <i>Internships Implemented (Communications, graphic design)</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |

| | Performance Indicator Name | End Result [as of date of report] | Baseline as of March 07 | FY: | 07 | 07 | 07 | 07 | 08 | 09 | Notes |
|------------|---|-----------------------------------|-------------------------|---------|----|----|----|----|------|----|-------|
| | | | | Quarter | Q1 | Q2 | Q3 | Q4 | Q1-4 | Q1 | |
| 4.3 | Component 4.3: Automated Customer Service Unit (CSU) Operational | | | | | | | | | | |
| 4.31 | <i>Customs Officers trained</i> | | | Target | | | | | | | |
| | | | | Actual | | | | | | | |

Expanded Indicators Descriptions:

Assumptions/Notes: