



USAID
FROM THE AMERICAN PEOPLE

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED) PROGRAM

GENDER ASSESSMENT REPORT

December 10, 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by Banyan Global subcontractor for The Service Group Inc. under the Aqaba Community and Economic Development (ACED Program)

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED) PROGRAM

GENDER ASSESSMENT REPORT

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, The Service Group Inc. or ACED.

TABLE OF CONTENTS

Acknowledgements	i
Executive Summary	1
I. Background	5
II. Scope of Work and Methodology	6
III. Conceptual Framework	7
IV. Gender Training	10
V. Workplan Review and PMP Indicators	11
VI. Findings	12
<i>a. General</i>	<i>13</i>
<i>b. Government</i>	<i>15</i>
<i>c. Private Sector</i>	<i>16</i>
<i>d. Community</i>	<i>17</i>
VII. Recommendations	19
<i>a. General</i>	<i>19</i>
<i>b. Immediate Issues to Consider</i>	<i>20</i>
<i>c. Follow-Up Gender Work</i>	<i>21</i>
Appendix A: Scope of Work	22
Appendix B: Bibliography	25
Appendix C: List of Consulted Individuals	27

Acknowledgements

The request for a gender assessment exercise was included in the original USAID/Jordan statement of work for the Aqaba Community and Economic Development (ACED) Program.

During the course of the assessment, many individuals and organizations contributed their time and insights. The ASEZA, ADC and government representatives consulted as well as private sector and NGO staff contributed their views and experiences. The Noor Al-Hussein Foundation was particularly helpful in facilitating focus group discussions with previous program beneficiaries. The Banyan Global team of Katie Tyrell, Tanjila Islam, and Meaghan Smith provided ongoing support for the consultancy from the United States.

Finally, thank you to Eric Johnson, the USAID CTO for the program, for supporting this effort, as well as organizing and attending the exit debriefing in Amman.

LIST OF ACRONYMS

ACED	Aqaba Community and Economic Development Program
ADC	Aqaba Development Corporation
AIIE	Aqaba International Industrial Estate
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ATASP	Aqaba Technical Assistance Support Program
AZEM	Aqaba Zone for Economic Mobility Project
BAFO	Best and Final Offer
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COP	Chief of Party
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
GEM	Gender Entrepreneurship Markets
GOJ	Government of Jordan
HR	Human Resources
ICDL	International Computer Driving License
INJAZ	Economic Opportunities for Jordanian Youth Program
IT	Information Technology
JD	Jordanian Dinar
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JUSBP	Jordan-United States Business Partnership
LCCD	Local Community Development Directorate
MENA	Middle East and North Africa
MOF	Ministry of Finance
MSME	Micro, Small & Medium Enterprises
NDCs	Neighborhood Development Councils
PMP	Performance Management Plan
QA	Quality Assurance
SABEQ	Sustainable Achievement of Business Expansion and Quality
SIYAHA	The USAID Tourism Project
SOW	Scope of Work
STTA	Short Term Technical Assistance
TA	Technical Assistance
TOT	Training of Trainers
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
VTC	Vocational Training Center

Executive Summary

The purpose of this gender assessment was to provide the Aqaba Community and Economic Development (ACED) Program with a gender analysis of the overall program and its three program components: (1) Strengthened Government Institutions, (2) Strengthened Private Sector and (3) Enhanced Community Development. The scope of work specified that the Gender Specialist, Ms. Susan Somach, would work closely with ACED Program management and staff to assess the level of gender integration within the ACED Program, outline the main areas where gender and/or other issues exist, and formulate detailed recommendations on how gender considerations could be integrated into the project work plan across all program components. As part of the in-county portion of the assessment, Ms. Somach also conducted a four-hour introductory gender and development training for the entire ACED staff.

Findings – General

- The concept of “gender” is generally not well understood by members of the counterpart or beneficiary groups in Aqaba, as it is assumed to focus only on women.
- Gender norms for native Aqabites are considered more traditional/conservative even when compared to some other communities in southern Jordan.
- Workforce readiness of both men and women, as well as willingness to work within the tourism industry is a major concern.
- Those entities, both governmental and private-sector, involved in the very positive economic growth activities in the Aqaba Special Economic Zone (ASEZ) have largely ignored the concomitant community development effects of such growth, especially the needs of women and families.
- Non-Aqabite Jordanians identify even broader lifestyle concerns for the future of Aqaba development, citing the lack of amenities (theaters, amusements, medical facilities, and other social venues) required to both attract and retain higher-skilled technical and professional workers.

Findings – Government

- The Jordan National Commission for Women (JNCW) will include the Aqaba Special Economic Zone Authority (ASEZA) in its plans to have a gender focal point established at each local government entity.
- ASEZA studies have included little or no gender analysis.
- ASEZA decision-making process does not generally include community input, from men or women.
- ASEZA communicates only on a limited basis with the community regarding its work and future plans.

- ASEZA has a comprehensive customer feedback system that includes customer surveys with the raw data that could be analyzed on a disaggregated basis.
- ASEZA staff includes a high percentage of women and several women in director positions, although several types of work are exclusively male (e.g., non-office public works jobs) or majority female (e.g., secretarial positions). The port does not appear to have any women working onsite, potentially raising security and customer service concerns.
- ASEZA-Local Community Development Directorate (LCDD) and Aqaba Development Corporation (ADC)-Corporate Social Responsibility (CSR) have limited coordination on community development issues.
- Plans for the relocation of the Shalaleh community require more robust communications and interactions with those being affected in order to reduce anxieties and perceptions of potential hardships.
- Clear communications and enforcement activities of ASEZA with respect to its desired community-related outcomes from investments in ASEZ need to be reinforced. Of particular interest are those areas which could have positive effects on the encouragement of the development of MSMEs and effects on effecting more gender-balanced approaches to economic investments.
- Infrastructure planning at both ASEZA and ADC has been slow to implement community service areas, including markets, recreation, etc.
- Government loan programs assisted women businesses.

Findings – Private Sector

- Hiring women in private sector, especially in the tourism industry is very difficult.
- The employment preferences of the local community do not match the future jobs and needed skills, even for men.
- The Micro Small and Medium Enterprise (MSME) sector is not well developed, and women's involvement is particularly informal and small-scale.
- Most MSME programs concentrate on startup and not on business growth.
- Although CSR programs help the community in specific ways (e.g., school adoption), there is still a lot of local skepticism about the private sector.
- Opportunities exist to provide support for business women as they grow their businesses and/or take on higher level positions.

Findings – Community, including Non-Government Organizations (NGOs)

- The community, both men and women, lacks mechanisms to collectively engage with the government sector.
- Community attitudes toward (male/female) employment in the hotel industry are slow to change – trust (by parents) and time are critical elements of successful projects. Women's employment, especially among Aqabites, is very low. Barriers

include male family members objecting to employment, especially in private sector and non-office jobs.

- Other than the Royal Foundations, the NGO sector is weak and generally lacks the capacity for sustainable activities.
- Few NGOs seem to have a clear mission and a strategy toward achieving specific goals.
- Paid training programs have resulted in greater challenges finding volunteers (mostly women) for NGO activities.
- Need for vocational English as a Second Language (ESL) classes and preference for native speakers.

Recommendations

Because of the substantial nature of gender integration challenges in Aqaba, a multi-sectoral approach that includes the public, private and community sectors will be necessary to achieve positive results. The ACED Program is well-positioned to have an impact on gender issues at a structural as well as an individual level, within the context of its already-contemplated work. Key recommendations include:

- Promote gender integration throughout all aspects of ACED work in public and private sectors and community (talk about it, ask questions).
- Institutionalize gender mainstreaming in ASEZA and ADC, and coordinate with other stakeholders, including strategic and other *planning* and *regulatory* functions, data collection mechanisms, and workforce/human resource policies and practices.
 - Gender training for ASEZA and ADC staff – with a training of trainers (ToT) for ASEZA’s new Aqaba Training Center
 - Collection and analysis of sex-disaggregated data
- Promote effective community-based approaches toward workforce readiness, using lessons learned to avoid and overcome challenges.
- Focus on specific identified needs of men and women (and male/female youth), to facilitate gender equity in participation and benefits of Aqaba development.
- Facilitate integration of male and female community members, including youth in Aqaba development decision-making.
- Assist in the development of a workplace code of conduct, for the private sector as well as ASEZA/ADC that includes issues of sex discrimination and sexual harassment.

Immediate Issues to Consider

There are several immediate issues that the project should consider, including:

- Integrate gender considerations into ADC’s new human resources (HR) system.

- Consider a wide range of community issues affecting men and women with the resettlement of Shalaleh.
- Analyze and compare disaggregated data on customer satisfaction survey (new and previous), and add additional questions as appropriate.
- Include gender data in MSME baseline data, and promote both startups and growth of women- and men-owned businesses in MSME programs.
- Design the Neighborhood Development Councils (NDCs) to maximize male and female participation and leadership, both for older and younger community members.

Next Steps

- The ACED staff should assign a staff member with the responsibility of a Gender Focal Point who will continue to promote and track progress in gender integration throughout the ambitious ACED portfolio of activities. As part of the monitoring and evaluation (M&E) activities, this assignment might best be made to the program's M&E Manager.
- Conduct follow-up short-term technical assistance, as needed, and could include (i) orientation and support for the ACED Gender Focal Point, (ii) review of SOWs or other documents, (iii) gender training design, and/or (iv) training of trainers on advanced gender integration in sector-specific activities.

I. Background

The Aqaba Community and Economic Development Program (ACED) will work with both the Aqaba Special Economic Zone Authority (ASEZA) and the Aqaba Development Corporation (ADC), training institutions, community based and non-governmental organizations as well as the private sector to achieve three principal goals:

1. Ensure that ASEZA and ADC have the capacity to deliver services to their clients, especially in the areas of municipal services, regulation, inspection, enforcement, and planning, policy formulation, promotion and development of ASEZ;
2. Provide the skills needed by local micro, small and medium enterprise owners (MSMEs) and by citizens of Aqaba to enable them to maximize their benefits from the investments coming into the Aqaba Special Economic Zone (ASEZ); and
3. Prepare citizens living in Aqaba to participate in decision-making in the zone and to improve access to social infrastructure. Need to ensure that the urban growth translates into a higher standard of living for residents.

The USAID Statement of Work for the Aqaba Community and Economic Development Program (previously named Nahdat Al-Aqaba Program) required a gender assessment as follows:

“Gender Assessment: *Within the first two months of the program, the Contractor shall undertake a gender assessment to determine whether the program will have differential impacts on men and women and will propose actions or activities on how to address these issues throughout all the program components.”*

II. Scope of Work and Methodology

The purpose of the scope of work was to provide the ACED Program with a gender analysis of the overall program and its three program components: (1) Strengthened Government Institutions, (2) Strengthened Private Sector and (3) Enhanced Community Development. The scope specified that the Gender Specialist would work closely with ACED Program management and staff to assess the level of gender integration within the ACED Program, outline the main areas where gender and/or other issues exist, and formulate detailed recommendations on how gender considerations could be integrated into the project work plan across all program components. To do so, the gender specialist, Ms. Susan Somach, examined the existing situation; identified areas most relevant to program implementation; identified and established relationships with key stakeholders; and developed baseline indicators for the periodic assessment of program impact.

Specific tasks included a review of project documents; meetings with project management staff, stakeholders from government, community and private sector, and meetings and/or focus groups with female and male beneficiaries and women's groups that were involved in the previous Aqaba Zone for Economic Mobility (AZEM) and Aqaba Technical Assistance Support Project (ATASP) USAID-funded initiatives. The four deliverables were:

- Conduct 4-hour gender integration training for ACED program management and staff.
- A presentation of preliminary findings and recommendations for the ACED Chief of Party (COP) upon completion of fieldwork and before departure from country.
- A gender assessment report, detailing findings and recommendations.
- Written input to the workplan as requested by Aqaba Economic Growth Project management.

A copy of the scope of work is attached as Appendix A. A list of the documents reviewed as part of the assessment is attached as Appendix B. And, a list of stakeholders consulted during the fieldwork is attached as Appendix C. Ms. Somach held meetings with the following categories of stakeholders:

- ACED team
- Selected ASEZA and ADC staff
- Other government representatives (Vocational Training Center (VTC) directors, college dean, credit agencies, port authority)
- Private sector representatives
- Royal foundations and women's NGOs
- Female (5) and male (6) beneficiaries of International Computer Driving License (ICDL) and other classes at Noor Al-Hussein Foundation; few questions to computer and hairdressing students at female VTC
- National gender mechanisms (JNCW, Gender Unit at Ministry of Planning)

III. Conceptual Framework

The Gender Assessment was developed within the framework of the USAID Automated Directive System (ADS), last modified January 31, 2003.

Terminology

The assessment reflects the following terminology:

Gender is “the economic, social, political, and cultural attributes and opportunities associated with being male and female. The social definitions of what it means to be male or female vary among cultures and change over time.”¹

Gender Integration means “taking into account both the differences and the inequalities between men and women in program planning, implementing, and assessing.”²

Gender Analysis is the methodology applied to development problems to identify and understand the dimensions and relevance of gender issues and gender-based constraints. Analysis includes understanding the differences between men’s and women’s roles, rights and opportunities.³

Mainstreaming gender means analyzing and adjusting, where appropriate, for potential gender differences throughout the planning, implementation, monitoring and evaluation of all programs and activities. Including gender considerations will result in more effective and efficient development.

ADS Requirements

Gender should be mainstreamed throughout strategy and activity design, activity implementation, monitoring and evaluation. The following are the specific ADS regulations outlined gender considerations.

A. Strategic Planning

Per ADS 201.3.8.4 *Technical Analysis for Strategic Plans*. **Gender analysis is a mandatory technical analysis** for development of Strategic Plans. Analytical work performed in the

¹ ADS 200.6 Definitions.

² *A Guide to Gender Integration and Analysis: Annex to ADS 200 Series*.

³ *Ibid.*

planning and development ... must address at least two questions: (1) how will gender relations affect the achievement of sustainable results; and (2) how will proposed results affect the relative status of men and women. Addressing these questions involves taking into account not only the different roles of men and women, but also the relationship and balance between them and the institutional structures that support them. Per USAID's gender mainstreaming approach, the analysis will be applied to all technical issues.

B. Activity Design and Approval

Per *ADS 201.3.12.6 Activity Planning Step 2: Conduct Activity-level Analyses as Needed*. **Gender analysis is mandatory** for activity design and should reflect consideration of the following two questions: (a) Are women and men involved or affected differently by the context or work to be undertaken? and (b) If so, would this difference be an important factor in managing for sustainable program impact? The gender analysis (a statement of one page or less) must be included in the activity approval document if there are significant gender issues, or in its place can be a brief rationale for its absence. The approving official for the activity is responsible for ensuring that the gender statement adequately responds to the requirement, or that the rationale for not including a gender statement is adequate.

Per *ADS 201.3.12.15: Activity Planning Step 11: Prepare Activity Approval Document*. The gender statement for the Activity Approval Document must include an outline of the most significant gender issues that need to be considered during activity implementation, with a description of what outcomes are expected by considering these issues. If the Operating Unit determines that there are no significant gender issues, provide a brief rationale to that effect.

Additionally, per *ADS 201.3.12.6*, the operating units are to ensure that those who will implement the activity are capable of addressing the gender concerns identified during strategic and activity planning. For contracts and grants/cooperative agreements that are issued following a competitive process, this is accomplished by signaling in solicitation documents USAID's expectations regarding gender expertise and capacity, tasking offerors with proposing meaningful approaches to address identified gender issues, and placing appropriate emphasis on gender-related elements of technical evaluation criteria.

Finally, per *ADS 201.3.12.6*, the contract or agreement officer is required to confirm that a gender statement is incorporated into the activity description and that relative significance of gender technical capacity is appropriately reflected in the technical evaluation criteria. Alternatively, if the operating unit determines that there are no significant gender issues, the Contract or Agreement Officer will confirm that the rationale for no gender statement has been completed as part of the activity approval.

C. Implementation and Evaluation

Per *ADS 203.3.4.3 Reflecting Gender Considerations in Performance Indicators*. It is **mandatory** that performance management systems and evaluations at the SO or intermediate result (IR) level **include gender-sensitive indicators and sex-disaggregated data** when technical analyses supporting the SO show that (i) the activities or their anticipated results involve or affect women and men differently; and (ii) this difference would be an important factor in managing for sustainable program impact. One way to understand the effect of gender on USAID development efforts would be to disaggregate performance information by sex.

Per ADS 203.3.6.1 *When is an Evaluation Appropriate?* Situations that may require an evaluation include, among others, when performance information indicates an unexpected result such as gender differential results.

Per ADS 203.3.6.2 *Planning Evaluations.* Gender considerations should be included among the steps for data collection in analysis (as provided in 203.3.4.3).

Additionally, per ADS 203.6.2: *Evaluation*, a situation that may require an evaluation is one in which performance information indicates an unexpected result (positive or negative) such as gender differential results that should be explained.

Per ADS Table 203E *Portfolio Review*, within the customer/partner perception area of concern, both existing and any new gender issues should be addressed.

D. Acquisition and Assistance

Per ADS 302.5.14 *Direct Contracting* and ADS 303.5.5b *Grants & Cooperative*

Agreements, the contracting officer must incorporate into an RFP, RFA or APS a gender statement or rationale specified in ADS 201.3.12.6 (see above).

IV. Gender Training

As part of the in-country portion of the fieldwork, Ms. Somach prepared and conducted a four-hour basic gender integration training for the entire staff of the ACED Program. The purpose of the training was (i) to provide a framework for understanding the underlying principles of gender and development as applied by foreign donors such as USAID and (ii) to provide analytical tools to help integrate gender into all aspects of development activities.

The training was designed so that the participants would gain a basic understanding of gender integration within strategy and program planning and an introduction to the selected topical areas of gender-sensitive budgeting, gender issues in MSME and business development activities, and corporate governance issues (including sex-discrimination and sexual harassment). The workshop included interactive activities to identify and analyze gender issues in a variety of contexts relevant to the ACED Program.

A PowerPoint presentation as well as a flip chart was used. Handouts included:

- Gender and Development PowerPoint presentation,
- ADS Gender Provisions,
- Examples of Evaluation Criteria,
- UNDP Resource 24: Sex-Disaggregated Statistics and Gender Data,
- UNDP Resource 25: A Gender Critique of Concepts Used in Neoclassical Economic Analysis,
- The CRIB Gender Analysis Tool,
- The CRIB Applied to Design & Organization of Training Programs, and
- Gender Quiz (Jordan facts that make you go “hmmm...”).

The participants completed evaluation forms, the originals of which were left with the COP Larry Hearn. According to the evaluations, the training was relevant and worthwhile, with 8 of the 14 participants wishing for more time (suggesting an all-day or two-day training).

V. Workplan Review and PMP Indicators

As contemplated by the SOW, Ms. Somach participated in workplan meetings and submitted extensive gender comments on the first draft workplan, including the preliminary indicators. The comments reflected both the commitments made in both the original proposal and the revised proposal submitted by TSG, Inc. as well as recommendations being formulated as part of this gender assessment. The comments addressed each of the workplan components: strengthened government institutions, strengthened private sector and enhanced community development. A fourth Program Support component was added, and the following was submitted to the COP as suggested gender elements in the program support area:

“Gender Integration (Cross-Cutting)

- **Gender assessment and staff training.** *Within the first two months of startup, an STTA gender specialist will undertake a gender assessment to determine whether the program will have differential impacts on men and women and propose actions or activities on how to address these issues throughout all program components. The gender assessment deliverables will include a 4-hour introductory gender integration training for the entire ACED staff, written input to the workplan, and a gender assessment report.*
- **Integrating gender into all program components.** *In accordance with recommendations from the gender assessment, each program component will implement actions and activities to address identified gender issues. Examples could include:*
 - *Development of a code of conduct for both the public (ASEZA/ADC/etc.) and the private sector that will include issues of sex discrimination and sexual harassment.*
 - *MSME focus on encouraging both startup and expansion of both men-owned and women-owned businesses.*
 - *Creating and expanding opportunities for both women and men to participate and have leadership roles in advocating for their own interests.*
- **Use of sex-disaggregated data.** *Sex-disaggregated data will be collected, analyzed and reported on an ongoing basis in accordance with the M&E plan. When possible and as appropriate, data will be cross-disaggregated for age and education.”*

Ms. Somach also reviewed the PMP Indicators prepared by the M&E Specialist and provided comments to ensure that the indicators (i) were gender-sensitive, (ii) provide for sex-disaggregated data, and (iii) include some gender-specific targets.

VI. Findings

Background

“The Vision: A Jordanian woman capable of performing her different roles and duties; a woman who enjoys equality in value, dignity and rights; who effectively participates in all aspects of the Jordanian society, and who is an active force of development and progress of Jordan toward a democratic state, enlightened by the purity of Islamic principles and committed to international agreements, and renowned on regional and international levels.”

- *National Strategy for Jordanian Women 2006 – 2010, Jordanian National Commission for Women*

“References to strength, bravery, leadership, wisdom, independence, and freedom are associated mostly with males. References to kindness, love, sensitivity, and interest in caring for the family are linked to female roles.”

- *The Economic Advancement of Women in Jordan: A Country Gender Assessment, World Bank (2005), referring to gender stereotypes in Jordanian textbooks.*

Patriarchal traditions. Jordan’s rich cultural traditions have included delineated roles of men and women in the family. These differential roles can create challenges for women’s achievement of equal opportunities and rights to access to and control of assets,⁴ even as external realities require shifts in income generating roles. The expectation of a man as a sole breadwinner creates extra pressure on men, especially those who are unemployed. When additional family income is needed, boys are often pressured to drop out of school to get a job to earn money. Girls are more likely to drop out of school, and women out of the workforce, due to marriage.

Low economic participation. Although Jordanian women have made progress in the areas of educational attainment and health, the indicators on women’s economic participation remain consistently below other lower-middle-income countries. The rates are on par with the Middle East and North Africa (MENA) region’s averages, but according to the World Bank should be higher.⁵ Depending on the estimate, the percentage of women in the labor force in Jordan ranges from 12 to 26 percent. In 2004, women comprised only 10 percent of the employees in Aqaba. Married women are significantly more likely to drop out of the labor force in Jordan than the rest of the MENA region, though some return to the labor force after their childbearing years.⁶

Gender stereotyping in education and occupational segregation. Gender stereotypes are prevalent in textbooks and teacher attitudes. The attitudes directly affect men’s and women’s perceptions of themselves, self-confidence and ambitions. As a result, girls are less likely to enter academic, technical and vocational fields perceived as masculine. And, boys are less likely to pursue the teaching profession⁷ or be interested in service sector jobs. The

⁴ World Bank, p. xvii.

⁵ World Bank, p. xi.

⁶ Ibid, p.7.

⁷ CEDAW, p. 45

result is occupational segregation that limits labor mobility and dampens the willingness of Jordanian families to accept female family members entering non-segregated jobs.⁸ According to Jordanian law, women are prohibited from working in certain hazardous environments and are not allowed to work between 8 at night and 6 in the morning, except in certain professions (hotels, theaters, restaurants, airports, tourism offices, hospitals, clinics, and some transportation industries). Evening work is limited to 30 days per year and a maximum of 10 hours per day, restrictions that favor men when competing against women for employment.⁹

Disincentives to private sector participation and low levels of entrepreneurship. According to a World Bank staff review of labor laws and working conditions, women prefer public sector employment because of greater job security and social status, higher salaries, more access to non-wage benefits, shorter working hours, advancement opportunities based on seniority rather than productivity, longer paid maternity leave, and reduced likelihood of sexual harassment.¹⁰ Women are estimated to comprise only 3.9 percent of all entrepreneurs in Jordan. Because women generally have fewer resources and less access to business networks than do men, the administrative barriers to starting a business and the difficulties accessing finance tend to affect women even more than men.¹¹

Wage differentials. Despite having higher education attainment than men, women tend to be paid less than men in the same jobs. This education gap in Jordan is one of the widest in the MENA region.¹² Women also tend to dominate lower paying jobs.¹³

Lack of representation in decision-making. Women generally lack decision-making power in both the public and private sphere.¹⁴ A recently established gender quota¹⁵ guarantees a certain number of seats in national parliament, but Jordanian women are still underrepresented in decision-making. In the 2007 parliamentary elections, one woman candidate was elected outside the quota system and an additional two were only a few votes short of winning. Women are more likely to participate in the governorate level, but still at relatively low levels.

a. General

Gender as a concept. The concept of “gender” is generally not well understood, and is assumed to focus only on women. This is typical since the term is relatively new and in a place like Aqaba much of the gender work will necessarily focus on women who lag behind

⁸ World Bank, p. 32 and CEDAW, p. 22.

⁹ Abu Hassan, p. 115.

¹⁰ World Bank, p. 18.

¹¹ Ibid., p. 19-20.

¹² Ibid, p. 13.

¹³ “The effect of gender on the income level of employed Jordanians has a somewhat controversial effect; in the two extreme income levels, the effect is more apparent. In 2004, the proportion of employed Jordanians earning less than 100 JD per month were one and a half times more likely to be female, as opposed to those earning 500 JD or more per month were one a half times less likely to be female.” Al Manar (National Center for Human Resources Development) website <http://www.almanar.jo/AlManarWeb/Default.aspx?PageContentID=53&TabId=106>

¹⁴ CEDAW Report UN Committee on the Elimination of Discrimination against Women (2006) *CEDAW Combined third and fourth reports of States Parties: Jordan*. March 10, 2006, p.22.

¹⁵ An additional six seats reserved for women were added to the Jordanian Parliament, expanding the number of seats from 104 to 110. CEDAW Report, p. 18.

men in economic, political and even social development. Nevertheless, understanding that gender integration is about both men and women is critical both to achieving good development results and to avoiding a backlash to a perceived threat to family values.

Conservative gender norms. The gender norms for native Aqabites are considered more traditional/conservative even when compared to some other communities in southern Jordan. This raises a more difficult challenge in bridging the gap between the gender norms of the local population and those of the incoming economic development community and tourists who may soon outnumber the local Aqabite population.

Workforce readiness challenges. The level of workforce readiness of the available men and women, as well as willingness to work within the tourism industry, is a major concern. Investors, such as Saraya, are already seeking qualified candidates to educate to meet their future needs, but are having a hard time finding them locally.¹⁶ Hotels are hiring women internationally because they cannot find Jordanian women to fill service positions (restaurant, bar and spa staff). Programs designed to encourage men and women to enter the tourism industry, even in non-customer areas of work, are yielding mostly anecdotal successes. Many potentially qualified young women in Aqaba are either unwilling or not allowed to work due to family pressure to keep to an exclusive role of motherhood or to satisfy their concerns about her working in a non-public sector or mixed workplace. Young men who fail to complete their education are tracked to vocational training and have readiness challenges, while the well-educated expect high-paying office jobs.

Economic development not including community. The economic development in Aqaba has progressed under the activities of both ASEZA and ADC; however, these entities and the businesses they foster appear to have paid less attention to the effects of their activities on community development, especially the needs of women and families. Development planning documents, as well as the apparent, attitudes of the responsible government decision-makers, do not focus on community needs as part of their decision-making process. Public input and/or consultation with community leaders have not been included in any systematic way, even with the assistance of international development funding. This approach has meant that community needs, such as parks (with bathroom facilities), daycare, youth activities, community space, health care, family entertainment, and adequate transportation have not been adequately developed within public and private sector planning. Thus, the family side of workforce development is lagging behind and will be difficult to catch up as land and development opportunities are already promised to exclusively economic development uses.

Additional lifestyle concerns. Non-Aqabite Jordanians who have relocated to Aqaba for work identify even broader lifestyle concerns for the future of Aqaba development than locals. As much of the ASEZA and private sector staffing is coming from the more cosmopolitan Amman, the expectations of increased lifestyle/social activities are raised. For example, several of those consulted for this assessment mentioned the lack of a movie theater, performing arts, and not enough cafes/clubs/places to socialize – especially for single and unaccompanied staff relocated to Aqaba for years at a time. These concerns are relevant to recruitment and retention of quality Jordanians who are willing to pursue employment opportunities in Aqaba.

¹⁶ The Saraya CSR Officer mentioned that they received only two applications for two scholarship positions for local students.

b. Government

Gender mechanisms. The Jordanian National Commission for Women has established gender focal points within the various Ministries, the most active being the full-time Head of the Gender Division at the Ministry of Planning and International Cooperation, who is sponsored by the United Nations Development Fund from Women (UNIFEM). The JNCW will start working in January at the governorate and municipal level, and hopes to have a gender focal point established at ASEZA as part of that process.

ASEZA studies. A review of several AZEM studies revealed that little or no gender analysis was included. These included critical areas such as water usage, transportation, health services, and even the 2006 Aqaba Community Development Strategy.

Lack of community participation. While ASEZA has developed several customer feedback mechanisms, ASEZA's decision-making processes operate exclusively on an internal basis. While in some instances the community may be informed about ASEZA's decisions, they do not have mechanisms in place to solicit and consider community input, either from men or from women.

Weak communication mechanisms. ASEZA communicates only on a limited basis with the community regarding its work and future plans. ASEZA conveys most information through an internal and external magazine with an uncertain number of readers. An investor has approached ASEZA about establishing a local radio station. If the license were granted, it could include a dedicated period of time for much-needed dissemination of information to and about the community. Despite a recommendation in 2004 about the need for a newspaper in Aqaba, one has yet to be established.

Multi-year Customer Feedback Data. ASEZA has a comprehensive customer feedback system that includes customer surveys with the raw data that could be analyzed on a disaggregated basis. A 2005 and 2006 report presented data exclusively on an aggregate basis. However, the data includes fields for sex, age, and educational attainment making comparison and reporting of disaggregated data possible on a multi-year basis.

Women staff in ASEZA. ASEZA staff includes a high percentage of women and several women in director positions, although several types of work are exclusively male (e.g., non-office public works jobs) or majority female (e.g., secretarial positions).

Lack of women staff at port. According to the Director General of The Ports Corporation, the port facilities do not have any women working on-site (only in office positions). It is unclear whether the police, customs and other official organs operating at the port have women on staff to address the needs of women business or tourist customers. Given the wide variety of traveling public in general, and gender sensitivities in the region, the lack of women available on-site to assist both with security and customer service needs would appear to be a significant gap.

Coordination on Corporate Social Responsibility (CSR). ASEZA-LCDD and ADC-CSR have limited coordination on community development issues. Each office has a particular role to play – ASEZA as the regulatory policy-setting body and ADC as a lead government investor – which may need to be clarified with each entity.

Relocation of the Shalaleh community. The sensitivities around the Palestinian refugee issues in general and the risk of a destabilizing community backlash in particular indicate the need to work more directly with this community to make the planned relocation as smooth a

transition as possible. In order to effectively work with this community, significant transparent communications initiatives are paramount. These communications initiatives should be well-planned and fully integrated into the overall transition, including the successful “re-communitizing” of the relocated persons, as most formal and informal “communities” now existing in Shalaleh will be destroyed by the relocation. A specific gender issue may arise in the titling of the new housing, as in some instances, women have made significant investments/improvements to the existing property in Shalaleh, using their own resources, yet the title to the new property apparently is to be granted to the individual(s) (most often men) listed on the lease/ownership documents without consideration of improvements or shared responsibility.

Communication of regulatory requirements. Additional proactive steps need to be taken to assure that all parties (ADC and other current and prospective private-sector entities) engaged in economic development in ASEZ are fully informed of ASEZA regulatory requirements. Further, these requirements need to be reviewed for their proactive inclusion of gender-related considerations. Of particular importance are those related to functions within the LCDD, those requiring stronger coordination with ADC’s CSR activities, and the expectations placed on investors in ASEZ with regards to gender sensitive issues affecting the people and business in ASEZ. One example of a missed opportunity that might be served by MSME initiatives includes the provision of services at facilities operated by The Port Corporation. Such services might include food, tourist items, stamps, maps, internet and other services that could be made available not only to The Port Authority employees but also travelers passing through the facilities.

Slow implementation of community infrastructure. Although infrastructure planning has included some community service areas, the implementation has been slow in areas for markets, recreation, transportation, etc.

Loans for women. Government loan programs have targeted women and assisted many women-owned micro- and small businesses. Lending program managers expressed a high degree of confidence in women borrowers and good experience with loan repayment.

Challenges in VTC training programs. The Vocational Training Centers appear to have unequal resources in Aqaba: the female VTC is isolated in a run-down building in a low-income area, while the male VTC is a larger recently-renovated building co-located near the college campus. The VTCs are both led by male directors who continue to program along traditional gender-specific norms. The female VTC provides training for women in computers, sewing and hair dressing – almost exclusively for home use and without job placement assistance. The male VTC provides training in a variety of technical vocational areas exclusively for men, except for the tourism training program. The tourism classes, however, are segregated (though each with a male teacher) despite the fact that the second portion of the program is an integrated internship located in a hotel. Not surprisingly, the majority of female students dropped out after the classroom portion of the training.

c. Private Sector

Hiring of women. The private sector, especially in the tourism industry, has a difficult time hiring women. The situation is exacerbated by perceptions of women employees as expensive and unreliable due to their family responsibilities. A major challenge is the nearly universal perception that home responsibilities, including child-rearing, are exclusively the responsibility of the woman, even if she has a job outside the home. This double burden creates a disincentive for women to seek outside employment, in addition to contributing to

the negative perception of male family members to her taking a job outside the home even if the family needs additional income.

Mismatch of employment preferences to job opportunities. The employment preferences of the local community do not match the future jobs and needed skills, even for men. In particular, women express an interest in a limited range of job categories, teaching and office work primarily, and a personal and family preference to work in the public sector or in a women-only private sector office environment. Men are generally interested in office work as well and expect high salaries even with a lack of experience and skills. It is already well known that a lot of efforts will need to continue to focus on changing preferences and building skills to match the future workforce needs in Aqaba.

Small-scale MSME sector. The MSME sector is not well developed, and women's involvement is particularly informal and small-scale. Home-based businesses are a viable option for many women that can supplement family income. Women have proven to be good borrowers in the government-supported micro- and small-loan programs. In the southern region, agricultural loans to women have mostly been for livestock at the subsistence level. The preference for women borrowers seems to be driven by programmatic design rather than based on solid credit analysis. Group lending without collateral has not been developed. Only certain NGOs have engaged in unsecured lending, and have provided a few loans based on organizational guarantees backed up by a court approved promise to pay.

Lack of focus on MSME growth. Most MSME programs concentrate on startup and not on business growth. Virtually no efforts have been targeted at encouraging those women who may be interested in growing their micro- and small-scale businesses to move into larger-scale businesses that could provide employment and marked economic development.

Ongoing skepticism about the private sector. Although CSR programs help the community in specific ways (e.g., "adopting" schools), there is still a lot of local skepticism about the private sector. The perception remains that government work is more regulated and therefore more humane, and that the private sector is more risky both in terms of job security and working conditions, especially for women.

Support for business women. The Business and Professional Women's Association and the Aqaba branch of the Jordanian Women's Union are both led by the dynamic Layali Al-Nashashibi formally employed at the Movenpick Hotel. Although there are few business women in Aqaba, these organizations could play an increasingly important role in providing mutual support for women as they grow their businesses and/or take on higher level private and public sector jobs.

d. Community

Lack of community engagement mechanisms. The community, both men and women, lacks mechanisms to collectively engage with the government sector. Even the ASEZA Local Community Development Directorate engages with the community only in an ad hoc manner. Some of the NGOs have the space to hold community meetings, and do conduct community outreach activities, but their activities are largely directed at informing the community rather than engaging the community for their input on public decision-making issues.

Attitudes toward tourism industry employment. Community attitudes toward both male and female employment in tourism, especially the hotel industry, are slow to change. Building

trust by parents and taking a more time-intensive approach are critical elements of successful projects. Women's employment, especially among Aqabites, is very low and efforts to recruit women into the tourism have been more successful with those from outside Aqaba. Barriers for women include male family members objecting to employment, especially in private sector and non-office jobs with exclusively female employees.

Lack of NGO capacity for sustainable activities. Other than the Royal Foundations, the NGO sector is weak and generally lacks the capacity for sustainable activities. Funding is typically from international donors, is project based and therefore not consistent to maintain stable operations. The Royal Foundations have developed capacity from training and other support from their Amman headquarters. They have successfully developed income-generating activities, such as daycare and small-scale sewing and handicraft production, as well as consistent funding streams to support their operational costs.

Unclear NGO roles. It is not clear how many NGOs have a clear mission and a strategy toward achieving specific goals. Although there are many women in the NGO sector, they are not represented in leadership at the same level. A few NGOs in Aqaba are specifically focused on women's issues, but none focus on issues that are of greater concern for males, such as drug use and lower academic achievement, among young men. NGOs outside the ASEZ are considered to be even less developed than those inside the zone.

Negative consequences of paid training programs. With the influx of donor funding, many training programs have paid participants merely for attending classes. This has resulted in greater challenges both in finding productive trained workers willing to accept a standard wage for standard productivity (because they received nearly the same wage during training for no productivity). Another negative consequence of the paid training programs is that they are now finding it difficult to recruit volunteers (who are mostly women) for NGO activities because they are unwilling to participate in unpaid activities.

Need for vocational ESL classes and preference for native speakers. Participants in English and computer classes expressed a strong interest in advancing their English language knowledge. Their expressed intent was to become more comfortable in speaking English in their chosen vocational environments. These interests could be met with classes more targeted to practical needs such as those for an auto mechanic to be able to read technical manuals in English or a postal worker to be better able to communicate with tourists and non-Arabic speakers needing assistance with postal services. They also requested greater routine access to native English language speakers (as teachers or from volunteers from the community at-large) so they would be forced to engage in more immersion-type learning.

VII. Recommendations

a. General

Because of the substantial nature of gender integration challenges in Aqaba, a multi-sectoral approach that includes the public, private and community sectors will be necessary to achieve positive results. The ACED Program is well-positioned to have an impact on gender issues at a structural as well as an individual level, within the context of its already-contemplated work.

Integrate gender throughout the activities. Promote gender integration throughout all aspects of ACED work in public and private sectors and community. Specifically, ACED staff should continue to talk about gender issues and ask questions to raise the level of awareness high enough to encourage change in operational behavior. Internally, ACED should be sure to model the same behaviors in programmatic meetings, activity planning, and operations, including HR policies. The process for grant-making should include gender as a cross-cutting theme with applicants being required to (i) address identified gender issues within their proposals (and scored appropriately by review panels), (ii) illustrate gender sensitivity in their staffing policies, and (iii) collect, analyze and report sex-disaggregated data and identify opportunities to address any gender differences in participation in or benefits from the activities.

Institutionalize gender mainstreaming. ASEZA and ADC need to institutionalize gender mainstreaming by having gender issues be on the agenda of planning and regulatory meetings, so as to promote discussion and active consideration of the differing needs of women and men in the different sectors (home, community, business, public sector) and capacities (employee, employer, consumer, caregiver, educator, communicator, etc.) in which they operate. Further, ASEZA and ADC should proactively coordinate with other stakeholders, including strategic and other *planning* and *regulatory* functions, data collection mechanisms, and workforce/HR policies and practices affecting gender issues. It is noteworthy that JNCW plans to have a Gender Focal Point established at ASEZA, which should improve the capacity of ASEZA to institutionalize gender mainstreaming.

Gender training for ASEZA and ADC staff. To build capacity in Aqaba, more knowledgeable change agents will need to be cultivated. A first step will be to conduct training of trainers, and a likely recipient would be ASEZA's new Aqaba Training Center staff. Gender training should be mandatory for ASEZA and ADC staff due to their critical function in planning, regulating and promoting the dramatic changes in Aqaba's community and economic development. There is some national gender training capacity at the Gender Division of the Ministry of Planning and International Cooperation (headed by Dr. Salma Nems) and at the Jordanian National Council for Women (headed by Secretary General Asma Khader).

Collection, analysis, and reporting of sex-disaggregated data. All planning and data collection mechanisms developed for ASEZA and ADC should be disaggregated by sex, and other factors of importance to monitoring developments in the ASEZ, such as age, educational attainment, and whether the individual is a native Aqabite. The first step is to collect the data, but equally important is the analysis and report of sex-disaggregated data. All reports

should include sex-disaggregation in charts and narratives, and presentations should be expected to include the same.

Community-based approaches toward workforce readiness. Programs on workforce readiness should integrate the best of the community-based approaches, using lessons learned to avoid and overcome challenges. Adult training classes should be mixed male-female whenever possible to help increase the comfort level of men and women interacting in integrated environments. For example, the Noor Al-Hussein Foundation English and ICDL classes provide a model of successful integrated classes in a respectful environment.

Address specific needs. Focus on specific identified needs of men and women (those of male and female youth may differ as well), to facilitate gender equity in participation and benefits of Aqaba development. Additional time and efforts will likely be required to allay concerns of some families before they will permit their daughters or sons to participate in certain types of activities. Invitations may need to include parents for youth activities. And, programs for women may need to include safe transportation and/or childcare assistance. Men who have not completed their education may need literacy classes prior to starting lessons in a technical subject.

Include male and female adults and youth in decision-making. Facilitate integration of male and female community members, including youth in Aqaba development decision-making. Activities to encourage civic engagement should encourage both participation and leadership by both men and women, as well as male and female youth.

Workplace code of conduct. To encourage more interest and comfort with private sector employment, ACED should assist in the development of a workplace code of conduct, for private sector as well as ASEZA/ADC that includes issues of sex discrimination and sexual harassment. The code should include some type of enforcement mechanism – which could later intersect with future plans for the JNCW to establish a nationwide system of Ombudsmen. The development and adoption of the code should be followed by a public awareness campaign of both the public and private sector to inform prospective employees and employers about the commitment to the new standards.

b. Immediate Issues to Consider

Opportunities to immediately (within the next six months) address identified gender issues within the context of unique or ongoing activities include the following:

- Integrate gender considerations into ADC's new HR system, including sex discrimination in recruitment, hiring and promotion and sexual harassment in the workplace.
- Consider the wide range of community issues affecting men and women with the resettlement of Shalaleh, including gender issues related to ownership and transfer; separation of families; adjustment to different housing; transportation, health, education, childcare, legal assistance and other services.
- Analyze and compare disaggregated data on customer satisfaction survey (new and previous), and add additional questions as appropriate.
- Include gender data in MSME baseline data, and promote both startups and growth of women- and men-owned businesses in MSME programs. Design the Neighborhood Development Councils to maximize male and female participation and leadership, both for older and younger community members.

- Encourage port authorities to review gender-specific staffing needs for security and accommodation of both male and female business and tourist customers.

c. Follow-Up Gender Work

The ACED Program should assign the responsibility of a Gender Focal Point who will continue to promote and track progress in gender integration throughout the ambitious ACED portfolio of activities. Follow-up work, through short-term technical assistance, should be provided on an as-needed basis and could include (i) orientation and support for the ACED Gender Focal Point, (ii) review of SOWs or other documents, (iii) gender training design, and/or (iv) training of trainers on advanced gender integration in sector-specific activities.

Appendix A: Scope of Work

Scope of Work:	Gender Assessment
Subcontractor:	Banyan Global, Subcontract No. 278-C-00-08-00301-00-SUB-BG
Consultant:	Susan Somach
Dates:	Nov. 5 – Dec. 10
LOE:	27 days

Short-term Technical Assistance

I. Project Background

The Aqaba Economic Growth Project will work with both Aqaba Special Economic Zone Authority (ASEZA) and the Aqaba Development Corporation (ADC), training institutions, community based and non-governmental organizations as well as the private sector to achieve three principle goals:

1. Ensure that ASEZA and ADC have the capacity to deliver services to their clients, especially in the areas of municipal services, regulation, inspection, enforcement, and planning, policy formulation, promotion and development of ASEZ;
2. Provide the skills needed by local micro, small and medium enterprise owners (MSME's) and by citizens of Aqaba to enable them to maximize their benefits from the investments coming into the ASEZ; and
3. Prepare citizens living in Aqaba to participate in decision-making in the zone and to improve access to social infrastructure. Need to ensure that the urban growth translates into a higher standard of living for residents.

The Aqaba Economic Growth Project will have three components:

- Strengthened Government Institutions
- Strengthened Private Sector
- Enhanced Community Development

II. Purpose

The purpose of this scope of work is to provide the Jordan Aqaba Economic Growth Project with a gender analysis of the overall program and the three program components that are being implemented to achieve the program objectives. The Gender Specialist will work closely with Aqaba Economic Growth Project management and staff to assess the level of gender integration within the Aqaba Economic Growth Project, outline the main areas where gender and/or other issues exist, and formulate detailed recommendations on how gender considerations can be integrated into the project work plan across all three components. The gender specialist will examine the existing situation; identify areas most relevant to program

implementation; identify and establish relationships with key stakeholders; and develop baseline indicators for the periodic assessment of program impact.

III. Tasks

The primary tasks of the consultant are to carry out a Gender Assessment by:

- Meeting with project management, staff, and stakeholders
- Producing an assessment of possible entry-points for incorporation of gender mainstreaming activities throughout all project components.
- Working with project management and staff to ensure integration of gender mainstreaming activities across all program activities and activity results
- Working closely with LTTA specialists to ensure gender assessment findings and conclusions inform the final Year I work plan and consequent plans.
- Work with M&E specialist to develop gender-sensitive PMP indicators

Accomplishing these objectives will include but not be limited to the following tasks:

- Review project documents, including the proposed project work plan to understand how the project is designed to achieve the client's goals. Understanding the context and the goals will help determine points of entry for gender integration.
- Meet with project management, staff, and stakeholders from the government, the community, and the private sector.
- Conduct meetings and/or focus groups with female and male beneficiaries and women's groups that were involved in the previous AZEM and ATASP projects.

IV. Deliverables

- Conduct 4-hour gender integration training for Aqaba Economic Growth Project program management and staff.
- A presentation of preliminary findings and recommendations for the Aqaba Economic Growth Project Chief of Party (COP) upon completion of fieldwork and before departure from country.
- A gender assessment report, detailing findings and recommendations. The program management will provide comments to the gender specialist and the final report will incorporate these comments. The final report will be submitted to the Mission no later than December 10, 2007. The report will include proposed gender-sensitive PMP indicators as an appendix.
- Written input to the workplan as requested by Aqaba Economic Growth Project management.

V. Working Relationships

The consultant will work report to Mayada El-Zoghbi, Managing Partner, Banyan Global. In country, the consultant will work under the direction of, and report to the designated Chief of Party who will be responsible for monitoring the consultant's overall performance under the terms of the contract. Day to day work in the field will be conducted in consultation and coordination with the Chief of Party and local and expatriate team members, as appropriate.

VI. Time Frame and Level of Effort of the Consultancy

The total LOE for this assignment is estimated at 27 days. The LOE includes 1.5 days for preparation, 2 travel days, 18 days in-country, and 5 days for final report writing and editing. The consultancy will commence on or about November 5, 2007 and end on or about December 10, 2007. A six day work week is authorized in country.

Appendix B: Bibliography

1. Abu Hassan, Reem (2005). *Jordan*. Freedom House.
2. Al Manar (National Center for Human Resources Development) website <http://www.almanar.jo/>
3. AZEM (2006). *Aqaba Public Transport Network Plan Central Bus Terminal*. July 9, 2006.
4. AZEM (2007). *AZEM Close-out Briefing to USAID: Results, Lessons & Next Steps*, October 22, 2007. Powerpoint Presentation
5. AZEM (2006). *AZEM External Customer Satisfaction Survey 2005, 2006 for ASEZA*. October 17, 2006.
6. AZEM (2007). *Health Services Projections at Aqaba Special Economic Zone for the Years 2007 – 2020*.
7. AZEM (2006). *How to Develop and Implement ASEZA's Performance Monitoring Plan in 10 Steps*. October 2006.
8. AZEM (2006). *Local Community Development Strategy for Aqaba*. July 28, 2006.
9. AZEM (2007). *Results and Analysis of the Official 2004 GRP Estimates for the Governorate of Aqaba*. September 10, 2007.
10. AZEM (2006). *Proposed Improvements to ASEZA's Budget Formulation Process*. November 20, 2006.
11. AZEM (2007). *A Water Resource Planning Model for Aqaba*. March 5, 2007.
12. AZEM – Nathan Associates (2004). *Assessment of Nongovernmental Organizations in Aqaba*. November 2004.
13. AZEM – Nathan Associates (2004). *Aqaba Community Profile, Issues and Recommendations*. May 2004.
14. AZEM – Nathan Associates (2004). *Operational Assessment of ASEZA & ADC*. May, 18, 2004.
15. AZEM Nathan Associates (2004). *Practical Points on How to Operate the Family and Community Health Centre*.
16. DevTech Systems, Inc. and World Learning, Inc. (2003). *Gender Assessment for USAID/Jordan*, March 2003.
17. Heckmus, Victor (2004). *European Union Media Programme EJADA: Facilitating and Implementing of Regional Training Strategies for the Aqaba Region*. April 2004.
18. IFC. *Gender Entrepreneurship Markets (GEM) Country Brief – Jordan 2007*.
19. The Jordanian National Commission for Women (2006) *National Strategy for Jordanian Women 2006 – 2010*.
20. NAHDAT *al-Aqaba Technical Proposal*
21. NAHDAT *al-Aqaba BAFO*

22. UN Committee on the Elimination of Discrimination against Women (2006). *CEDAW Combined third and fourth reports of States Parties: Jordan*. March 10, 2006.
23. U.S. Department of State (2006). *Trafficking in Persons Report : Jordan (Tier 2)*
24. Vocational Training Corporation Vocational Training Centre Aqaba: Project Report. June 11-23, 2005.
25. World Bank (2005). *The Economic Advancement of Women in Jordan: A Country Gender Assessment*. May 2005.

Appendix C: List of Consulted Individuals

I. Government

ASEZA

- ASEZA HR/Quality Assurance – Ammar Atout (also Editor of magazines)
- ASEZA Local Community Development – Karima Dabet
- ASEZA Business Registration and Permitting – Suha Farazhat
- ASEZA Public Works – Eng. Tarek Zoubi, Director
- ASEZA Commissioner for Administration and Finance (and Acting Commissioner for Customs and Revenue) – Taha Ahmad, Ph.D.
- ASEZA Commissioner for Economic Development & Investment Affairs – Saleh Kilani
- City Service Center – Eng. Khalid Adaileh

ADC

- ADC VP/HR – Imad Khelani
- ADC VP/Infrastructure (Ports) – Naseem Al Ahmad
- ADC CSR – Naseema Al-Fakhery

National GOJ

- Jordanian National Commission for Women (JNCW) – Asma Khader, Secretary-General
- Ministry of Planning and International Development, Gender Affairs Division – Dr. Salma Nems

Other

- Agricultural Credit Corporation
- Development and Employment Fund – Nizar Alsouob (Regional Manager)
- VTC Female Center – Eng. Ibrahim Karasneh
- VTC Male Center – Eng. Adel Katatshe
- Aqaba University College – Dr. Mozfi Amyan, Dean
- The Ports Corporation – Awwad Maytah, Director General

2. NGOs

- Women's Committees Assembly – Hanan Kefaween
- Aqaba Women's Association – Hana' Kryzm
- Business and Professional Women's Association – Layali Al-Nashashibi
- Jordanian Women's Union/Aqaba – Layali Al-Nashashibi
- Questscope – Ahmad Bawaneh (Aqaba Liaison Officer)
- Noor Al-Hussein Foundation - Aqaba Women's Center – Rodika Athamne
- Princess Basma Center – Raghda Kasim
- INJAZ – Ghadeer Kabariti

- Women's Program Center – Suad Abouzeid, Samira
- Princess Basma Youth Resource Centre (PBYRC) at the Queen Zein Al Sharaf Institute for Development, Amman
- Freedom House – Dianne Cullinane

3. Beneficiaries

- Female (5) and male (6) students from Noor Al-Hussein classes
- 26 students at female VTC (16 computers students, 10 hair dressing students).
- Home business: Kefaya Najjar

4. Private Sector

- PBI Aqaba Industrial Estate – Sheldon Fink, President and CEO
- Saraya – Nidal Majali, CSR Officer
- SABEQ – Dr. Gwen El Sawi, Workforce Development Solution Leader