



AWEJ:
ADVANCING WOMEN'S EQUALITY IN JORDAN
A women's economic empowerment project

Proposal submitted by:
CARE CANADA

To:
CIDA JORDAN PROGRAM

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I. EXECUTIVE SUMMARY

While Jordan has made significant progress in achieving gender parity on human development indicators such as literacy, Jordan continues to face challenges when including women equally with men in economic growth. In 2009, the World Economic Forum ranked Jordan one of the worst performers in gender equality in economic participation and opportunity (122 out of 134 ranked countries).¹ The situation is most acute in labour force participation.

Jordan has a female labour force participation rate of 14.9 percent, one of the lowest performing countries in a region which, itself, has the lowest female participation in the economy in the world. Due in part to these low levels of female labour force participation, the economic dependency ratio is 2.6, one of the highest in the developing world and higher than the regional average of 2.0. Socio-cultural barriers, gender biases in the business and waged employment environments, mismatches between women's skills and the job market, competition with men for limited job opportunities, and low and unequal access to affordable business capital and business support services restrict women's participation in the Jordanian economy and denies women their economic rights guaranteed under CEDAW and ECOSOC.

The proposed project addresses identified impediments to women's increased and sustainable participation in the Jordanian economy, including disabling factors in the regulatory and policy environment, social and cultural barriers, and limited and unequal access to employment- and business-related skills and support services. Its design is founded on an in-depth knowledge of the context, existing gaps and opportunities, lessons learned from CIDA's and the donor community's recent work (including through the Gender and Social Fund), as well as best practices and learning in women's economic empowerment programming from around the world.

Advancing Women's Equality in Jordan (AWEJ²) brings together four complementary and accomplished development actors to deliver a comprehensive yet efficient program strategy for achieving measurable progress towards women's increased participation in Jordan's national economic growth. Each implementing partner brings to the project unique yet complementary resources, technical expertise, stakeholder networks, and broad programming and operational experience, both in Jordan and in supporting women's economic empowerment.

The AWEJ project will be led by CARE and implemented in partnership with the international NGO Mercy Corps and two Jordanian development partners, Dajani Consulting and the Business and Professional Women's Association–Amman (BPWA). **CARE** has a proven record of designing, resourcing, delivering, and measuring innovative and complex, multi-million dollar projects, including its Women's POWER Program and Izdihar women's training and work placement initiative (see description text boxes later in the proposal), both in Jordan. **Mercy Corps** will provide technical outreach, mentoring, and skills transfer to its already established network of over 280 community-based organizations (CBOs) across all 12 governorates, including 26 women-led CBOs across the Kingdom. **Dajani Consulting**, a Jordanian private sector organization with expertise in research, analysis and design,

¹ World Economic Forum. "The Global Gender Gap Report." WEF, 2009.

² *Aweej* means 'peak' or 'summit' in Arabic.

implementation, and monitoring and evaluation of projects, will provide detailed data and analysis of the employment market in Jordan and impediments to women's equitable employment. Dajani has specific experience undertaking research (for the World Bank) on the practices of private sector firms in Jordan. **BPWA** is an established and trusted women's organization in Jordan, with an existing and broad membership base of women, and the potential to provide sustained support and leadership to locally-driven women's economic empowerment initiatives.

The AWEJ project is based on innovative and evidence-based approaches to achieving sustained improvements in employment equality and access to economic opportunities for women in Jordan. The program's approach includes:

- Collecting primary quantitative and qualitative data on barriers to women's economic empowerment for use by policy-makers involved in implementing Jordan's National Employment Strategy (NES);
- Supporting the Ministry of Labour to develop, resource, and implement employment strategies that promote more equitable employment of women as part of the NES;
- Strengthening the women's advocacy platform by linking local cooperatives, CBOs and SMEs to national women's organizations in order to jointly advocate for and promote an employment and business environment in which women can prosper;
- Engaging the private sector to promote and advertise best practices in women's labour force participation, including entry-level employment coaching and training;
- Immediately accessing local communities in Jordan through a partnering network of CBOs, cooperatives, and small and medium enterprises (SMEs) to launch a campaign to address socio-cultural barriers impeding women's equitable participation the labour force;
- Building incentives for small businesses to increase women's equitable participation in employment and governance through a small business grant program; and
- Building the skills of women for employment and entrepreneurship, supplemented by active employment coaching through portals, linkages, and mentorship.

Measurable results, achievable within the life of the project, include:

- Reliable data that tracks and monitors obstacles, trends, and opportunities for women's labour force participation
- Increased ability of BPWA to advocate with Government and the private sector for the facilitation of women's participation in the labour force
- Increased awareness within targeted communities of women's economic rights and the importance of women's economic participation.
- Increased women's participation in the labour market and ability to access to economic opportunities.
- Established mechanisms to link women with employment opportunities.

CARE is requesting CIDA's support for the Advancing Women's Equality in Jordan project over a period of four years. The total project budget is \$8,034,203, of which CARE and its partners have proposed to contribute over \$500,000 in their own resources.

II. PROJECT DESCRIPTION AND RATIONALE

“The failure to use human capital, especially highly educated women, curbs economic development and squanders important energies and investments, which might otherwise contribute to greater economic development for all.”

—UNDP Arab Human Development Report 2005

A. Development Challenge: Women's Labour Force Participation in Jordan

Jordan has a female labour force participation rate of 14.9 percent,³ compared to 65 percent for men.⁴ This level is the lowest in the region (higher only than Iraq's). This low rate is caused in part by women's relative lack of autonomy and ability to determine their own livelihoods. This inequality not only affects women's ability to exercise their economic rights, it also adversely impact family welfare and national economic performance. One of the consequences of women's low labour force participation is the large number of nonworking people that the working population supports—that is, the high economic dependency ratio. In Jordan, the economic dependency ratio is 2.6, one of the highest in the developing world and even higher than the MENA regional average of two.⁵ *There is a need to ensure the goal of gender equality is at the forefront of policy decisions, particularly within Government institutions implementing the National Employment Strategy, in order for Jordan to capitalize on its human capacity to achieve sustainable and equitable economic growth.*

The national unemployment rate in Jordan is 13 percent, while for women it is 25 percent, and for young women it is as high as 50-60 percent.⁶ In rural areas, female unemployment is 34 percent, as compared to 24 percent in urban areas. *There is a need is to address gender biases in employment, resulting in high rates of female youth and rural unemployment.*

Women entrepreneurs account for only 3-9 percent of all entrepreneurs in Jordan.⁷ Throughout the MENA region, the number of women entrepreneurs ranges from 3 to 18 percent, indicating that Jordan has one of the lowest percentages of female entrepreneurs in the region.⁸ Small and medium enterprises (SMEs) represent 60 percent of the total private sector and provide jobs to 37 percent of the working population in Jordan.⁹ As of 2008, there was a total of 146,707 SMEs in Jordan, providing employment to a total of 431,609 persons, of which only 14 percent are women.¹⁰ The underrepresentation of women in this sector is a

³ International Labour Organization. “National Consultation on Youth Employment in Jordan.” ILO Concept Note, Amman, 19 April 2012.

⁴ International Labour Organization. “Decent Work Country program 2012-2015.” ILO Regional Office for Arab States, Amman, Jordan.

⁵ World Bank. “Economic Advancement of Women in Jordan: A country Gender Assessment.” World Bank, 2005.

⁶ European Training Foundation. “Women and Work in Jordan.” ETF Working Paper, 2009.

⁷ Ahmed, Marwa. “Women Entrepreneurs in Jordan.” Philadelphia University, Amman, Jordan.

⁸ International Finance Corporation. “Women Entrepreneurs in the Middle East and North Africa.” IFC, June 2007.

⁹ International Labour Organization. “Decent Work Country program 2012-2015.” ILO Regional Office for Arab States, Amman, Jordan.

¹⁰ *Ibid.*

critical gap. *There is a need to address barriers to, and facilitate increased, women's entrepreneurship in Jordan, as well as to address gender biases in the private sector.*

Due to the lack of economic opportunities for women, women are unable to use their increased education levels to improve their own economic situation and that of their families. Resources invested in women's education is not leading to their ability to determine their own livelihoods, nor is it contributing to economic growth. Moreover, insufficient investment in rural areas has limited the creativity needed to forge employment opportunities for women in these areas. Greater efforts should be made in rural areas to facilitate the integration of women into the labour market and to encourage women to enter occupations and sectors where jobs have been created. Women also need to be equipped with the skills and support services that will help their successful integration into the labour market. *There is a need to address the underlying gender inequalities that contribute to low labour force participation of women.*

B. Obstacles to Women's Labour Force Participation

Women entering the labour force in Jordan face a host of obstacles related to lack of opportunity, discriminatory practices, as well as prohibitive social and cultural factors.

Social and cultural barriers: Barriers to women's entry into the labour force lie in deep rooted and firmly prescribed gender roles including the male role as sole breadwinner and the female role of being the homemaker who must maintain her modesty and family's honour. Women are expected to work in the home after marriage or to prioritize childcare and domestic responsibilities over employment, pressuring them to stay out of the labour force. Women who enter sectors that are not considered "appropriate" to their gender role report that they may face considerable obstacles from within the family and the broader community. This leads to socially accepted limitations on what is appropriate work for women and therefore prescribes the number of industries that they can enter without negative sanction. Almost three quarters of employed women work in the education, health and social work, or manufacturing sectors. Moreover, health and safety risks prevent many women from assuming night jobs, and long working hours and mixed work environments limit women's options in the private sector. The influence men exert on women's work choices is also critical to determining both whether a woman is permitted to work and which sectors or jobs she is able to enter.

Gender biases in employment: Gender bias in recruitment often places young, educated women at a disadvantage. The gender equity measures in labour law related to women working in the private sector require day care services on the premises once 20 women have been employed and provision of maternity leave, asking private firm owners to invest in employee benefits they do not value.

The average women worker is likely to have 12.3 years of education, compared to 9.3 years for her male counterpart holding the same job,¹¹ yet women workers are compensated 33 percent less than men in the private sector.¹² This lowers remuneration expectations among

¹¹ World Bank. "Economic Advancement of Women in Jordan: A country Gender Assessment." World Bank, 2005.

¹² International Labour Organization. "Pay Equity in Jordan." ILO Policy Brief, Beirut, Lebanon, December 2010.

women and can dissuade educated women from seeking jobs. Furthermore, there is pronounced vertical discrimination (commonly known as “the glass ceiling”) such that women in senior management positions form a visible minority.

Mismatch between education and market relevant skills: According to a 2008 USAID study, Jordanian employers in the trade and service sectors are looking for graduates who have skill sets beyond simple technical know-how who also possess “employable skills” and “inter-personal and empowerment skills.” Specifically, the study identified the following key areas: communication and presentation skills, problem solving and decision-making, self-innovation and making contributions at work, and work ethic. Such skill sets are learned on the job, meaning that a significant portion of the unemployed are university educated females who cannot get that crucial first job to acquire needed job skills.

Obstacles to female entrepreneurship: Women in Jordan face the classic barriers to growing sustainable business in terms of appropriate collateral, access to credit, financing terms and related areas. While access to finance in Jordan has become readily available, high interest rates, demand for collateral, and requirements for male co-signatory prevent many women from taking loans to grow or start their businesses. The results are seen in a recent survey of female entrepreneurs revealing that only 14.2 percent of women acquired business or commercial bank loans, 9.2 percent received micro-finance loans, and 8.1 percent took out personal bank loans.¹³ Moreover, the costs and time required for registration of small businesses often discourage would-be female entrepreneurs. The actual and potential contribution of SMEs to job creation is in fact considerable, with small new businesses serving as the largest single contributor to job creation during 2002-2007. Women entrepreneurs face obstacles to equal participation in this growth: only 14 percent of those employed in SMEs in Jordan are women.¹⁴

C. Efforts to Address Women's Economic Empowerment

Traditionally, women's organizations such as the Jordan National Commission for Women, General Federation of Jordanian Women, Jordanian National Forum for Women, and Jordanian Forum for Business and Professional Women have advocated for increase gender equality in decision making, improved legislation for increased women's empowerment, as well as policies and laws to protect women's workplace rights. The vast majority of these groups focus on communicating and building awareness of women's rights and advocating for increased women's empowerment through policy and legislation. Simultaneously, groups such as the BPWA actively work to facilitate the entry of women into the labour force through employment and entrepreneurship training programs. While BPWA provide a national platform and membership network that aims to open pathways and enable women to break barriers to labour force participation, there remains a gap between groups actively building capacity of women to enter the labour force (such as BPWA) and those advocacy groups focusing on women's empowerment. *Specifically, there is a need to focus advocacy efforts on concrete and tangible strategies to increase women's labour force participation, in addition to current work ensuring female workplace rights and equitable employment policies are upheld and applied.*

¹³ International Finance Corporation. “Women Entrepreneurs in the Middle East and North Africa.” IFC, June 2007.

¹⁴ International Labour Organization. “Decent Work Country program 2012-2015.” ILO Regional Office for Arab States, Amman, Jordan.

While many organizations, such as the World Bank, the International Finance Corporation, the European Training Foundation, Center of Arab Women for Training and Research, and Jordan Forum for Business and Professional Women, have undertaken studies of the factors hindering women from joining the labour force, there still remain significant quantitative and qualitative information gaps, specific to industries or sectors and disaggregated by geographic area, on women-owned businesses and gender disparities in and impediments to the economic advancement of women. The ILO Pay Equity Initiative addresses gender-based pay discrimination at work. It seeks to develop the capacity of ILO constituents to promote pay equity through gender-neutral job evaluations to close the gender pay gap. The tripartite National Steering Committee on Pay Equity (NSCPE), co-chaired by the Ministry of Labour and the Jordanian National Commission for Women, was launched in July 2011 to make recommendations for legislative amendments aimed at achieving pay equity and to conduct in-depth research on pay-based discrimination. *Such understanding is needed to inform decision makers (governmental and private sector entities) in order to influence policies for a strengthened environment for more equitable employment of women in Jordan.*

With the exception of access to microfinance, the focus on projects addressing women's labour force participation in Jordan has been relatively recent. Since 2007, institutions such as the World Bank, the Business Development Center, UN Women, Jordan National Commission for Women, and CIDA's Gender and Social Fund have embarked on addressing women's low labour force participation through a variety of programs. Many of these programs have focused on building vocational skills for a specific industry, or creating employment linkages through internships. While these programs have enjoyed some success, *there remains a gap in addressing work readiness to meet modern job market requirements, which can enable women to break into the job market to secure their first job.*

The National Employment Strategy (NES), formally endorsed in May 2011, calls for the gradual reduction in the number of migrant workers and their replacement with Jordanian labour, delineating priorities in the area of job creation and skills. The Ministry of Labour has been designated the leading role in coordinating the implementation plan for the NES.

Employment Incentive Model: Jordan NOW

Dajani Consulting, under the World Bank-funded NOW program, has embarked on a program to incentivize private sector employers to employ women. The voucher program, operated by Dajani Consulting, enables the private sector to "hire" an entry-level female while the program subsidizes her income for a period of 6 months. The wage subsidy model enables a significant obstacle to women's labour force participation – entry into the labour force – to be removed. The AWEJ program builds on successes of the NOW program in developing incentives for the private sector to transfer these lessons to SMEs in rural and peri-urban communities. AWEJ, through a grant program, aims to facilitate female entry into businesses in rural and peri-urban areas – often times the sole sources of employment and income for many rural and peri-urban communities.

To this end, the strategy seeks to address structural employment, calling for policies and programs to amplify job creation, including in rural areas and governorates. The strategy emphasizes the need to upgrade the Technical Vocational Education and Training (TVET) system, in order for the local Jordanian workforce to meet labour market demands and the knowledge economy. With respect to gender issues, the NES identifies pay equity as critical, and identifies poor, rural, young women as a vulnerable group, suffering high unemployment rates. The Strategy identifies the SME sector as a key growth sector, as small new businesses served as the largest single contributor to job creation

during 2002-2007, currently providing jobs to 37 percent of employed people in Jordan. Once operational, the NES will provide the institutional mechanism to coordinate labour market policies and link them to trade and industrial policies.

Innovative programs such as the World Bank-funded New Work Opportunities for Women (NOW) incentivize the private sector to employ women by engaging in a voucher program that enables private sector employers to employ young female graduates for 6 months at no expense to them. *Initiatives such as these that create linkages to job opportunities and incentivize employers to hire women need to be scaled up.*

OPPORTUNITY STATEMENT: Based on a current policy environment favourable to addressing gender issues in employment, and in line with the National Employment Strategy's directions, sector focus, and geographic targets, there is an opportunity to build on existing women's advocacy networks to address women's low labour force participation by tackling its underlying causes and expanding on proven programs that both incentivize employers to hire women and aggressively expedite female entry into the labour force. The proposed project aims to mitigate gender inequalities that prohibit women's participation in Jordan's national economic growth by building on the strengths of the implementing partners' proven women's socio-economic empowerment programs and networks, merging them to ensure a strengthened environment for more equitable employment of women and increased women's access to sustainable and economic opportunities in the private sector in Jordan. The proposed project focuses on building the capacity of BPWA, a strong women's professional association actively engaged in facilitating women's labour force participation in Jordan, to extend its services outreach, while simultaneously building its capacity for advocacy by linking to national advocacy groups, and focusing collective advocacy efforts on concrete and tangible strategies to increase women's labour force participation. This approach aims to both build national advocacy capacity for women's economic empowerment and maintain long-term sustainability of project outcomes.

Advancing Women's Equality in Jordan has been designed based on extensive consultations with CARE and Mercy Corps' women beneficiaries, community partners, and previous experience working with these groups. Consultation meetings were held with BPWA, Jordan Women's Union, Jordanian Women's Association, Jordanian National Forum for Women, and the Working Women's Association. Women beneficiaries' families, in particular male family members, were also consulted to ensure that any interventions involving them will be appropriate and effective in supporting a long-term viable approach to gender equality. The Ministry of Labour and Ministry of Social Development have also been consulted to ensure their support for and participation in the proposed interventions. The program's strategies, described below, were designed based on these consultations and information gathering.

III. EXPECTED RESULTS AND PLAN TO ACHIEVE THEM

The AWEJ project is designed to achieve the ultimate, intermediate, and immediate outcomes outlined by the CIDA Jordan Program in its revised "Supporting Women's Economic Empowerment" concept note of March 26, 2012. The project's **logic model** (see appendices) outlines the specific activities and outputs that CARE and its partners will implement to achieve the expected higher-level outcomes.

The AWEJ project's implementing partners' expertise and long-term engagement with projects in the areas of women's economic empowerment, employment access, and market research in Jordan allow for successful implementation and achievement of the expected outcomes. Directing project actions at the (1) national, (2) enterprise (or employment sector), and (3) community levels, the project is designed to achieve a more sustainable and well-embedded solution to the critical barriers affecting women's participation in the labour market, and in turn to strengthen their contribution to the Jordanian economy.

IV. STRATEGIES AND ACTIVITIES

ULTIMATE OUTCOME: Increased participation of women in Jordan's national economic growth.

Advancing Women's Equality in Jordan (AWEJ) aims to address the underlying causes of gender biases and discrimination in society that lead to gender gaps in labour force participation, enterprise ownership, and profit from enterprises, and which contribute to overall low economic growth in Jordan. In order to contribute to Jordan's national economic growth, gender dynamics and biases need to transform to achieve women's equality in access, control, participation and decision making, and to enable women to realize their economic rights.

The AWEJ project will increase women's participation in sustainable economic growth in Jordan by addressing the underlying causes of gender bias and discrimination at the national (policy), governorate, and community and household levels. The project will: (a) provide gender equality technical support to decision- and policy-making related to the implementation of the National Employment Strategy (NES); (b) enable women, particularly women in rural areas, to access economic opportunities and increase decision-making power within cooperatives, SMEs and CBOs; and (c) increase women's access to economic opportunities by building market relevant skills and employment and entrepreneurship linkages to propel women into the labour force.

The AWEJ project is based on innovative and evidence-based approaches to achieving sustained improvements in employment equity and access to economic opportunities for women in Jordan. The program's approach includes:

- Collecting primary quantitative and qualitative data on barriers to women's economic empowerment for use by policy-makers involved in implementing Jordan's National Employment Strategy (NES);
- Supporting the Ministry of Labour to develop, resource, and implement employment strategies that promote more equitable employment of women as part of the NES;
- Strengthening the women's advocacy platform by linking local cooperatives, CBOs and SMEs to national women's organizations in order to jointly advocate for and promote an employment and business environment in which women can prosper;
- Engaging the private sector to promote and advertise best practices in women's labour force participation, including entry-level employment coaching and training;

- Immediately accessing local communities in Jordan through a partnering network of CBOs, cooperatives, and small and medium enterprises (SMEs) to launch a campaign to address socio-cultural barriers impeding women's equitable participation the labour force;
- Building incentives for small businesses to increase women's equitable participation in employment and governance through a small business grant program; and
- Building the skills of women for employment and entrepreneurship, supplemented by active employment coaching through portals, linkages, and mentorship.

CARE and its implementing partners will work at three levels – national, enterprise/community, and individual – to obtain the stated outcomes. The project advances CIDA's programming priorities in Jordan and uses CIDA's Policy on Gender Equality to guide the design and implementation of its interventions. The planned activities will improve women's ability to participate in the labour market, which will in turn contribute to Jordan's sustainable economic growth. The project will increase Jordanian women's ability to access financial resources, information, training and services to be able to obtain suitable employment or develop small businesses. A central focus on the underpinning issues of gender inequality and discrimination that hamper women's full participation in the workforce are crucial to ensuring the sustainability of achieved results and change.

Economic empowerment is not only employment. Knowledge, attitudes, and practices (KAP) research will provide a thorough situational analysis outlining the socio-cultural factors that inhibit progress in women's economic empowerment and how best to address them. The KAP research will then underpin the work with BPWA, CBOs, and local stakeholders to design awareness campaigns and activities targeted at improving local communities' perceptions of women's economic participation and to overcome negative stereotypes and barriers.

INTERMEDIATE OUTCOME 1: Strengthened environment for more equitable employment of women in Jordan.

The AWEJ project is designed to simultaneously enable women to advocate for increased economic participation through the development of grassroots and national advocacy networks and platforms, engage the private sector in women's recruitment and retention, and assist select government institutions in creating a strengthened policy environment for more equitable employment of women in Jordan through gender technical support to implementation of the National Employment Strategy.

Grassroots advocacy networks will be built by both building awareness of CBOs, SMEs, and cooperatives at the community level of the importance and longer term impact of women's economic empowerment, as well as by building linkages among these groups to form a grassroots network supported by a national women's economic empowerment advocacy platform.

The AWEJ project will work closely with the Ministry of Labour through its gender technical support to the National Employment Strategy. It will enable key government bodies to continuously assess and incorporate gender considerations in implementing the National Employment Strategy.

Finally, AWEJ will actively engage the private sector in showcasing successful models and practices that enable the private sector to cost-effectively and equitably hire more women. In order to encourage this strengthened environment for more equitable employment in the private sector, AWEJ will develop an annual Gender Equality Award for private sector employers meeting women's recruitment and retention criteria.

INTERMEDIATE OUTCOME 2: **Increased access to sustainable and equitable economic opportunities for women in the public and private sectors in Jordan.**

The primary aim of the AWEJ project is to mitigate gender inequalities and biases that prevent women's equal participation in the labour force, thereby also increasing the overall number of female entries into the labour force. AWEJ will achieve this through three strategies:

- a) Developing new economic opportunities for women through business expansion with a grants program;
- b) Building women's market-relevant skills for entry into growth sectors in their communities through a customized work readiness program, employment centre and employment portal; and
- c) Building skills of and guiding women entrepreneurs through the challenging steps of business start-up and providing ongoing support through business advisory services.

Focusing primarily on small and sustainable businesses in target rural areas, AWEJ has designed a grants program that awards grants based on implementation of gender equity policies and increased female participation criteria, thereby increasing access to sustainable and equitable economic opportunities. This project will engage strong and sustainable businesses ready for expansion and female recruitment in rural areas, where rates of female unemployment are significantly higher than rates in urban areas. AWEJ is designed to build market-relevant skills through a customized work-readiness program geared towards sustainable jobs in growth sectors in the target areas. Through programs of active employment coaching offered through training programs, employment centres and portals, AWEJ increases access to and awareness of sustainable job opportunities in target areas. AWEJ targets female entrepreneurs through a tested and augmented strategy that enables start-ups and existing businesses to benefit from mentoring, business advisory services, and links to financial services for continued business success and sustainability.

IMMEDIATE OUTCOME 1: **Increased capacity of select Government institutions and private sector stakeholders to integrate women's economic needs and well-being into decision-making and to facilitate women's ability to participate in the economy.**

STRATEGY:

The aim of the first project component is to increase awareness of obstacles faced by women in accessing, securing, and growing economic opportunities among decision-makers within

select Government institutions at the national level based on field research and analysis. The AWEJ implementing partners will dedicate the first three quarters of the first year of project implementation to conducting studies to fill data gaps in qualitative and quantitative information on gender disparities in Jordan, with a focus on the four geographic target areas: Madaba, Zarqa, Amman, and Irbid. This will be complemented by an in-depth study of the National Employment Strategy with the aim of developing gender-relevant policy recommendations to key Government institutions involved in NES implementation, with a focus on the Ministry of Labour and the its Gender Department.¹⁵ This department has been a stakeholder on many youth and women employment initiatives and studies in cooperation with Dajani Consulting. Direct interaction with the Gender Department is also occurring during a new in-depth study on gender pay gap in the private education sector in Jordan (funded by ILO). To reinforce this work, AWEJ will also build the capacity of BPWA advocacy networks, focusing capacity inputs on Jordanian women's advocacy groups to build a unified platform for promotion of women's labour force participation.

CIDA is already promoting private sector development by equipping young women and men with the entrepreneurial skills and knowledge enabling them to become active participants in the economy. To complement this, Dajani Consulting will act as a focal point for the private sector to help businesses determine where the gaps in their employment market are, and to facilitate the filling of those positions with identified beneficiaries. CARE and its implementing partners will also create a database of women seeking work that will be made available to both the public and private sectors to help streamline their recruitment processes. At the national level, the project will design and deliver training and capacity building for the government sector through departments and the Chambers of Commerce and will support the establishment of advisory committees to work alongside these departments. This will ensure that project actions are embedded in the public sector and mainstreamed throughout the departments. Departments will be encouraged to put systems in place to distribute vocational materials developed for women through CBOs, and pilot business incubators will be established across the Kingdom's governorates. Municipalities will also be engaged to encourage women's participation in the economic sector by reducing administrative barriers such as revising registration procedures that are prohibitive to women starting their own businesses. The primary activities under this component are outlined below.

ACTIVITIES:

Two-tiered Situation Analysis: There still remain significant gaps in quantitative and qualitative information on women-owned businesses, as well as gaps in identifying gender disparities in and impediments to the economic advancement of women, particularly within industries or sectors, and by geographic area. In an effort to fill this knowledge gap, Dajani Consulting will undertake a two-tiered situation analysis, targeting gaps in quantitative and qualitative information at the national level, as well as collecting information at the local level in target areas to inform employment programming.

At the national level, market research will examine profiles of the private sector in Jordan and technical training, while KAP surveys will examine the drivers of change relating to women's economic empowerment. Research will entail use of a variety of methodologies including desk review, focus group discussions, questionnaire-based surveys, and will target the private

¹⁵ CARE and Dajani Consulting have existing linkages with the MOL's Gender Department.

sector and public sector, married and unmarried women, women of all socio-economic backgrounds and education levels, as well as families of working and non-working women. Research will focus on developing a holistic picture of female labour market supply and demand, identifying obstacles to increased female employment such as work environment, safety, legal/policy disincentives, and so forth. Importantly, research will also focus on a review of the National Employment Strategy, with the aim of developing policy recommendations on how best to mainstream gender equality considerations into NES implementation. This research on trends, growth sector employment directions, and employment market drivers will be incorporated into the AWEJ project's overall design. Gender awareness campaigns will take into account region-specific social and cultural barriers emerging from research, and project deliverables such as work readiness modules and employment portals will be designed based on the findings.

Local level situation analysis will focus on investigating employment growth sectors in the target geographic areas, which will enable the program to customize its program approach, training and employment coaching programs to ensure high rates of success and produce evidence in support of national advocacy activities. Such understanding is needed to inform decision makers in order to influence policies for a strengthened environment for more equitable employment of women in Jordan.

<i>ACTIVITY OUTPUTS</i>	<i>Completion</i>
<i>Research and data collection</i>	<i>Y1 - Q2</i>
<i>Analysis</i>	<i>Y1 - Q3</i>
<i>Research incorporated into customized program design</i>	<i>Y1 - Q4</i>

Gender Technical Support to National Employment Strategy: In May 2011 the Government of Jordan issued its National Employment Strategy which tasks several government institutions with its implementation, with a focus on the Ministry of Labour. In an effort to both inform key decision-makers on the informational gaps in identifying gender disparities in and impediments to the economic advancement of women, as well as focus advocacy efforts on facilitating women's labour force participation, the AWEJ project will provide gender equality technical support to the NES. This support will be in the form of a NES Gender Advisory Committee consisting of members of those government institutions tasked with implementation of the National Employment Strategy – namely senior staff members from the Ministry of Labour's Gender Department. AWEJ would support the NES Gender Advisory Committee to meet quarterly to inform members of research findings, as well as engage decision-makers on laws and policies discouraging women's participation in the labour force. Where relevant, and emerging from research findings, the AWEJ project will hold workshops that highlight practices encouraging increased female labour force participation. Policy recommendations will be made in the form of white papers that will allow for circulation and discussion of models, ideas, and innovations to encourage female labour force participation within the National Employment Strategy.

<i>ACTIVITY OUTPUTS</i>	<i>Completion</i>	<i>Frequency</i>
<i>NES Advisory Meetings</i>	<i>Y1 - Q2</i>	<i>Quarterly</i>

Build BPWA Advocacy Networks: Currently, many women's groups advocate for women's empowerment. Few of them, however, focus solely on women's economic empowerment. The AWEJ project proposes to augment BPWA's capacity to advocate solely for women's economic empowerment by building advocacy networks and linkages with women's

advocacy groups, such as JFBPW, Jordan National Commission for Women, International Women's Forum, Jordanian National Forum for Women, and training BPWA in advocacy techniques. Moreover, the AWEJ program will also serve to build strong ties between BPWA and targeted SMEs, cooperatives, and CBOs. This advocacy network will form a platform for coordination from which advocacy experience and plans can be shared, experiences can be exchanged, networks and coalitions can be built, and lessons learned can be disseminated. The AWEJ project will build the network's capacity for women's economic advocacy, with the aim of developing an actionable advocacy plan. AWEJ will empower this network to hold conferences, workshops, and topical working groups around specific priority advocacy issues as identified by the network. Advocacy work at the national level will focus on building improved enabling environments for women's entrepreneurship and employment, while advocacy at the local level will focus on building awareness of the importance of women's economic empowerment among SME, cooperative and CBO employees, and community members.

<i>ACTIVITY OUTPUTS</i>	<i>Start Date</i>	<i>Frequency</i>
<i>Advocacy capacity building of BPWA, network members</i>	<i>Y1 - Q2</i>	<i>6 months</i>
<i>Network meetings</i>	<i>Y1 - Q3</i>	<i>Quarterly</i>
<i>Advocacy workshops and conferences</i>	<i>Y2 - Q2</i>	<i>Annual</i>

Engaging the Private Sector: Labour regulations requiring certain enterprises to have day care provisions or maternity leave dissuade employers who do not value these rights and benefits from recruiting women. Within the private sector, women are compensated 33 percent less than men, on average, despite possessing, on average, 3 more years of education. Addressing gender bias in the private sector is crucial to supporting increased female labour force participation. AWEJ will engage the Chamber of Commerce, their private sector members, as well as private sector associations in sharing best practices and benefits from employing women through a program of workshops and presentations to showcase practices in providing cost-effective, equitable, women-friendly environments, as well as time-management systems that may increase female participation such as part-time employment, flex-time, and other work environment enhancing options.

AWEJ will engage the private sector through the development of a private sector advisory committee to advise and guide the project. Advisory group members will include industry leaders in identified growth sectors, female-dominated sectors, SME owners, as well as female entrepreneurs. At the local level, within each target area, AWEJ will engage the private sector to form regional advisory committees, enlisting members from regional growth industries and female entrepreneurs.

In order to address gender issues in private sector hiring practices, the AWEJ project will design and implement a Gender Equality Award for private sector employers which institute gender equity measures or policies that promote women's employment and retention. The award program will operate as a prestigious and well-advertised award program through which private sector companies may apply. Those companies whose policies result in the highest or best recruitment outcomes, women-friendly HR policies and retention will earn the Gender Equality Award. The award and award winners will receive significant publicity in key private sector publications such as Jordan Venture, JO, and MEE magazines.

<i>ACTIVITY OUTPUTS</i>	<i>Start Date</i>	<i>Frequency</i>
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<i>Best practices research</i>	<i>Y1 - Q2</i>	<i>6 months</i>
<i>Chamber of Commerce / Professional Association Meetings</i>	<i>Y1 - Q3</i>	<i>quarterly</i>
<i>Award</i>	<i>Y2 – Q2</i>	<i>Annual</i>

IMMEDIATE OUTCOME 2:

Increased ability of civil society to raise awareness about the importance of women's economic participation, advocate for the economic rights of women and influence decision-making within their communities and at the governorate and central government levels, which will facilitate women's ability to participate in the economy.

STRATEGY:

Building on an existing and active platform of CBOs, SMEs and cooperatives 200 strong in rural areas of Jordan, the aim of the second project component is to enable women to break socio-cultural barriers to labour force participation, access economic opportunities, and participate in decision-making within these cooperatives, SMEs and CBOs. Within this approach, AWEJ will draw heavily upon the national and regional (target area) research to influence the design of a socio-cultural barrier campaign aimed at eroding perceptions of “appropriate” work for women and men, as well as building an increased understanding of the importance of women's economic empowerment and gender equality, particularly within family audiences and among husbands and fathers. This campaign will work with female role models as well as community and religious leaders to help dispel misperceptions associated with working women. This campaign will be disseminated through BPWA's branch offices, and through the CBO network, building a community-level advocacy network for women's economic rights and participation. This community network will be linked through BPWA to the larger national women's economic empowerment advocacy network under Immediate Outcome 1. Finally, the AWEJ project is designed to actually increase female employment and participation in economic governance within the targeted CBOs, SMEs and cooperatives through a grants program awarded through adherence to gender equality and women's empowerment criteria.

CARE and its implementing partners' extensive civil society platform, matched by their provision of training and grants for women, aligns well with CIDA's current programs in Jordan. By working in partnership with organizations with proven track records, demonstrated leadership commitment and community support, AWEJ maximizes the likelihood that capacity building investments will have enduring impact. Working with CBO partners with existing capacity allows AWEJ implementing partners to focus on higher-level training on women's rights and the importance of their economic participation. CBOs with existing capacity are also more likely to sustain grassroots advocacy campaigns that can have a real impact at the national level. These awareness sessions will also include specific sessions for men to raise their awareness of the importance of women's economic participation. Capacity building efforts for selected CBOs and women will be tailored to increase women's participation in the economy, including the informal economy. Many of the CBOs Mercy Corps works with are resource generating and are successful on a small scale. Each has specific ideas and plans on how to do more, but they lack the technical capacity to expand and grow, as well as face financial constraints to expanding. Financial

support will be offered, along with the development of awareness raising campaigns and community mobilization efforts based on participatory principles and behavioural change communication tools developed through the member's extensive experience working with local communities. The activities under this component are outlined below.

ACTIVITIES:

Socio-Cultural Barrier Campaign: Barriers to women's entry into the labour force lie in deep rooted and firmly prescribed gender roles including the male role as sole breadwinner, women's modesty and honour and unequal power in the private and public sphere.

Women who enter sectors that are not considered "appropriate" to their gender role report that they may face considerable obstacles from within the family and the broader community. In order to address socio-cultural barriers to women's entry into the labour force, the AWEJ project will launch a campaign to erode social and cultural barriers targeted at local community members, accessed through the program's CBO/SME network. Building on implementing partners' existing presence and access to the communities,

the campaign will benefit from a rapid roll-out of awareness sessions to male and female community members, based on in-roads and trust built through past years of collaboration. The campaign will focus on eroding socio-cultural inhibiting factors by building on success stories of female entrepreneurs/professionals from within similar communities, building them as advocates for women's economic participation, as studies show that provision of role models is a proven method to engender like behaviour. This is already happening in Brazil, Sweden and even Iran, where women entrepreneurs, even those in traditionally male-dominated fields, are celebrated in the media and given recognition for their accomplishments, and thereby stimulate increased interest and drive in other women to participate in the economic growth of their communities and country.

CARE's Theory of Empowerment

CARE's Theory of Empowerment encompasses more than giving a woman training or a loan, or expecting her to do more or do things differently. Empowerment also requires change to the relationships and social structure that shape the lives women can hope to live. Through CARE's 'Espoir des Femmes' project, women's lives were improved by increasing their economic capacity, enhancing social cohesion and inclusion, and by increasing women's ability to invest in micro enterprises.

In Jordan, the decision to work for many women is positioned with key household decision makers and less with the woman herself. As a result, the AWEJ campaign will target men, women, and family-members to erode socio-cultural barriers and catalyze behaviour change among the beneficiary population. Critical to a woman's decision to enter the labour force, as well as her choice of profession, is the influence of the men (father, husband, brother) in her life. As such, men will become a key focus of the campaign, particularly in reinforcing the understanding of women's rights to economic participation and empowerment.

Based on the AWEJ situation analysis, a campaign will be developed to address specific obstacles faced within each target geographic area, as well as showcasing female employment in growth sectors within the target areas. The AWEJ campaign will co-opt religious and community leaders to convey the importance to family well-being and advancement of female economic empowerment. Content of the AWEJ campaign will reflect regional research and will build on successes of women's labour force participation campaigns within CARE's Izdiyar program. AWEJ will also build capacity of BPWA,

CBOs, and SMEs to eventually deliver the campaign within their branch areas and communities, respectively. The campaign will be disseminated through a variety of venues, including town-hall meetings at community centres, videos, radio talk shows, social media, and newspaper articles. The aim of the AWEJ campaign is to generate discussion on women's labour force participation, with role models and successes encouraging labour force participation and clarifying possible misperceptions of women working in various sectors.

ACTIVITY OUTPUTS	Start Date	Frequency
Campaign content design	Y1 – Q4	
Town hall meetings	Y2 – Q1	Quarterly
Media campaign	Y2 – Q1	Monthly
DIRECT REACH	5,000 women / 5,000 men	

BPWA-CBO Advocacy Network: In order to increase the focus of advocacy efforts on facilitating women's labour force participation, particularly at the grassroots level, the AWEJ project aims to forge strong advocacy ties between BPWA and the CBO/SME network. This will be achieved by building BPWA's technical capacity to engage SMEs/CBOs on women's social and economic empowerment, and by building the capacity of BPWA branch offices for outreach, awareness building, and advocacy. Building on CARE's strong experience in women's empowerment and advocacy work under the POWER program, AWEJ will train BPWA branch staff on outreach, social behaviour change, and grassroots advocacy. By project end, it is anticipated that BPWA will have established strong ties with the CBO and SME network in the Madaba, Zarqa, Amman, and Irbid areas through the active roll-out of the socio-cultural barrier campaign, and through employment and entrepreneurship service provision (see Immediate Outcome 3) and advocacy support at the BPWA branch offices. Through its ties to the grassroots CBOs and SMEs, BPWA will represent and advocate on behalf of the CBO/SME network at the national level through its national gender advocacy platform.

Where AWEJ is working with mixed sex CBOs or SMEs, gender issues and raising awareness will focus more on organizational strengthening and change that will address underlying gender dynamics, discrimination, and biases in order to ultimately empower women within the SMEs, CBOs, and cooperatives. Awareness activities will focus on women's participation, women's right to economic empowerment, gender biases in roles and positions, gender biases in recruitment and governance, etc. The goals of this work is on changing gender dynamics within the groups, including building awareness of issues such as presence of gender equality goals for the groups, women's inclusion, pay equity, and governance. Where AWEJ is working with women-owned and operated enterprises, the focus on raising awareness will revolve around

Grassroots Advocacy Model: IPWR Program

Mercy Corps developed the Iraqi Promotion of Women's Rights (IPWR) program in 2010 to socio-economically empower women at the grassroots level, educating women directly on small business development, advocacy, social and economic rights, spreading outreach by tapping into a grassroots network of female leaders. Through leadership and advocacy training, IPWR grassroots leaders are enabled to advocate for local women's concerns, such as high unemployment with Government officials. By connecting them with others to form a country-wide advocacy network, they are able to share ideas, news and strategies. AWEJ is designed to build on the experience gained in Iraq, to build a grassroots outreach and advocacy network linked to a strong existing women's advocacy platform at the national level for increased voice in socio-economic decision-making.

the development of women-dominated value chains, strengthening women's organizations, and making women's businesses solvent and profitable.

ACTIVITY OUTPUTS	Start Date	Frequency
Capacity building	Y1 – Q2	6 months
Network activities	Y2 – Q1	Quarterly

Increasing Women's Participation in Cooperatives, SMEs, and CBOs: Entrepreneurship plays a major role in job creation – it is high-growth entrepreneurs who provide the majority of net new jobs in society each year. In Jordan 95 percent of the private sector is dominated by SMEs. In many rural areas, these SMEs are the sole source of economic growth.

Building on proven models that increase women's labour force participation by incentivizing employers to hire women, the AWEJ project focuses on building the capacity of and providing grants to cooperatives, CBOs and SMEs within the Mercy Corps network to grow their existing and successful businesses while increasing women's employment and economic governance, through a grants competition program. The grant competition program is designed to create linkages to job opportunities for local women within their own communities, and incentivize local community employers to hire women and/or place them in decision-making roles.

Mercy Corps' network of 200 CBOs, SMEs, and cooperatives form the pool from which AWEJ will draw to build financial and technical capacity for expansion and

Wadi Musa Women's Cooperative

For the last 5 years, Mercy Corps has been working with 135 CBOs, Cooperatives and SMEs to build small businesses in rural and peri-urban areas of Jordan. Through this program, Mercy Corps works with 26 women-owned and operated enterprises, including the Wadi Musa Women's Cooperative. This Cooperative has enabled the women of Wadi Musa to produce high-end pottery and crafts that are marketed to tourists. With clients such as the Movenpick Hotel in Petra, the Wadi Musa Women's Cooperative is looking to expand their business to hotels in Aqaba and the Dead Sea. According to these women, a capital injection would enable them to expand and hire more women. It is in this premise that the AWEJ Gender Grant Program is based. Banking on expansion of existing and successful small businesses, AWEJ aims to facilitate business expansion of the target CBOs, SMEs, cooperatives through training, access to credit and grants.

Mercy Corps Grant Facility

Worldwide, Mercy Corps has implemented over \$160 million of programs that have significant components which award subgrants to national, local, and community-based civil society organizations (CSOs) through a transparent, competitive process. Mercy Corps is fully compliant with the USAID/BPRM/USDA/EC suite of tools, procedures, and guidance for subgrant management. Each phase of subgranting - pre-award, award, implementation, and closeout - is supported by a system that is streamlined and flexible, but bound by donor and Mercy Corps policy. Mercy Corps' subgrant procedures maximize transparency, participation, and collaboration while minimizing risk. Mercy Corps integrates capacity strengthening into all subgrant programs, helping local organizations improve their management ability, serve their communities, articulate the needs of the people they represent, and productively engage with government.

increased women's economic empowerment. These CBOs, SMEs and cooperatives, many of them women-owned and operated, provide income and livelihood to their members in rural and peri-urban areas. In many of these communities, the target CBOs, SMEs, and cooperatives form the backbone of household livelihood, particularly in those areas of Jordan which have not received significant large-scale investments.

This AWEJ network of CBOs, SMEs and cooperatives forms a foundation of existing and performing small businesses that have the potential to grow and employ more rural women. In an effort to provide more employment opportunities for women in these areas with significantly higher female unemployment rates (rural female unemployment is 34%, as compared to 24% in urban areas), the program aims to provide business growth programming and financial incentives to increase women's economic participation in these target CBOs, SMEs and cooperatives. Many of these CBOs, SMEs and cooperatives are profit generating and are successful on a small scale. Each has specific ideas and plans on how to do more, but they lack the technical capacity to expand and grow, as well as the financial constraint of not having the required capital to expand. AWEJ will offer financial support as well as technical support to enable these small businesses to grow, and with that growth empower women either through increased decision-making power, and/or representation within governance structures, and/or through increased employment of women. Critical to this approach is a simultaneous awareness raising campaign and community mobilization effort based on participatory principles and behavioural change communication tools promoting increased women's economic empowerment, developed through the member's extensive experience working with local communities.

Capacity building efforts for selected CBOs and women will be tailored to increase women's participation in the economy, including the informal economy. Through this program, AWEJ will train these CBOs, SMEs, and cooperatives in marketing, business plan development, how to expand existing business, private sector mentorship program, and access to credit. Linkages will be made to existing micro-finance institutions, and to the extent possible, efforts will be made with amenable MFIs to design loan products that fit the target beneficiary group. For example, in collaborating with the AWEJ project, MFIs such as Microfund for Women (www.microfund.org.jo), or Tamweelcom (www.tamweelcom.org), may show interest in developing a customized loan product, in collaboration with AWEJ, in order to reach a new geographic area or client group. Partnerships will also be created with successful private sector businesses in similar industries to create a mentorship program, whereby targeted SMEs, CBOs and cooperatives will benefit from the experience of a larger business. This training and linkages will be complemented by an awareness campaign to promote women's engagement in the economic sector targeted to these CBOs, SMEs, and cooperatives. Training will also focus on showcasing ways in which these groups can increase participation of women in governance structures, decision-making, roles and responsibilities, with the ultimate aim of developing women's participation criteria for the AWEJ Grants Competition.

ACTIVITY OUTPUTS	Start Date	Frequency
Train CBOs, SMEs, cooperatives in business expansion	Y1 – Q2	annually
REACH	Train 50 CBOs annually	

Gender Equality Grants Competition: In order to incentivize the target SMEs, CBOs, and cooperatives to expand their businesses, employ more women, and place them in decision-making roles, the AWEJ project will design a Gender Equality Grants Competition which will provide financial support to groups meeting minimum gender empowerment criteria. The AWEJ grants program will award grant funds for those groups meeting women's equality criteria, such as CBO policies, office culture, mission, member incentives, governance, women-friendly policies, as well as women's recruitment criteria. The award will be supplemented by facilitated access to micro-credit. Working in partnership with MFIs such as Taweelcom or Microfund for Women, AWEJ will develop a grant/credit initiative

that will become an integral part of the business development program. In this way, businesses take on credit for business expansion and/or diversification, but are supported and incentivized through the grants component to meet minimum gender empowerment criteria. AWEJ will develop a competition to identify 30-40 businesses and select 20 to receive grants based on female participation criteria. The grant program will run annually in Years 2, 3, and 4, targeting 10-20 awardees each round. The grant will help to jump-start the business and enhance the viability of the business.

<i>ACTIVITY OUTPUTS</i>	<i>Start Date</i>	<i>Frequency</i>
<i>Grant program and criteria design</i>	<i>Y1 – Q2</i>	<i>6 months</i>
<i>Operate grant program</i>	<i>Y2 – Q1</i>	<i>Annually</i>
<i>REACH</i>	<i>Award 10-20 grants annually</i>	

IMMEDIATE OUTCOME 2: **Increased access by women to skills improvement and business support services.**

STRATEGY:

The third component of the AWEJ project aims to increase access by women to sustainable economic opportunities through skill building, work readiness training, employment portals and linkages, and increased access to business support services. The AWEJ approach builds on the project's national and regional situation analysis that will assist AWEJ to strategically customize the program of skills building and employment linkages to target the growth industries of the focus geographic areas. The AWEJ program reinforces women's work readiness by engaging in active employment coaching for trainees and through the provision of market-relevant information, networks, and activities by developing Employment Centres within BPWA's four branch offices in Madaba, Irbid, Zarqa and Amman. AWEJ further reinforces skill-building by matching women trainees with mentors (both those seeking employment and entrepreneurs) who will walk first-time job-seekers through the often challenging and frustrating job application process, and will assist and guide women entrepreneurs through the difficulties of starting or growing a small business. The overall strategy within this component is to build from successful and existing training programs of the BPWA, and to augment them and reinforce them with active coaching and mentoring follow up in order to successfully propel women into the workforce.

To deliver on this outcome, CARE and its implementing partners will build business skills for women, as well as help facilitate small business start-up activities or expansion of small scale enterprises. With support from CBOs and BPWA, the partners will provide training and information, along with other services to Jordanian women. CARE will support BPWA to access and provide services to Jordanian women and to develop a community mobilization strategy. By ensuring that linkages are created between community members, the private sector and employment/economic sector service providers, the action will work to break down stereotypes of women in the workforce. Additionally, through technical training and awareness sessions community members will have greater access to information relating to work place conditions and safety, and advantages of female economic participation, which allows for action to influence community level change in behaviour and attitude. This creates a more enabling environment for women's economic participation. Greater access to information will also be provided on building local capacity to provide the services and

training required to ensure access to economic participation and in developing local strategies to ensure a more enabling environment. This action will address several major constraints preventing Jordanian women from becoming economically involved. There is also great potential for the private sector to support women through the donation of skills and development training. For example, Microsoft could provide free database tools and training to BPWA.

ACTIVITIES:

Customizing Project Approach Based on Research: The two-tiered research and analysis (under Immediate Outcome 1) focuses on both national trends as well as regional areas for growth and potential employment. Regional research will revolve around assessing growth sectors within the target geographic areas to identify employment opportunities and technical vocational programs that meet women's practical and strategic needs. This regional research will assist to define the project approach to skill-building based on local growth sectors in target areas. Regional and local research will also focus on identifying employment and business opportunities for women at the community level. This research will then be used to develop a customized program design for each target community, linking women to private sector actors through job fairs, employment portals, and access to microfinance institutions (as further elaborated below).

ACTIVITY OUTPUTS	Completion
Research and data collection	Y1 - Q2
Analysis	Y1 - Q3
Research incorporated into customized program design	Y1 - Q4

Customized Work Readiness Modules: Based on the regional research and analysis, the AWEJ program will develop work readiness modules to cover three tracks – entrepreneurship, trades, and professional work readiness – customized to the industry growth sectors and employment opportunities identified in the analysis. Building on the existing BPWA modules, AWEJ work readiness modules will introduce concepts and develop skills such as work ethic, CV writing, presentation skills, and interviewing customized to key industries. It will also focus on confidence building, salary negotiation, dealing with difficult bosses, and sex/gender discrimination on the job. The AWEJ project will work to build BPWA's training capacity to deliver these work readiness modules through the BPWA branches, and to link to women students at vocational institutes in the target areas. Work readiness modules will be customized in each geographic target areas to growth industries and opportunities available. The AWEJ modules will also profile the growth industry businesses to ensure trainees have a firm grasp of work environments, salary expectations, and industry specifics that will enable them to move beyond the interview phase, where many first time job seekers get stuck. Each work readiness module will run for a period of 1 month, targeting 15-20 women per module. BPWA will follow up monthly with all trainees for a period of six months to continuously motivate trainees to actively search for employment, provide employment coaching on failed interviews, and to continuously identify opportunities for trainees. BPWA will run six work readiness modules per year in each of their four branches. Training course cost upon program closeout will be recovered through fees charged to both students/trainees and hiring businesses.

ACTIVITY OUTPUTS	Start Date	Frequency
Customize work readiness modules to focus areas	Y1 – Q3	3 months

Build capacity of BPWA branches	Y1 - Q4	3 months
Work readiness modules	Y2 – Q1	bi-monthly
REACH	Train 360-480 Women annually	

BPWA Branches Operate as Employment Centres: In order to accelerate the rate at which women get employed, the AWEJ project will operate BPWA branches as employment assistance centres, with aggressive outreach into neighbouring communities through the various program's activities. Through the AWEJ project, BPWA branches will conduct job fairs for locally available opportunities, maintain a database of job opportunities in the area, and link to private sector actors in target geographic areas. With AWEJ assistance, BPWA will also build an employment portal to be hosted on BPWA's website. The portal will not only post jobs opportunities free of charge for local employers, but will also provide industry specific labour market requirements, salary expectations, and links (where possible) to hiring companies. Through the employment assistance centres, AWEJ will also link to and/or organize internships in collaboration with the private sector in each of the targeted areas. Where possible, AWEJ will link interns to the Employment–Technical & Vocational Education Training (E-TVET) Fund of Ministry of Labour, which subsidizes payments of entry level positions at minimum wage. This will help to build program sustainability, as well as increase private sector willingness to take on new female hires.

Employment Centre Model: Izdihar Program

CARE's Izdihar program seeks to improve women's participation in the labour force by addressing barriers to women seeking employment and gender bias in recruitment. The Izdihar program created a unique women's employment center at the Working Women Society, providing market specific training to women, and securing employment for 75% of beneficiaries based on relationships built in the private sector. AWEJ programming will build on this successful model in the development of BPWA's branch employment centers.

ACTIVITY OUTPUTS	Start Date	Frequency
Employment centres operational	Y2 – Q2	continuous
Employment portal operational	Y2 – Q4	continuous

BPWAs Entrepreneurship Training

BPWA, by capitalizing on the successes of its membership, has built a progressive entrepreneurial skills-training program, moderated by expert trainers in the fields of employability and entrepreneurship. BPWA progressive courses develop trainees work readiness, work ethic, job skills, and guide them through the entrepreneurship process covering principles of management, strategic planning, project management, basic accounting, marketing, and sales. Following the completion of the training courses, women are matched with female mentors. The AWEJ program builds on BPWA's entrepreneurship and work readiness courses and reinforces them with practical hands-on guides to business registration and ongoing business advisory. In this sense, start-ups receive continuous follow up to ensure sustained success, operations and growth.

Entrepreneurship Training and Advisory: Building on BPWA's existing and successful entrepreneurship program, the AWEJ project will expand outreach of the entrepreneurship training through BPWA's four branches and to the CBO/SME/Cooperative network. The AWEJ entrepreneurship program will cover a 5-day course introducing principles such as sales, marketing, entrepreneurship, managing credit, project management, time management, based on the successful BPWA

training program. AWEJ will augment the course with business plan development and vetting by a private sector committee. The AWEJ training will also impart business growth training and networking links for Jordanian women, as well as hands on guide to business registration. The successful women entrepreneurs will receive advanced 5-day training on leadership, which is offered by qualified trainers who attended a TOT on a program titled “Women’s Empowerment and Leadership.” The TOT will be provided by specialized master trainers from the Center for Creative Leadership (CCL) located in North Carolina – USA. A Women’s Empowerment and Leadership Program has three main components: 1) assessment tools to help women look within and examine their identity, leadership skills and set developmental goals; 2) challenge-oriented team-based activities to understand leadership dynamics and enhance leadership skill; and 3) support through a peer learning model that enables participants to share their challenges, utilize innovation techniques and chart a course for greater effectiveness. The Assessment-Challenge Support Framework is at the heart of CCL’s approach to democratizing leadership and empowering women. The empowerment and leadership approach draws on this framework as well as the themes capturing issues faced by women; self-clarity, authenticity, agency, connection and mentoring. These themes influence the ways women live their lives and reflect their aspirations, while mentoring provides a sustainable way to develop women leaders. A possible structure of a five-day program would include three components: A) Leadership Essentials Introduction—2 days; B) CCL facilitation/training methods for 24 women—1 day and C) Supervised program delivery by new trainers to Jordanian women—2 days.

An innovation in entrepreneurship training in Jordan, AWEJ will also offer an ongoing business advisory to existing businesses at any point after the start-up phase to ensure sustained business success, operations and growth such as marketing, packaging, HR, accounting and so on. AWEJ shall recruit specialized experts and consultants from its pool of associates to provide these business advisory services.

Through BPWA branches, AWEJ will run 6 entrepreneurship training programs per year, training 15-20 women per training, in each of the four BPWA branches.

<i>ACTIVITY OUTPUTS</i>	<i>Start Date</i>	<i>Frequency</i>
<i>Entrepreneurship training</i>	<i>Y1 – Q4</i>	<i>continuous</i>
<i>Business advisory program</i>	<i>Y1 – Q4</i>	<i>continuous</i>
<i>REACH</i>	<i>Train 360-480 women annually</i>	

Mentoring Program: The AWEJ mentoring program builds on BPWA’s entrepreneurship mentoring program by developing active liaisons between private sector and beneficiary groups, and establishing ‘technical’ mentors in the targeted communities from the growth industries. The AWEJ mentoring program is designed to provide role models for women who are interested in being employed as well as those interested in becoming entrepreneurs. Mentors will be chosen from within the beneficiary’s communities, and in the same industry or sector, to the extent possible, and will operate as volunteers.

Studies have shown that women are less likely than men to know an entrepreneur personally, and thus are less likely to engage in entrepreneurship. This suggests that women need more entrepreneurial role models, in order to enter the labour force, break socio-cultural barriers, and begin contributing to household income. As such, the AWEJ mentoring program becomes critical to facilitating women’s entry into entrepreneurship. The mentoring program

offers would-be entrepreneurs guidance and access to practical and constant advice on how to start up and operate their businesses.

Through the mentorship program, AWEJ will create an employee engagement approach to mentoring entry-level employees, whereby AWEJ will actively engage local businesses in volunteering staff to conduct training or introduce applicants to the industry. Furthermore, AWEJ will identify entry-level mentors from within the private sector and link them to women applying to the same industries in target areas.

The aim of the program is to provide role models, to shed light on work environments, to remove misconceptions about females working in various sectors or industries, and to enable the mentors to coach the beneficiaries through the employment or entrepreneurship process. Mentors will meet with matched beneficiary for a period of 3 months, meeting once per week. The mentoring program is derived from voluntary commitments made by mentors, based on proven success with voluntary mentors within BPWA's entrepreneurship mentoring program. This also contributes to the long-term sustainability of the program, building relationships and programs that will continue to function long after program close-out.

<i>ACTIVITY OUTPUTS</i>	<i>Start Date</i>	<i>Frequency</i>
<i>Employment mentoring program</i>	<i>Y1 – Q4</i>	<i>continuous</i>
<i>Entrepreneurship mentoring program</i>	<i>Y1 – Q4</i>	<i>continuous</i>
<i>REACH</i>	<i>Link 360-480 women annually</i>	

V. PROJECT BENEFICIARIES

The direct beneficiaries of the AWEJ project are disadvantaged women aged 17-35 from Madaba, Zarqa, Amman, and Irbid, identified through community-based structures in each focus area. Public announcements and events will be held to advertise for female applicants. Criteria will be developed and used to screen and evaluate applicants, which will then be followed by interviews to make final selection decisions. This project will also target local private business owners, CBOs, cooperatives, and other civil society groups, which will involve the women who are the primary beneficiaries of the project. Men will be primary beneficiaries of the socio-cultural interventions.

During the project period, AWEJ will:

- Enrol 1,440 women in work readiness training
- Enrol 1,440 women in entrepreneurship training
- Engage 200 cooperatives, SMEs, and CBOs in awareness building for increased women's socio economic empowerment
- Engage 100-150 cooperatives, SMEs, and CBOs in business development
- Engage 40-60 cooperatives, CBOs, and SMEs in business expansion for increased women's participation
- Engage 20 private sector businesses for employee engagement programming
- Reach 5,000 women and 5,000 men with a socio-cultural barrier campaign
- Target 150 private sector businesses for gender hiring best practices and award

- Strengthen BPWA grassroots and national advocacy networks.

DIRECT BENEFICIARIES:

3,500 women reached through economic empowerment programming

INDIRECT BENEFICIARIES:

5,000 women and 5,000 men reached through the socio-cultural barrier campaign

VI. SUSTAINABILITY

The AWEJ project is founded on building local capacity and ownership of interventions with ultimate program transfer to the BPWA, the project's leading local women's economic empowerment group. The underlying sustainability strategies revolve around building local ownership and capacity of the program to continue running after program close-out within an augmented and expanded BPWA. Programmatic sustainability relies on both building the capacity of the BPWA to assume AWEJ program operations upon project closeout, as well as ensuring linkages to existing groups and support programs for continued sustainability of advocacy work, private sector engagement, and mentorships. This includes building strong and sustainable ties between BPWA and national women's advocacy groups, as well as building direct and regular communication between BPWA and the Ministry of Labour's Gender Department to enable BPWA to continue advocacy work. AWEJ also builds BPWA's private sector partnership network both through private sector employee engagement, the Gender Award program, as well as entrepreneurship mentoring. Programmatic operations are designed to be low-cost and effective, with plans for financial sustainability of training programs based on a tuition cost recovery scheme. Finally, the AWEJ program offers an innovative model that is directly linked to the private sector in each target area, providing a customized and market-relevant program of coaching and training. In this sense, it offers a competitive and modern model that is replicable both across the Kingdom and in the region. Specific sustainability strategies by outcome are further described below.

IMMEDIATE OUTCOME 1

SUSTAINABILITY STRATEGIES

Linkages to National Women's Advocacy Networks: The AWEJ project aims to build BPWA's advocacy capacity by building strong and ongoing linkages and programming with national women's advocacy groups, such as Jordan Forum for Business and Professional Women, Jordan National Commission for Women, International Women's Forum, and Jordanian National Forum for Women. AWEJ national advocacy programming will enable BPWA to engage with these actors building a platform or coalition for continued advocacy for women's economic empowerment in partnership with these leading advocacy groups. In this way, capacity for BPWA in advocacy is reinforced through the coalition, and ensures sustainability of advocacy programming.

Linkages to Ministry of Labour: Advocacy within the Ministry of Labour by BPWA will be sustained through continued communication and interaction with the Ministry of Labour's Gender Department. The AWEJ project builds strong links and communication on policy issues related to impacts of the National Employment Strategy on women's labour force participation. These channels for dialogue and policy discussion will be maintained by BPWA after program closeout, and in partnership with the women's

advocacy platform, through continued quarterly meetings of the Gender Advisory Committee.

Continued Engagement of Private Sector: The AWEJ project engages the private sector in awareness building of best practices allowing for cost-effective increased women's economic empowerment. Awareness-raising is achieved through both workshops and implementation of the Gender Award. Sustainability of continued private sector engagement will be achieved through the transfer of the Gender Award to the BPWA. The Award program will be administered annually by BPWA, receiving significant publicity to maintain continued private sector engagement on women's employment issues.

IMMEDIATE OUTCOME 2

SUSTAINABILITY STRATEGIES

Buy-in by Community: The AWEJ project aims to sustain changes in perception of women's ability and right to work through community cooperation facilitated by the advocacy campaign, as well as the grants program. Religious and community leaders will be co-opted to disseminate the socio-cultural barrier campaign, and thereby create support at the community leadership level for women's economic participation. Increased women's economic participation engendered by the AWEJ project will create female role models who will in turn influence their peers, families and community members. Where these women can impact their peers, by influence and example, the ripple effect can be significant. Finally, BPWA will continue its outreach to the target communities in an effort to sustain in-roads made through the socio-cultural barrier campaign.

BPWA Advocacy and Outreach Capacity: The AWEJ project relies on expanding the outreach and advocacy capacity of BPWA branch offices in Madaba, Irbid, Amman, and Zarqa. In this way, community advocacy efforts will be sustained through continued linkages to the BPWA branch offices. BPWA will also be tasked with continuing outreach and awareness efforts upon program close-out.

Sustainable Growth of SMEs: As a strategy for sustainable women's economic opportunities, investment in the sustainable growth of SMEs, CBOs and cooperatives through the business training and grants program will sustain gains made in women's employment and economic governance. Grant investments will be made based on solid financial and business growth plans, and will be made to existing and proven small businesses with potential for growth. Moreover, the target CBOs, SMEs, and cooperatives of the AWEJ project also benefit from continued support networks from Mercy Corps' ongoing programming. As such, investments in creating new women's economic opportunities within this program will be sustained after program closeout.

IMMEDIATE OUTCOME 3

SUSTAINABILITY STRATEGIES:

Capacity built of BPWA: The AWEJ project is founded on building local capacity of the BPWA for ultimate program transfer. The underlying sustainability strategies revolve around building capacity and expanding outreach of the BPWA through the provision of training, employment and advocacy services within its existing four field branches. By year four, AWEJ will enable BPWA to assume program operations upon project

closeout. The proposed program will enable BPWA to train 500-750 women annually, and facilitate access to economic empowerment opportunities through private sector linkages and the employment portal housed on BPWA's website.

Training Cost Recovery: It is anticipated that the proposed AWEJ training program will result in high rates of employment among women in the target areas. As such, enrolment in training programs will become increasingly desirable and valuable among women of the target areas, and thus willingness to pay training fees for future anticipated employment will also increase. Based on this premise, BPWA will charge fees at cost to trainees. Where trainees are not able to pay training fees, scholarships and loan programs could be applied to cover the training costs. BPWA seeks to establish a "sponsor a student" fundraising mechanism for scholarships whereby training costs are paid by individuals and private sector CSR programs supporting youth employability. Finally, based on best practices in employment training, BPWA will engage the private sector hiring its graduates in sponsorship of training, thereby recovering training costs in the long-term.

Internship Payments: Through the employment assistance centres, AWEJ will link to and/or organize internships in collaboration with the private sector in each of the targeted areas. Where possible, AWEJ will link interns to the Employment-Technical & Vocational Education Training (E-TVET) Fund of Ministry of Labour, which subsidizes payments of entry-level positions at minimum wage. This will help to build program sustainability, as well as increase private sector willingness to take on new hires.

VII. ANTICIPATED RISKS AND STRATEGIES TO ADDRESS THEM

The AWEJ program approach aims to solidify in-roads made by the BPWA to date, and build capacity of BPWA and CBOs, SMEs, and cooperatives to encourage and propel women into the workforce through a variety of interventions. The main constraints prohibiting women from participating in economic opportunities in many local communities revolve around two primary factors: 1) social and cultural norms which inhibit women's economic activity; and 2) lack of information on the importance of women's economic empowerment and how to access economic opportunities. AWEJ aims to address anticipated risks through the following strategies.

Barriers to Women's Economic Participation: As described in the CIDA Concept Note, Jordanian women, especially from poor and conservative areas, face a number of complex social, skills and opportunity barriers to entering the labour or economic sector. Women are heavily influenced by traditional and conservative social norms which continue to inhibit women's economic activity. In recognition of these risks, particularly in changing long-standing gender perceptions and social norms, the AWEJ approach is founded on building locally-owned awareness campaigns by co-opting local leaders and role models to erode misperceptions of working women and to generate support for increased women's economic empowerment within homes and communities.

Lack of Information: Local communities suffer from a lack of information about the established rights to and advantages of women's participation in the economy. This includes a lack of awareness on what potential opportunities exist within their communities, as well as a lack of knowledge of workplace conditions for women that inhibit women from applying for jobs. As such, the AWEJ project takes a customized

approach to addressing lack of information among targeted community members. The initial two-tiered study focuses on identifying growth sectors and employment opportunities in the target areas to customize its program approach and to address these information gaps. Information on workplace environment and misperceptions of certain positions/careers will be addressed by co-opting role models to speak about their work experiences, and by engaging employers to clarify workplace conditions for women.

BPWA Capacity: Despite a strong institutional structure and established working procedures, BPWA lacks the resources (staff, logistics, etc.) to be able to further develop their work and the scope of their outreach. Additionally, BPWA and CBOs currently lack the technical expertise to expand and develop services as part of a sustainable solution. The sustainability of program activities depends largely on the capacity built of BPWA, CBOs, SMEs, and cooperatives. As such, the AWEJ program focuses heavily on capacity building of these institutions. Capacity building of BPWA includes intense guidance, mentoring and training in advocacy, outreach, and community mobilization. Capacity building of BPWA includes training of trainers and field staff to enable them to conduct outreach, awareness campaigns and recruitment for their programming. Moreover, AWEJ builds strong operational ties to national women's advocacy groups to ensure continued advocacy support for women's economic empowerment.

CBO, SME, Cooperative Constraints: CBO, SME, and cooperative capacity for sustained business growth and hence sustained employment for women depends on a variety of factors, including market demand determined by local and regional economics, business management, and access to financing. The AWEJ program aims to build business management capacity through training programs in order to minimize risks of business contraction due to management issues. CBOs, SMEs, and cooperatives selected for participation in the grants competition will be selected based on strong business performance and potential for growth. The AWEJ program will work hand-in-hand with the selected CBOs, SMEs and cooperatives to build business growth capacity. Grant winners will be selected in part based on criteria for sustained growth and past business performance, in order to mitigate risks associated with business non-performance.

VIII. CROSS-CUTTING THEMES (ENVIRONMENT, GOVERNANCE & GENDER)

AWEJ promotes CIDA's cross-cutting principle themes of governance, environment and gender equality, providing opportunities for promoting these principles in participation, inclusion, equity, transparency and accountability. The following describes the AWEJ project approach to addressing these cross-cutting themes:

Environmental Impact: The AWEJ project activities will be implemented in rural, peri-urban and urban areas of Jordan. For the most part, AWEJ revolves around building and implementation of advocacy networks, as well as training programs aimed at propelling women into the labour force. As such, the program is mainly one of human resource mobilization without any anticipated impact – positive or negative – on the environment. The CBOs, SMEs, and cooperatives with which the project will work host a variety of businesses, some of which are agricultural. These CBOs, SMEs and cooperatives form the beneficiary group of the USAID-funded, and Mercy Corps-implemented, "Community-Based Initiatives for Water Demand Management," which, through that project, are already engaged in capacity building to improve community water demand management, and hence mitigate negative impact on the environment through business development. As such, it is not

anticipated that the AWEJ project will have any environmental impacts. However, to the extent that the targeted small businesses may impact the environment in their growth and development under the AWEJ project, project staff will take measures to mitigate any negative environmental impacts through advisory, training, and introduction of potential environment-enhancing technologies. Where positive environmental impacts have been made, linkages through the Community Based Initiatives for Water Demand Management Project will ensure that such positive environmental effects are disseminated through the CBO network.

Governance and Gender Equality: The AWEJ project is one that focuses heavily on governance, particularly through: a) participation of women in advocacy from the grassroots level to the national policy and decision-making level; b) inclusion in accessing opportunities for labour force participation, skill-building and entrepreneurship; and c) equity in developing women-friendly workplace and hiring practices. The AWEJ project pursues these opportunities by working at the national level in developing advocacy networks to positively influence labour policies for increased women's labour force participation, by building advocacy capacity of women's groups and informing key decision-makers on barriers to women's participation for incorporation into National Employment Strategies. At the private sector business level, AWEJ aims to improve workplace policies which govern gender equality within the workplace. To this end, AWEJ will transfer and share knowledge of best practices in both gender equality and governance within the private sector networks established within the project. At the community level, AWEJ focuses on building advocacy networks through the outreach of the BPWA branch offices to CBOs, SMEs, and cooperatives in order to build a bottom-up approach to women's advocacy that will build and strengthen the core capabilities of poor and marginalized groups to participate in decision-making processes. Moreover, at the community level, AWEJ focuses on improving governance through the transfer of knowledge on women's rights and governance structures to promote gender equality in CBO, SME and cooperative governance and management. The same rights-based approach is built upon within the socio-cultural barrier campaign, which focuses on inclusion by accessing all facets of communal society, including religious and community leadership, women, men, and male and female youth. Finally, by transferring skills and increasing access to opportunities for women, it is the aim of the AWEJ project to increase women's labour force participation and as a result increase their economic empowerment within both society and within their households. Improving governance at the household, community, private sector business and national levels are key processes to AWEJ project goals and outcomes. Significant project components revolve around building governance knowledge and capacity for increased inclusion, gender equality, and participation, built on proven and best practices and expertise within CARE and its implementing partners' programs and core capabilities.

CARE International, including CARE Canada, is governed by a Gender Policy (see appendices). The CARE Gender Policy defines CARE's explicit commitments to support gender equality and the principles expressed in these international agreements. The accompanying implementation guideline sets out mechanisms and minimum common standards for all CARE members and Country Offices, including CARE Jordan. The policy statement therefore strives to make CARE's collective programming efforts more effective, builds on previous institutional commitments and policies, and reflects subsequent developments in gender equality policies of development organizations working to end poverty and social injustice. It thereby sets the stage for increased accountability.

IX. MONITORING AND EVALUATION

The project's monitoring and evaluation system has been structured to take into account the specific program objectives, project inputs and outputs, and end-of-project status. This approach ties into a broader results-based management system for monitoring the overall program against the approved work plan and logic model. Using RBM tools, CARE will update AWEJ's performance measurement framework (PMF) which tracks and captures project interventions results. Qualitative and quantitative data, "systems" for capturing these and the feasibility and integrity of the findings are included in the PMF and will be refined upon completion of the Project Implementation Plan. Best practices and significant results relating to intervention efficacy will be regularly monitored, reported, and shared with stakeholders.

Monitoring will be undertaken by all partners and involves the continuum of observation, information gathering, analysis, documentation, supervision and assessment. Programmatic activities will be monitored and evaluated regularly and against implementation schedules to ensure adherence to program deliverables and timetables. Programmatic activities will be monitored by program staff through regular surveys, site visits, informal interviews of beneficiaries, and collection, entry, and tracking of programmatic and financial data in the project reporting system. Frequent site visits by program staff and quarterly reviews of progress *vis-à-vis* the indicators developed in a performance measurement framework (PMF) will ensure the program is on track and progress is being measured and achieved. The PMF framework will guide quarterly review meetings and action planning. The objective of monitoring will be to develop a culture of evidence-based management consistent with RBM.

Monitoring and evaluation tools to be used in this project include:

- Logic Model
- Performance Measurement Framework (PMF)
- PIP and annual workplans
- Baseline, midterm, and endline surveys assessing employment levels and attitudes towards female employment
- Written quarterly programmatic and financial management reports
- Quarterly Work Plans reviewed with and approved by CIDA
- Regular site visits and informal interviews with beneficiaries.

Finally, CARE's internal auditors will conduct due diligence on AWEJ procurement and finances while the field-based Chief of Party will monitor implementing partners to ensure that implementation agreements are respected and project assets and resources are used accordingly. Appropriate measures will be taken by the AWEJ management team if a deviation from implementation agreements or incorrect utilization of project resources occurs.

X. MANAGEMENT & STAFFING

The AWEJ project management structure is designed to capitalize on the core strengths of CARE and its implementing partners, developing individual management units based on areas of expertise covering programmatic themes. Simultaneously the AWEJ project management units will fall under the overall leadership of the Chief of Party and Deputy Chief of Party, to provide cohesion and unity of project deliverables at every stage of project implementation. While each implementing partner will head a thematic unit, they will lend expertise to other units as well. The overall leadership of the AWEJ project will lie with CARE, which has extensive experience managing CIDA-funded projects and programs, ensuring a single accountability point for this project.

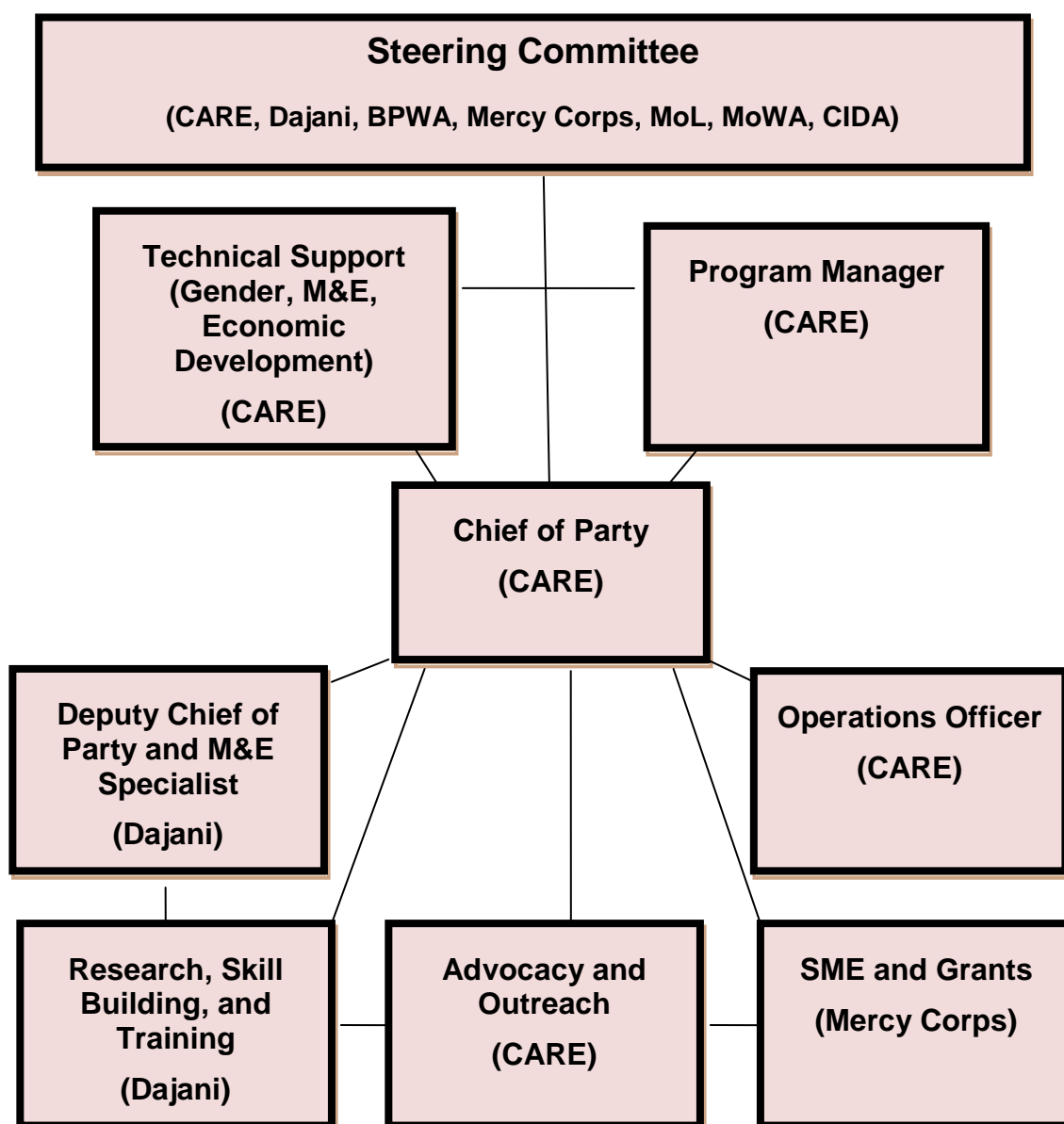
CARE and its implementing partners have put together a qualified management team for the purposes of managing this proposed project. The project will be headed by a Chief of Party, a gender, advocacy, and project management specialist, and supported by a qualified and experienced Jordanian team, selected for expertise in gender equality programming, advocacy, project management, SME development, employment programming, entrepreneurship, training, research, and monitoring and evaluation. The project will be staffed by highly qualified Jordanians, thereby ensuring Jordanian capacity and ownership is further built through this project. The management structure is designed to enable the Chief of Party to build capacity of project staff in gender and advocacy, which will transfer directly to building the capacity of the BPWA – a partner and a beneficiary – for long-term sustainability.

The Chief of Party will be supported by a Deputy Chief of Party, an M&E Specialist, responsible for monitoring the overall program against the approved work plan and logic model, as well as an Operations Officer well-versed in project management and administration, donor compliance, accounting, and regulations. Program implementation in the field will revert to the responsibility of the three unit managers: Advocacy and Outreach Manager, SME and Grants Manager, and Research, Skill-Building and Training Manager, supported by field staff. Each unit will fall under the leadership of the relevant member based on each member's core competencies: CARE will lead Advocacy and Outreach; Mercy Corps will lead SME and Grants; and Dajani Consulting will lead Research, Skill Building and Training. The project will be managed out of a project-designated office, with administrative support from each of the partners' main offices. This will ensure project unity and cohesiveness, while benefitting from the resources, networks, and support systems of the respective partners.

The AWEJ project will be governed by a Steering Committee (see diagram over) consisting of key stakeholders and implementing partners and providing overall guidance to the project. Steering Committee members will consist of stakeholders such as the Ministry of Labour, Ministry of Women's Affairs, CIDA, as well as senior representatives from CARE and its implementing partners (CARE Country Director, Mercy Corps Country Director, Dajani Consulting CEO, and BPWA Director). The composition of the Steering Committee will ensure that the annual workplans are in line with CIDA gender equality objectives as well as NES objectives and national women's economic empowerment initiatives. It will also serve to ensure senior-level coordination both with the donor, national initiatives, and implementing partners. The Steering Committee will be tasked with guiding and approving the AWEJ annual workplans and with reviewing the annual reports to assess project progress. The senior project management team will report to the Steering Committee.

Gender, enterprise and economic development, and monitoring, evaluation and learning support will be provided by a core team of technical experts from CARE Canada, who will be tasked with technical capacity building and backstop support to the project, with periodic visits to Jordan. The CARE Canada team is intimately familiar with CIDA and will provide support to ensure donor compliance. Finance and M&E will be further reinforced through support provided by CARE Canada, ensuring donor compliance of program objectives and deliverables, measured quarterly against a CIDA-approved performance monitoring framework. The CARE Canada team will be heavily involved in the development of the Project Implementation Plan (PIP), and will provide regular oversight and technical support to the field team.

Below is the project management organizational chart:



CARE Canada Technical Support Team

The CARE Canada technical support team has been carefully selected to offer critical gender, enterprise and economic development, and monitoring, evaluation, and learning support to the AWEJ project. Margaret Capelazo, Gender Advisor, brings over 10 years experience working with governments and civil society to strengthen approaches to gender-sensitive economic development, building capacity of non-governmental organizations, and managing gender strategies. Ms. Capelazo will implement gender analysis, training and other gender equality support activities. She will also support other project technical staff in awareness raising sessions with direct beneficiaries. Tess Bayombong, Enterprise and Economic Development Advisor, brings significant enterprise development and M&E experience to the project. Ms. Bayombong will support economic empowerment programming, enterprise and entrepreneurship training and activities. Christine Parsons, Program Manager for this project and program development specialist, will provide overall program management support to the AWEJ field team and will liaise directly with CIDA. Kaia Ambrose, an M&E expert with over 10 years working in research, monitoring, evaluation, and learning, will provide overall M&E support to the AWEJ project team. All members of the CARE Canada technical support team have worked extensively on CIDA-funded projects. The CARE Canada team will provide ongoing technical support and capacity building, monitor project progress, and participate in the identification of solutions to challenges presented during the implementation of the project. The CARE Canada team will participate in the Steering Committee.

Chief of Party

The Chief of Party position will be held by Kate Washington, a seasoned development specialist with significant gender mainstreaming, project management, and monitoring and evaluation skills, gained through community, refugee, and gender-based project implementation in Lebanon, Syria, Morocco, Afghanistan, India and Jordan. Having worked in Jordan for the last 10 years, Ms. Washington has a strong understanding of Jordanian culture, has deep working knowledge of the development context, and speaks fluent Arabic. As AWEJ Chief of Party, she will report to the Program Directors in CARE Jordan and to the CARE Canada program manager. The Chief of Party will be responsible for overall management, coordination and monitoring of the implementation of the AWEJ project, following the Project Implementation Plan (PIP). She will work closely with the Steering Committee, donor, and AWEJ partners, relevant government offices, and AWEJ project staff to ensure smooth implementation of the project. She will directly supervise the Deputy Chief of Party, the Operations Officer and the three Unit Managers. She will also support the project team technically and managerially.

Deputy Chief of Party

The Deputy Chief of Party will be held by Ms. Hana Kwinana, a result-oriented M&E Expert, with 15 years regional development experience. Experienced in design, monitoring and evaluation for complex projects, developing performance monitoring plans (PMP), and performance indicators reference sheets (PIRS), Ms. Kwinana will be responsible for leading the two-tiered situational analysis that will continuously inform the AWEJ project. She will also be directly responsible for networking and coordinating with government counterparts to inform select government officials on issues emerging from the analysis relevant to NES policies and strategies. She will be an active member of the Gender Advisory Committee, actively liaising with the private sector for improved gender equality in the workplace. She

will assume overall responsibility for operation and administration of the Gender Equality Award for the private sector. Further, she will hold overall responsibility for development and implementation of the PIP and annual workplans, as well as tracking project data to measure project progress through targets and indicators. She will provide programmatic support to the Chief of Party and other project staff, and will supervise the Research, Skill Building and Training Unit.

Advocacy & Outreach Unit Manager

This position will be directly responsible for networking and coordinating with women's groups, community mobilization at the local level, and building advocacy capacity within the BPWA. S/he will be responsible for the development of the socio-cultural barrier campaign roll-out, and building the capacity of BPWA and CBOs to continue campaigning for women's economic empowerment. The position will coordinate closely with the SME Unit, to ensure effective cross-fertilization and maximal project impact. S/he will also be responsible for community mobilization for the socio-cultural barrier campaign, linking community mobilization efforts to BPWA advocacy efforts. S/he will supervise a field staff of three Community Mobilizers.

SME Unit Manager

S/he will be responsible for providing technical support to the CBOs, SMEs, and cooperatives in both building awareness of women's empowerment within the small businesses, as well as building capacity for business growth and application to the grants program. S/he will also be responsible for identifying appropriate value chains and identifying market and MFI linkages. Within AWEJ, this position will coordinate closely with the Outreach and Advocacy Unit, in order to ensure roll-out of the socio-cultural barriers campaign, supporting the economic empowerment of women. This involves liaison with BPWA, to ensure effective cross-fertilization and maximal project impact. S/he will also be responsible for the operation and administration of the grants program, and will supervise a field staff of three Outreach Coordinators.

Research, Skill-Building & Training Unit Manager

This position will be responsible for conducting local research for the purpose of developing customized approaches to four distinct areas of Jordan: Madaba, Irbid, Amman and Zarqa. This position will work closely with BPWA to customize the AWEJ program to BPWA's four branch areas, particularly in customizing the work readiness training and the employment portals. S/he will hold overall responsibility for augmenting the BPWA training programs and recruitment of women to the entrepreneurship and work readiness training programs, ensuring program targets are met. S/he will also be responsible for engaging the private sector in the target areas for employee engagement and mentoring programs. S/he will also be responsible for conducting baseline, midterm and endline surveys.

Operations Officer

The Operations Officer is responsible for ensuring project systems and timelines are adhered to, members coordinate, and the workplan is implemented. S/he will provide overall management support to the project in completing organizational capacity assessments and capacity building of local NGOs and community-based organizations. S/he will be responsible for grant management of the project including monitoring compliance to donor policies and regulations, providing technical assistance to partners and program staff in budget preparation, and reporting and monitoring.

XI. INSTITUTIONAL CAPACITY

Members Strengths:

The project brings together four complementary and accomplished development actors to deliver a comprehensive yet efficient program strategy for achieving measurable progress towards women's increased participation in Jordan's national economic growth. Each implementing partner brings to the project unique yet complementary resources, technical expertise, stakeholder networks, and broad programming and operational experience, both in Jordan and in supporting women's economic empowerment.

The AWEJ project will be led by CARE and implemented in partnership with the international NGO Mercy Corps and two Jordanian development partners, Dajani Consulting and the Business and Professional Women's Association–Amman (BPWA).

CARE has a proven record of designing, resourcing, delivering, and measuring innovative and complex, multi-million dollar projects, including its Women's POWER Program and Izdihar Women's Training and Work Placement Initiative, both in Jordan. CARE will build the capacity of BPWA to provide women's training in both work readiness and entrepreneurship, as well as design and roll-out intensive employment coaching services to be provided within BPWA's four branch offices in Jordan's primary urban centres: Irbid, Amman, Madaba, and Zarqa. **BPWA** is an established and trusted women's organization in Jordan, with an existing and broad membership base of women, and the potential to provide sustained support and leadership to locally-driven women's economic empowerment initiatives. BPWA can also leverage its excellent reputation in the community to spearhead advocacy activities at the local and national levels, including the implementation of participatory approaches to ensure that beneficiaries' needs are being considered and represented in the planning of project interventions.

Mercy Corps will provide technical outreach, mentoring, and skills transfer to its already established network of over 280 community-based organizations (CBOs) across all 12 governorates, including 26 women-led CBOs across the Kingdom. Engagement of these networks will afford the project immediate access and established in-roads into predominantly rural communities with high rates of female unemployment and low rates of large-scale private sector investment. In these communities, the AWEJ project is designed to advocate for and incentivize existing and successful cooperatives, SMEs, and CBOs to employ more women and increase their decision making power through a proven SME grant program, enabling these SMEs and cooperatives to access increased funding by meeting female employment and governance criteria. Through this CBO and SME network, AWEJ will raise awareness of the importance of women's labour force participation by both co-opting community leaders and religious figures, as well as showcasing success stories from within their own or neighbouring communities.

Dajani Consulting, a Jordanian private sector organization with expertise in research, analysis and design, implementation, and monitoring and evaluation of projects, will provide

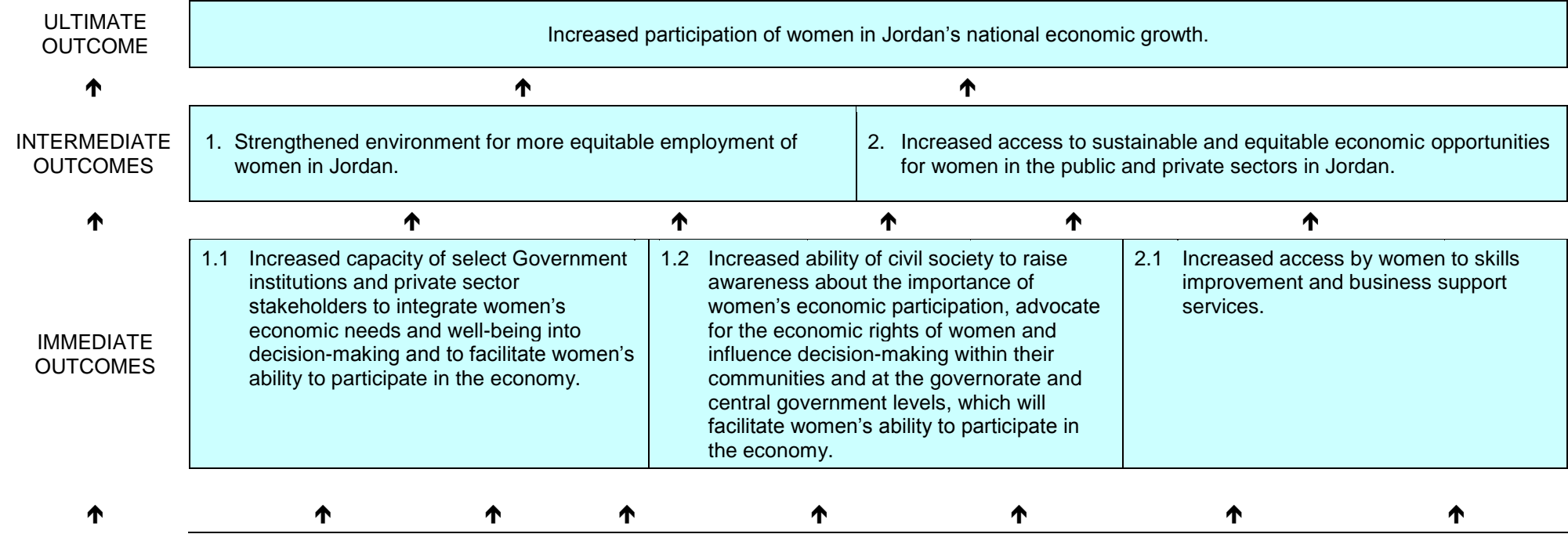
Care POWER Program

Recognizing the problematic system of simply providing credit to women without empowering them financially, POWER, provided women in Russeifeh, one of Jordan's most impoverished areas, with training on the risks of taking loans, proper financial management, and increased income efficiency and then placed them in savings and loans groups to expand their informal businesses. This resulted in the creation of 18 new enterprises, which engaged some of Jordan's most disenfranchised women in the economic sector. The AWEJ program will build on lessons learned and apply those experiences to its program design to ensure equivalent successes and results in women's economic empowerment and entrepreneurship.

detailed data and analysis of the employment market in Jordan and impediments to women's equitable employment. Dajani has specific experience undertaking research (for the World Bank) on the practices of private sector firms in Jordan. In-depth research at the national and local levels on obstacles faced by women in securing employment, as well as potential employment growth sectors in the target geographic areas, that will enable the program to customize its program approach, training and employment coaching programs to ensure high rates of success. This research and analysis will build on research work on gender issues completed to date and will assess gender implications of the newly released National Employment Strategy.

The AWEJ program is designed to take advantage of the training resources present within CARE's Izdihar and POWER projects, innovative women's employment programming within NOW and FORSATI projects of Dajani Consulting, as well as proven work readiness and entrepreneurship training modules offered by BPWA, in order to facilitate a rapid and effective program of female labour force participation. The project also builds on successful SME development and grassroots advocacy work supported by Mercy Corps, providing immediate in-roads into rural communities for advocacy for increased women's labour force participation based on trust built over years of collaboration with Mercy Corps. Both CARE and Mercy Corps will develop and implement the awareness training programs; develop the advocacy and communications campaigns; and design specific tools using participatory approaches with the local community.

Title	Advancing Women’s Equality in Jordan (AWEJ)	No.		Name of Organization	CARE Canada
Country/Region	Jordan	Budget	CAD \$8,034,203	Duration	4 years



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OUTPUTS

<p>1.1.1 Data gaps on women in the labour market closed, and information made available to key decision-makers implementing the National Employment Strategy (NES).</p> <p>1.1.2 Network of women's advocacy groups established and acting as a platform to coordinate and exchange experiences on promoting women's involvement in the labour force.</p> <p>1.1.3 Increased awareness around and support for women's participation in the economy by NES decision-makers and private sector stakeholders</p> <p>1.1.4 Increased knowledge and skills of BPWA and CBOs, SMEs, and cooperatives network to advocate for Government- and private sector-led actions to facilitate women's ability to participate in the economy.</p>	<p>1.2.1 Increased awareness of men, women, and local leaders in focus communities of the socio-cultural barriers to and importance of women's economic participation.</p> <p>1.2.2 Successful women entrepreneurs and professionals act as role models and advocates for women's economic participation.</p> <p>1.2.3 Increased capacity of BPWA and network of CBOs, SMEs, and cooperatives to adopt and implement initiatives that promote women's economic empowerment and employment equality.</p> <p>1.2.4 Increased women's participation and decision making in CBOs, SMEs, and cooperatives</p>	<p>2.1.1 Customized approach developed to skills development training and coaching, job market promotion, and linkages to service providers based on identified opportunities for women in regional and local growth sectors.</p> <p>2.1.2 Increased capacity of BPWA branches to deliver business training, follow-up and advisory services tailored to women's employment opportunities in growth industries.</p> <p>2.1.3 BPWA branches functioning effectively as employment assistance centres that provide services relevant to women.</p> <p>2.1.4 Increased women's access to business support services through mentoring program and pool of technical mentors</p>
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Title	Advancing Women's Equality in Jordan (AWEJ)	No.		Name of Organization	CARE Canada
Country/Region	Jordan	Budget	CAD \$8,034,203	Duration	4 years

ACTIVITIES

<p>Undertake two-tiered situation analysis (at national and local levels) on women businesses, labour market, private sector service providers, and conditions of employment by sector and geographic areas.</p> <p>Review the National Employment Strategy and develop policy recommendations for promoting gender equality in employment.</p> <p>Form NES Gender Advisory Committee.</p> <p>Hold workshops to present research findings and policy recommendations.</p> <p>Build BPWA's advocacy capacity by expanding its networks and linkages.</p> <p>Train BPWA in advocacy techniques.</p> <p>Hold conferences and workshops and organize working groups around specific advocacy issues identified by the advocacy network.</p> <p>Hold workshops and presentations with Chamber of Commerce members and other private sector associations to share best practices and benefits of employing women.</p> <p>Form national and regional private sector advisory committees to advise and guide the project.</p> <p>Design and implement a well-advertised Gender Equality Award program for private sector employers.</p>	<p>Undertake rapid roll-out awareness sessions to men and women in the communities.</p> <p>Design and launch community campaigns through CBO/SME network to change negative perceptions and socio-cultural barriers to women's entry into labour force.</p> <p>Co-opt religious and community leaders in the campaign.</p> <p>Build capacity of BPWA branch staff and CBO/SME network to deliver the socio-cultural barrier campaign in their respective areas.</p> <p>Disseminate campaign messages through a variety of venues and communication media.</p> <p>Develop and implement awareness raising activities tailored to mixed-gender CBOs, SMEs, cooperatives, and women-owned and -operated enterprises.</p> <p>Provide financial support (in the form of grant awards) through a Gender Equality Grants Competition for CBOs, SMEs, and cooperatives as and local community employers to incentivize hiring of women and/or having women in decision-making roles.</p> <p>Train CBOs, SMEs, and cooperatives in marketing, business plan development, business expansion, and credit access.</p> <p>Link CBOs, SMEs, and cooperatives to MFIs for business expansion and/or diversification.</p> <p>Create a mentorship program for CBOs, SMEs, and cooperatives with successful private sector businesses.</p> <p>Integrate awareness campaign on women's economic participation campaign into CBOs', SMEs' and cooperatives' training and linkages programs.</p>	<p>Develop customized project approaches on skills development, job market promotion (job fairs and employment portals), and linkages to MFIs based on identified employment and business opportunities for women in regional and local growth sectors.</p> <p>Develop work readiness modules on entrepreneurship, trades, and professional jobs tailored to the employment opportunities in growth industries in each geographic area.</p> <p>Build BPWA's training capacity to deliver the work readiness modules at branch level.</p> <p>Conduct training follow-up activities (motivation meetings, coaching and assistance on job search) for trainees.</p> <p>Support BPWA branches to develop and operate employment assistance centres to conduct job fairs, maintain data base of local job opportunities, facilitate linkages with private sector, develop employment portal, and organize internships.</p> <p>Conduct entrepreneurship training through BPWA's branches.</p> <p>Offer business advisory services to existing businesses after start-up phase.</p> <p>Identify and match mentors with beneficiaries in the same geographic areas and same industries.</p> <p>Engage local businesses in volunteering staff to train and mentor entry-level employees.</p>
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PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Version: Proposal Date: July 6, 2012

Title	Advancing Women’s Equality in Jordan (AWEJ)	No.		Team Leader	
Country/Region/Institution	Jordan / Submitted by CARE Canada	Budget	CAD \$8,034,203	Duration	4 years

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
Ultimate Outcome (Long term) Increased participation of women in Jordan’s national economic growth.	<ul style="list-style-type: none"># of women in gainful employment# of women-owned profitable enterprises# of women in decision-making positions in engaged CBOs, SMEs, and cooperatives% beneficiaries who joined labour force/started a business report generating income (on average) within industry range	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	<ul style="list-style-type: none">50% of beneficiaries join labour force25% of trainees start a business25% increase in number of women in decision making position over baseline80% beneficiaries join labour force/start a business	Beneficiaries Beneficiaries CBOs, SMEs, Cooperatives Beneficiaries	Baseline, midterm and endline surveys Baseline, midterm and endline surveys Review of CBO/SME/ Cooperative governance Baseline. Midterm and endline surveys	Baseline, midterm & endline Baseline, midterm & endline Baseline, midterm & endline Baseline, midterm & endline	CARE and implementing partners

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
Intermediate Outcomes (Medium term) 1. Strengthened environment for more equitable employment of women in Jordan.	• # of gender favourable policy decisions made by NES implementing agencies	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	• 4 NES-related policies influenced	Government documents, Gender Advisory Committee reports	Review of policies	Annual	Gender Advisory Committee
	• # of advocacy groups and CBOs / SMEs / Cooperatives campaigning for women’s equitable participation in economic sphere		• 10 advocacy groups and 150 private sector companies linked to Women’s Advocacy Network	Women’s Advocacy Groups/ BPWA records	Review of Project Reports	Bi-Annual	CARE and implementing partners
	• % private companies, CBOs / SMEs / cooperatives adopting successful models and practices of hiring and employing women in their conditions and process of employment		• 50% private companies, CBOs / SMEs / Cooperatives adopting successful models and practices for increased female employment or governance	Private sector companies	Survey of private companies, CBOs, SMEs / Cooperatives	Baseline, midterm & endline	CARE and implementing partners
	• % of women surveyed within private sector companies report gender friendly changes		• 20% of women surveyed within private sector companies report gender friendly changes	Women in private companies, CBOs/ SMEs/ Cooperatives	Survey of private companies, CBOs, SMEs/ Cooperatives	Baseline, midterm & endline	CARE and implementing partners
2. Increased access to sustainable and equitable economic opportunities for women in the public and private sectors in Jordan.	• % beneficiaries who acquired market-relevant skills to enter employment	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	• 75% of beneficiaries report increased work readiness	Work Readiness Trainees	Trainee Surveys	Annual	CARE and implementing partners
	• % beneficiaries who acquired market-relevant skills to start/manage business		• 50% of entrepreneurship trainees report increased capacity to run their businesses	Entrepreneurship Trainees	Trainee Surveys	Annual	

PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Version: Proposal

Date: July 6, 2012

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
Immediate Outcomes (Short term) 1.1 Increased capacity of select Government institutions and private sector stakeholders to integrate women's economic needs and well-being into decision-making and to facilitate women's ability to participate in the economy.	<ul style="list-style-type: none"> Awareness built among key decision makers # of private sector companies that made change/s in practices to encourage increased women's economic participation 	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	<ul style="list-style-type: none"> 75% of decision makers surveyed report increased awareness 75 private sector change in practice to encourage increased women's participation in employment and/or governance 	Decision makers	Interview	Bi-Annual	CARE and implementing partners
				Private sector companies, CBOs / SMEs / Cooperatives	Survey of Private sector companies, CBOs / SMEs / Cooperatives	Bi-Annual	
1.2 Increased ability of civil society to raise awareness about the importance of women's economic participation, advocate for the economic rights of women and influence decision-making within their communities and at the governorate and central government levels, which will facilitate women's ability to participate in the economy.	<ul style="list-style-type: none"> # of women's advocacy groups and CBOs / SMEs / Cooperatives engaged in awareness and advocacy work on women's economic participation # of policy recommendations on women's economic participation and rights considered at the governorate and central government levels 	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	<ul style="list-style-type: none"> 10 advocacy groups and 200 Cooperatives / SMEs / CBOs engage in awareness & advocacy 4 policy recommendation papers developed, circulated and actively advocated for 	BPWA Branch offices	Analysis of project documents	Bi-Annual	CARE and implementing partners
				Gender Advisory Committee	Analysis of project documents	Bi-Annual	Gender Advisory Committee
2.1 Increased access by women to skills improvement and business support services	<ul style="list-style-type: none"> # of women who are trained/mentored in market-oriented employment skills # of CBOs / SMEs / cooperatives in business expansion to increase women's economic participation # of private sector groups providing employee training 	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	1200 women acquire market-oriented skills	Work readiness Trainees	Analysis of training records	Bi-Annual	CARE and implementing partners
			1200 women acquire entrepreneurship training	Entrepreneurship Trainees	Analysis of training records	Bi-Annual	
			40-60 CBOs / SMEs / Cooperatives in business expansion	CBOs / SMEs / Cooperatives	Survey of CBOs / SMEs / Cooperatives	Bi-Annual	

PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Version: Proposal

Date: July 6, 2012

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
			<ul style="list-style-type: none"> 40 private sector groups engaged in employee training 	Private companies	Survey	Bi-Annual	
Outputs 1.1.1 Data gaps on women in the labour market closed, and information made available to key decision-makers implementing the National Employment Strategy (NES) . 1.1.2 Network of women's advocacy established and acting as a platform to coordinate and exchange experiences on promoting women's involvement in the labour force. 1.1.3 Increased awareness around and support for women's participation in the economy by NES decision-makers and private sector stakeholders. 1.1.4 Increased knowledge and skills of BPWA and CBOs, SMEs and cooperative network to advocate for Government and private sector-led actions to facilitate women's ability to participate in the economy. .	<ul style="list-style-type: none"> # of gender equality policy issues identified in NES Illustrative cases on best practices on cost-effective women-friendly work environments # of private sector companies and associations attending gender-related presentations, workshops and conferences # of audience by type of awareness campaign topic Level of coordination of network members 	Baseline data to be collected and available by Month 9. Targets may need revision thereafter.	<ul style="list-style-type: none"> 4 gender equality policy issues identified At least one sample case best practice on work environment, employment conditions and incentives 200 companies attend gender-related presentations, workshops and conferences 60 people per townhall meeting Network advocacy plan developed and implemented 	NES and survey report Private companies / CBOs / SMEs Events register / report Events register / report BPWA document	Review of reports/ government documents Review of events reports Review of events reports Review of BPWA documents	Bi-annual Bi-Annual Quarterly Quarterly As planned	Gender Advisory Committee CARE and implementing partners CARE and implementing partners BPWA

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
1.2.1 Increased awareness of men, women, and local leaders in focus communities of the socio-cultural barriers and importance of women's economic participation. 1.2.2 Successful women entrepreneurs and professionals act as role models and advocates for women's economic participation 1.2.3 Increased capacity of BPWA and network of CBOs, SMEs and cooperatives to adopt and implement initiatives that promote women's economic empowerment and employment equality. 1.2.4 Increased women's participation in CBOs, SMEs and cooperatives. 2.1.1 Customized approach developed to skills development training and coaching, job market promotion, and linkages to service providers based on identified opportunities for women in regional and local growth sectors.	<ul style="list-style-type: none">• % men-audience in socio-cultural barrier campaign• Change in perception on women's entry to non-traditional employment• # of CBOs / SMEs / cooperatives participating in business development• # of private sector companies participating in Gender Equality Award• # of private sector companies winning in Gender Equality Awards• # of women enrolees in work readiness• # of women enrolees in entrepreneurship training• Types of customized training modules developed		<ul style="list-style-type: none">• 50% of socio-cultural barrier campaign audience is male• 50% of people surveyed agree that a woman has a right to work outside the house• 100-150 Cooperatives / SMEs / CBOs engage in business development;• 100 companies participating in Gender Award• 3 companies winning Gender Award annually as of year 2• 1,440 women enrolled in work readiness training;• 1,440 women enrolled in entrepreneurship training;• Entrepreneurship, blue collar and white collar work readiness modules	Event report Beneficiaries (direct and indirect) Cooperatives / SMEs / CBOs Gender Award applications Beneficiaries, training reports Beneficiaries, training reports Training modules	Review of project report Survey Survey Review of project records Beneficiary surveys Review of Project reports Beneficiary surveys, review of project reports Review of modules	Quarterly Annual Annual Annual Bi-annual Bi-annual As planned	CARE and implementing partners CARE and implementing partners CARE and implementing partners BPWA BPWA BPWA BPWA

Expected Results ¹	Indicators ²	Baseline Data	Targets ³	Data Sources	Data Collection Methods	Frequency	Responsibility
2.1.2 Increased capacity of BPWA branches to deliver business training, follow-up and advisory services tailored to women's employment opportunities in growth industries 2.1.3 BPWA branches functioning effectively as employment assistance centers that provide services relevant to women. 2.1.4 Increased women's access to business support services through mentoring program and pool of technical mentors.	• # of women link to mentoring program		• 360 women annually	Beneficiaries	Beneficiary surveys, review of project reports	Bi-annual	BPWA
	• # of new economic opportunities for women		• 1000 jobs advertised on BPWA portal	BPWA employment portal	Beneficiary surveys, review of project reports	Quarterly	BPWA
	• # of private sector groups participating in employee engagement program		• 40 private sector groups engaged in employee training	Private sector companies	Survey of private companies	Bi-annual	CARE and implementing partners
	• # of CBOs / SMEs / cooperatives expanding business for increased women's participation		• 40-60 Cooperatives / CBOs / SMEs in business expansion for increased women's participation;	CBOs / SMEs / Cooperatives	Survey of CBOs / SMEs / Cooperatives	Bi-annual	CARE and implementing partners

CARE Canada
AWEJ: Advancing Women's Equality in Jordan

BUDGET NARRATIVE

Project Period: 48 months

Expense Categories

1. Personnel

CARE strives to balance the provision of competitive salaries to both expatriate and national staff so that CARE can continue to recruit talented and experienced professionals, with ensuring that target communities are the true beneficiaries of funding.

The project's personnel are critical to the achievement of the project's capacity building and socio-cultural, economic, and policy environment change objectives.

CARE Canada is liable to CIDA for the accomplishment of the proposed objectives, timely narrative and financial reporting, signature and fulfillment of the contribution agreement, ensuring compliance with CIDA regulations, and overall coordination of the project. In order to accomplish these responsibilities, CARE Canada will devote the following resources: 20% level of effort of a Program Manager, 15% level of effort of a Monitoring, Evaluation and Learning Advisor, 15% level of effort of a Gender Advisor, 10% level of effort of an Enterprise and Economic Development Advisor, and 25% level of effort of contract management and finance support. Curricula vitae for key technical and management personnel are included as annexes to the proposal.

In Jordan, expatriate salaries are based on the CARE USA salary scale and national salaries follow CARE Jordan's existing salary scale and HR policy. National staff costs were calculated according to the staff current grades and levels at the salary scale. National staff costs were increased by 5% of the basic salary on the scale to cover inflation in addition to extra payment of one month (the "13th month") payment according to CARE Jordan's HR policy. In addition to direct implementation staff, the Country Director of CARE Jordan, the Country Director of Mercy Corps, and the Finance Director of Mercy Corps are also included in the program budget because they will provide direct institutional and technical support and oversee the project's implementation. Mercy Corps expatriate staff benefits include medical insurance, pension, and various mandated benefits.

The shared staff from partner organizations would provide technical and managerial expertise towards project management and implementation and reflect the wealth of experience from each organization.

National staff positions are allocated to reflect the day-to-day management and implementation of different project activities at the different locations and would include

part-time community mobilizers from each location to support and promote project approaches and work within their local communities.

2. Consultancy

Because the AWEJ consortium does not contain social marketing expertise and the impact of the activities as well as the ability to provide visibility to CIDA would be greatly enhanced by an effective social marketing campaign, the AWEJ consortium will hire a Social Marketing Campaign Specialist on a consulting basis. Because this does not require a full time position hiring a consultant will allow AWEJ to maximize its resources by utilizing an expert on a needs basis.

3. Travel and Transport

International Travel

CARE Canada program support staff travel to the field to provide technical and back office support to field office staff while ensuring application of procedures and policies consistent with donor regulations and requirements.

One round trip in year 2 and year 4 is planned for the Chief of Party to travel to Canada to enable participation in technical workshops related to Women Economic Empowerment programming and to share project best practices and learning with CARE Canada, its supporters, and the Canadian development community.

Local Travel

Beneficiaries: To ensure that the project's activities are reaching and benefiting the sector of Jordan's population with the least access to development benefits and services, a travel allowance will be provided to beneficiaries so they are able to participate in trainings. The allowance will act as mechanism to minimize any extra costs that beneficiaries would incur as result of their participation in project activities.

Staff: Staff travel costs cover program staff's travel to the program sites to maintain strong ties to beneficiary communities and be present during major activities.

4. Office Running Costs

Office running costs include the necessary minimum supplies that the program office will need to effectively carry out its programming so that it will achieve its objectives. The LCD projector and laptop are necessary to carry out trainings and presentations to National Employment Strategy implementers and at events with the private sector. The materials, photocopier, desktop, internet server, printer, desks, chairs, conference table and kitchen equipment are necessary for the everyday administration of the program and its activities, while the camera is necessary for reporting and the production of promotional materials. Access software is crucial for the storage of data for reporting and research to be used to influence program design refinements, implementation, and monitoring.

5. Program Activity Costs

Immediate Outcome 1

Immediate Outcome 1 is the increased capacity of select government institutions and private sector stakeholders to integrate women's economic needs and well-being into decision-making and to facilitate women's ability to participate in the economy. Accomplishment of this outcome will involve the following activities:

- Two-tiered Situation Analysis
- Gender Technical Support to the National Employment Strategy
- BPWA Advocacy Networks
- Baseline, Midterm, Endline Surveys
- Engaging the Private Sector

This outcome is very important to the sustainability of the project and that importance is reflected in the budget but also demonstrates how AWEJ can carry on impactful work while spending effectively. Resources dedicated to the two-tiered situational analysis will ensure the program is addressing the facts on the ground and will target its focus. Gender Technical Support to the NES and engagement of the private sector will ensure that women are included in development and will work to change government culture in the long-term so that women have more access to employment opportunities. The baseline, midterm, and endline surveys will assist in design modifications, implementation, monitoring and reporting to ensure the program's accountability.

Immediate Outcome 2

Immediate Outcome 2 is the increased ability of civil society to raise awareness about the importance of women's economic participation, advocate for the economic rights of women and influence decision-making within their communities and at the governorate and central government levels, which will facilitate women's ability to participate in the economy. Accomplishment of this outcome will involve the following activities:

- Socio-Cultural Barriers Campaign
- BPWA-CBO Advocacy Network
- Increasing Women's Participation in CBOs
- Grant Program

This outcome involves increased cost because it contains the grant program, which is essential to incentivizing SMEs and CBOs. Having CBOs on-board is crucial to the success of engaging Jordanian civil society in advocating for women's economic rights, influencing decision-making at community, governorate, and central levels, and raising awareness about the importance of women's economic participation. These activities will lead to concrete outcomes of increasing women's participation in the economy. By encouraging SMEs to hire women and CBOs to involve women in their leadership, the grant program will

contribute to breaking down the socio-cultural barriers that prevent women's equal participation in the economy.

Immediate Outcome 3

Immediate Outcome 3 is the increased access by women to skills improvement and business support services. Achievement of this outcome will involve the following activities:

- Work Readiness Modules
- BPWA Employment Centres
- Entrepreneurship and Advisory Program
- Mentorship Program

Activities toward achievement of this outcome will contribute directly toward increases in women's employment. Through a comprehensive strategy, the project will develop BPWA's capacity to sustainably improve women's skills and opportunities to make the successful transition from graduation to employment. BPWA will be trained and enabled to assist women who go through training in job placement by linking women to existing employment opportunities.



ANNEX

AWEJ: **ADVANCING WOMEN'S EQUALITY IN JORDAN** *A women's economic empowerment project*

Closing date:
6 July 2012

Bidder:
CARE Canada



CARE International Gender Policy

February 2009

This Gender Policy defines CARE's explicit commitments to support gender equality and the principles expressed in these international agreements. The accompanying implementation guideline sets out mechanisms and minimum common standards for all CARE members and Country Offices. This policy statement therefore strives to make our collective programming efforts more effective, builds on commitments made in the existing Policy Statements and reflects subsequent developments in gender equality policies of development organizations working to end poverty and social injustice. It thereby sets the stage for increased accountability.

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Gender Policy Commitments

Through this policy CARE seeks to promote equal realization of dignity and human rights for girls, women, boys and men, and the elimination of poverty and injustice. Specifically, this policy is intended to improve the explicit incorporation of gender in programmatic and organizational practices.

CARE International¹ commits to:

- a. Promote gender equality as an explicit internationally recognized human right.
- b. Address systemic and structural practices that create barriers to the realization of women's rights and gender equality; including prevention and response to gender based violence and sexual exploitation and abuse.
- c. Support the empowerment of women and girls as a key strategy toward ending poverty, conflict, human suffering and gender inequality.
- d. Actively involve men and boys as allies in promoting gender equality.
- e. Analyze and implement strategies to manage potential risks and harms to women, girls, boys and men.
- f. Engage and coordinate with partners, governments, funders and civil society organizations to promote and support effective, creative and impactful ways to promote gender equality
- g. Monitor, evaluate and institutionalize organizational learning regarding specific gender equality results.
- h. Actively hold ourselves and others accountable to gender equality standards.
- i. Ensure that key organizational policies, systems and practices including but not limited to budgeting, human resource recruitment, training and management, and decision making support women's rights and gender equality.
- j. Ensuring adequate funding to realize our commitments.
- k. Apply these commitments within CARE and across all programme areas using integrated planning approaches and recognized gender sensitive tools and techniques such as gender analysis frameworks, collection of age/sex disaggregated data, and results-focused design and evaluation.

¹ Through out this policy the term CARE International (CI) is used to denote every CARE office including members of the federation and regional, sub-regional and country offices.

Policy Implementation

The policy is accompanied by proposed implementation arrangements, common standards and supporting definitions. More operational guidance and enforcement will be developed by CI members supported by the CI Gender Network as required to support the policy implementation. To ensure the policy is effectively applied and achieves expected results, each CARE member can further tailor implementation to their own organizational arrangements.

Policy review

CI will work collaboratively to undertake a review of this common gender policy. This will take place after four years. The CI member representatives in the CI Gender Network will report annually their progress in regard to their respective implementation plans. An annual summary report will be submitted by the CI Gender Network to the CI Board via the CI Secretary General.

CARE INTERNATIONAL GENDER POLICY IMPLEMENTATION GUIDANCE

Mechanisms for implementation

CI will implement, monitor and evaluate this policy. Each CARE member is encouraged to devise a context-specific and realistic implementation plan / process, with appropriate investment of resources, monitoring and evaluation mechanisms.



Common Standards in Support of Gender Equality

CARE members are required to meet these standards in order to end poverty and support the dignity of all people.

CARE members will ensure that the following standards are applied, monitored, adhered to and reported on:

1. Key organizational policy, planning and programmes will:
 - incorporate gender and power analysis as a mandatory operational and/or design feature.
 - be based on data disaggregated by sex, age and other relevant diversity factors such as ethnicity, religion, caste, etc.
 - i) explicitly state gender equality results and ii) include relevant and feasible gender sensitive indicators for every stage of planning, implementation, monitoring and evaluation.
 - i) ensure sufficient funding to meet gender requirements and ii) formulate staff work plans and budgets accordingly.
2. Human Resources policies and practices will adequately address gender equality. CARE members will track and report annually on gender balance in staffing and governance structures and implement specific strategies to balance male/female representation.
3. CARE executive and senior management staff report regularly to beneficiaries, donors and the public on progress on gender equality in CARE's work through appropriate reporting channels.
4. Each CARE member (office) must assess and enhance accordingly the organizational capacity for the implementation of the policy.



ANNEX I - Background, Scope & Rationale

Background

This harmonized policy represents the first step of CARE International (CI) to take a cohesive and coordinated approach to gender. The policy is based on the content of CARE International members' and Country Office's gender policies². The policy defines CARE's explicit commitments to support gender equality and the principles expressed in these international agreements. The policy can be tailored to maintain and complement CI members' diversity, whilst supporting common strategies and standards of action and accountability.

CARE's vision is to seek a world of hope, tolerance and social justice; where poverty has been overcome and people live in dignity and security. As part of CARE International's Mission Statement and programming principles³, CARE commits to address discrimination in all its forms. CARE recognizes that power relations between girls and boys, men and women are unequal, and that such inequalities should be addressed. As such, CARE must approach its work in a gender sensitive way.

Purpose

Through this Policy, CARE commits itself to ensure that gender equality is fully incorporated in all CARE work both as an end in itself as well as a means to overcome poverty more effectively. CARE seeks to promote equal realization of dignity and human rights for girls, women, boys and men, and the elimination of poverty and injustice. By articulating common standards and commitments, this harmonized policy aims to:

- Create a transparent and consistent message on CARE's commitment to gender equality at an international level and facilitate working relationships with national governments and other international organisations
- Create synergies by combining the strengths, good practice and lessons learned to-date by CI members who have existing policy-level documents
- Reduce the problem of mixed messages being received by Country Offices on the gender and development philosophy, objectives and requirements of different CARE members supporting operations in each Country Office
- Facilitate more coordinated action by CARE members at the international, regional and country levels
- Streamline Country Office programming considerations in relation to gender
- Facilitate common accountability mechanisms for Country Offices and Regional Management Units such as common 'meet or exceed' minimum standards
- Facilitate the tailoring of implementation approaches to Country Office needs while concurrently producing comparable results against CI-wide objectives for gender equality and women's empowerment
- Provide credibility in engaging with partners and allies on gender at both programming and advocacy.



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2 Information has been drawn from policies, guidelines or high-level strategies from CARE Australia, Austria, Canada, Denmark, Norway, USA, and from India and Bangladesh COs. These documents represent significant consultation with a wide range of CARE staff and partners about gender in CARE's work.

3 An elaboration on how gender is embedded within each programming principles is provided in Annex III.

Scope

This policy describes specific commitments, implementation mechanisms and common standards for CARE to ensure gender equality is fully incorporated in its work. It calls on CI to work in a collaborative way towards the goal of gender equality in all aspects of our work, as well as urges individual members to strengthen their own actions to ensure the human rights of women, girls, boys and men are equally promoted and protected.

Rationale

While there has been emphasis by CARE on promoting gender equality in all aspects of its work, evaluations point to clear gaps in promoting gender equality. Internally, within CARE International, many individual CARE project proposals, evaluations and reviews point to the importance of gender analysis and interventions to promote gender equality in order for us to make a significant impact on poverty and social injustice. CARE USA's Strategic Impact Inquiry (SII) focusing on women's empowerment is one of the most comprehensive organizational scans of how well CARE advances women's empowerment. The SII process revealed a startling lack of organizational clarity on how gendered power shapes poverty, and how we should respond. One of the key recommendations that resulted from the SII is the need to clarify and commit to organizational policy framework, and then accountability systems to drive it.

In the external environment that CARE operates in, there are a variety of international norms and standards that guide CARE to fully embrace gender equality and the empowerment of women in all areas of work.

International humanitarian, human rights, and refugee law share a common goal in aiming to prevent and relieve suffering, and to protect and promote the rights and freedoms of women, girls, boys and men. As such, they complement and reinforce each other, thus providing a comprehensive framework to ensure equal rights of women, girls, boys and men.

International commitments upholding the human rights of women and detailed thematic implementation strategies have been ratified and signed by CI home and host governments. These include the United Nations Charter and the Universal Declaration of Human Rights, the Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC), the commitments laid out in the Millennium Development Goals, the Declaration on the Elimination of Violence Against Women, the United Nations Security Council Resolution 1325 and 1820 and the Agenda 21.

Reference is also made to the IASC (Inter-Agency Standing Committee) policy statement on Gender Equality Programming in Humanitarian Action, including national commitments and regional commitments to promote gender equality and women's empowerment.



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ANNEX II - Gender Definitions for CARE International Policy

Gender

refers to the social differences between females and males throughout the life cycle that are learned, and though deeply rooted in every culture, are changeable over time, and have wide variations both within and between cultures. "Gender," along with class and race, determines the roles, power and resources for females and males in any culture. Historically, attention to gender relations has been driven by the need to address women's needs and circumstances as they are typically more disadvantaged than men. Increasingly, however, the humanitarian community is recognizing the need to know more about what men and boys face in crisis situations.

Gender equality

or equality between women and men, refers to the equal enjoyment by women, girls, boys and men of rights, opportunities, resources and rewards. Equality does not mean that women and men are the same but that their enjoyment of rights, opportunities and life chances are not governed or limited by whether they were born female or male.

Gender Equality Programming

is an umbrella term encompassing all strategies to achieve gender equality. Important examples include gender mainstreaming, gender analysis, prevention and response to GBV and SEA, promotion and protection of human rights, empowerment of women and girls, and gender balance in the workplace.

Gender equity

Justice in the distribution of resources, benefits and responsibilities between women and men, boys and girls. The concept recognises that power relations between girls and boys, men and women are unequal, and that such inequalities should be addressed.

Gender mainstreaming

is a globally recognized strategy for achieving gender equality. The Economic and Social Council of the United Nations defined gender mainstreaming as the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. For CARE, mainstreaming gender means applying gender analysis to all aspects of our work, including advocacy and communications. Gender is not a separate issue; it crosscuts all issues and sectors.

Gender-based violence

is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. The nature and extent of specific types of GBV vary across cultures, countries and regions. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; harmful traditional practices such as female genital mutilation; honour killings; and widow inheritance.

Sexual Exploitation

The abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting monetarily, socially or politically from the sexual exploitation of another. (UN SGB Definition)

Sexual abuse

The actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.

Women's Empowerment

Involves awareness-raising, building of self confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. Empowerment comes from within; women empower themselves. Increase women's power through power to; power with and power from within which focus on utilizing individuals and collective strengths to work towards common goals without coercion or domination.

ANNEX III - Gender Equality & Diversity and the CARE Programming Principles

Social Justice, Tolerance, Dignity and Security are at the center of our Vision and enshrined in the six programming principles of CARE. The objective of our Gender Equality and Diversity work is to support the critical processes for achieving that vision.

Principle	What does it mean?	How does GED relate to this?
Principle 1: Promote Empowerment	We stand in solidarity with poor and marginalized people, and support their efforts to take control of their own lives and fulfill their rights, responsibilities and aspirations. We ensure that key participants representing affected people are involved in the design, implementation, monitoring and evaluation of our programs.	Understanding and engaging the power relations between women and men and between other subordinate and dominant groups and empowering women and other marginalized groups is a critical part of our work on promoting Gender Equity and Diversity. CARE's GED Training Curriculum and Resources offer analytical tools and strategies to advance this principle. Having good quality staff relationship with our communities will help in designing and implementing more relevant and empowering programs. Appreciating and understanding diverse perspectives will create more innovative solutions to complex problems.
Principle 2: Work in partnership with others	We work with others to maximize the impact of our programs, building alliances and partnerships with those who offer complementary approaches, are able to adopt effective programming approaches on a larger scale, and/or who have responsibility to fulfill rights and alleviate poverty through policy change and enforcement.	This principle implies that CARE will be working with a variety of organizations that may be similar as well as those who may be quite different from us. CARE may be in a dominant position with respect to the national/local partners and may be in a subordinate position with respect to some Governments and Donor organizations. Being aware and appreciative of the differences and the power dynamics will enable CARE to have effective engagement and beneficial relationships with a variety of Partners.
Principle 3: Ensure Accountability and Promote Responsibility	We seek ways to be held accountable to poor and marginalized people whose rights are denied. We identify those with an obligation toward poor and marginalized people, and support and encourage their efforts to fulfill their responsibilities.	Accountability is one of the four leverage areas (along with Representation, Trust, Learning & Effectiveness) for advancing Gender Equality and Diversity. GED awareness tools can be strategically used to work with those with an obligation towards the poor and the marginalized to create awareness about their power, privileges, and rights and encourage their efforts to fulfill their responsibilities.
Principle 4: Address Discrimination	In our programs and offices we oppose discrimination and the denial of rights based on sex, race, nationality, ethnicity, class, religion, age, physical ability, caste, opinion or sexual orientation.	The primary objective of our Gender Equality and Diversity work is to understand and address the individual, group, institutional, and societal discrimination of people based on Gender and other Diversity factors. Gender issues are prevalent in almost all the countries where CARE operates, and women are in subordinate positions. Consequently, women form a critical mass of the poor and marginalized people that CARE seeks to support in their efforts to fulfill their rights.
Principle 5: Promote non violent resolution of conflicts	We promote just and non-violent means for preventing and resolving conflicts, noting that such conflicts contribute to poverty and the denial of rights.	CARE increasingly works in many situations strife with ethnic and other forms of conflicts that are violent and targets specific minorities or subordinated groups of people. These leave physical, social and psychological scars that leave them vulnerable for the remainder of their lives. Gender-based violence, including domestic violence, is prevalent in many communities in which CARE works. This scars women physically and psychologically; severely affecting women's dignity and personal security and suppresses their potential to take control of their lives.
Principle 6: Seek Sustainable Results	By acting to identify and address underlying causes of poverty and rights denial, we develop and use approaches that ensure our programs result in lasting and fundamental improvements in the lives of the poor and marginalized with whom we work.	Unequal gender relations are one of the underlying causes of poverty and rights denial that cuts across most of the communities that CARE works in. Implementing strategies to improve the social agency, structures, and key relationship positions of women and other diverse subordinated and marginalized groups will result in lasting and fundamental improvements in the lives of people with whom we work.

We hold ourselves accountable for enacting behaviours consistent with these principles, and ask others to help us do so, not only in our programming, but in all that we do. Our organizational focus and on-going commitment to Gender Equity and Diversity is specifically aimed at holding ourselves accountable to these principles in all that we do.

CARE Gender Policy - Frequently Asked Questions

1. Where can I find a copy of the policy?

The policy is available in French, English, Spanish, Arabic and Portuguese on the Gender Wiki <http://gender.care2share.wikispaces.net/or> search for "care gender wiki".

2. Why is CARE focusing on gender equality?

CARE defines gender equality as the equal enjoyment by women, girls, boys and men of rights, opportunities, resources and rewards. CARE believes that an individual's enjoyment of rights must not be governed by their birth as female or male, and that gender equality is an explicit, internationally recognised human right. So at CARE we recognise that poverty will not come to an end until women have equal rights with men. In our six decades of experience, we realise that focusing on the empowerment of women and girls benefits whole communities. As a leading humanitarian organisation dedicated to fighting poverty and social injustice with a particular emphasis on women and girls, CARE is also more credible if we do what we say.

3. Why was a policy developed?

The policy marks a major step in reconfirming CARE's commitment to ending poverty and social injustice by promoting gender equality in our programmatic, advocacy and organisational practices. It provides a consistent gender and development philosophy, objectives and requirements that all CARE members and country offices can support. This can facilitate more coordinated action by CARE at international, regional and country levels and streamline country office programming considerations in relation to gender.

4. How was the policy developed?

The policy was developed in 2008 by the CARE International Gender Network. Information was drawn from policies, guidelines and high-level strategies from CARE Australia, Österreich, Canada, Danmark, Norge, USA, and from India and Bangladesh country offices. These documents represent consultation with a range of CARE staff and partners about gender in CARE's work. Each CARE member was consulted during the drafting of the policy. The policy was presented to the CARE International Secretariat and was formally approved by the Executive Committee in February 2009.

5. Who is covered by the policy?

Throughout the policy the term CARE International (CI) is used to denote every CARE office which includes all CARE International members of the federation, regional management units and country offices. Thus every CARE member, and by extension country office, is covered by the policy.

6. What is included in the policy?

The policy outlines a set of general commitments and importantly, sets out a number of specific Common Standards that each CARE office must implement, monitor and evaluate. The policy also provides relevant definitions and describes how gender equality and diversity are linked to the six CI Programming Principles.

7. What does this mean for country offices?

Country offices and regional management units are required to meet the Common Standards and encouraged to devise a context-specific and realistic implementation plan including monitoring and evaluation. Every country office should assess and build organisational capacity to implement this policy. Appropriate resources need to be invested to realise the commitments. For additional technical support and resources, refer to your lead member and/or CARE project partner.

8. What does this mean for CARE International members?

Each CARE International member is required to meet the Common Standards so is encouraged to devise a specific and realistic implementation plan including monitoring and evaluation. Every member should assess and build organisational capacity to implement this policy. All CARE members are actively encouraged to participate in the CI Gender Network to access technical resources and support.

9. Does the policy place any emphasis on diversity?

While some CARE members individually accord equal importance to diversity as to gender equality, across the CARE International membership there is joint commitment specifically to gender equality and women's empowerment. We understand that inequality presents itself differently in different contexts and our work on gender equality and women's empowerment can help us understand these broader dynamics. Some CARE members have strategies that deal with both gender and diversity. You can find out more from your lead member.

10. Are individual CARE member gender policies still applicable?

The intent of the Policy was to facilitate comparable and consistent application of gender policy commitments across CI members and to provide a common policy platform. Any additional relevant policies developed by CARE members will be in line with the CI Gender Policy and provide only additional (and not contradictory) elements.

11. How will each member report on implementation?

CARE members are required to report to the CI Secretariat, via the CI Gender Network, on progress towards implementation of the Common Standards. The first report is due in July 2011 and every two years after that. To support CARE members in the implementation of the policy, the CI Gender Network has developed an action plan. For details contact any member of the CIGN listed on the Gender Wiki.

12. How does the policy fit with CARE's commitment to women's empowerment?

Women's empowerment is an essential component of gender equality. CARE has conducted significant impact research into women's empowerment since 2005 and has developed a Women's Empowerment Framework that has direct relevance to CARE's work. Many useful findings and recommendations have been generated focusing on both programming and organisational elements. In November 2009, the CARE International Board decided that CI would globally align CARE's brand around the theme of women's and girls' empowerment.

13. Where do I find more CARE resources?

- CARE Gender Toolkit <http://pqdl.care.org/gendertoolkit/default.aspx>, wide range of gender analysis tools
- Strategic Impact Inquiry into Women's Empowerment <http://pqdl.care.org/sii/default.aspx>, in particular the briefs on the Overview page/SII Essentials column.
- Program Quality Digital Library <http://pqdl.care.org/default.aspx>, go to the gender tab under PQI Resources.
- Gender Wiki (knowledge sharing) <http://gender.care2share.wikispaces.net/>, currently under redesign so keep checking for new material.
- CARE Academy <http://www.careacademy.org/>, see the Gender Equity & Diversity basics online course.
- CARE Emergency Toolkit, <http://www.careemergencytoolkit.org>, username: cet@care.org, password: staff, see Chapter 9 on Gender.
- CARE's 'Strong Women, Strong Communities' report explains CARE's holistic approach to empowering women and girls in the fight against poverty. <http://www.care.org/downloads/womens-empowerment-report-201005.pdf> or: <http://www.careaustralia.org.au/Document.Doc?id=368>

Kenya

Sustainable empowerment for women entrepreneurs in Nyanza province, Kenya Women's Economic Empowerment Project

June 2010 - November 2012



Project Background and Information

This project targets 2,554 group members in Suba and Bondo Districts in Nyanza Provinces.

The specific objectives of the project are to: - i) strengthen the capacity of existing Group Savings & Loans (GS&L) groups in business management to increase their efficiency in enterprise management and marketing, and ii) to link them with micro-finance and commercial banks for access to financial services.

Access to financial services is recognized as one of the key inputs necessary for increased agricultural production and stabilizing livelihoods. Sustainable, accessible and responsive financial services for the population are vital to facilitate economic and social security.

The outcome will be enhanced business skills for 4,000 women entrepreneurs in Bondo and Suba districts, enhanced participation of women in income generating activities (IGAs) and household financial management, with a representation of 75% of GS&L members, and creation of linkages between Micro Finance Institutions (MFIs) and commercial banks.



THE SITUATION

- Kenya is ranked as 143rd out of 187 according to the 2011 UNDP's Human Development Index.
- The factors that inhibit credit availability to women micro-entrepreneurs include lack of start up capital; lack of awareness of existing credit schemes or opportunities; high interest rate; lengthy and vigorous procedures for loan applications and lack of collateral for finances. These factors have become a major barrier to the growth potential of businesses owned by women.

Activities and Accomplishments:

- Build the capacity of women entrepreneurs in business skills, and enterprise development by training them on Selection Planning and Management (SPM) of income generating activities.

Period	June. 2010- Feb. 2011		Feb. -June 2011		July-Dec 2011	
Total Trained by Gender.	F	M	F	M	F	M
	787	262	1,150	384	2,483	591
Totals for the period	1,049		1,534		3,074	

- Conduct trainings on good agronomic practices to GS&L clients and monitor their performance to ensure sustainability.

Period	June. 2010- Feb. 2011		Feb. -June 2011		July-Dec 2011	
Total Trained by Gender.	F	M	F	M	F	M
	386	128	225	75	783	262
Totals for the period	514		300		1,045	

- Link the existing entrepreneurs to markets through formation of marketing associations and by use of mobile phone market survey system.
- Savings mobilization
- Application of business skills training through engagement of women in businesses
- Small scale commercial agriculture
- Value addition in honey, omena (fish) and ground nuts.
- Formation of marketing associations
- Cross learning on operation of GS&L activities

I AM POWERFUL: WOMEN'S FOCUS

The impact of gender inequality, food insecurity and malnutrition is felt by poor households in rural and urban areas and this has been worsened by the prolonged drought in the country that has resulted to famine

This project will improve the business capacity of 4000 women micro entrepreneurs in Suba and Bondo districts in a sustainable manner, with the ultimate goal to grow their business into small enterprises



DEFENDING DIGNITY. FIGHTING POVERTY.

Quick Project Facts:

Start Date: June 2010

End Date: November 2012

Budget: ~\$301,000CDN (£190,000)

Donor: Cherie Blaire Foundation for Women

Mali

'Espoir des femmes'

Women's Economic Empowerment Project

October 2009 — June 2012



Project Background and Information

CARE has been supporting community-based organizations, local government and NGOs in Mali since 1972. Its current programs focus on agricultural production and marketing, education, health care and local governance.

The CIDA-funded 'Espoir des femmes' initiative aims to improve the lives of women and their families in the Segou region—one of the poorest areas of Mali—by increasing their economic capacity, enhancing social cohesion and inclusion, and by increasing women's capacity to invest in viable microenterprises. The project will reach more than 15,000 people in the targeted communities.

This project will achieve its objectives by:

- Forming of 'MJT' (savings and loans) groups and training of members in savings and lending.
- Training women in business skills related to specific agriculture based value chains and micro-enterprise development.
- Training women in business management skills, including business plan development, and accessing financing.
- Training women in community-based 'Ecoferme' (sustainable agricultural resource management) approaches, favourable for conservation agriculture-based micro-enterprises.
- Building awareness and knowledge in social cohesion and inclusion issues
- Supporting local partners to develop appropriate micro-finance products for micro-enterprise established and managed by women.



THE SITUATION

- In Mali, the weak socio-economic status of women, their low level of education, low viability of women's income-generating activities (IGAs) and insufficient access to micro-credit leave women with neither the capacity nor the opportunity to invest in viable socio-economic enterprises or improve their livelihoods.
- Mali is ranked as the 12th least developed country in the world according to the 2011 UNDP's Human Development Index.
- At project baseline, 68% of income-generating activities (IGA) undertaken by women - mostly related to agriculture production - failed to provide significant income at household level.

Sample changes and impacts:

- Increased involvement of women in household decision-making due to their participation in household financial management.
- Facilitators were trained to support the MJT groups with training on VSLA methodology, group management, results-based monitoring systems, and more.
- The VSLA participants collectively analyze the underlying causes of economic marginalization, social exclusion and deterioration of the environment, and they create a structured space for an open dialogue and the collective search for sustainable solutions to recurrent problems.
- Women, despite the customs and traditions that prevent them from applying for some positions, occupy important responsibilities in the villages. They participate in the household economy, village committees, and commissions.
- 'Ecoferme' training was delivered to all MJT members. Training includes topics such as non-tillage and fertilizer micro-dosage, soil erosion control, small irrigation systems, integrated management of vegetable nutrients, multi-use conservation areas, and diversification of crop varieties.
- Women who attended the training workshops know their markets better, and are more capable in marketing techniques.

I AM POWERFUL: WOMEN'S FOCUS

Women are key actors in the context of governance and health.

Women's health and well-being increase with access to the right information, the opportunity to participate in decision-making processes regarding health issues, and with better access to financial resources to improve livelihoods.

Malian women in the Gao region, traditionally absent in community decision-making roles, have an opportunity to become more involved and assume leadership roles, in turn impacting their self-esteem as well as the way they are perceived by others.



Beneficiaries reached to date:

Direct:

Cinzana : 1318 including 179 men and 1139 women

Samènè : 1626 including 98 men and 1528 women

Sakoïba : 132 women

A total of 3076 beneficiaries, of whom 277 are men and 2667 women

Indirect:

Cinzana : 8680 including 5208 women and 3472 men

Samènè : 4392 including 2635 women 1757 men

Sakoïba : 560 including 336 women and 224 men

In total there are 13,632 indirect beneficiaries, of whom 8179 are women and 5453 men



DEFENDING DIGNITY. FIGHTING POVERTY.

Quick Project Facts:

Start Date: October 2009

End Date: June 2012

Budget: \$277,560

Donor: Canadian International Development Agency (CIDA) and private donor Kevin Campbell

Partners: Local NGOs



CARE Jordan: Capacity Statement

Within its 60 years of operation, the mandate for CARE International in Jordan has broadened to address the needs of both the Jordanian and refugee populations. The CARE Jordan office draws on the expertise of 55 employees to implement the eight projects currently being undertaken around the country. The CARE Jordan office is part of the global CARE confederation, which supported 768 poverty-fighting projects in 70 countries in 2010. These projects benefitted almost 57 million people, over half of whom were women. All CARE offices share the organization's core mission of combating the underlying causes of poverty so that people can become self-sufficient. Recognizing that women and children suffer disproportionately from poverty, CARE places special emphasis on working with women to create permanent social change. Being part of the CARE confederation provides the CARE Jordan office with access to a wealth of regional and global expertise and experiences. CARE Jordan's primary donors are the European Commission's Humanitarian Aid Office, US Bureau of Population, Refugees and Migration and the Australian Department of Immigration and Citizenship.

Strategic Approach and Programmatic Goals

In CARE Jordan's Strategic Plan for 2006-10, the three key causes of poverty in Jordan were defined as "conflict, economic disparity and a fragile natural resource base."¹ Directly targeting these causes, CARE Jordan prioritises four programming areas:

- Emergency response remains important in light of continuing instability in Iraq and the sizeable population of Iraqi refugees in Jordan.
- Women's economic empowerment is pursued as a means of challenging the socio-cultural attitudes that constrict women's participation in all spheres.
- Natural resources management actions introduce new resource management tools, enhance policy dialogue and raise awareness about resource scarcity.
- Civil society strengthening is embraced in all projects, through which local CBOs benefit from capacity building and institutional support.

Across each programming area, the office draws upon its strength in capacity building of local partners and mobilizing communities in support of improved practices.

Capacity Building of Local Partners: CARE Jordan works in partnership with local CBOs across all of the interventions it undertakes and capacity building for these local organisations is always an integral part of project design. Often, the technical expertise and oversight provided by the CARE Jordan office allows local CBOs to introduce new services to their existing beneficiaries, as well as achieve both broader and deeper outreach within their community. This was the case in both the POWER project, where the local CBO partner was enabled to introduce a savings and loan mechanism that gave women entrepreneurs access to credit, and the permaculture interventions CARE Jordan

¹ CARE Jordan, Long Range Strategic Plan 2006-2010, p. 6



has implemented in a number of villages, through which local CBOs have been introduced to new resource management technologies and empowered to promote them in the communities they serve. CARE Jordan's support for local partners also encompasses the facilitation of increased networking and inter-organizational cooperation between CBOs. This enhances coordination of service provision and increases opportunities for CBOs to build alliances in pursuit of common goals.

Building Stronger Communities: An important step in every project implemented by CARE Jordan is promoting greater community awareness of the issues the intervention is designed to address. This is especially important when projects challenge community attitudes: for example, with regard to women's empowerment. Locally tailored methods for raising awareness, utilising a variety of media and incorporating respected religious and community leaders has been demonstrably effective in overcoming community resistance in such projects. The CARE Jordan office then builds on this to foster a participatory approach that facilitates community ownership of new structures and processes introduced through the project. Simultaneously, the office supports community mobilization by building the capacity of project stakeholders to engage in targeted and effective advocacy on issues affecting their community. CARE Jordan employs these twin strategies of participatory processes and community mobilization to create sustainable, positive changes in community practices and, ultimately, beneficiaries' lives.

Programming Areas

The following paragraphs outline the capacity of the CARE Jordan office in each of its priority programming areas under the framework of the current Strategic Plan. The office's capacity building of local partners, facilitation of participatory processes and support for community mobilization are emphasized in each programming area.

Women's Empowerment

MAKANA I & II – Strengthening Women's Advocacy Initiatives in Jordan (1/2004 – 10/2005; 9/2007 – 9/2009)

The MAKANA initiative systematically empowered women to take on a greater decision making role, at the household and community levels. Through the formation of Women's Groups, linked with other existing groups across the country, the project enabled women to identify and act on relevant issues through negotiation with decision makers and other stakeholders. MAKANA also broadened women's understanding of the potential for change in their communities and given them the confidence to pursue it. Broad community mobilization in support of women's advocacy efforts was an integral component of the project. The successful mobilization of men was especially important in this respect, and was reflected in both the encouragement they gave to their female relatives to join the project and their own involvement in project activities. The successful utilization of participatory processes resulted in more than 600 people from the targeted areas being engaged in the planning or implementation of advocacy campaigns.



MAKANA also worked with six CBOs and CDCs to increase their ability to include women in decision making processes in their community. New communication techniques were central to this, as was the modeling of a rights based approach to interaction with the local community and other stakeholders. The positive results achieved by MAKANA in this area are evident in the measureable improvement of the services provided to women by CBOs and CDCs in the targeted areas.

Izdihar – For the Social and Economic Empowerment of Women (1/2008 – 12/2009)

Recognizing the lack of services available to assist poor women to enter the labour market, this project established a self-financing training and recruitment agency affiliated to the local CBO partner. Through the project, 420 women benefitted from skills training that increased their readiness for the work environment. Additionally, a database was created to match job seekers with suitable job opportunities, which contributed to the provision of job opportunities to over 80% of women seeking recruitment assistance. Importantly, sustainability of the agency was assured through formation of a core team of trainers, the reproduction of training materials and the commitment of the local CBO partner to provide continued administrative and material support.

Mobilization of the community in support of women's increased participation in the workforce was a major component of the project. Awareness workshops were held that addressed strongly held community concerns and stereotypes about working women, including those working in non-traditional sectors like hotels, hospitals and factories. Religious leaders were included in awareness lectures in order to provide clarification regarding the Islamic perspective on women working outside the home. Post-project evaluations indicated the workshops successfully mobilized women from poor communities to enter the workforce and encouraging their families to support them.

POWER – Participation of Women in the Formal Economic Sector (4/2007 – 9/2008)

The POWER Project was implemented in Rusaifah, a densely populated 'poverty pocket' in the Zarqa governorate, in partnership with a local CBO. This project was planned as a response to the lack of support available for women entrepreneurs in the target area. An industrial city, business counseling services were not available despite the high percentage of women involved in formal and informal small businesses. It was also extremely challenging for women to meet the criteria for access to credit through both formal and informal financial institutions prior to the project. This was a result of social and economic constraints which impeded women's ability to provide the necessary loan security, meet high interest rates and cope with complicated loan issuance procedures.

Under the framework of this project, a Savings and Loans Group system was designed and 60 women formed 13 Savings and Loan Groups. Following project closure, these processes were sustained and an additional three Savings and Loan Groups were formed.



These groups met regularly, saved money and group members were given the opportunity to attend training courses on a variety of business and life skills topics. Loans were available for women wishing to establish a business or to improve or expand an existing business. The Women's Entrepreneurial Unit was established and began providing training and information to women. It is also a resource for women to call on when considering formalizing their businesses and seeking advice about the associated regulatory procedures and conditions. It is equipped with modern communications technology and continues to act as an incubator for potential women entrepreneurs.

Civil Society Strengthening

As noted above, civil society strengthening is a cross-cutting priority of the CARE Jordan office that is embraced in all projects the office implements. To this end, CARE Jordan consistently supports the institutional development and capacity building of local partner organisations, both governmental and non-governmental. A range of training tools have been produced to improve the practices of local CBO partners in proposal formulation, project cycle management and strategic planning. In addition, CARE Jordan has an enviable track record in establishing new CBOs. The continued existence of two of these organisations, more than a decade after the withdrawal of formal support from CARE Jordan, is testament to the sustainability of the processes used during their initiation.²

WESAL – Women's Empowerment through Stage Animated Awareness and Lobbying (2009 – 2011)

This regional project is building the capacity of civil society organizations in the Middle East to effectively influence policy change, contribute to democratic reform and uphold fundamental rights and freedoms. It targets local CSO partners in Egypt, Jordan and Yemen with technical training in community theatre techniques and evidence based advocacy, thereby enhancing their ability to implement awareness campaigns and community mobilization around gender based violence (GBV). While each of the countries included in the framework of the project have an active civil society sector, CSOs' ability to analyze social and legal problems and advocate for change tends to be weak. Furthermore, CSOs lack the tools and entry points that would allow them to tackle the sensitive topic of GBV effectively with stakeholders. The action is based on three fundamental pillars: creating channels of communication between CSOs and policy makers, building the capacity of CSOs in the area of advocacy and introducing new community awareness raising and advocacy tools.

The successful introduction of the interactive community theatre tool is allowing local CSO partners to overcome community resistance to addressing the attitudes and practices that contribute to the prevalence of GBV in their communities. It has proven successful in expanding the space for community dialogue and mobilization on previously taboo subjects. Tailored to meet local circumstances in each community, the tool is enhancing women's knowledge of their rights and communicating anti-GBV messages to male

² CARE Jordan, Long Range Strategic Plan 2006-2010, p. 12



community members in an indirect and non-confrontational way. The community theatre performances also allow local CSO partners to collect evidence for use in targeted advocacy campaigns in support of bottom-up policy change. Finally, CSOs' integration with existing social movements seeking to combat GBV is being supported through the provision of opportunities for networking and experience sharing.

gender equality as smart economics

New Work Opportunities for Women

in JORDAN

ADOLESCENT GIRLS INITIATIVE

The Adolescent Girls Initiative is part of the World Bank's Gender Action Plan: Gender Equality as Smart Economics. In Jordan the AGI is called Jordan NOW—New work Opportunities for Women.

The Hashemite Kingdom of Jordan: Country Overview

- Population: 5.9 million
- Per-capita GNI: US\$3,310
- Life expectancy at birth: 73 years
- Adult literacy rate: 92.2%
- Male unemployment: 10%
- Female unemployment: 24%
- Female youth employment: 38%
- Labor force participation rate: Male-70%, Female-23%
- Young women account for only 9% of the economically active population.

Project Overview

Jordan NOW is a pilot program that aims to increase female labor force participation through two main interventions:

- *Job vouchers*: 600 young women have been selected to receive job vouchers which provide a short-term subsidy to firms to take a chance on hiring new graduates who do not have work experience, and to provide firms with an opportunity to overcome stereotypes through directly observing young women working for them; and
- *Employability skills training* providing 600 new graduates with interpersonal and other basic job skills that employers identify as constraints which make them reluctant to hire these young women.

Demonstrating the World Bank's Commitment to Women's Economic Empowerment

In light of these challenges, discussions were held between the World Bank President, Mr. Robert Zoellick and H.E. Former Prime Minister of Jordan, Nader Al Dahabi.

The Jordanian government requested assistance from the World Bank to design and implement a pilot initiative focusing on two target groups: 1) female senior year community college students; 2) private sector firms.

World Bank Photo: Ghada Haddad



Irbid Community College graduates signing up to Jordan NOW during the program orientation session.



World Bank Photo: Ghada Haddad

Graduates of Irbid Community College attending Jordan NOW orientation session.

Jordan NOW

Implementation and Timeline

- Since securing initial funding of \$1 million from the AGI in March 2010, implementation of the Jordan NOW pilot has moved at a rapid pace.
- The July 2010 cohort of female graduates from 8 community colleges across Jordan were surveyed to identify the target population and benchmark outcomes.
- In August, a lottery was conducted and selected graduates were informed through outreach activities led by the community colleges, the World Bank and counterparts.
- College information sessions for graduates began September 2, 2010 and will be completed by September 21, 2010.
- Employability skills training sessions will take place between 25 September, 2010 and 2 November, 2010.
- Dissemination and outreach activities are being implemented continuously with the support of the Jordan Chambers of Commerce and Industry, the World Bank team, counterparts and the Business Development Center.

A Rigorous Impact Evaluation

- A rigorous evaluation design underpins the Jordan NOW pilot.
- The randomized lottery design allows us to compare young women who receive the intervention to similar young women who did not.
- This is an innovative pilot not only because the evaluation design allows us to compare job vouchers and training to determine which is more effective; it also allows us to measure how effective training and job vouchers are when given jointly.



World Bank Photo: Ghada Haddad

Graduates of Irbid Community College attending Jordan NOW orientation session.

Jordan NOW is funded by the World Bank's Gender Action Plan
In-country project coordination is co-financed by the World Bank's Development Impact Evaluation Initiative

For more information on Jordan NOW, please contact—

Tara Vishwanath, TTL, Jordan NOW and visit:
<https://sites.google.com/site/aginowjordan/> • <https://sites.google.com/site/jordannowarabic/>
 For information on the World Bank's multi-country Adolescent Girls Initiative, please visit
www.worldbank.org/gender/agi



"Community-Based Initiatives for Water Demand Management" (CBIWDM) is a project funded by United States Agency for International Development (USAID) and Mercy Corps was launched in May 2006. The projects main goal is to empower and enable communities in rural Jordan to address water scarcity by improving water use efficiency and water availability. The main objectives of the project are to:

- Build the capacity of 135 Community Based Organizations (CBOs) to implement lending programs that improve community water demand management.
- Establish and oversee an effective and sustainable lending system for community water management activities by providing funding and know-how.
- Increase the scale of project impact by raising awareness of lessons learned.
- Implement pilot projects in five communities in Integrated Water and Energy Resource management at the community level.

CBIWDM worked on building the capacity of one hundred and thirty five CBOs to manage sub-grants averaging \$15,000 USD for 135 revolving loan funds. The CBOs, in turn, uses these grants to provide revolving loans at the household and small farm levels for water efficiency and demand management projects.

Since project inception in 2006, CBIWDM achievements include **4,581** beneficiaries (of which **26%** were women) that were provided loans through the **135** CBO, touching the lives of more than **24,737** people by improving water use efficiency and increasing water availability. Total amount of funds awarded from the project to the CBOs was **JD 1,307,225 (USD 1,846,362)**.

Parallel to the funding, the project provides intensive formal and non-formal training. Formal training of revolving CBOs comprises of: Proposal Orientation Workshop (POW) (1 day), Revolving Loan Management (1 day), Technical Training (2 days) and Business Management Training (part I - 2 days, part II - 2 days). Approximately 67 of the 135 active CBIWDM CBOs have received an Advanced Organizational Training (3 days) and Advanced Proposal Orientation Workshop (1 day). The 30 CBOs that received grants for communal projects have received Advanced Technical Training (2 days). Following is a summary of the formal capacity building:

Topic	Number of total trainees	% of female trainees
Proposal Orientation Workshop	370	24%
Revolving Loan Management	423	30%
Technical	301	28%
Business management I	289	37%
Business Management II	259	36%



Advanced Organizational Development	174	36%
Advanced Proposal Orientation Workshop	140	24%
Advanced Technical training	105	30%

Through the above training sessions, a total of **36,237** training units have been conducted (a training unit is identified as one person receiving one day of training, including repetitions).

In addition, throughout the 5 pilot communities, CBO leaders, CBO members, local government representatives and community members have received formal capacity building.



Mercy Corps Subgrant Methodology and Capacity Statement - June 2009

Summary Statement: Worldwide, Mercy Corps has implemented over \$160 million of programs that have significant components which award subgrants to national, local, and community-based civil society organizations (CSOs) through a transparent, competitive process. Mercy Corps is fully compliant with the USAID/BPRM/USDA/EC suite of tools, procedures, and guidance for subgrant management. Each phase of subgranting - pre-award, award, implementation, and closeout - is supported by a system that is streamlined and flexible, but bound by donor and Mercy Corps policy. Mercy Corps' subgrant procedures maximize transparency, participation, and collaboration while minimizing risk. Mercy Corps integrates capacity strengthening into all of its subgrant programs, helping local organizations improve their management ability, serve their communities, articulate the needs of the people they represent, and productively engage with government. For instance, Mercy Corps' \$3 million, USAID-funded, *Training, Advocacy, and Networking for Stronger NGO Sectors* (TAN) program (2003-2008) empowered with a network of over 47 CSOs in Guatemala and 45 CSOs in Mongolia through subgrants, training, mentoring, technical assistance, and networking. By the end of the program, local CSOs were delivering better quality services, were networked for improved participation and accountability, and had formed advocacy coalitions.

Introduction

Throughout the world, Mercy Corps' programs employ competitive award of subgrants to local partners. Working with local groups including national NGOs, civil society organizations (CSOs), and community-based groups is at the heart of Mercy Corps' approach to development. Mercy Corps' programs demonstrate that effective partnerships with civil society puts a community's own agency and the process by which people voluntarily act together to promote their common goals, values, and interests at the center of a program. Mercy Corps' approach to partnership and subgranting builds local capacity, leaving a legacy of empowered groups, communities, and individuals who continue to work for their communities long after Mercy Corps involvement. Mercy Corps ensures partnerships with civil society achieve maximum benefit to program participants through a combination of effective and compliant subgrant management and collaborative subgranting for capacity strengthening.

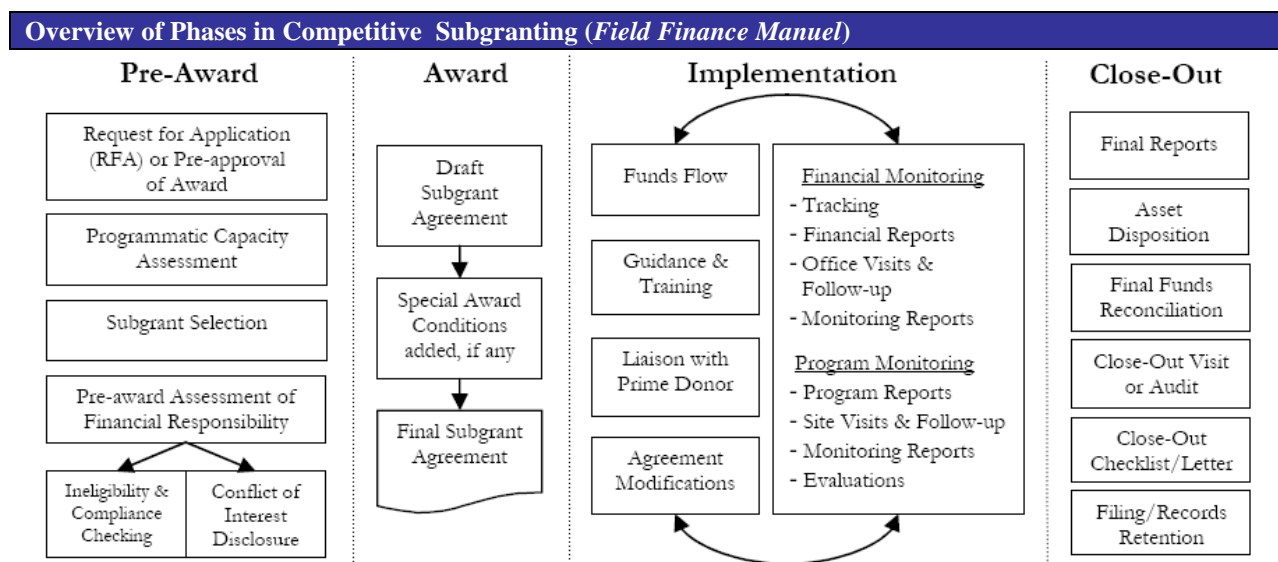
Effective and Compliant Subgrant Management

Mercy Corps has solid systems, procedures, and guidance for subgrant management. Mercy Corps' fully USAID/BPRM/USDA/EC compliant Field Finance Manual, in combination with programmatic guidance and examples, provide a flexible and robust system for effective subgranting. The tools, templates, and guidance in Mercy Corps' subgrant system have been developed through years of application in a spectrum of field programs and operating environments. All subgrant resources are easily available agency-wide allowing for quick start-up and effective problem-solving.



Mercy Corps' subgranting procedures ensure that all applicable donor regulations and policies are reflected in subgrant agreements and management, while Mercy Corps maintains the primary relationship with subgrantees. All templates and guidance have been reviewed by Mercy Corps' General Counsel and financial compliance experts. These templates clearly delineate agency minimum standards and policies, such as a schedule of applicable terms, program description components, budget requirements, and flow-through of donor regulations.

Mercy Corps' subgrant system has streamlined internal procedures. For instance, an approval authority matrix for award and modification of subgrants designates separation of duties including program, finance, and legal review at various levels of the organization triggered by the size and scope of the subgrant.



Competitive Subgranting

Mercy Corps' system begins with pre-award actions that promote participation and clearly communicate procedure and expectations. At a minimum, Mercy Corps *announces* the program and its subgrant processes via information letters, newspapers, and radio. To ensure broad participation, Mercy Corps customizes announcements according to the country and program, including visiting remote locations to distribute program information in local languages if necessary. Announcements are followed by a *formal RFA* or *call for proposals* which clearly describes eligibility, selection criteria, requirements of the application, award management expectations, and applicable donor regulations. Prior to release, RFAs are reviewed for program and financial compliance. In some cases, Mercy Corps offers *day-long bidders' workshops* to answer questions, provide proposal assistance, and clarify procedures. Bidders' conferences and clear RFAs allow nascent and grassroots groups the opportunity to compete on the strength of creative ideas rather than on their ability to produce a polished proposal.



Mercy Corps' procedures for application review and selection of subgrantees are fully transparent. Application review committees are generally comprised of Mercy Corps staff, government representatives, local civil society leaders, and technical experts. Review is facilitated by transparent *score-sheets*. Where possible, the review committee provides the score and feedback directly to applicants.

Prior to award of subgrants that exceed \$5000, Mercy Corps conducts a *pre-award assessment of financial responsibility* of finalists. The assessment allows Mercy Corps to ensure the grantee can manage funds and identify and reduce risks for mismanagement of funds. The assessment assesses whether the organization meets minimum requirements for financial capacity, controls, policies, and past performance. The assessment helps Mercy Corps determine the amount of monitoring, training, and special subgrant conditions necessary to ensure successful management. Mercy Corps' toolkit includes an assessment template and possible capacity-building responses for various assessment findings. Assessments are combined with *ineligibility and compliance checking* (to ensure Mercy Corps does not provide support to individuals or entities that are ineligible under US, EC and UN regulations) and completion of a *conflict of interest disclosure statement* by finalists.

Timely award of subgrants is facilitated by Mercy Corps *subgrant templates* and streamlined review and approval processes. Any special award conditions that were determined by the pre-award assessment are clearly included in the subgrant award. For special circumstances, such as emergency programming and micro-grants, *simplified subgrant agreement templates* are available. The simplified templates facilitate quick review and delineate time-saving measures such as conditions under which the pre-award financial assessment can be waived.

Subgrant implementation is supported by additional tools and templates. Most Mercy Corps subgrant programs employ an *organizational capacity assessment* covering five dimensions—management resources for financial, human, leadership, information systems, and external relationships. The capacity assessment helps tailor training, technical assistance, and mentoring as well as providing a baseline for evaluation. Past Mercy Corps organizational capacity assessment tools are available for programs to customize.

Subgrant Agreement Minimum Standards

- Dates of subgrant
- Funding amount and payment instructions
- Record-keeping and audit requirements
- Reporting requirements
- Procurement requirements and allowable costs
- Title to property and property disposition rules
- Closeout procedures and records retention
- Conditions for termination prior to the grant end date
- Dated signatures of authorized parties from both organizations

Minimum Standards for Subgrant Budgets

- Administration and program costs by type
- Capital expenditures by item
- Indirect costs as allowable by donor and Mercy Corps policy
- Matching/co-financing funds

Minimum Subgrantee Eligibility Criteria

- Registered charitable organization without profit
- Sufficient organizational structure to manage subgrant
- Ability to comply with Mercy Corps and donor rules
- May not be government (USAID/BBRM/USDA) / Governments only in "duly justified cases" (EC and DFID)



Upon award, subgrantees must submit a request for funds, which initiates Mercy Corps' *subgrant funds approval* completed by the program team and approved by finance and leadership at the appropriate level. Subgrantees submit quarterly reports which Mercy Corps reviews for financial and programmatic issues. To further ensure compliance, Mercy Corps has guidance on the level and scope of financial monitoring necessary for different types and sizes of subgrants including *office visit templates* and *review checklists*.

To effectively close-out subgrants, Mercy Corps either conducts an *audit*, if required by donor or Mercy Corps policy, or a *close-out visit* if no audit is required. Review of final financial reports, completion of subgrant files, and other close-out requirements such as determining asset disposition are facilitated by Mercy Corps checklists and templates.

Collaborative Subgranting for Capacity Strengthening

Mercy Corps' approach to subgranting emphasizes supportive oversight. Through collaborative relationships, Mercy Corps has been able to more effectively build CSO capacity by addressing problems as they arise and dealing honestly with capacity constraints. Mercy Corps leverages subgrant programs to strengthen not just the internal capacity of CSOs, but also their technical skills and ability to network. As civil society is better equipped to manage themselves, serve their communities, and articulate the needs of the people they represent, CSOs can more productively engage with government, contribute to policy change, and promote a healthy democracy.

Project Name: Situation Study of Unemployed Women and Behavioural Change Program - Forsati initiative
Country: Jordan
Funding Agency: Japan International Cooperation Agency (JICA)
Partners: Department of Palestinian Affairs
Duration: Phase I: Nov. 2009 – June 2010 / Phase II: Dec. 2010 – May 2011

Project Description:

Department of Palestinian Affairs (DPA) and JICA collaborated together, having in mind the importance of improving the living standards and quality of life of those who live in targeted Palestinian refugee camps in Jordan as a main objective.

DPA established dressmaking training centers for women in different camps, and then JICA project intervened and developed them into training and employment centers (TECs) to provide women with different services such as training, self-employment, and wage employment, allowing women to be a proactive and productive part of the community, generating income to help them improve their quality of life, and consequently reducing the overall unemployment rate in refugee camps.

Recently, TECs faced difficulties and resistance, specifically in the wage employment, which prevented them from achieving their goals of boosting women's employment rate in the camps.

Dajani Consulting was contracted by JICA to conduct a situation study of women in the camps and develop behavioural change programmes. The situation study consists of literature review and organizing focus groups sessions to find out the circumstances and barriers which hinder women's work in the labor-intensive sector and identify possible solutions to be included in the behavioural change programs. The focus groups audience in both camps represented working and non-working females, as well as their male family members. The situation study also included a field survey to collect social, economic and labor market information at the camps using a questionnaire form. More than 2000 people were interviewed during the survey, including family members who live in the camps. The collected data was entered and analyzed to produce the situation study. The situation study was performed by team of experts and researchers provided by Dajani Consulting.

Within the context of the project, and based on the results of the "Situation Study" conducted by Dajani Consulting Co., behavioural change programmes were developed and a full awareness campaign to promote for a new initiative called "FORSATI". Both Dajani Consulting and IMAGINE GRP teams worked on developing and improving the initiative.

Dajani Consulting has developed a monitoring and evaluation system to measure the progress, achievement and impact of the initiative during implementation.

Dajani Consulting also created off-the-job Training of Trainers (TOT) workshop which was designed and delivered for a group of the DPA staff as potential trainers on selected topics and women empowerment / social marketing topics. Trainers prepared the training curricula in Arabic, which have been delivered in the TOT workshop over eight training days for a total of ten participants with different levels of experience in training and women related issues. In addition, more consulting days were allocated to attend the participants' delivery of the on-the-job training sessions and the general feedback and discussion of session design and outputs.

Dajani Consulting was responsible of the overall management of the project, and quality control of reports and deliverables.

Project Name: New Work Opportunities for Young Women - Jordan NOW Initiative
Country: Jordan
Funding Agency: World Bank
Partners: Ministry of Planning and International Cooperation (MOPIC)
Duration: June 2010 – Dec. 2011

Project Description:

The government of Jordan, supported by World Bank Group has launched an initiative with the aim to increase the employment of public community colleges female graduates, through special training and employment programs dedicated for females. This pilot initiative titled "Jordan Now" is supposed to provide new opportunities for women fresh graduates from eight public community colleges in several governorates of Jordan, by involving them in subsidized job salary process and free business skills training.

Lists of selected female graduates were generated using a lottery approach performed on a database of graduates which was built on the basis of a survey that covered eight community colleges in Amman, Zarqa, Salt, Karak, Irbid and Ajloun. The survey was conducted during the comprehensive examination held during July 2010.

During the inception phase, these graduates shall be informed of the selection through their colleges' administrations, and shall be provided with awareness sessions and documentation package about the pilot program including application for participation. The implementation phase shall be managed by Dajani Consulting.

The objective of the fund management services was to set up a monitoring mechanism in order to follow up and report on the results of the program in terms of employment of selected female graduates and progress of voucher payments reimbursement according to standard procedures. Another objective of this assignment was providing support to the "Jordan Now" program during the inception phase and the implementation phase. Dajani Consulting developed special MIS to monitor the changes, placement and salary compensations of participating female graduates, and performed field inspection visits to graduates and employers at workplaces.

As part of the World Bank intervention to enhance the employment of Jordanians, the World Bank has commissioned Dajani Consulting to conduct a field survey of more than 2400 Jordanian enterprises. The purpose of the survey is to understand obstacles for employment in Jordan from the enterprise point of view, analyze the employer side prospective for employment to complement World Bank interventions in Jordan. In addition to the above, the World Bank wanted to analyze the effect and impact of previous intervention by World Bank in Jordan to improve undergoing initiative. At the end of the project, an end line survey was carried out to follow up on the status of the graduates after the conclusion of the salary subsidy process back in August 2011, which measured the sustainability of employment and the impact of the program in total.

Project Name: Youth Employability and Lifelong skills Learning Program
Country: Jordan
Funding Agency: United Nations Development Program (UNDP) and Government of Japan
Partners: Ministry of Planning and International Cooperation (MOPIC) and others
Duration: June – Dec. 2012

Project Description:

The United Nations Development Programme (UNDP), supported by the Government of Japan and within the context of "The Youth Employment Generation Programme in Arab Transition Countries – Jordan" is implementing the above mentioned project, in full coordination and cooperation with the Higher Council for Youth, the Ministries of Labor, and Ministry of Planning and International Cooperation.

The project consists of different activities, among which internship placements for young people aged 15 to 26, in private companies or public institutions in three targeted governorates: Ma'araq (Poverty Rate 31.9, Unemployment Rate 13.9%), Ma'an (Poverty Rate 24.2, Unemployment rate 19.0%), and Madaba (Poverty Rate 14.9, Unemployment Rate 21.0%). Targeted beneficiaries include recently graduated young people who are currently unemployed. Prior to their internship, the selected applicants should participate in a training programme (workshop) on lifelong learning and employability skills. The programme is designed to build linkages with selected private sector companies in order to increase the pool of skilled talented interns and to further develop their qualifications.

The interns are expected to undertake basic employability skills and lifelong learning training to prepare them for the internship programme. Dajani Consulting developed a multi-module training programme that covers topics such as business communication skills, team building, team work, work ethics and attitudes, self motivation and positive thinking, creativity, time management and planning. Dajani Consulting conducted TOT for a number of trainers. In addition to the employability skills training, the interns should receive concentrated English language and computer skills courses, focusing on subjects relevant to work. More than 75 interns benefited from this programme in the pilot stage during June – December 2012 and were placed in hotels, manufacturing companies, educational institutions as well as other companies at the governorates.

Profile of Center for Creative Leadership Women's Leadership Development Efforts

The Center for Creative Leadership (CCL) is a top ranked global provider of leadership development and executive education that accelerates strategies and results by unlocking the leadership potential of adults, young women and men, organizations and communities. Founded in 1970, CCL is a nonprofit educational institution focused exclusively on leadership education and research. CCL has ranked among the top 10 providers of executive education by Bloomberg Business Week and the *Financial Times* for 10 consecutive years. Our headquarters are in Greensboro, North Carolina with campuses in: Addis Ababa, Ethiopia; Brussels, Belgium; Colorado Springs, Colorado; Moscow, Russia; Pune, India; San Diego, California; and Singapore. CCL's work is based on the belief that leadership capabilities can be developed in individuals and communities.

RESEARCH CCL's first major effort to build a knowledge base about women leaders started in the mid-1980s. CCL conducted a pioneering study of women executives looking at how these leaders learn, grow, and change. This study culminated in the 1987 book, *Breaking the Glass Ceiling* (Morrison, White & Van Velsor), which identified the additional barriers of prejudice and differential treatment that women leaders face. This study has had an impact on human resource policies in organizations and legislation in the US. This study was just the first in a long stream of research on women leaders. This gender-specific research has not only resulted in a large body of peer reviewed articles but well regarded/seminal books such as the *Standing at the Crossroads: Next Steps for High Achieving Women* by CCL faculty Marian Ruderman and Patricia Ohlott in 2002 and an updated edition of *Breaking the Glass Ceiling* in 1992. Our research is continuing with studies of women leaders in higher education in the US, women in Europe (Turkey, Spain, Netherlands, Norway, and Russia) and women in Asia. We have an extensive base of data on both the issues women leaders experience and the strategies they use to develop as leaders. Findings from our research on women leaders have been applied in a variety of settings including the empowerment of women in developing countries and the advancement of women in large corporations and global non-profits. Our research has influenced the identification of processes and practices that help women of all ages and backgrounds attain positive futures. CCL has won a citation from the American Society of Training and Development (ASTD) for excellence in research to practice and recognition from the Academy of Management for our women's leadership research.

THE DESIGN AND DELIVERY OF WOMEN'S LEADERSHIP DEVELOPMENT PROGRAMS In addition to our research, CCL has a long history of offering leadership development initiatives specifically tailored for women. We offered our first leadership workshop for women in 1976 and developed a structured Women's Leadership Development open enrollment program in 1985 that has grown over time. Today, in addition to this basic work, we offer several programs for women in different industries (e.g. telecommunications, legal, engineering, food services) or specific companies. We have worked with teenage girls (e.g. Young Women's Leadership Program) and women from outside the US (e.g. Europe, Singapore, Egypt, Chile, Liberia, Korea, and Ethiopia.) In addition, our faculty have advised or consulted on a variety of governmental and societal initiatives for women. This includes doing work for the US Glass Ceiling Initiative, work in the US on breastfeeding in the workplace, and work for the European Union Initiative for Gender Equality.

Our leadership development efforts specific to leaders in developing world countries have grown exponentially since 2006, when CCL launched *Leadership Beyond Boundaries (LBB)*, a global initiative to democratize leadership development and unlock human potential. Through this effort, we are working to make high-quality leadership development affordable and accessible to all people around the globe. CCL has been creating lower cost leadership development programs, tools and models that can be offered at the grassroots via NGOs,

educational agencies, community organizations and government organizations and programs that are explicitly designed to serve young women and adolescents; many of these projects are organizational or community capacity development projects. These methods apply the 41 years of knowledge from CCL's research and training practice to create: a greater understanding of leadership and development; provide enhanced self-awareness, clarity of challenges and goals; interpersonal and coaching skills and build self-confidence and a learning orientation.

LBB models have been delivered in over 20 developing countries to over 50,000 individuals and over a hundred social sector organizations. These organizations work on many of the world's most critical challenges such as women's leadership and empowerment, youth leadership and employment, poverty, public health, ethnic conflict, education, environment, governance, microfinance and social entrepreneurship. We have worked in 13 developing countries in Sub-Saharan Africa as well as multiple countries in the Middle East, South Asia and Central and South America. A brief profile of some of our women's leadership projects, offerings and tools are briefly outlined below.

Mentoring of Young Women in Gambella Ethiopia is a 2011-12 US AID funded project that includes three mentorship and leadership/empowerment pilots for young women that will use a Training of Trainers (TOT) approach. The target for the mentorship leadership and empowerment trainings is women working in NGOs in the health social services and education sectors, primarily those 20 and over. Through the three TOTs, CCL will be able to train as many as 900 women through this project. The 900 trainees can mentor/serve as many as 4 young girls each, meaning that 3,600 young adolescent females could be reached through this project.

Women's Leadership Partnership Program with the National Consortium of Libyan Women and the European Centre for Electoral Support (ECES) This European Union funded project supports CCL and ECES to launch a Training of Trainers Leadership Program (TOT) in partnership with the Libyan Consortium of Libyan Women. The customized Women's Leadership TOT program is an intensive engaging and participatory 5 day effort. In April 2012, in Tunisia, 6 leadership experts trained 24 women in women's empowerment methodology on how to effectively disseminate the same empowerment tools to Libyan women. The newly minted Libyan trainers will eventually reach 520 additional women through a series of eight additional trainings in Tripoli, Misrata and Benghazi.

Women's Leadership in the Microfinance, Small Business Growth and Other Civil Society Sectors CCL has also built a solid portfolio of leadership efforts with women working in the microfinance and small business growth sector. CCL has worked with women entrepreneurs for the Goldman Sachs 10,000 women effort in India and Nigeria. In India, we partnered with the Indian School of Business and the Acumen Fund and in Nigeria we partnered with Pan African University. We have also designed and delivered a Women's 'Empowerment and Leadership Toolkit Trainer Workshop for women leaders from Partners for Democratic Change centers' in Yemen, Jordan, Mexico and Columbia. We have also trained women small business growth leaders from Jordan, Yemen, Nigeria and Iraq with a grant from the Aspen Network for Development Entrepreneurs. CCL trainers have worked with CARE in Thailand to train female NGO leaders and trained women working on gender issues in Myanmar. In 2011, CCL adjuncts associated with Vertical, a small Chilean-based NGO incorporated CCL content into 8 separate week-long courses for women entrepreneurs dealing with the aftermath of a major earthquake. In March 2012, we just completed a short focused workshop sharing our women's leadership methodology for 160 women associated with Comunidad Mujer (Community of Women) in Chile.

Young Women's Leadership Development Programs This direct delivery leadership program weaves together a five day leadership program followed by group service learning projects coupled with coaching support. The program has been run in Greensboro and San Diego for the past several years with plans to run it in Addis Ababa Ethiopia in 2012. The program has shown significant impact on participants serving the entire socio-economic continuum and helps respond to the issue of disparity of females in top leadership positions.

Social Innovation Mentoring Project for Ethiopian Women This 2012 project is training 20 Addis Ababa University women in social innovation mentoring. CCL will recruit, train and support social innovation master mentors in Ethiopia's first technology and innovation hub, a unique structure known as ICE (Innovation, Collaboration, Entrepreneurship) www.iceethiopia.com at the Institute of Architecture Building, Construction and City Development of Addis Ababa (EiABC). Social innovations may include things such as new methods of developing refugee shelter or creative HIV prevention messaging using social media. These 20 university master mentors will pass along mentoring and social innovation through already established "girls clubs" in Addis Ababa. Each "girl club" will reach at least 20 high school girls, for a total of 800 young women reached.

Women's Leadership and Mentoring Project in Uganda and other 2012-3 Projects In Uganda, CCL is partnering with Samaritan's Purse in a 2012-3 effort to utilize leadership mentoring as a vehicle to improve the health of young women/adolescents. CCL will use a Training of Trainers model to train 25 health promoters and 5 health supervisors. The Health Promoters and Supervisors will go through an intensive, engaging and participatory 8 day effort to learn leadership and mentoring content-that will conclude with a training of the first cohort of 200 Care Group Leader Mothers. The project has the potential reach a total of 2,000 young women and adolescents in this maternal and child health improvement project. This innovative project is funded by the United Kingdom's Department of Foreign and International Development (DFID). CCL also a number of proposals and/or concept papers being reviewed by US AID, United States Institute for Peace, other bureaus in the Department of State, DFID, United Nations Fund for Women and other funders that have a dedicated emphasis on women's leadership, mentorship and/or empowerment issues.

EVALUATION CCL also has strong competencies in the evaluation of leadership development programs. Our efforts started in 1976 and CCL founded its Evaluation Center in the mid 1990's. The Evaluation Center consists of a team of Ph.D. and master's level evaluation specialists and adjunct evaluators with extensive experience in quantitative and qualitative evaluation methods. In 2003 CCL won the Most Outstanding Evaluation award from the American Evaluation Association for the evaluation of the Bryan Leadership Development Initiative. In 2007, under the Jossey-Bass imprint, CCL published *The Handbook of Leadership Development*, the definitive book on evaluating leadership development programs. In 2008, CCL published *"Evaluating the Impact of Leadership Development"* a step to step book for creating and implementing evaluation of leadership development programs. In 2008, a CCL faculty member (Kelly Hannum Ph.D.) won the Marcia Guttentag new Evaluator award from the American Evaluation Association.

CHRISTINE C. PARSONS

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- 14 years of experience in **international** and **community development**.
- **Expertise areas** include program development and assessment, program evaluation, resource development, grant management, and writing and curriculum development.
- **Sectoral experience** in community health, sexual and reproductive health, livelihoods and economic development, rural development, youth development, emergency and post-emergency response, post-conflict recovery and development, migration and human rights, and diversity and inclusion.
- **Field experience** in Ethiopia, South Sudan, Nigeria, Egypt, Lebanon, Palestinian Territories, Pakistan, India, Nepal, Indonesia, Haiti, and Mexico.

Education

1997-1999	UNIVERSITY OF OXFORD , Oxford, UK M.Phil. (Master of Philosophy) in Development Studies Based at Queen Elizabeth House (Department of International Development) and The Refugee Studies Centre Research scholarships: <ul style="list-style-type: none">▪ Oxford Centre for Islamic Studies▪ University of Oxford▪ Laila Hirani Fund▪ Linacre House Trust	Dissertation title: <i>"Globalisation and Feminist Thought in Development: A Case Study from Lebanon"</i> Specializations: <ul style="list-style-type: none">▪ Forced Migration / Refugee Studies▪ Gender and Development▪ International Relations of the Developing World
1992-1997	McGILL UNIVERSITY , Montréal, CANADA B.Sc. (Bachelor of Science), Physical Geography <ul style="list-style-type: none">▪ Awarded McGill Students Society's <i>Award of Distinction</i> for academic excellence & student leadership	Specializations: <ul style="list-style-type: none">▪ Geographic Information Systems (GIS)▪ Fluvial Geomorphology

Program evaluation

* Consultancy

2011*	Ethiopia • HIV/AIDS • YMCA (www.ymca.net) Evaluated a USAID-funded youth HIV/AIDS prevention and care program, implemented by YMCA and YWCA of Ethiopia. Visited all program sites and conducted focus group discussions and interviews with program stakeholders, including youth peer educators, counselling and treatment referral centres, parents, Y staff, and USAID personnel. Evaluated knowledge and behaviour change outcomes, services provided to orphans and vulnerable children, referral services, service learning, and organizational capacity to sustain and expand HIV, OVC, and ARH programming.
2009*	USA • Human trafficking • International Rescue Committee (www.theIRC.org) Evaluated an IRC-led anti-trafficking program in Washington State providing comprehensive services to victims of human trafficking. The evaluation focused on operational systems and performance, including monitoring and evaluation, reporting systems and practices, case documentation and management, and communication and coordination between the program lead (IRC) and its sub-grantees which are responsible for providing case management services to victims.
2008*	Nigeria • Adolescent reproductive health • YMCA Evaluated an adolescent reproductive health (ARH) program in northern Nigeria funded by the Packard Foundation and co-managed by the YMCAs of the USA and Nigeria. The program sought to improve the reproductive health knowledge and practices through education and increased access to condoms, counselling, and medical referral services, while also enhancing the YMCA's capacity to design and sustain ARH programming. Assessed the program's strengths and weaknesses and made recommendations for future investment and strengthened program and results sustainability.
2008*	Indonesia • Post-conflict recovery • International Rescue Committee / CARDI Evaluated a post-conflict recovery program in Maluku and North Maluku provinces, funded by the Dutch Refugee Foundation and implemented by the Consortium for Assistance and Recovery toward Development in Indonesia (CARDI). Program components evaluated included community governance, land rights, youth development, and community-driven reconstruction. Developed data collection instruments, conducted field-based focus group discussions and key informant interviews, reviewed internal and external literature, presented initial findings in field to staff teams and country program leadership, conducted data analysis, and developed final evaluation report.
2006*	West Bank & Gaza • Youth development • YMCA Evaluated a USAID-funded program in the West Bank and Gaza. Assessed the program's success in providing employment, educational, and recreational opportunities for Palestinian youth, including youth with disabilities, and proposed strategic areas for continued youth development programming. As lead consultant, developed evaluation design and tools, collected and analyzed data, produced final report, and presented findings to USAID and YMCA staff.

CHRISTINE C. PARSONS

- 2005*** **Lebanon • Rural women's livelihoods • YMCA**
Team leader for an end-of-program evaluation of a USAID-funded rural women's livelihoods program implemented by the YMCAs of Lebanon and USA. As team leader, was responsible for development of the scope of work, research methodology, and field instruments; meeting with USAID staff to discuss evaluation objectives; collecting and analyzing data; compiling inputs from other team members; presenting findings to the YMCA; and preparation of final report including major findings and conclusions, recommendations, lessons learned, and proposed follow-up strategies for strengthening program outcomes and sustainability.

Assessment and program development

- 2011-2012** **Global • Community development & humanitarian response • CARE Canada** (www.care.ca)
Program Development Manager
Manage program development function at CARE Canada, in support of CARE programming and offices globally. In collaboration with regional program managers, executive leadership, and country office leadership, responsible for identifying, cultivating, and preparing for program funding opportunities. Identify, assess, and cultivate strategic partnerships. Extract and document critical practices and lessons learned from past and current experience. Identify and secure commitments from key personnel and partners for competitive bids. Track institutional donor trends and opportunities and liaise with key contacts. Assess, document, and institutionalize procedures and tools for more effective and efficient program development.
- 2010*** **Mexico • Emergency support for migrant children • YMCA**
Assessed the quality and effectiveness of the Y/USA-supported Homes for Migrant Youth, an emergency services program implemented by the YMCA of Mexico along the US/Mexico border for deported and repatriated unaccompanied minors, and provided recommendations for strengthened effectiveness and efficiency. In addition, conducted an initial assessment of border community needs for YMCA community development services, and proposed strategic and operational designs for expanded programming.
- 2009*** **South Sudan • Emergency & basic health services • International Rescue Committee**
Conducted a rapid assessment of IRC's health programming and the intervention context in Northern Bahr el Ghazal State, South Sudan. Worked with program and operational staff as a team leader to re-design programs and develop new proposals for long-term supporters USAID/OFDA and the Dutch Refugee Foundation. Conducted initial assessment with MSH and Tearfund to explore IRC's potential expansion into a new district in South Sudan.
- 2006-2007** **Indonesia • Post-conflict development • Consortium for Assistance & Recovery toward Development in Indonesia (IRC, Norwegian Refugee Council, Dutch Refugee Foundation)**
Director of Program Development
Led new program development and fundraising efforts for consortium of three INGOs in Indonesia, and oversaw grant and contract management tasks. Identified and guided technical assistance required to elaborate new sectors and new geographic areas. Networked with other development and humanitarian stakeholders in Indonesia and contributed to joint policy advocacy. Played supporting role in country-wide program management and contributed to program quality improvements. Contributed to merger process with IRC-Aceh operations and co-managed CARDI program and operations start-up in former IRC areas. Served as Acting Country Director when necessary.
- 2004*** **Lebanon • Good governance & civic participation • YMCA**
Worked with staff and partners in Lebanon to facilitate program design, partner recruitment, and proposal development in response to a USAID solicitation on good governance and civic participation.
- 2003*** **Canada • HIV/AIDS • United Nations Association in Canada** (www.unac.org)
Designed community-based research program on HIV/AIDS prevention, awareness, and anti-discrimination efforts, secured program partners, liaised with prospective donor (Health Canada), conducted literature review, supervised second consultant, and developed proposal and budget.

Representation, donor relations, and grant/contract management

- 2005** **Indonesia • Tsunami emergency response • International Rescue Committee**
Liaison Coordinator
Primary liaison for IRC's Aceh Response Program in Aceh and Jakarta with donor community, media, NGOs/INGOs, and UN and governmental coordinating bodies. Responsible for donor and partner relations, grant management and compliance, representation and coordination, and communications and information management. Facilitated U.S. Government visits to program sites. Responsible for ensuring quality reporting to donors and IRC-HQ. Contributed to post-emergency program development and oversaw initial implementation of a management information system.
- 2003-2005** **Global • Health & human rights • Doctors of the World/Médecins du Monde** (www.healthright.org)
Grants Manager
Managed grant portfolio, including grants from government and multilateral donors, foundations, and corporations. Coordinated and ensured timely and quality financial and narrative reporting and communication with donors. Responsible for procurement of new grants for domestic and international programs and core organizational funds and closely tracking new funding opportunities. Participated in program design, including an assessment in Nepal, M&E, and coordinated proposal development. Coordinated joint approaches with European MdM delegations to government and multilateral donors. Contributed to management of USAID cooperative agreements and sub-grants, and grants from

CHRISTINE C. PARSONS

other institutional donors including EC, CIDA, SIDA, and UN agencies.

2003* Global • Youth representation • United Nations, Programme on Youth (www.un.org/youth)

On behalf of the UN Programme on Youth (Department of Economic and Social Affairs, Division for Social Policy and Development), facilitated the establishment of the Global Youth Advisory Committee to the Conference of NGOs in Consultative Status with the UN (CONGO). Promoted the Committee among NGOs and UN agencies. Developed detailed budget and funding proposals for the Committee's annual operating costs. Produced a research report on barriers to youth NGOs seeking ECOSOC status at the UN.

Program management and support

2001-2002 Canada • Anti-racism education & HIV/AIDS • United Nations Association in Canada

Project
Officer

Anti-racism: Managed a national anti-racism education project. Developed workshops and co-facilitated forums across the country for youth aged 14-26. Managed team of youth leaders and oversaw development, piloting, production, and distribution of an anti-racism educational manual used by educators and activists. Responsible for program planning, budget management, donor reporting, and securing follow-on funding. Project received Canadian nomination for the 2002 UNESCO Prize for Human Rights Education and was finalist for the Canadian Race Relations Foundation's 2003 Award of Excellence. **HIV/AIDS:** Initiated and developed HIV/AIDS programming at UNA-Canada. Coordinated joint research project with Carleton University on youth and HIV prevention, resulting in publication of *Youth and the Global HIV/AIDS Crisis: A Tool-kit for Action*. Based on outcomes of research, developed project and funding proposals. **International youth advocacy capacity building:** Contributed to research, writing, and editing of *Navigating International Meetings: A Pocketbook Guide to Effective Youth Participation*, distributed by the UN's Youth Programme.

2000-2001 Egypt • Education & reproductive health • Population Council, West Asia & North Africa Region (www.popcouncil.org)

Gender &
Development
Intern

Assisted regional team with Gender, Family, and Development Program. Participated in research design workshop and stakeholder meetings for a joint intervention and impact for out-of-school girls in Upper Egypt; prepared workshop report for participants; contributed to resource mobilization and development of an M&E package. Assisted in finalization of a directory of youth-serving NGOs based in Cairo. Edited and prepared for publication a major countrywide study on Egyptian adolescents' experience of education (*Transitions to Adulthood*).

1999-2000 South Asia • Sexual & reproductive health • International Planned Parenthood Federation (www.ippf.org)

Program
Assistant &
Journal Editor

Assisted in regional and country-level program development and management, project reporting, research, and strategic planning. Assisted in workshop development on male participation, capacity building, and HIV/AIDS. Assisted in development of new IEC and advocacy strategies. Prepared press releases and public education material. Researched and wrote paper on SRH needs in South Asia for donor presentations. Had primary responsibility for the Region's publication, *Real Lives*, and was Co-Editor of Issues 4 & 5 which won the Population Institute's 2000 Global Media Award for Excellence in Population Reporting.

1998 Lebanon • Rural development • YMCA

Intern

Provided technical assistance to CEO and Program Managers. Produced annual report on Integrated Rural Development Program for USAID, as well as public relations and advocacy material. Assisted in development of proposal for a 5-year environmental health project, awarded funding by USAID. Developed web content, press releases, promotional material, and op-ed. Made frequent field visits and liaised with a wide range of stakeholders.

1996-1997 Canada • Peer health education • McGill Peer Health Educators (www.mcgill.ca)

Program
Director

Directed McGill University's peer health education program serving a student population of approx. 30,000. Developed and conducted introductory and refresher training for volunteers. Researched and wrote introductory manual on mental health issues for program. Organized and facilitated workshops to raise awareness on STIs and HIV/AIDS, contraception, drugs and alcohol, nutrition, body image and eating disorders, women's and men's health, and mental health issues.

1994 India • Rural development & education • International Children's Trust (www.theict.org)

Intern

Monitored and evaluated activities undertaken by Indian partner agency. Developed documentation on each participating (sponsored) child, family, and village, and corresponded with administration and sponsors in the UK. Facilitated improved access to health care for several communities and assisted in coordination of new income generating initiative.

Research, writing, and curriculum development

2006-2012* Diversity & inclusion • YMCA

Commissioned to research, design, and write 3 organizational resource manuals addressing diversity and inclusion at community-based YMCAs. Titled *Strengthening Inclusion: Engaging Asian [also, Hispanic/Latino and Immigrant and Newcomer] Communities in Your Y*, the manuals support local Ys' strategic planning and action for strengthening institutional and staff cultural competence, targeted program design for, and outreach to population groups in the United States. In 2011-12, was commissioned to update original manuals. In addition, was commissioned to draft a series of case studies for the YMCA highlighting experiences and best practices in newcomer and immigrant inclusion at community-based Ys across the U.S., based on telephone and in-person interviews with local Y leaders and staff.

CHRISTINE C. PARSONS

- 2008*** **Early childhood education • YMCA**
Developed and wrote a participatory training curriculum for YMCA early childhood education (ECE) workers to strengthen ECE staff personal readiness and cultural competency for better engaging and serving the needs of Hispanic/Latino children and families in YMCA programs.
- 2008*** **Organizational development • International Rescue Committee / CARDI**
Researched, wrote, and designed a chronicle of CARDI, the Consortium for Assistance and Recovery toward Development in Indonesia, a partnership of 4 INGOs: International Rescue Committee, Danish Refugee Council, Norwegian Refugee Council, and Dutch Refugee Foundation. The chronicle documented the establishment and development of the consortium, from concept to operational entity, and reviewed the Consortium's and member's achievements and challenges faced over 8 years of emergency, post-conflict, and development programming.
- 2003/04/05*** **Youth development • YMCA**
Developed various training and organizational planning manuals and outreach resources for the YMCA's International Group. The International Group partners with southern YMCAs to build organizational capacity and strengthen delivery of youth development programs addressing the core areas of HIV/AIDS and reproductive health, youth livelihoods, substance use prevention, youth leadership and civic engagement. Training/organizational planning manuals developed included *PLA Guide for Adolescent Reproductive Health & HIV/AIDS Programs* and *A Time to Reflect: Christianity, Reproductive Health, and HIV/AIDS*.
- 2000-2001** **Global education • Development Education Association (UK)** (www.think-global.org.uk)
Freelance Editor
Managed full publication process of *The Development Education Journal*, the professional journal of the development education network in the UK. Edited and reviewed all copy. Coordinated peer-review process and communicated regularly with authors, Editorial Advisory Board, and publisher and designer.
- 1999*** **Organizational & sector development • Strengthening Participatory Organization (Pakistan)**
(www.spopk.org)
Conducted final analysis of national survey data and developed report commissioned by the World Bank on the current size, focus, strengths, and challenges facing the NGO sector in Pakistan. Proposed actions for strategic planning for the NGO sector and partnerships between NGOs, international financial institutions, and government. SPO builds the capacity of community-based organizations in Pakistan.
- 1997-1999** **Academic publishing • The Linacre Journal: A Review of Research in the Humanities (UK)**
General Editor
Had overall responsibility for management and production, including design and layout, of a peer-reviewed academic journal. Solicited academic papers for publication, coordinated peer review system, liaised with contributors and reviewers, supervised editorial board, produced, marketed, and distributed the Journal.

Publications, resources, and conference presentations

* Publication samples available upon request

- Author, ***Strengthening Inclusion: Engaging Asian Communities in your YMCA***. Chicago: YMCA International Group, 2010.*
- Author, ***Welcoming Hispanic Families into your YMCA Early Childhood Education & Child Care Program***, Chicago: YMCA, 2008/12.
- Author, ***CARDI: A Chronicle, 2001-2008***. Jakarta: Consortium for Assistance and Recovery toward Development in Indonesia, 2008.*
- Author, ***Strengthening Inclusion: Engaging Latino Communities in your YMCA***. Chicago: YMCA International Group, 2008/12.*
- Editor & design, ***Mission to Sarmi: Papua Assessment Report***. Jakarta: CARDI, with Mercy Corps, 2007.*
- Co-Author, ***Engaging Newcomer and Immigrant Communities in your YMCA***. Chicago: YMCA International Group, 2005.*
- Author, ***PLA Guide for Adolescent Reproductive Health & HIV/AIDS Programs***. Chicago: YMCA International Group, 2004.
- Author, ***A Time to Reflect: Christianity, Reproductive Health, and HIV/AIDS***. Chicago: YMCA International Group, 2003.
- Co-Author, ***Navigating International Meetings: A Pocketbook Guide to Effective Youth Participation***. Ottawa: UNAC, 2003.*
- Co-Managing Coordinator & Editor, ***The KIT: A Manual by Youth to Combat Racism Through Education***. Ottawa: UNAC, 2002.*
- Managing Coordinator & Contributor, ***Youth and the Global HIV/AIDS Crisis: A Tool-kit for Action***. Ottawa: UNAC, 2002.*
- Editor, 2000-2001, ***The Development Education Journal***. London: Development Education Association.*
- Co-Editor, 1999-2000, ***Real Lives***. London: South Asia Regional Office, IPPF. (Winner of the Population Institute's 'Global Media Award 2000 for Excellence in Population Reporting')*
- Co-Editor, 1997-1999, ***The Linacre Journal: A Review of Research in the Humanities***. Linacre College, University of Oxford.*
- 2001 (Ottawa): Presented on work experience in Egypt at the 8th **Canadian Conference on International Health**, 'Child and Youth Health: Action, Research and Advocacy'.
- 2001 (Durban): Delegate at the **UN World Conference Against Racism** and associated **NGO Forum** and **International Youth Summit**. Conducted workshop on anti-racism work with youth at the NGO Forum.
- 1999 (Beirut): Presented paper "*Media Globalization and the Production of Difference*" at the **Arab-US Association for Communication Educators' 4th International Conference**, 'Communication for the 21st Century: Building a Civil Society', Lebanese American University.

MARGARET CAPELAZO
Gender Advisor, CARE Canada

As a gender specialist with 10 years of experience, Margaret Capelazo supports CARE to design and deliver leading programming in gender equality, and to strengthen its gender equality program management practices. Margaret has extensive experience designing gender equality programming in food security, economic growth and disaster recovery, and a further interest in sexual and reproductive health. Margaret works with government and civil society partners to produce gender analysis, gender strategies and gender action plans for organizations and projects. She trains groups to monitor gender equality results and facilitates gender equality organizational assessments. Margaret has worked with CIDA, the ADB, and the Government of China as well as civil society organizations in Asia and Africa.

MARGARET CAPELAZO

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Highlights

- Seven years of experience in gender equality and women's rights programming design, delivery and monitoring.
- Three years experience designing and implementing project or organization-wide gender strategies.
- Two and a half years applying results based management to CIDA-funded projects in Asia.
- Experience with gender equality and women's empowerment in rights based, sustainable livelihoods, and relief to development programming approaches.
- Extensive experience coaching and training national and international colleagues for gender equality change.
- Field experience in Bangladesh, China, Ghana, Kenya, India, Mozambique, Pakistan, Sudan, Vietnam and Zimbabwe.

Featured Results

- Coach staff and colleagues to produce gender analyses and strategies for their projects. After two years, 80% of projects have a gender analysis and 60% have a gender strategy.
- Coach colleagues to monitor and report on gender equality change at project and programming levels. This has resulted in an increase in the number of project collecting and analyzing sex-disaggregated data and reporting on gender equality results.
- Use competency-based learning programs, lunch-n-learns, workshop series and one-on-one coaching to strengthen the skills and knowledge of staff and colleagues. After two years, program managers harnesses gender expertise at appropriate times in project management cycle. Five out of ten key program staff are able to devise gender equality programming solutions on their own. Overseas staff are beginning to champion gender equality in their projects without prompting from headquarters.
- Gender equality materials produced include: manual and tool kit on gender equality in RBM, tip sheets on gender analysis and gender sensitive indicators, bi-monthly internal e-bulletin, case studies, and programming checklists.
- Led staff of Canadian organization through participatory process to review gender policy and create gender strategy. Increased amount of level of effort dedicated to gender equality. Conducted gender audits for partner organizations in Mozambique and Sudan.
- Support to business development ranges from full technical leadership to rapid reviews of LFAs and PMFs. All new proposals now include sex-disaggregated indicators and at least one gender equality indicator at the outcome level. Donors have reacted positively to gender equality program designs.

Gender Equality Experience

Gender Advisor, CARE Canada, Ottawa, March 2011 - present

Lead organizational processes to implement the CARE Gender Policy at all levels of the organization and within six country offices. Provide advice, coaching and formal training in gender analysis, gender equality results tracking and best practices in program design to over 70 Canadian and 40 overseas staff implementing projects in 70 countries. Provide inputs into CARE International program development on women's empowerment. Establish information system to support the I Am Powerful public engagement campaign.

Gender Specialist, CHF, Ottawa, January 2009 – February 2011

Lead the implementation of CHF's gender strategy, with a focus on strengthening gender equality programming and results in food security, economic growth, disaster and conflict response and HIV/AIDS. Coach over 100 staff and partners in 10 countries on 13 projects funded by CIDA, the ADB, the CDB, IFAD, and other donors. Work with senior management to establish the systems and processes necessary to support gender equality programming. Provide support to business development. Represent CHF on communities of practice and with donors.

Consultant, Equity Developers, Ottawa, January – September 2006

Conducted organisational assessment of Women's Initiatives for Safer Environments, an Ottawa community association dedicated to improving women's safety. Analysed the structures and functions of the organization using feminist methodology and recommended best areas for change and growth.

Gender Specialist/Community Organizer, BHNP, Agriteam, Tibet, June 2003 – 2005

Led the implementation of the gender strategy for this CDN \$5 million CIDA-funded basic human needs project. Trained 11 staff and over 10 government officials in gender sensitive RBM and gender equality monitoring and evaluation. Established over 10 women's income generation groups in 25 villages. These remained running and profitable for at least two years after project closed.

Program Intern, Women's Coalition for Peace and Development, New Delhi, 2002

Analyzed national, regional and international policy on girls' and women's rights. Wrote related synopses for lobby activities and conferences. Organized a series of strategy sessions that strengthened the Indian NGO lobby on girls' rights in preparation for the UN Special Session on Children. Networked to build cohesion among the various interests within the national child rights lobby.

Other Professional Experience

Program Officer, Asia, CHF, Ottawa, July 2006 – 2008

Managed over CDN \$1.5 million worth of sustainable livelihoods programming funded by CIDA, the ADB and MAG and implemented in Vietnam. Supervised international and national staff of 7. Used RBM to design, monitor and evaluate projects. Supported the management of a further CDN \$16 million worth of disaster response and sustainable livelihoods programming in Bangladesh, Pakistan, and Sri Lanka. Created a two-way tracking system that improved financial flows; designed results-based reporting templates that were adopted across the organization. Designed and wrote funding proposals (60% success rate).

Professor, International Development Studies and Globalisation Program, University of

Ottawa, September – December 2006

Taught senior undergraduate course in contemporary issues in international development.

Fundraiser Halifax Refugee Clinic, Halifax 2001 - 2002

Secured CDN \$153,000 seed money for clinic that provides free legal services to refugees; organized funding database and volunteers; drafted charitable registration application.

Development Education Assistant/Special Events Co-ordinator Lester Pearson International, Dalhousie University, Halifax September 2000 - April 2001

Coordinated university campus program of international development talks and events, including International Development Week.

Education**MA in International Development Studies, Dalhousie University, 2002**

thesis: *A Meeting of the Minds? "Refugee Women," NGOs and Power*

BA in Anthropology, University of Alberta, 1998

focus on gender and HIV/AIDS in Sub-Saharan Africa

Professional Training

Media Relations CARE November 2011

Advanced Monitoring and Evaluation, INTRAC, England, October 2010

Different Needs, Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men, Online course mounted by the Inter-agency Standing Committee, August 2010

Copy Editing, Canadian Editors' Association, January 2008

Course Design Workshop, Office of Instructional Development and Technology, Dalhousie University, March 2003. Workshops focused on designing training curriculum and testing to meet behavioural objectives.

Human Rights and Modern Peacekeeping, Lester B. Pearson Peacekeeping Training Centre, Cornwallis, NS, 2000

Sample Workshops and Papers Delivered

Introduction to Gender Equality in the Project Management Cycle. This four day workshop adapts and applies basic gender equality tools (gender analysis, gender sensitive indicators, etc.) to the management cycle of specific projects. Delivered in Kenya, Sudan, Zimbabwe, Ghana and Tibet.

Introduction to Gender Analysis. By the end of this four day workshop, participants have created and tested gender equality data collection tools, collected gender equality baseline data and

analyzed this data to identify gender issues in programming. Delivered in most recently in Sudan.

Identifying Best Practice in Gender Equality Programming. Two to three day session focusing on creating packages of activities that will effectively address gender issues in areas such as agriculture, income generation, HIV/AIDS and NRM. Various versions delivered in Ghana, Bangladesh and Pakistan.

Telling the Gender Change Story. This one to four day workshop on gender equality monitoring and evaluation focuses on creating results measurement tools and/or collecting and analyzing results data. Various iterations of this workshop delivered in Bangladesh, Canada (CHF and WUSC), Pakistan and Tibet.

July 2011. *Towards Inclusion: Amplifying Women's Voices in International Development.* Facilitated strategy session at Women's Worlds 2011.

March 2011. *Gender Issues in Agriculture and Natural Resource Management.* Lecture and case studies delivered to senior undergraduate class at University of Ottawa

October, 2005: *A Pink Stream Runs Through It: Mainstreaming Gender into the Everyday with Tibetan Women.* International Development Education Series, Dalhousie University, Halifax

August 2001: *A Hard Look at Some Old Words: 'Gender,' 'Refugee,' and 'Humanitarian.'* IPSA Atlantic Region Workshop, Halifax.

May 2000: *Women and Labour: Mexico and the New International Division of Labour.* CASID Annual Conference, Learned's 2000, Edmonton.

Associations and Memberships

organizer, Gender Network, Society for International Development Ottawa-Gatineau Chapter. Organize and occasionally chair this gender equality community of practice for NGOs and consultants based in Ottawa and Toronto.

member, Informal Gender Working Group. Provided input into response to the 2008 evaluation of CIDA's Gender Equality Policy, helped to organize a roundtable on gender equality in Canadian international development policy and practice in May, 2010.

member, Gender and Peacebuilding Working Group

member, Association for Women's Rights in International Development

Selected Publications and Research

Women at the Crossroads: A Situational Analysis of Women in India. NIPCCD, 2004. Co-editor.

Research Assistant, HAQ: Centre for Child Rights, New Delhi, August 2002. Researched and compiled secondary source data for the *Progress of Women in South Asia* (UNIFEM 2003)

Languages

Language	Reading	Speaking	Writing	Comprehension
English	fluent	fluent	fluent	fluent
Français	intermédiaire	intermédiaire	intermédiaire	intermédiaire

Mandarin		survival level		survival level
Hindi		survival level		survival level

MARIA TERESA F. BAYOMBONG

Enterprise and Economic Development Program Advisor, CARE Canada

As CARE Canada's EED Program Advisor, Tess is spearheading the development and implementation of CARE's program strategy for the enterprise and economic development sector. She provides technical support to CARE Country Offices and Program Managers, and identifies and supports research and learning opportunities in enterprise and economic development. Tess has more than 20 years experience working in the field of EED including on entrepreneurship development, microfinance delivery, market linkages, appropriate technology development and application, and cooperative and social enterprise development. In addition, Tess has experience working in the private sector, and as an officer in a venture capital program. She has played important roles in the development of microfinance institutions such as the SeedFinance in Philippines, PFSL in Zambia and BISMA in Indonesia. She has also held a number of senior management positions within CARE including, Senior Program Manager and Sector Coordinator, Assistant Country Director and most recently, Country Director. Tess holds a degree in BS Chemical Engineering and MS in Management Engineering. Tess is currently based in Africa.

CURRICULUM VITAE
MARIA TERESA F. BAYOMBONG

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Skype: [teresa.bayombong](https://www.skype.com/user/teresa.bayombong)



SUMMARY

Maria Teresa Bayombong (or Tess) is an experienced development program management professional with 27 years of extensive strategic and operational practice in the areas of project design and planning, proposal development, multi-sector integrated program management, client-oriented microfinance delivery, market linkages, appropriate technology development and application, cooperative and social enterprise development, and operations systems improvement. Tess professional practice includes over 20 years of solid experience in enterprise, economic development and microfinance sectors; held various senior management positions; led teams in program strategy development and implementation; and involved in the highest level of organizational planning and management for achieving organizational viability. She has demonstrated capacity for effective financial and human resources management.

Tess combines her strong business orientation and long development program management experience. Her work approaches have emphasized pragmatic adaptations of academic knowledge, experiential learning and community practice in strengthening host country institutions and local capacities, and promoting and building viable social enterprises to address food security, household livelihood, and environmental protection/climate adaptation objectives.

EDUCATION

MS ManE

Master of Science in Management Engineering (1985) Non-thesis
Adamson University, Manila, Philippines

BS Chem Engg

Bachelor of Science in Chemical Engineering (1981)
Passed the licensure examination (License No. 00012483)
Mapua Institute of Technology, Manila, Philippines

LANGUAGES

English and Filipino – Fluent

COUNTRIES OF PROFESSIONAL WORK

Philippines, Zambia, Zimbabwe, Indonesia, Tanzania; short-term assignments in Georgia (Atlanta)
US, Ottawa, Canada and Cambodia

EMPLOYMENT HISTORY

Enterprise and Economic Development (EED) Advisor

CARE Canada

November 2010 – Present

The EED Advisor's key responsibilities include: the development and implementation of program strategy for the Enterprise and Economic Development sector, provision of technical assistance and support to CARE Country Offices, CARE Canada Program Managers and ongoing projects, identifying and supporting research and learning opportunities, developing new programs in the sector development and implementation, liaison with other CI Members engage in the sector, extend and build networks of partners, alliances and supporters of CARE's work, support CARE's engagement in corporate partnerships, and participate in advocacy and policy groups/networks to

promote CARE's value added. The incumbent is tasked of monitoring program impact and capturing program-level results. The EED Advisor acts as focal person and central repository of information for CARE Canada's EED initiatives. She also establishes/strengthens relations with existing and potential donors to mobilize necessary resources to carry out the sector strategy. As member of the International Program Team, the EED Advisor is expected to contribute to the overall success and effectiveness of the Team.

Country Director

CARE International in Indonesia (CII)

February 2008 – October 10, 2010

The Country Director has the overall responsibility for the effective management of CARE International in Indonesia based on CARE Canada's mission, vision, and core values. The position encompasses the leadership and overall responsibility of the country office performance, strengthening of the financial management system; enhancing internal controls, ensuring the CO's financial viability, enhancing staff capacity; improve program quality and communication with donors, CARE Canada and other CARE International members. As with CARE Canada's country offices worldwide, the CD reports to CARE Canada's Vice President for International Operations and receives support from a strong team at HQ, in the areas of contract management, finance, security and emergency response, program development, and technical assistance.

As CD, effectively transitioned (with staff participation upheld) the Country Office systems and structure post Aceh Tsunami programming period, significantly reduced financial exposures, addressed gaps and weaknesses in project implementations, promoted/supported women staff empowerment, strengthened local staff capacity in organizational processes, program design and management, and maintained good relations with donors and CI Members. As Chair of Investment Committee of BISMA (a pun-off USD 2 million microfinance program of CII), advised on the appropriate use of CARE's funds and provided guidance and support to facilitate BISMA's process towards second stage transformation to fully divest CARE investments to socially oriented investors. Adopted and initiated implementation of the program approach as one of CII's strategic programming direction.

Assistant Country Director for Programs (ACD-P)

CARE International in Zimbabwe (CIZ)

May 2006 – February 2008

The ACD Programs is a key member of the Country Office Senior Management Team, and provides strategic direction for programs and has the country-wide responsibility for developing, overseeing and upgrading the CO's programming (through an integrated approach) across its broad spectrum of development and humanitarian initiatives. The key responsibilities include networking and managing relationship with donors, key stakeholders, Government counterparts, members of NGO community and program staff of CARE International members; staff training/development, development of project proposals; program portfolio oversight; systems development, direct supervision of senior program management team that includes international and local staff; compliance with donor and contract requirements, accurate and timely donor reporting; effective monitoring and evaluation of projects, promotion of learning, best practices and programming standards.

As ACD for Programs, managed a program portfolio that includes projects in agriculture and natural resources, health (with focus on HIV and AIDS and nutrition), water and sanitation, small market-based economic development (focus on microfinance and business development services or BDS), and targeted food assistance. Gender, youth and orphans/vulnerable children (OVC), advocacy and capacity building are cross-cutting themes in all program sectors. OVC program interventions focus on child protection and livelihood security and implemented in both rural and urban areas.

CARE Zimbabwe's annual program budget was over USD10 million (excluding food commodities). In the course of one year serving as ACD-P, managed to secure funding for five multi-year projects from various donors: DFID, CIDA, SIDA, EU and UNICEF.

Served as Board Chairperson for Pulse Financial Services Limited (PFSL), a CARE International Zambia project that was spun-off as a shareholder microfinance institution and with asset base of over USD800,000. PFSL's demonstrated financial viability, good performance in microfinance service delivery and established goodwill had attracted foreign investors to transform PFSL into a bank.

SEAD and Urban Governance Sector Coordinator

CARE International in Zambia (CIZ)

April 2002 – April 2006

The position undertook two major responsibilities: ***Program Management for Urban Governance and Water & Sanitation Projects, and as Small Economic Activity Development (SEAD) Sector Coordinator***. Overall responsibility was to provide oversight for effective project implementation, as well as technical advice and support to CIZ projects on Small Economic Activity Development (SEAD) Programs and Policies to enhance viability of economic development programs. Specific tasks included: development of funding proposals; budget oversight; monitoring and evaluation; guidance in the development of new projects; business technology and systems improvement, value chain assessment, liaison with donors, relevant ministries, NGOs and other agencies involved in micro and small enterprise development.

Had been responsible for a program portfolio that included projects in urban development, potable water, enterprise development for income generation, and microfinance; provided support required to move PHL into a financially sustainable microfinance institution; offered Technical Assistance (TA) to CIZ projects with microfinance, BDS and enterprise livelihood development component in order to optimize the quality of project outputs and efficiency of staff to achieve project goals.

Had been in **acting capacity as Chief Executive Officer (CEO)** since April 2004 to December 2005 for **Pulse Holdings Limited (PHL)**, a Zambian microfinance entity, which started as a CARE project in 1996. The CEO post has the mandate to clean-up the financial position of the Company and re-organized its operations to achieve a viable operation. As CEO, managed to develop the entrepreneurial mindset of staff, establish viable operating systems and achieved full financial self-sufficiency for PHL. At project completion point (June 2005), PHL managed to deliver operational and financial targets agreed with the donor (DFID). Had served as the Board Chairperson for PHL

Senior Manager – SEAD Program Sector

CARE International in Philippines (CI/P)

November 1996 – March 2002

Responsible for overall management of SEAD Program Sector; tasks included loan fund management, project development and implementation, monitoring of project quality, fund sourcing, budget oversight, coordination of project evaluation, and external relations to the micro-finance sector; supervised nine (9) staff; designed the transformation of SEAD into autonomous MF organization; represented CARE in the Philippine Coalition for Microfinance Standards as member of the Projects Advisory Group and the Technical Working Group, which developed the Philippine Standards for Microfinance;

CI/P's SEAD Sector implemented projects that delivered the following interventions: microfinance, business development services, and institutional capacity building. SEAD managed a revolving loan fund of over \$1.5 million for wholesale lending to over 100 microfinance institutions (cooperatives, NGOs, and Cooperative banks) catering the financial needs of poor

entrepreneurs. SEAD Sector managed to achieved operational self-sufficiency, was de-linked from CI/P and registered as an autonomous microfinance organization in August 2002. This MFI is now the SEEDFinance.

As member of Senior Management Team, responsibilities included Country Office strategic direction setting, policy decisions concerning Country Office operations and program development and implementation. As SEAD Sector Manager, had been instrumental in preparing SEAD for spun-off into an autonomous microfinance institution.

Micro-enterprise Assistance program (MAP) Coordinator

CARE International in Philippines

July 1994 – October 1996

MAP was a national savings and credit and capacity-building program for local microfinance institutions. Tasks included overall program management, building of technical capacities and values re-orientation in microfinance of staff and partners, training modules and systems design, methods improvements and MIS maintenance to improve portfolio quality, operational efficiency, sustainability and outreach. MAP had changed the image of CI/P's microfinance from welfare to business-oriented services, and graduate from being a donor-dependent to a financially self-sufficient program.

Associate Director

August 1991 – August 1993

Program Manager – Projects

August 1990 – July 1991

Philippine Development Assistance Programme Phase II (PDAP II)

PDAP was a consortium of Philippine and Canadian NGOs providing resources to projects in the areas of micro-credit, enterprise development, agricultural support, health, street children, education and housing. PDAP II budget was Cdn\$22 million over 5 years.

As Associate Director, assisted the Executive Director in the performance of the following functions: Secretariat support to the Philippine Program Committee; liaison with PDAP-Canada and CIDA; program development, planning, monitoring and reporting; staff supervision; management of program funds. As Program Manager, chair the Working committee composed of 12 project officers in-charged of project development, monitoring and technical assistance; coordinated assessment, audits and evaluation of supported projects; trouble-shoot problematic projects; and implement capacities building of staff.

Technical Officer – Venture Capital Program

Ayala Foundation Inc. (AFI)

January 1983 – July 1990

Tasks included development of appropriate technologies with commercial potential that can be adopted by communities for income generation, through researches and laboratory experiments, pilot-scale operations to determine viability of an enterprise, product development, process simplification, product costing and market research; and design, installation and monitoring of production systems for commercially viable projects; value chain development, assisted the Investment Manager in writing project proposals, which got over USD5 million funding.

Community-based enterprises that were developed from laboratory scale to pilot stage and implemented in commercial level (in partnership with socially oriented entrepreneurs) include: mushroom production, citronella oil production, seaweed (agar-agar) extraction, village coconut processing.

Private Sector Experience

Production Supervisor – Shoes & Bags

Sales Engineer – Industrial Molded Rubber

November 1981 – December 1982

Served as Production Supervisor for materials preparation department in a manufacturing company producing Saucony rubber shoes and camera bags; had initiated clean-up and re-use of reject materials; Also served as Sales Engineer and Production Technician for molded rubber used for industrial purposes; had initiated production systems improvements to achieve cost reduction and reduced delays in product delivery.

ORGANIZATIONAL INVOLVEMENT***Association of Microfinance Institutions in Zambia (AMIZ)***

April 2005 – April 2006. Served as Member of the Board and Chair of the Research and Publications Committee. Represented Pulse Holdings Limited into the network. AMIZ is a network of MFIs operating in Zambia that provides technical assistance to member MFIs through training and researches, represents members' interest through advocacy, and promote the industry through fora and liaison with donors and government.

Pulse Holdings Limited (PHL)

May 2002 – September 2007. Served as Member of the Board. Provided technical assistance upon request of the Board and monitors the progress of operations as part of the work with CARE.

Zatac Limited

April 2002 – April 2006. Served as Member of the Board, representing CARE International Zambia as one of the Guarantors. ZATAC Limited is a locally registered company limited by guarantee specializing in agri-based business development services. It was spun-off from a USAID-funded project called ZATAC, which was administered by DAI.

Gabay-Kaunlaran ng Bulacan Multi-Purpose Cooperative (GKBMP)

September 1993 – March 2002. Organized the GKBMP, which now composed of over 400 members, sourced its funding, trained its governance and staff, established operating systems, and set-up its income generating activities (mushroom culture, cattle fattening, rice trading, microfinance services). GKBMP now operates a computerized bank-like savings and credit services, and is highly sustainable. The assets has grown from 90,000 pesos (USD2,100) to multi-million pesos.

Approtech Asia (A Network of Asian NGOs involved in Appropriate Technology Promotion)

September 1996. Trained 22 NGO participants from 9 Asian countries on the Cooperative Experience in mushroom culture and commercialization; delivered a paper on mushroom spawn production through tissue culture at the International Symposium on Transfer of Biotechnologies for Sustainable Development

Philippine Mushroom Society (National Network of Mushroom Producers, Traders and Enthusiasts)

Served as President in 1985-88, then as adviser to the Board. The Society met once a year to discuss industry developments, opportunities, problems and solutions. It also conducted training/workshops and provided free consultancy services to members.

CONSULTANCY and SHORT-TERM ASSIGNMENTS (TDYs)

CARE International Indonesia

SEAD Unit - TEAM Project

October 2000 – February 2001

TEAM project was a \$2 million savings, credit and capacity-building project funded by USDA, which aimed to improve the livelihood security of poor households in Java Island. As short-term SEAD Technical Adviser, assisted the TEAM Project Coordinator in implementing project start-up activities, which included: development of project policies, procedures, systems and tools that conform to best practices, capacities and needs identified among target participants; design of training modules; project staff orientation and training; and project activity assessment and refinements. Also provided SEAD-related support to other CII projects.

Asia Regional Management Unit (ARMU)

CARE USA, Atlanta, Georgia

March – July 2000

Undertook a short-term assignment as Project Officer to assist the Regional Director in providing technical support to Country Offices in Asia region, liaison with the donors, review and revision of reports and proposals submitted by Country offices, and monitoring of Country Offices. Developed the Design, Monitoring and Evaluation (DM&E) strategy for the ARMU, and coordinated the hiring of the DM&E Regional Adviser.

Research Institute for Tropical Medicine (RITM)

Micro-enterprise Development (MED) Program

May 1998 – July 1999

RITM implemented a Malaria Control Project, which included a MED component designed to ensure project's long-term sustainability. MED provided Volunteer Health Workers with both financial and non-financial support to enable them gain increased capacity, income, savings and investments. The consultancy aimed to increase capacity of project staff in microfinance and enterprise development and management through technical assistance in project appraisals to determine viability, training of program staff in business analysis, planning, monitoring and credit and collection management.

CARE International Cambodia

SEAD Unit

February 1997

Conducted a 12-day technical assistance visit to provide comprehensive training-orientation on the program approaches and activities of CI/Philippine's SEAD program to the staff of CARE Cambodia's SEAD staff; identified weaknesses and provided recommendations to strengthen C/Cambodia's SEAD programming.

Kaia Ambrose

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Phone: +613.729.1592 email: kaia_ambrose@yahoo.ca

Core areas of expertise

- Course design, training & facilitation
- Capacity Building
- Monitoring, Evaluation & Reporting
- Facilitation of collaborative learning and action for innovation
- Community-based natural resource management processes
- Knowledge sharing and learning
- Programme Design & Development
- Participatory Development
- Strategic Planning
- Results Based Management

Skills

Languages

Leadership

Management

Communications

- 100% bilingual Spanish & English
- Vision & flexibility
- Innovative and results-oriented
- Excellent interpersonal and inter-cultural skills

Employment history

Monitoring, evaluation and organizational learning Manager

CARE Canada, Ottawa (Canada)

February 2007 – present

- Designed the monitoring, evaluation, reporting and communication system and policy for CIDA Partnership with Canadians Branch (PwCB) – funded program.
- Designed and implemented an organizational learning and knowledge sharing project and component for PwCB-funded program.
- Developed monitoring, evaluation, organizational learning and knowledge sharing tools and methodologies to pilot with PwCB-funded program projects in the field.
- Documented case studies and lessons learned on a wide variety of projects.
- Guided and facilitated internal learning for PwCB-funded program.
- Facilitated strategy and focus for impact assessment at CARE Canada level.
- Acted as CARE Canada spokesperson on the CARE International Gender Network, Food Security Policy Group and the Canadian Coalition for Climate Change and Development.

Program officer

CARE Canada, Ottawa (Canada)

November 2005 – August 2006

Oversaw the implementation of multi-thematic projects in 20 countries, funded under CIDA's Partnership Branch. Tasks included facilitating project planning, monitoring, reporting and general communications, budget management and analysis, development of progress reports to CIDA and general programme development.

Project manager

Corporation EcoPar / IDRC, Carchi (Ecuador)

July 2003 – September 2005

- Coordinated and administrated community based natural resource management project and team of researchers and community promoters.
- Implemented, supervised and monitored the three main project components: socioeconomic and biodiversity research, learning centers, creation of multi-institutional platforms and strategic alliances and elaboration of environmental policies and local by-laws.
- Applied actor analysis tools in order to create social learning spaces and networks.
- Implemented and innovated IDRC's Outcome Mapping methodology, including final project evaluation.

Network coordinator
January 2002 – December 2002

FAO, Ibarra (Ecuador)

- Coordinated the administration, communication, training, research and systematization components of the community-based natural resource management network.
- Developed proposals for research and capacity-building activities, specifically for Farmer Field Schools and institutional strengthening.
- Designed and implemented training program for different institutions and actors of the network.

Program coordinator
February 2000 – July 2001

*Catholic University of Ibarra, School of
Agriculture and Environmental Science,
Ibarra (Ecuador)*

- Coordinated and facilitated student and teacher conferences and workshops.
- Coordinated community development field placement program for Environmental Science students.
- Designed and conducted community diagnostics.

CIDA Intern
August 1998 – February 2000

Trent University, Texcoco (Mexico)

- Created and implemented environmental education program for local communities and universities, with a focus on women's ecological groups.
- Developed Communication Committee for university-community alliance program.
- Conducted various participatory workshops, including Participatory Planning, Results Based Management, and Participatory Development.

Consulting experience

Training

Outcome Mapping trainer
September 2005 – present

*International Development Research Centre
Tegucigalpa (Honduras), Kingston (Jamaica),
Montevideo (Uruguay), Nairobi (Kenya),
Cairo (Egypt), Cape Town (South Africa), San
José (Cost Rica), Otavalo (Ecuador), Caracas
(Venezuela), Ottawa (Canada)
Habitat for Humanity
La Paz (Bolivia), San Jose (Costa Rica)
Oxfam Canada
Havana (Cuba)
Brock University
St. Catherines (Canada)
*International Institute for Facilitation and
Consensus*
Panama (Panama), Porto Alegre (Brazil)
Google.org
San Francisco (USA)
Overseas Development Institute
London (UK)
International Water Management Institute,
Colombo (Sri Lanka)
*Flemish Office for Development Cooperation
and Technical Assistance**

Loja (Ecuador), Harare (Zimbabwe)
On-going Outcome Mapping workshops include the design, development and facilitation of 3 to 5-day participatory workshops, including logistics, agendas and all materials.

Monitoring, evaluation and organizational learning trainer

September 2005 – present

Designed, facilitated and developed 5-day, participatory workshops, including logistics, agendas and materials.

Trent University, Puebla (Mexico)

CARE Canada, Nairobi (Kenya)

IDRC, Cairo (Egypt) & Amman (Jordan)

Evaluation

Co-Evaluator

March – December 2011

Oxfam Canada

(Ottawa, Addis Ababa, Johannesburg, Managua)

- Designed, implemented and wrote a mid-term, formative, participatory & learning-oriented evaluation for Oxfam Canada's Engendering Change program, working with global staff and partners, and using innovative approaches like Outcome Mapping and Most Significant Change.

Advisor

March – May 2010

Canadian Council for International Cooperation
(Ottawa)

- Designed two evaluation plans using Outcome Mapping for two CCIC partners – Oxfam Canada (and their Engendering Change program), and the Canadian Foodgrains Bank (and their Right to Food program).

Co-Evaluator

January 2008 – May 2010

CGIAR Gender and Diversity Program
(Nairobi)

- Part of an international team that is designing a monitoring and evaluation system for a Gates-funded research and capacity-building project, including the development of indicators, the development of data gathering tools and processes, training in Outcome Mapping, and facilitating analysis of data.

Assistant Coordinator

November 2007 – November 2008

Evaluation Unit, IDRC (Ottawa)

- Assisted the Evaluation Unit in designing Scope of Work, Terms of Reference, searching and hiring external evaluators, designing and facilitating orientation workshop, compiling key documentation, coordinating travel, reviewing workplans and draft reports, of an external PI review.

Advisor

June 2006

IDRC, Tegucigalpa (Honduras)

- Designed, implemented and analyzed tracer study and tools for capacity building and institutional strengthening project. Guided lead organization in process of internal evaluation.

Lead evaluator

June - July 2005

Flemish Office for Development Cooperation and Technical Assistance, Harare (Zimbabwe)

- Conducted an external qualitative evaluation of the environmental education program in the three project sites throughout Zimbabwe; developed final report and recommendations for program staff.
- Designed and facilitated Outcome Mapping workshop as planning exercise for second phase of environmental program.

Assistant evaluator

March 2005

IDRC, Quito (Ecuador) & Lima (Peru)

- Provided support and advice to external evaluator in support to his assignment conducting an external review of IDRC's Evaluation Unit.
- Developed case study of IDRC's evaluation work in the Andean sub-region.
- Provided cultural and linguistic facilitation to external evaluator.

Lead evaluator

CIAT and IIRR, Quito (Ecuador)

December 2003 – May 2004

- Characterized innovation histories of organizations and farmer groups involved in farmer experimentation and participatory farmer-led research.
- Identified and developed learning alliance in order to promote best practices in farmer experimentation.

Lead evaluator

FAO, Ibarra (Ecuador)

October 2002 – December 2002

- Designed and administered participatory systematization and evaluation of the training component in northern project area of the Community Forestry Development Project (FAO).
- Wrote final systematization report to be included in publication at the national level.

Lead evaluator

GTZ, Ibarra (Ecuador)

July 2002 – December 2002

- Designed and implemented participatory systematization and evaluation process of citizen social control groups.
- Wrote final systematization report (published).

Research

Lead coordinator

IDRC (Ottawa)

March 2009 – March 2011

- Coordinated multi-country, multi-project research on monitoring and evaluation for complexity and systems thinking. Tasks included outlining purposes and activities of the research, facilitating communications, ideas and thinking between the projects, supervising consultants and projects, leading workshops among consultants and projects, contributing to academic articles, and assessing lessons learned from the study.

Assistant researcher

USAID, Bahía de Caráquez, San Lorenzo &

April 2003 – September 2003

Saraguro (Ecuador)

- Researched and developed solid waste management and municipal strengthening projects for rural and urban municipalities in Ecuador.
- From research findings, designed and implemented trainings in strategic planning, conflict resolution and environmental assessment.

Assistant researcher

Trent University & CIDA, Otavalo (Ecuador)

January 2002 – July 2002

- Designed and implemented gender analysis and systematization, including workshop series, of all research and community development and training projects of the university-community alliance for community-based watershed management.

Research assistant

Trevelyn Consulting, Mallorytown (Canada)

July 2001

- Researched and co-wrote supporting document for Participatory Planning in Environmental Impact Assessment Workshop Series in eastern and southern Africa.

Materials production

Writer

IDRC, Ottawa (Canada)

August 2006 – present

Developing materials, case studies and highlights for IDRC's Evaluation Unit for worldwide distribution and use in trainings.

Editor

IIFAC & IDRC, Medellin (Colombia) & Porto Alegre (Brazil)

August 2005 – present

Developing new materials to complement and improve current Outcome Mapping materials.

Writer

InterAmerican Foundation, Ibarra (Ecuador)

September 2001 – November 2001

Designed, conducted and documented participatory systematization of experiences and processes of the environmental services program in the communities of Pimampiro, Ecuador.

Teaching experience

- 2004 Assistant professor, Masters in Community-Based Natural Resource Management (Module: From technology transfer to process management: progress in rural innovation.). Catholic University of Ecuador, Ibarra Campus.
- 2003 Assistant professor, Masters in Andean Resource Management (Module: Rural development.). Catholic University of Ecuador, Quito Campus.
- 2000 – 2002 Professor for undergraduate university courses (Participatory Development Tools and Methods, Participatory Investigation-Action Tools and Methods, Social and Environmental World Issues, Development Politics). Catholic University of Ecuador, Ibarra Campus.

Education

- 2001 -2003 Master of Community-Based Natural Resource Management (*supported by Trent University and the Canadian International Development Agency*). Catholic University of Ecuador. Ibarra, Ecuador.
- Thesis: "Social learning spaces: A case study of interdependence within the Community-Based Natural Resource Management Network".
- 1994 - 1998 Bachelor of Arts, Honors (*with distinction*), Comparative Development Studies. Trent University. Peterborough, Canada.

Volunteer experience

- 2006 - present Part of a core group which runs the Outcome Mapping Virtual Learning Community.
- 2007 Participated on a panel of judges for selection of knowledge sharing research projects for the International Water Management Institute and the World Fish Institute (virtual).
- 2006 Co-facilitator of monitoring and evaluation virtual learning community (virtual).
- 1994 - 1998 Facilitation of development education programs with Kawartha World Issues Centre (Peterborough, Ontario).
- 1998 Facilitation of migrant farmer literacy program with Frontier College (Toronto, Ontario).

International conferences dictated

March 2011. "Climate Vulnerability and Capacity Assessment". Mennonite Central Committee Peace for Development International Conference. Winnipeg, Canada.

October 2009. "Tools for monitoring and evaluation inspired by Outcome Mapping". Outcome Mapping Users Conference. Montevideo, Uruguay.

June 2008. "Coping with Climate Change – How the Vulnerable Must Adapt". International Economic Forum of the Americas. Montreal, Canada.

January 2007. "Monitoring, Evaluation and Social Learning: experiences from a natural resource management project in Northern Ecuador". African Evaluation Association annual conference. Niamey, Niger.

August 2006. "Outcome Mapping: An Introduction to an Integrated PM&E System developed by IDRC". International Water Management Institute. Colombo, Sri Lanka.

October 2005. "Outcome Mapping: An Introduction to an Integrated PM&E System developed by IDRC". Canadian Evaluation Society / American Evaluation Association Conference. Toronto, Canada.

August 2005. "Outcome Mapping: An Innovative Perspective to the Challenges of Monitoring and Evaluation". Andean Seminar on the Challenges of M&E. Lima, Peru.

March 2005. "Experiences and challenges with the application of Outcome Mapping". Fundación Natura, Quito, Ecuador.

December 2004. "Linking learning and accountability to strengthen impact assessment". Seminar Series 'M&E on the Cutting Edge'. Presentation on Outcome Mapping. International Agriculture Centre, Wageningen University, The Netherlands.

July 2004. "Mountains in the Mist: Science for Conserving and Managing Tropical Montane Cloud Forest". Presentation on community-based natural resource management integrated with scientific research. Second International Symposium. Waimea, Hawai'i.

May 2002. "Primer Encuentro Intercultural: Imbakucha 2002". Presentation on the construction and analysis of multi-actor networks. Otavalo, Ecuador.

Publications

Ambrose, Kaia and Huyse, Huib. "Considerations for Learning-Oriented Monitoring and Evaluation with Outcome Mapping". July, 2009. Part of series of papers published by ODI for the Outcome Mapping Learning Community.

Ambrose, Kaia and Roduner, Daniel. "A Conceptual Fusion of the Logical Framework Approach and Outcome Mapping". June, 2009. Part of a series of papers published by ODI for the Outcome Mapping Learning Community.

Ambrose, Kaia. "Outcome Mapping on the Move: Using ICT to assess changes in behaviour towards ICT". 2008. IDRC.

Ambrose, Kaia, Deprez, Steff, Van Ongevalle, Jan and Huyse, Huib. "Learning the Way Forward: Adapting St2eep's planning, monitoring and evaluation process through Outcome Mapping." February, 2008. IDRC.

Ambrose, Kaia. "Enhancing Learning in the Monitoring and Evaluation Process". Capacity.Org Magazine. September, 2006.

Ambrose, Kaia. Series of Outcome Mapping Highlights: "Frequently Asked Questions", "Using Outcome Mapping with Projects: A Checklist for POs", and "Outcome Mapping and the Logical Framework Approach: Can they share a space?". 2008. IDRC.

Ambrose, Kaia. "Constructing collaborative learning: Outcome Mapping and It's Multiple Uses in the Project Cycle of a SUB Initiative". Paper posted on IDRC Evaluation Unit website. 2004.

Hofstede, Robert, K. Ambrose, S. Báez and K. Cueva. "Biodiversity-based Livelihoods in Ceja Andina forests: multi-stakeholder learning processes in Northern Ecuador for the sustainable use of cloud forests". (paper submitted for review and publication in proceedings from 2nd International Symposium of Mountains in the Mist, Hawaii). 2004.

Báez, Selene, R. Hofstede, K. Ambrose. "Ecological and social bases for the restoration of high Andean forests in Ecuador". (paper submitted for review and publication in proceedings from 2nd International Symposium of Mountains in the Mist, Hawaii). 2004.

Ambrose, Kaia and R. Hofstede. Outcome Mapping in the Ceja Andina Project (project reports for second and fourth semester). IDRC web page. 2003 and 2004.

Ambrose, Kaia. "Systematization of the Ministry of Social Welfare's Pilot Project on Citizen Participation in Social Control Programs" in Social Control of Public Services: systematization, methodology and instruments of social control groups". GTZ (Modernization, Decentralization and Municipal Strengthening Program). Abya Yala, Ecuador. 2003.

Ambrose, Kaia. Payment for environmental services: an alternative that contributes to the management and conservation of forests and páramos. Inter-American Foundation. CEDERENA, Ecuador. 2002.

References available upon request.