



“One Business Community...Equal Opportunity”

Promoting Gender Equity and Productivity in Private Firms A Results-Based Initiative Gender Equity Model Egypt (GEME) 2007-2009 Gender Equity Seal (GES)

*Presentation By
Dr. Maya Morsy
UNIFEM Coordinator
Cairo, Egypt*





RBI-Background



“One Business Community...Equal Opportunity”

– Project Components & Steps

- **Technical Team**
- **Training Team**
- **Social Marketing**
- **Audit/Seal Team**

– Challenges & Results

– Recommendations



RBI-Background



Background/the Rationale

Egypt is facing a challenging moment in its labor market



Unemployment rates, which had fallen from 11% in 1995 to 8% in 1999, returned to 11% in 2007



Women's labor force participation rate of 23.9% in 2007



Background/the Rationale



Percentage of female workers is highest in government employment thus reductions in government employment pose a special risk for women



Unemployment rate for women stood at 24%, compared to 6.8% for men in 2007



Background/the Rationale



Gender differences exist in the occupational structure available for females when compared to males



Women are concentrated in lower ranking positions. Hence, minimal representation is found in higher ranking jobs and senior positions



While the fact of the matter is that the participation of women and their active role in private sector development is crucial for economic growth and development.



 **It is necessary to include the gender perspective and a culture of equality in private organizations**

 **This should be based based on the possibility of women and men having access, on equal terms, to the production and distribution of goods and services**

 **By doing so, women will have greater opportunities for professional development and growth. Thus, they will be able to earn fair salaries that match their job description and performance**



Results Based Initiatives (RBIs) Characteristics

Pilot intervention to enhance women's economic empowerment in a short time frame with the expectation that these interventions if proven effective can be replicated and scaled-up.

**Replicable
and
Scalable**

**Doable/
feasible**

Measurable

Evaluatable



Project Partners

The World Bank

The WB Gender and Development Unit coordinates and provides technical guidance for the RBIs

UNIFEM

is the executing agency and is responsible for the implementation of the activities, the day to day monitoring of the project, and provide technical support and coordination at country level in consultation with relevant government partners, the WB and ICRW.

ICRW

is responsible for the impact evaluation component and ensures rigorous assessment is produced to lay the basis for a larger scale uptake of the tested initiatives.



Advisory Committee





Project Strategy

Adopting the Gender Equity Model Approach *The Gender Equity Model Egypt*

Raising Awareness with regard to the conditions of equality existing between men and women,

Taking into account the gender issues in organizations





Applying a certification process to distinguish, with a seal, those organizations or institutions that support women's rights through compliance and implementation of the management system





Project Strategy

The Gender Equity Model : Value Added

-  Optimization of human resources to increase the organization's efficiency and competitiveness
-  Promoting good personal relationships in workplaces
-  Generating greater commitment and loyalty by workers
-  Allowing the general public to differentiate its products and services



Project Description

Overall Development Goal

To promote gender equity in employment and earnings and enhance the productivity of women in the Egyptian labor force



Project Impact

Improved productivity and labor environment for both men and women within the firm



Improved employment, earnings and working conditions for women



Project Expected Outcomes



Technical Support: Outcome 1

Improved use and enforcement of gender policies by the firms



Training: Outcome 2

Enhanced capacity of the participating firms to promote gender equity in human resources management.



Project Expected Outcomes



Social Marketing: Outcome 3

Greater recognition of the benefits of promoting of gender equality among participating firms, non-participating firms who have expressed interest in participating, and by the wider business community in Egypt



Audit/Seal: Outcome 4

Sustained compliance, and adherence to the Gender Equity Model Egypt (GEME) by the participating firms



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Project Components & Steps



Project Components & Steps

1

Ministry of Investment/GAFI: Sending out of call for participation and developing selection criteria

2

*Technical Team:
Provision of technical services to firms t*

3

*Training Team:
Training in areas identified by the Action Plan*

4

Audit/Seal Team: Pre-audit and certification of gender equity

5

Social Marketing: A full scaled marketing & communication strategy was developed to promote the concept of gender equality and best utilize the project's slogan created by the Social Marketing Firm



Project Components & Steps

Ministry of Investment/GAFI: Sending out of call for participation and developing selection criteria



- A call for participation was developed by the UNIFEM team in coordination with the Social Marketing Firm (SMF) sent out to the companies
- A list of companies was developed by the Ministry of Investment in coordination with the SMF
- The following was the criteria for selection:
 - Inside greater Cairo
 - Active HR Department
 - Availability of a % of females employees in managerial positions
 - Availability of managerial support system
 - Well known organization
 - Company should have a clear vision and mission
 - Minimum of 750 employees-with the exception of two (2) companies
 - A company that has a short-term/long-term training plan for its employees as well as career development paths



Champions of The Project



CIB



Olympic



Prime



El Araby



Arafa



Sekem



Egywear & Carter



ElectroStar



CID



Nile Pharmaceuticals



Project Components & Steps

Technical Team:
Provision of technical services to firms

Training Team:
Training in areas identified by the Action Plan

Audit/Seal Team:
Pre-audit & certification of gender equity

Social Marketing:
Full scaled marketing & communication strategy developed to promote gender equality



- Form a Gender Equity Committee in each company (almost 50% men & 50% women)
- Conduct a situation analysis using a self assessment questionnaire & statistically analyze results
- Develop an action plan
- Provide a training needs assessment
- Follow up on action plan
- Report on good practices
- Prepare the letter of readiness



Project Components & Steps

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Prepared 6 generic training modules as follows:-

Module 1: The Importance of Gender Equity in the Firm-

Module 2: Effective Practical Tools for Promoting Gender Equity in the Firm

Module 3: Recruitment and Gender Equity

Module 4: Training and Gender Equity

Module 5: Career Development and Gender Equity

Module 6: Working Towards a Safe Work Environment (Sexual Harassment)



Project Components & Steps

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- Preparation of a specific audit methodology
- Certify compliance with agreed-on gender equity principles and standards
- Implementation of a two-phase certification
- Preparation of annual reports assessing audit experiences & recommendations
- Preparation of a good practices report



Project Components & Steps

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- Building a base to promote the GEME Project via designing, drafting, and printing Seal/Logo, Posters, Stands, Brochure, Slogan, Training Certificate
- Initial Media campaign to rise awareness among the general public
- Three (3) Talk Shows about the RBI project have taken place till April 2009 live on the Egyptian Satellite Channel and one (1) on Nile International News Channel
- A full operational plan was drafted and approved by UNIFEM to execute the media plan designed by the team, to determine target groups, approaches, and outcome to promote gender equity and to specify indicators and instruments and advice the “Implementers of the Project” accordingly



Seal Design





Poster Design



مجتمع عمل واحد... فرص متساوية

فرص متساوية لاقتصاد متقدم





Stand Design



مجتمع عمل واحد...
فرص متساوية

فرص متساوية لاقتصاد متقدم



Brochure Design



مجتمع عمل واحد... فرص متساوية

مصر تواجه تحديات حاسمة في سوق العمل



نسبة البطالة. والتي قد انخفضت من 11% عام 1995 الى 8% عام 1999. عادت للارتفاع مرة أخرى الى 11% عام 2003

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- نسبة مشاركة المرأة بسوق العمل كانت 22% عام 2003 في مقابل 57% للرجال
- أعلى نسبة مشاركة للمرأة في سوق العمل نجدها في الحكومة. لذلك أي خفض لعدد العاملين في هذا القطاع يشكل تهديد حقيقي للمرأة العاملة
- نسبة البطالة للمرأة حسب آخر الاحصائيات هي 44% بالمقارنة للرجل بنسبة 16%
- التفرقة بداخل جهات العمل المختلفة وفي شتى القطاعات أمر واقع. وتأثيره المرأة العاملة أكثر من الرجل
- المرأة بشكل عام يتم تعيينها في وظائف متوسطة أو منخفضة في السلم الوظيفي مقارنة بالرجل



Certificate Design



شهادة

تشهد وزارة الإستثمار، مركز تنمية مهارات المرأة، صندوق الأمم المتحدة الإنمائي للمرأة، والبنك الدولي
بأن

إجتاز/ اجتازت الدورة التدريبية عن

والخاصة بمشروع « مجتمع عمل واحد... فرص متساوية» خلال شهر ٢٠٠٨





Monitoring & Evaluation



The project did comprise a rigorous monitoring and evaluation system and fully documented the process



The ICRW and UNIFEM worked together to develop monitoring and evaluation plans at the design stage



Monitoring & Evaluation



The UNIFEM Team in Egypt is responsible for monitoring the activities and the outputs jointly with the national counterparts. Internal Progress Reports are developed to monitor the activities. Monitoring Tools include:

- Weekly Reports from the technical team
- Final Reports on each of the 10 companies from the technical team
- Action plan follow up reports from the technical team
- Letter of Readiness from the technical team
- Log Sheets from the training team
- Evaluation Reports from the training team
- Focus Groups and In depth interview minutes from the audit team
- Final evaluation report from the audit team
- Internal reports from the UNIFEM team
- Bi-weekly reporting template from the UNIFEM team
- World Bank interim reports from the UNIFEM team



ICRW is responsible for the over-all evaluation in partnership with the local evaluation partner in Egypt and works closely with the Ministry of Investment (MOI) and UNIFEM in Egypt in that regard



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Challenges, Results & Recommendations



Challenges



Resistance from most of the companies when first entering, due to the sensitivity of the topic (Gender Equity) and the lack of investment incentives associated with the seal



More and more flexibility was given to the criteria first set by the Implementing team for choosing the Champions of the Project, due to the difficulty of applying them on ground



As a result, a “first come-first serve” approach was used



Employee turnover, especially in factories. As a result, some of the trained employees left the company and hence less impact of the training was felt in the company/factory



Priority for the Private Sector companies is profitability and thus it was harder to convince them to give up some of their time for training and technical meetings required



Challenges



Overlap between the base line study questionnaire and the Technical team's self assessment questionnaire from the point of view of participating companies, due to similarity and proximity



Difficulty of passing on awareness throughout the company by the Gender Equity Committee (GEC) due to time constraints



Religious misconceptions about the work of women sometimes got in the way of executing the intervention. However, these were overcome successfully



Difficulty of checking the existing policies of the companies as they considered them “Confidential” and not for general review or preview. Some companies went to the extent of asking for the signing of a “Confidentiality Agreement”!



In some companies, the difficulty to fill out questionnaires by employees did occur, partly due to the fact that they were not accustomed to doing so



RESULTS



Forming gender equity committees inside the 10 companies



Adopting the Monitoring and Evaluation indicators in 8 companies



Training conducted in 8 companies (500 trained to date)



Institutionalization of Training (5 companies)



Training Replication (2 companies)



Publishing the one bank's HR policies and Code of Conduct on the bank's official website in both Arabic and English (CIB)



Publishing the initiative in the newsletter of a number of companies (3 companies)



Reformulating HR policies to be gender sensitive (2 companies)



RESULTS



Developing a Code of Conduct (3 companies)



Printing of posters for the initiative by participating companies to advertise and promote it internally (2 companies)



Presenting their experience in their conferences such as at the League of Arab States Conference in Egypt and CSW event in New York (1 company-Olympic)



Conduction of internal employee satisfaction survey (2 companies)



RESULTS



Senior Management messages addressed via e-mail to the company directory, greeting the female workforce in occasions such as Mother's Day and International Women's Day (1 company)



Recognition of exceptional female employees on an annual basis during an annual corporate meeting as follows:

- One female elected as best Leadership Skills (Asset Management Managing Director)
- One female elected among the Best Managerial Skills (Investment Banking Director)
- One Female elected among Best Team Player (Assistant Manager Asset Management Department)
- One Female elected among Best Performer by output quality (Business Development)
- Two Females elected among most helpful and supportive team (Administrative Department-Supervisor & Secretary)
- Two Best elected teams (Investment banking and Asset Management) headed by Two Females



RESULTS



Dedicating part of the company's website to issues related to Gender Equity and promote equality models as applied within the firm. (2 companies)



Creating a Group for the GES Committee members in the mail directory in order to be easily reached by the staff member for any inquiries and to use it for communicating accomplishments and new policies embraced to enhance gender equality in the company. (1 company)



Recommendations



Linking the Gender Equity Seal (GES) to other international certifications in other fields such as:

- Traceability
- ISO 22000
- Leaf
- Global Gap



Consolidating the assignment of the technical advisor and the training advisor to be one



Link the social marketing team of the initiative to the marketing departments of each of the companies to work on a joint communication strategy



Lobbying to widen the coverage of the seal to cover the public, governmental organizations as well as the private sector



Creating a visual knowledge product for the RBI for marketing purposes