

TUNIS TRAINING WORKSHOP REPORT

**GENDER IN MENA PROJECTS:
PROMOTING WOMEN'S ECONOMIC
EMPOWERMENT**

Tunis, Tunisia, May 21-23, 2009

MENA Region

TABLE OF CONTENTS

I. Introduction.....	2
Background.....	2
Objective and Scope	2
II. Audience Profile and Workshop Achievement.....	3
Audience	3
Expected Results.....	3
Workshop Achievements/Assessment	4
III. Key Issues Highlighted	4
Main Global Concerns towards Achieving Gender Equality.....	4
Main Regional Concerns.....	4
IV. MNA Institutional Obstacles- How Can They Be Addressed?.....	5
Overall Regional Institutional Obstacles	5
What Solutions Are Available?.....	5
V. Next Steps & Follow Up on the Workshop for the WB & its Partners	6
Technical Assistance in terms of the Gender Agenda	6
Sharing Knowledge and Good Practices.....	6
Awareness/Advocacy.....	7
Coordination/Partnership	7
In terms of Training and Reinforcing Capacity	7
Annex 1- Pre-Workshop Questionnaire Analysis.....	8
Annex 2- Summary of Training Evaluation	11
Annex 3- Program.....	16
Annex 4- List of Participants	19
Annex 5- MNA Regional Learning Activity Brief.....	20
Annex 6- Presentations	21
Annex 7- Group Photo	22

I. Introduction

Background

On May 21-23, 2009, the World Bank's Middle East and North Africa Social and Economic Group (MNSD), in collaboration with the Center of Arab Women for Training and Research (CAWTAR), the PREM Gender Anchor, and the League of Arab States, held a training workshop on "Gender in MENA Projects: Promoting Women's Economic Empowerment" in Tunis, Tunisia. This joint staff/counterpart workshop was co-funded by the MNA Knowledge & Learning (K & L) Competitive Funds and the PREM Gender Action Plan (GAP) training fund.

The workshop was opened by Dr. Soukeina Bouraoui Director of CAWTAR and the closing speech was delivered by Mme. Aziza Chargui Chef de Cabinet of the Ministry of Women's and Family Affairs in Tunis. The core training was provided by CAWTAR in addition to speakers from the WB, UNIFEM and representatives from the government of Rwanda who provided the Rwandan experience in gender responsive budgeting and monitoring.

Objective and scope

The objective of the workshop was to provide knowledge and build capacity of WB staff and their main counterparts in government and civil society to gain an understanding of gender issues in economic development and integrate gender in their projects and strategies in a way that would support women's economic empowerment and contribute to the achievement of MDG3. The workshop also provided participants from international organizations as well as stakeholders from government and civil society the opportunity to network and share knowledge and experiences on key gender issues and successful initiatives in the MENA region and elsewhere.

The workshop covered the following areas:

- 1) The MNA regional strategy and gender work in MNA;
- 2) Women's economic empowerment and the Bank's Gender Action Plan (GAP);
- 3) The extent of gender integration in Bank MNA projects;
- 4) Best practices and lessons learned from gender mainstreaming in GAP-related projects;
- 5) Analytical and operational tools for gender integration; and
- 6) Identifying the appropriate project or program gender indicators and fundamentals of gender integration in monitoring and evaluation.

Participants viewed presentations on various relevant topics and best practices in gender integration in programs and analytical tools after which they held a day of group work on specific case studies of their choosing. Participants indicated that this was the most rewarding part of the workshop as it enabled them to network and learn from their counterparts experiences and lessons learned in other MNA countries.

Participants were then asked to focus on the challenges and opportunities for mainstreaming gender in their chosen project and were asked to: (i) discuss and agree on a sector that they currently work or have worked on and specify the gender related areas of work/intervention and/or specific projects; (ii) discuss whether the country/ministry/organization initiated a project design using gender analysis and mainstreaming; (iii) based on the good practices in the group and lessons learnt, identify the challenges to mainstream gender in the project/sector and contribute to reduce gender gaps; and (iv) devise solutions and recommendations. Each group was then asked to present their case study (see the website link).

The program Agenda, list of participants, and links to the presentations can be found in the Annex.

II. Audience profile and workshop achievement

Audience

Participants included Bank staff from field offices in (Tunis, Yemen, Iraq, Morocco and Kuwait) and from HQ, as well as representatives and participants from CAWTAR and the League of Arab States. In addition 40 participants attended from 14 countries¹ representing various government Ministries (Social Affairs, Family Affairs, Women's Affairs, Interior, Planning, Local Administration, Labor, and Commerce & Industry – see Annex 4 for complete list of participants).

The main domain/sector of work participants worked in included the following:

- Planning and budgeting
- Human Resources
- Finance
- Population, Economy, Gender and Human Rights
- Civil service and local administration
- Social Affairs and Labor
- Social sector focusing on income generating projects, productive/enterprising families', family unity and social support, youth including juvenile delinquents, and children
- Commerce and Industry
- Documentation and IT

Based on the findings of a short questionnaire that was sent to participants prior to the workshop², the audience indicated the various ways in which they address gender issues in [their] day-to-day work - namely through: the implementation of gender related programs; finding ways to apply indicators that address gender and monitoring their performance; raising advocacy and awareness of gender-related issues; and analyzing government sectoral plans as well as those of ministries and other stakeholders.

Expected results

The workshop had outlined the following expected results:

1. WB staff and regional counterparts to gain a better understanding of the gender framework for women's economic empowerment within the context of MDG3
2. WB staff and regional counterparts to gain a better knowledge of the methods/skills used to mainstream gender equality in the context of their sector.
3. WB staff and regional counterparts to have the capacity and the tool to develop a monitoring and evaluation plan on gender specific issues.
4. An adapted workshop module (collectively compiled and validated during the workshop) to be posted on the MNA website for future reference and use by others working in development.

¹ Algeria, Egypt, Iraq, Jordan, Kuwait, Libya, Morocco, Palestinian Territories, Oman, Qatar, Rwanda, Saudi Arabia, Syria, Tunisia, Turkey, Sultanate of Oman, United Arab Emirates and Yemen

² See Annex 1 for a full synthesis of the questionnaire

Workshop achievements/assessment

An evaluation form was distributed and reviewed to determine whether the workshop had achieved its objectives and to assess the ways in which similar trainings might be improved in the future. The findings are summarized below (See Annex 2 for detailed results of the workshop evaluation).

High ratings were given in regards to the overall usefulness of the training where overall 95% found it useful with 68% of the respondents rating the usefulness as very high/high. Ninety five percent of the respondents also indicated that their knowledge/skills increased with 79% indicating strongly agreed/agreed, and 89% acknowledged that their knowledge/skills gained through this training would be directly applicable to their job. Eighty nine percent of the respondents indicated that the training was relevant to the Bank's mission and while 95% found the overall training to be good close to half of the respondents rated it as above average.

III. Key Issues Highlighted

Main global concerns towards achieving gender equality

Participants stressed that there are certain challenges that are outside of their control but can constitute as barriers to achieving gender equality. Some of these concerns include the global environment in regards to both the current financial crisis and the impact of globalization on gender goals. A second prevailing concern in the region relates to economic deterioration, particularly in conflict situations, as one of the main causes of women's economic disempowerment. Participants also pointed to the conflicting role of the Bank in terms of its responsibility to support governments on a demand basis, meeting development objectives and acting as a relevant knowledge-sharing development agency at the same time. In addition participants felt that there is a lack of consistency between Country Assistance Strategies and national priorities.

Main regional concerns

According to participants some of the main concerns to attaining gender equality that are specific to the MNA region include the following:

- (i) Formalized gender-based inequality and discrimination through laws, policies, programs and practices;
- (ii) Gender-based discrimination and inequality is embedded in many institutions in society, including health, education, and economic institutions;
- (iii) Gender-based division of labor (e.g. women home-based work or family/unpaid workers), which is at the root of women being under-valued and having lower status in the society;
- (iv) A skewed gender balance of power and gender relations, which tend to disadvantage women; and
- (v) The social concept/construct of masculinity, which not only disadvantages women, but also have, the effect of constraining men.

IV. MNA Institutional Obstacles – How Can they be Addressed?

Overall regional institutional obstacles

Participants noted that there are certain institutional obstacles to attaining gender equality that are prevalent in almost all countries in the Arab world. These obstacles are characterized as:

- a) Despite the political will and commitments at various levels of intervention, gender remains as everyone's business and no one's business at the same time. Thus when it comes to implementation it ends up falling in the cracks as the ball gets passed around;
- b) Many government entities and agencies adopt gender mainstreaming policies, but in most cases they are in name only. This is mainly due to lack of understanding/capacity on gender mainstreaming and how to apply it in a practical sense; in addition
- c) Ministries and institutions may adopt gender mainstreaming policies, but often don't train staff to understand what this means in practice: So project managers don't know how to integrate gender as part of their larger projects; as a result
- d) Policy commitments to gender mainstreaming evaporate when it comes to the actual planning and implementation processes.
- e) There is a lack of reliable and relevant sex-disaggregated data for effective gender mainstreaming and M & E;
- f) In regards to monitoring and evaluation in particular, in addition to lack of data there is a lack of gender sensitivity/capacity among people in charge of M&E.

It was acknowledged that in order for these obstacles to be removed there needs to be a sensitive/transformational culture and practices within an organization/unit/ministry. Gender should be everyone's concern, but it needs people to push the envelope, and focal points who understand both what the concept of gender means, and how to integrate it into programs and policies. In addition accountability mechanisms are critical to attaining results.

To achieve specific gender equality at the country level participants pointed to the need of an appropriate vision/approach and legislation and a clear referral framework (international standards) to apply. A main concern raised was the extensive and widespread applications of reservations that countries apply to international agreements that they sign which render their commitment obsolete.

What solutions are available?

Based on the above concerns and issues participants stressed specific prerequisites that need to be put in place or implemented in order to achieve gender mainstreaming in an effective manner.

These prerequisites include:

- (i) A legally backed, public entity to promote equality (national legislation and policies, international commitments);
- (ii) Commitment from the top;
- (iii) Incentives to build ownership and increase efficiency and effectiveness (i.e. maximize human resource potential internally, identify and address the appropriate local needs);
- (iv) Legislation is enforced and mechanisms of rule of law and accountability are in place.
- (v) Appropriate institutional arrangements and reporting mechanisms including collecting and making available sex-disaggregated data across all sectors;
- (vi) Gender awareness and advocacy activities;
- (vii) Training and development of capacity and expertise in gender mainstreaming;

Once those prerequisites are attained the following initiatives were suggested to ensure women's empowerment towards gender equality:

- Apply dedicated attention to systematic differences between women's and men's situations, access, opportunities, and constraints in terms of: planning, budgeting, implementation, reporting, monitoring and evaluation;
- Gender responsive budgeting should be institutionalized into all institutions including the private sector and in civil society.
- Ensure social protection and control over resources for women as well as those women who are self employed and in the informal economy;
- Women presence in the informal sector is highly prevalent in the regions and it is important to assess the main constraints and opportunities in order to ensure a true and comprehensive women empowerment program
- Assess/Analyze the feasibility and potential of affirmative institutional measures (such as tax exemptions, quotas, etc.) and ensure that they are not gender negative and reinforce traditional gender norms and gender distribution of labor (i.e. the officially recognized home-based work of women)
- Ensure that various kinds of opportunities (e.g. home-based work, telecommuting, flexible work arrangements, childcare) are equally offered to women and men.

V. Next Steps and Follow Up on the Workshop for the WB and its Partners

To capitalize on what was learnt in the workshop and assist the development community to address gender issues in the region workshop based on comparative advantage, participants and attendees highlighted potential concrete steps in accordance to the following areas:

A. Technical Assistance in terms of the gender agenda

- Build upon the acquired knowledge and skills, and existing frameworks (Global strategy, international standards, national policies and strategies) to develop an **analytical, operational and practical** document laying out challenges, opportunities and working strategies for accelerating gender mainstreaming and economic empowerment of women in the MNA region.
- Provide practical guidance for gender programming to actors (governments, civil society organizations, development partners, etc) at the global, regional, national and sub-national levels To be used in global, regional and national advocacy
- Develop a roadmap to include:
 - a) Where we are in the region in terms of situation: obstacles challenges/opportunities.
 - b) Where we should be in the next X years in terms of: mainstreaming gender, empowering women economically, etc.
 - c) How to get there: solutions/recommendations and strategies that work or would work.

B. Sharing knowledge and good practices

- Develop good practices and models to be easily replicated in other countries (e.g. GRB in Rwanda, The Gender Equity Model Egypt/ GEME)
- Training material and analytical planning and programmatic tools to be made available in Arabic to attain adequate capacity building.
- In collaboration with Stakeholders, disseminate various studies conducted to support the gender analysis.

- Create an electronic Network from this workshop/consultation to constitute a community of learning, practices, new research findings and working models (next year's Learning budget?) World Bank can host the website which could be linked to the CAWTAR and LAS relevant sites

C. Awareness/advocacy

- Work on education, legislation, media etc. to contribute to eliminate the stereotypes related to women and men

D. Coordination/partnership

- Coordinate between government and other development agencies (education, adult education, adult illiteracy etc.) as well as cross-sectoral coordination in order to effectively address existing gender gaps.

E. In terms of training and reinforcing capacity

- Training workshops and stakeholders in the region should recognize the importance of working in the English language to ensure that regional and national messages related to gender equality in the MENA Region are well conveyed to international organizations.
- Develop & implement technical and institutional capacity frameworks such as guidelines, training modules for TOT etc.)

ANNEX 1. Pre- Workshop Questionnaire Analysis (Aliya Jalloh, WB)

A questionnaire was sent to the participants a week prior to the workshop, asking them to answer a number of questions to identify the level of the audience's: a) knowledge and understanding perceptions and practices related to gender equality in general and women's economic empowerment in particular; b) knowledge of gender related concepts and their ability to apply these concepts; c) ways in which they are called upon to address gender issues in their day-to-day work; and d) expectations and needs as regard to the learning activity based on their current work program and sector/theme.

The objective of the questionnaire was to provide the World Bank, the League of Arab States and CAWTAR with a better understanding of the needs and interests of the participants, and of how similar trainings could be improved in the future. Of note is the fact that a total of 18 participants out of 37³ filled out the questionnaire.

The findings of the questionnaire are summarized as follows:

2- When you think about *gender*, what first comes to mind?

44% of the respondents highlighted the notion of equality between men and women

33% stated the relationship between men and women in life (as a family, in the workplace, in political life) and in society

3- Please assess your knowledge of gender-related concepts.

The majority of respondents considered their knowledge to be neither strong nor weak (56%), while 22% of them considered their knowledge of gender-related concepts to be high.

4- Could you quote at least 3 gender-related concepts you consider relevant for your work/WB mandate.

38% quoted the need to address the economic empowerment of women and the necessity to provide them with increasing opportunities in the economic sector (both in the formal and informal sector)

33% listed the need to address gender equality

22% listed the need to address gender mainstreaming

16% discussed the need to aid in the development of poor countries

16% stated gender budgeting

11% highlighted the need to provide gender sensitive indicators

The other concepts listed were:

- Project management
- Roles and labor division
- Gender political participation
- Gender disaggregated data
- Gender awareness
- Promoting female decision making
- Gender-based violence
- Poverty alleviation and improving the quality of life

³ Please note that the presenters and staff who aided in the planning and logistics of the workshop were not tabulated in the total number of participants.

5- Assess your ability to apply gender-related concepts.

A majority of the respondents believed their ability to be neither strong nor weak (61%), while 17% of the respondents assessed their ability to be very high.

6- Can you give one or two examples of ways in which you would apply gender-related concepts to your projects?

27% quoted the need to raise awareness in general and related to labor laws specifically

The other examples cited were:

Capacity building; Institutional building; Advocacy/networking programs for working women; Using disaggregated data by sex; Increasing women's participation in decision-making; Assigning roles and responsibilities to match the goals and objectives of the project utilizing gender-based strong points/vulnerabilities; Ensuring the mainstreaming of gender in all plans for the developmental national projects in Jordan; Revising the tools which are used in a National Executive Program for a country from a gender perspective; Addressing the legal adjustment of national laws to integrate CEDAW convention policies; Increasing country consultations.

7- Could you quote and describe what the required skills (at least two) to incorporating a gender perspective are?

27% quoted the ability to raise awareness of gender equality

27% also quoted the need for additional training in gender budgeting and mainstreaming

11% mentioned the need to have a good knowledge of gender concepts

11% listed communication skills

The other skills mentioned were: Increasing the number of women decision-makers; Analytical skills; Creativity; Networking with women's association/organizations; Leadership skills.

8- Assess your capacity to use these technical skills with respect to incorporating a gender perspective.

A majority of the respondents believed their capacities to be neither weak nor strong, while 22% of the respondents viewed their capacity to be in using these skills to be high.

9- In what ways are you called upon to address gender issues in your day-to-day work?

The list included: through the implementation of gender related programs, by finding ways to apply indicators that address gender and monitoring their performance, by raising advocacy and awareness of gender-related issues, and by analyzing government sectoral plans, as well as those of ministries and other stakeholders.

10- Does your team currently use gender-focused indicators to reduce gender gaps/measure women's empowerment? Please provide some examples.

The participants that responded with a yes (61%) gave the following examples:

- Through projects
- By making gender issues/topics in meetings a priority
- Through training workshops to provide women with the needed tools and resources to decrease poverty and include them in development processes
- By working with gender indicators
- By raising awareness
- By assessing the ratio of men to women that benefit from projects

- By measuring the level of understanding through evaluations, including changes in perspectives and behavior

11 a- Do you consider/know if Gender is an integral part of the WB’s mandate, at a global level?

78% said yes

22% said no

11 b- Do you consider/know if Gender is an integral part of the WB’s mandate in the MENA region?

93% said yes

7% said no

12- Do you think the WB should be accountable for Gender equality?

If yes, how should it be translated at global and field levels?

If no, why not?

38% of the respondents said no- one respondent stated that “every woman’s organization should be accountable for gender equality, and not just the WB”

62% of the respondents said yes and stated: (i) fund projects that focus on gender issues, both at the social and economic level; (ii) the WB should conduct awareness sessions and workshops in regards to gender equality; (iii) it should set an example by the way it works and proceeds in regards to including women at all levels; (iv) it ought to attempt to provide equal opportunities for women’s participation in society and in the economic sector; (v) it should strive to facilitate the networking between countries working on gender projects; (vi) the WB should disseminate best tools, practices and manuals; (vii) it ought to create a pool of local gender experts at field levels; and (viii) it ought to strive to influence policymaking in borrowing nations and by persuading non-borrowing nations, with TA mandates, to consider women’s empowerment issues to achieve short and long-term results.

13- Have you tried applying the WB’s Results-Based Indicators to gender in your particular sector?

If so, please describe the manner in which you did so.

If not, why not?

1 participant said yes- the participant is working on a 2009-2011 project funded by the World Bank: “Measuring the Impact of National policies on gender equality” in Jordan.

The other participants said no- they are not involved in projects, plans or programs that the WB provides to your ministry; they do not know how to apply these indicators; and there has not been an opportunity to participate in any training regarding these indicators.

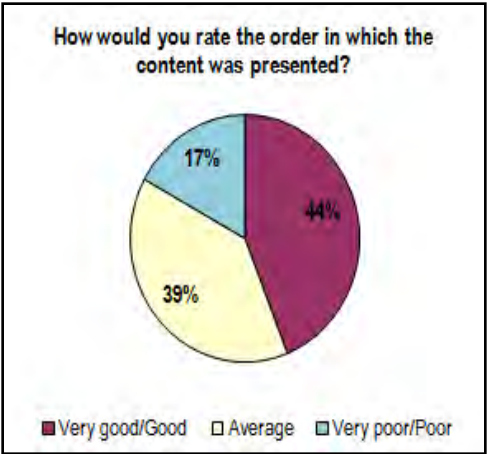
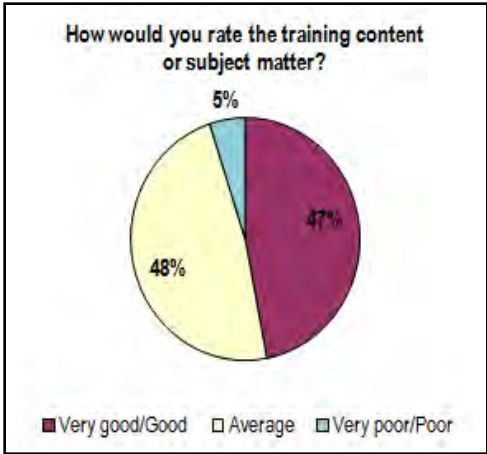
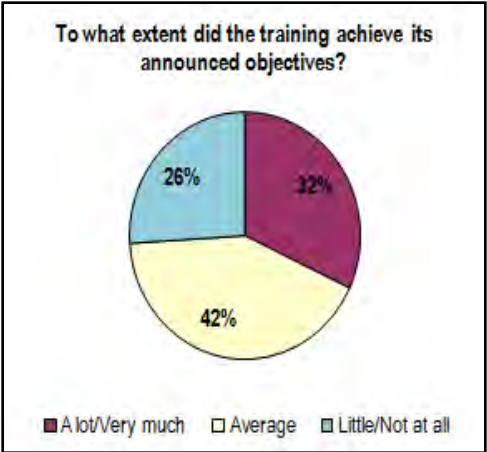
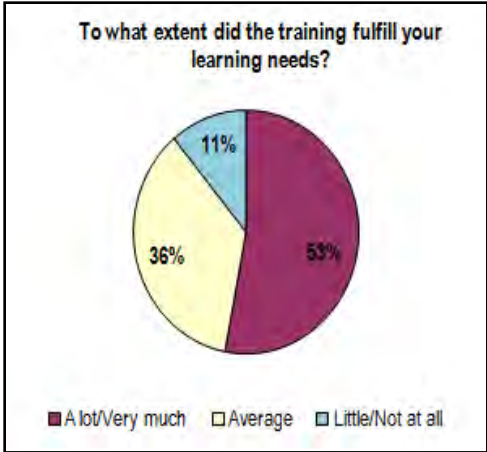
ANNEX 2. Summary of Training Evaluation

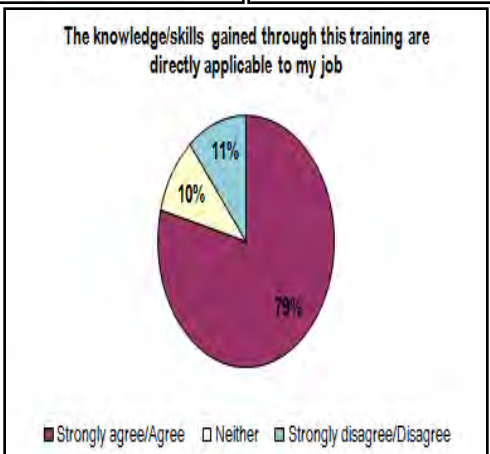
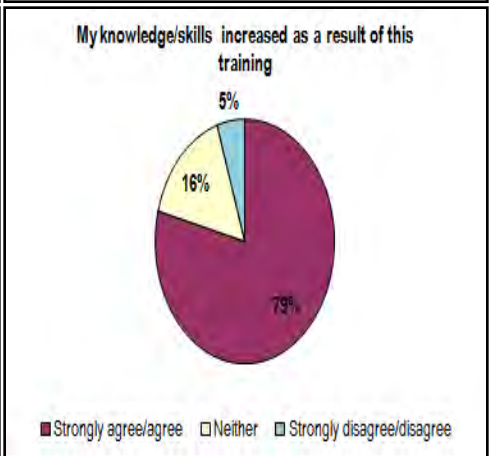
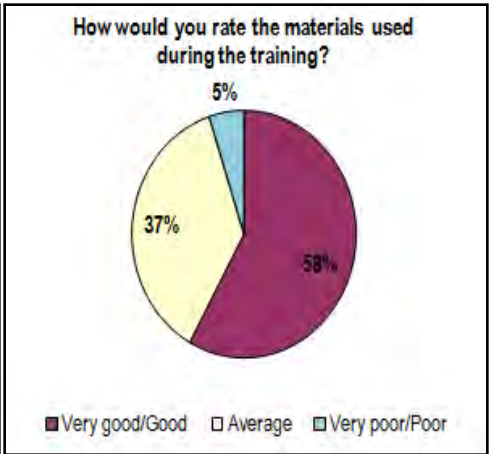
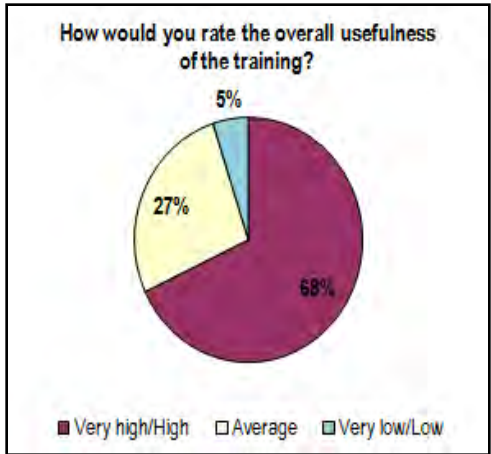
A post-workshop evaluation was conducted to assess the success of the training, whether it had achieved its stated objectives and what future workshops should improve upon. Out of 37 participants, 20 filled out the evaluation questionnaire for a response rate of 54%. The main motivations for participating in this training were to enhance performance in current/planned assignment (57%), to network and share information (36%), and for professional interest and growth (7%). Of the total respondents, 11% worked for the World Bank, while 89% were from various other agencies such as the United Nations Development Fund for Women (UNIFEM), and from various ministries such as the Palestinian Ministry of Women Affairs⁴.

High ratings were given in regards to the overall usefulness of the training where overall 95% found it useful with 68% of the respondents rating the usefulness as very high/high. Ninety five percent of the respondents also indicated that their knowledge/skills increased with 79% indicating strongly agreed/agreed, and 89% acknowledged that their knowledge/skills gained through this training would be directly applicable to their job. Eighty nine percent of the respondents indicated that the training was relevant to the Bank's mission and while 95% found the overall training to be good close to half of the respondents rated it as above average.

The percentages associated with each of the participants' responses are presented below.

⁴ Please see the List of Participants for a full listing of the various organizations, ministries and NGOs that took part in the workshop.





An overwhelming majority of the respondents felt that the attention towards theoretical content was adequate (89%). The responses in regards to the attention to practical content and the time allotted for instructors' presentations were split between the view that it was somewhat insufficient (39%) and adequate (39%). A majority of the respondents felt that the time allotted to them for participation and the pace of the training were adequate (72% and 60% respectively).

	Insufficient	Somewhat Insufficient	Adequate	Somewhat Excessive	Excessive
Attention to theoretical content	0%	6%	89%	6%	0%
Attention to practical content	22%	39%	39%	0%	0%
Time for instructors' presentations	0%	39%	39%	17%	6%
Time for your participation	6%	11%	72%	11%	0%
Pace of the training (insufficient = too slow; excessive = too fast)	0%	7%	60%	20%	13%

The first open-ended question in the evaluation form was **“what knowledge/skills acquired from the training will you now apply on the job?”** In response to this question, a majority of the respondents cited monitoring and evaluation tools, gender mainstreaming tools, and gender budgeting tools. Additionally, some of the respondents mentioned the need to ensure gender sensitivity in all projects and the need to address the role of gender equity in sustainable development and in the private sector. Finally, there was also mention of the importance of sharing experiences with various countries.

The second question asked participants to specify the **“type of support [that] they would need to apply the newly acquired knowledge/skills.”** A significant number of the respondents pointed to the need for additional training in regards to monitoring and evaluation tools. Some of the respondents also mentioned the need for technical support in general, as well as the importance of continuing to exchange experiences and facilitate cooperation with other countries working on gender issues. Additional support also included further training to mainstream gender in all projects.

The questionnaire then asked participants to list what they thought had **“worked best in this training.”** A large number of the respondents listed the importance of the working groups, and the fact that they provided a space for the participants to exchange ideas and experiences. A number of the participants also listed the monitoring and evaluation sessions. The respondents also cited the following presentations as being particularly useful: “Operational Tools to Mainstream Gender in Projects,” “Main Obstacles for Ensuring Gender Equity in Projects, Devising Solutions, and Identifying the Right Support Networks,” “How to Integrate Gender Issues into Project Monitoring and Evaluation,” “Identifying and Setting up Gender Indicators for Monitoring and Evaluation at the Country Level.” Finally, mention was made of the quality of the content, that of the instructors, and the interactive approach of the workshop.

The participants were then asked whether they had **“specific gender-related concerns, issues, or opinions that [they] wanted to see addressed during the workshop. If so, [could they] please name two or three. Were these concerns, issues, opinions addresses?”** In response to this question, a number

of the respondents stated that they had hoped to see certain tools addressed, specifically, those on monitoring and evaluation and on gender mainstreaming and gender budgeting. Yet, they also stated that there had not been enough time to thoroughly address these topics and that in future workshops, additional time should be allotted for these topics. A few respondents also mentioned that they had wanted to focus on networking and gaining experience from other countries on gender issues. They did not however, address whether or not these concerns had been addressed during the workshop. Finally, a few respondents had wanted to see gender indicators addressed, but did not state whether or not they felt that this topic had been addressed to their satisfaction.

The fifth question was **“what other hopes or expectations did you have for the workshop and were they fulfilled? If applicable, please name two or three hopes/expectations that you had in order of priority.”** A recurrent statement in the respondent’s answers was the need to have more exercises and case studies, as well as the need to have further workshops of this kind in different countries with a focus on monitoring and evaluation tools.

The sixth question asked the participants **“what [they] would recommend to improve this training in the future.”** A majority of the participants suggested that in future training workshops of this kind, additional time be allotted for the application of concepts through exercises, for more working groups, for more discussion on each concept, and to allow for more time to be spent on topics such as gender budgeting and monitoring and evaluation tools. Some respondents also suggested that future workshops provide additional case studies, and good practices that relate to more than one region. Finally, a few respondents suggested that future workshops go more into depth on certain topics such as issues related to the economic empowerment of women, gender budgeting, and monitoring and evaluation tools.

The final question asked the participants **“if there [was] anything else [they wanted] to add.”**A particular comment made related to the length of the workshop: the respondent stated that some of the presentations contained a significant amount of information, but that due to time constraints, in depth explanations and discussions on the material were not possible. Another comment added that the time allotted for the workshops was too short for the amount of content presented.

ANNEX 3- PROGRAM

MAY 20 - WEDNESDAY	
19:00 – 21:30	Welcoming Dinner

MAY 21 - THURSDAY	
"The MENA Gender Framework and the World Bank"	
8:30 – 9:00	Registration
9:00 – 10:30	Welcoming Remarks, and Introduction of Workshop Framework, Objectives, and Expected Results <i>Randa Akeel, Economist, MNSSED, World Bank</i> <i>Soukeina Bouraoui, Director, CAWTAR</i> <i>Wafa Abdel Hamid Hajji, League of Arab States</i> <i>Faiza Benhadid, Gender Expert, CAWTAR</i>
10:30 – 10:45 COFFEE BREAK	
10:45 – 11:30	Bank Engagement in MENA and the MENA Strategy <i>Omer Karasapan, Knowledge Coordinator, MNADE, World Bank</i> Bank Engagement on Gender in MENA <i>Randa Akeel, Economist, MNSSED, World Bank</i>
11:30 – 12:30	Making the Business Case for Women’s Economic Empowerment: The Gender Action Plan (GAP) <i>Waafas Ofosu-Amaah, Senior Gender Specialist, PRMGE, World Bank</i>
12:30 – 14:00 LUNCH BREAK	
14:00 – 15:30	Analytical Tools to Mainstream Gender in Projects <i>Waafas Ofosu-Amaah, Senior Gender Specialist, PRMGE, World Bank</i> <i>Frances Cossar and Odette Kabaya, Minecofin, Rwanda</i>
15:30 – 15:45 COFFEE BREAK	
15:45 – 17:00	Analytical Tools to Mainstream Gender in Projects <i>Randa Akeel, Economist, MNSSED, World Bank</i>

MAY 22 - FRIDAY "Mainstreaming Gender in Projects"	
9:00 – 10:30	Operational Tools to Mainstream Gender in Projects <i>Faiza Benhadid, Gender Expert, CAWTAR</i>
10:30 – 10:45 COFFEE BREAK	
10:45 – 12:30	Group Work 1: Challenges and Opportunities for Mainstreaming Gender in Projects in Various Sectors <i>Faiza Benhadid, Gender Expert, CAWTAR</i>
12:30– 14:00 LUNCH BREAK	
14:00 – 15:00	Group Work 2: Challenges and Opportunities for Mainstreaming Gender in Projects in Various Sectors <i>Faiza Benhadid, Gender Expert, CAWTAR</i>
15:00– 15:15 COFFEE BREAK	
15:15– 16:30	Group Presentations: Challenges and Opportunities for Mainstreaming Gender in Projects in Various Sectors <i>Faiza Benhadid, Gender Expert, CAWTAR</i>
16:30– 17:30	Main Obstacles for Ensuring Gender Equity in Projects, Devising Solutions, and Identifying the Right Support Networks <i>Faiza Benhadid, Gender Expert, CAWTAR</i>

MAY 23 - SATURDAY "Aiming for Results"	
9:00 - 10:30	WB Results-Based Initiatives/Egypt Case Study <i>Waaflas Ofosu-Amaah, Senior Gender Specialist, PRMGE, World Bank</i> <i>Maya Morsy, UNIFEM</i>
10:30- 10:45 COFFEE BREAK	
10:45 - 13:00	How to Integrate Gender Issues into Project Monitoring and Evaluation <i>Lucia Fort, Senior Gender Specialist, PRMGE, World Bank</i>
13:00- 14:30 LUNCH BREAK	
14:30 - 15:30	Identifying and Setting up Gender Indicators for Monitoring and Evaluation at the Country Level <i>Lucia Fort, Senior Gender Specialist, PRMGE, World Bank</i>
15:30 - 16:00	Conclusions, Recommendations, and Next Steps <i>Aliya Jalloh, Research Analyst, MNADE</i> <i>Faiza Benhadid, Gender Expert, CAWTAR</i> <i>Soukeina Bouraoui, Director, CAWTAR</i> <i>Aziza Chargui, Head of the Minister's Cabinet, Ministry of Women and Family Affairs</i> <i>Randa Akeel, Economist, MNSD, World Bank</i>

ANNEX 4. LIST OF PARTICIPANTS

	FIRST NAME	LAST NAME	TITLE/ AFFILIATION	COUNTRY
1	Aliya	Jalloh	Research Analyst/ WB	U.S
2	Anwar	Soulami	Senior Communications Officer/ WB	Morocco
3	Bana Ahmad	Nsour	M&E Division/MOPIC	Jordan
4	Bassem Ali Abdalh	Al Badareen	Ministry of Social Development	Jordan
5	Boshra	Bin Tareef	Researcher/MOPIC	Jordan
6	Darin Ali	Ahmad	Expert/Syrian Commission for Family Affairs	Syria
7	Donia	Jemail	Public Information Assistant/WB	Tunisia
8	Eya	Charfi	PhD Student – Women and Health	Tunisia
9	Fahhad Djazzaa	Al Rashidi	Commercial Researcher/Ministry of Commerce and Industry	Saudi Arabia
10	Faiza	Benhadid	Gender Expert and trainer /UNDP & CAWTAR	Algeria
11	Fatema	Radaydeh	Ministry of Women Affairs	Palestinian Territories
12	Frances	Cossar	Budget Department	Rwanda
13	Hadiya Hilal Mohamed	Al Bosaaidi	Ministry of Social Development	Oman
14	Haitthem Abdelsalam	Amro	Director General of Human and Financial Resources/Ministry of Women Affairs	Palestinian Territories
15	Hicham	Assime	Head of Social Action Division/ Ministry of Interior	Morocco
16	Hedia Bel Haj Youssef	Sebai	Documentation IT officer- GBV Project Coordinator/CAWTAR	Tunisia
17	Khadija Jamea	Noor	Chairperson	Solidarity Development Foundation, Yemen
18	Khadija Radman Mohamed	Ghanem	Deputy Minister for Women Affairs/ Ministry of Local Administration	Yemen
19	Lamia	Sulaiman	Communications Associate/WB	Kuwait
20	Loulua Rashed Mohamed	Al-Aissiry	Ministry of Social Affairs	Qatar
21	Lucia	Fort	Senior Gender Specialist/WB	U.S.
22	Maha Abdel Raouf	Alkhatib	Communication and Networking Officer/MOPIC	Jordan
23	Maha Mohamed Abdulla	Ghaleb	Director General for the Working Women Directorate/Ministry of Social Affairs and Labor	Jordan
24	Maha Mohammed	Awadh	Head of M&E Unit /Women's National Committee	Jordan
25	Maha Sami	Jassim	Lecturer /Baghdad University	Iraq
6	Mahmood Falah	Al-Jboor	Ministry of Social Development	Jordan
27	Majd	Hammad	Head of Gender Division & Social Department /MOPIC	Jordan
28	Mariam Mohamed Nasser	Aldehimi	Ministry of Social Affairs	Qatar
29	Maya	Morsy	UNIFEM	
30	Mohamed Ben Abdallah	Al-Amri	Assistant General Director/Ministry of Social Affairs	Saudi Arabia
31	Mouna Ahmed Bou	Khamsine	Ministry of Social Affairs	Saudi Arabia
32	Mounira Marzouk Mater	Alotaibi	Researcher /Ministry of Social Affairs	Saudi Arabia
33	Mutaz	Zakia	Expert, Syrian Commission for Family Affairs	Syria
34	Naama Khalfan	Al-Shamisi	Ministry of Social Affairs	UAE
35	Nawal	Boulasnam	Director Assistant	League of Arab States
36	Ndiame	Diop	Senior Economist/WB	Tunisia
37	Odette	Kabaya	Gender Budgeting Department Project Coordinator	Rwanda
38	Omer	Karasapan	Knowledge Coordinator/WB	U.S.
39	Raghad Adday	Hussein	Office Administrator/WB	Iraq
40	Randa	Akeel	Economist/WB	U.S.
41	Razen Ahmed Salim	Mousa	Ministry of Women Affairs	Palestinian Territories
42	Saad Ali Bechir	Al-Sanaani	Ministry of Social Affairs	Libya
43	Sarrah	Soudani	Ministry of Women Affairs	Tunisia
44	Samra	Shaibani	Senior Communications Officer/WB	Yemen
45	Shooa Abdalah	Alobiad	Ministry of Social Affairs	Saudi Arabia
46	Sibel	Kulaksiz	Senior Economist/WB	U.S.
47	Soukeina	Bouraoui	Director/CAWTAR	Tunisia
48	Talajeh	Livani	Consultant/WB	U.S.
49	Wafa Abdel Hamid	Hajji	Council of Social Affairs & Civil Society	League of Arab States
50	Wafaas	Ofosu-Amaah	Senior Gender Specialist/WB	U.S.
51	Zohra Ali Mohamed	Aouid	Ministry of Social Affairs	Libya

**ANNEX 5. MNA REGION LEARNING ACTIVITY BRIEF
CONCEPT NOTE**

<p align="center">Learning Activity Title: Operationalizing GAP</p>	<p align="center">Submitted by (Unit/Units/TTL): Randa Akeel (MNSD)</p>	<p align="center">Activity start and end dates: January-April 2009</p>
<p>Objective of the Activity:</p> <p>To provide knowledge and build capacity of WB staff and their main counterparts to integrate gender in their projects and strategies in a way that would support women’s economic empowerment and contribute to the achievement of MDG3.</p> <p>Expected Results:</p> <ol style="list-style-type: none"> 1. WB staff and national stakeholders understand the gender framework for women’s economic empowerment and the methods/skills used to mainstream gender equality in the context of their sector. 2. WB staff will have the capacity and the tool to develop a monitoring and evaluation plan on gender specific issues. 3. An adapted module prepared and validated (during the learning activity) posted on the WB MNA website. 		
<p>Who are the participants -- estimated number and description (i.e. country team, field office, sector affiliation, etc.) All regional country field operational staff and HQ</p> <ul style="list-style-type: none"> ▪ A number of approximately 32 participants are proposed. Approximately 1 - 2 Bank staff (E level and above) per country field office from the MENA and Africa regions (approximately 8-10) and 3-4 Bank staff from HQ. Invitations will be issued to all CMUs and Directors to recommend and nominate staff. ▪ Additional participants will include 6-8 staff from client counterparts and 8-10 staff from other development institutions (African Dev. Bank, Islamic Development Bank, UN etc.). The tools and module produced through this workshop when posted on the MNA website will reach a broader number of staff and clients. 		
<p>Involves clients? YES</p>	<p>If YES how many/per country? 1</p>	<p>Countries 5</p>
<p>Description of the Learning Activity:</p> <p>This will be a two day workshop that will be delivered in coordination with CAWTAR at their premises in Tunis. As the largest regional organization for women’s training research and advocacy CAWTAR has extensive regional and country based experience and knowledge on gender and women’s issues.</p> <p>CAWTAR has delivered training to the League of Arab States, UNFPA, Harvard University, John Hopkins University, the EU and AGFUND in addition to many civil society groups and media across the Arab world.</p> <p>Finally, through its NGED network CAWTAR has an extensive roster of high caliber experts that it will tap into to support this learning activity.</p>		

ANNEX 6. PRESENTATIONS

Thursday

[Introduction of Workshop Framework, Objectives, and Expected Results](#)

[Bank Engagement in MENA](#)

[MENA Strategy](#)

[Bank Engagement on Gender in MENA](#)

[Making the Business Case for Women's Economic Empowerment: The Gender Action Plan](#)

[Analytical Tools to Mainstream Gender in Projects- Improving Gender Targeting of Public Expenditures](#)

[Analytical Tools to Mainstream Gender in Projects- Gender Responsive Budgeting in the Context of](#)

[Public Financial Management in Rwanda](#)

[Analytical Tools to Mainstream Gender in Projects- Gender Responsive Budgeting in Rwanda](#)

[Analytical Tools to Mainstream Gender in Projects- Rwanda's Experience with Mainstreaming Gender in the EDPRS](#)

[Analytical Tools to Mainstream Gender in Projects- Gender-Based Differences among Entrepreneurs and Workers in Lebanon](#)

Friday

[Operational Tools to Mainstream Gender in Projects](#)

[Group Presentation 1](#)

[Group Presentation 2](#)

[Group Presentation 3](#)

[Main Obstacles for Ensuring Gender Equity in Projects, Devising Solutions, and Identifying the Right Support Networks](#)

Saturday

[World Bank Results-Based Initiatives](#)

[A Results-Based Initiative Gender Equity Model in Egypt](#)

[How to Integrate Gender Issues into Project Monitoring and Evaluation](#)

[How to Integrate Gender Issues into Project Monitoring and Evaluation Handout](#)

[Identifying and Setting up Gender Indicators for Monitoring and Evaluation at the Country Level](#)

[Identifying and Setting up Gender Indicators for Monitoring and Evaluation at the Country Level handout](#)

[Pre-Workshop Questionnaire Analysis](#)

ANNEX 7. GROUP PHOTO

