



Analysing Gender in the Private Sector

(A Study of Nuqul Group)

2009

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— **DEC 2009** —

Preface

Based on the responsibilities and tasks assigned to the Jordanian National Commission for Women (JNCW), which was established in 1992 under the chairmanship of Her Royal Highness Princess Basma Bint Talal as the national body concerned with women issues and activities in the Kingdom and as a translation of the Royal vision calling for activating the role of women and increasing their participation and protection from discrimination and violence, and as an expression of the commitment of Jordan with the resolutions of the international conventions, treaties and plans of action, particularly the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination Against Women, the Commission gave the subject of gender mainstreaming great interest in various fields.

In this context, JNCW led a national initiative involving large-scale governmental and non-governmental Jordanian organizations, experts and individuals resulted in the development of a national strategy for women for the first time in Jordan, which has several axes among which is the economic empowerment. In implementation of this axis, JNCW carries out the Engendering the public sphere project within the Arab Danish initiative in the Middle East. This project was funded by the Danish Ministry of Foreign Affairs, starting from April 2007. JNCW is the main player for implementing this project in partnership with the Danish Center for Research on Women and Gender (KVINFO). In this regard, JNCW cooperates as well with all of the Ministry of Planning and International Cooperation, Ministry of Labor and Nuqul Group being a representative for the private sector, as key partners and beneficiaries from this project.

«Gender Analysis In The Private Sector» study for Nuqul Group of companies, which is one of the leading business groups in the private sector established in 1952 and includes 31 companies and is one of the largest industrial groups in the region, is a part of the project activities as an initiative that contributes to the provision of information base that is more scientific regarding systems and practices prevailing in the private sector on gender mainstreaming and gender mainstreaming mechanisms.

By conducting such a study through Nuqul Group, JNCW hopes to identify the analysis of the reality of gender in Nuqul Group of companies at various levels such as representation level and representation of both sexes in the organization as well as getting acquainted with the level of the prevailing culture within the organization. It also hopes to identify obstacles that prevent the integration of gender perspective in the management of the Group from the point of view of male and female workers, in addition to analysis of the legislations that govern the work procedures within the organization.

The importance of the study comes from the fact that integration of a gender perspective in the private sector organizations is a step that would help in achieving gender equality and justice, which is a goal in itself as much as it is an approach that carries within the opportunity to address the structural issues of fair distribution of resources and provision of equal opportunities between the two sexes in order for them to participate in various social and economic activities and benefit from their revenue, in addition to that the efforts to integrate a gender perspective contributes to the creation frameworks and planning processes that ensure an orderly organizational system that works towards the achievement of equality between sexes. This can be achieved through the

recognition, observance and planning of special needs and interests in the light of the relationship and interaction between social groups. Therefore, the rationale for the study focused on the work to achieve continuity of planning mechanisms taking gender into account, by integrating the gender perspective in national planning, thus increasing the likelihood of achieving an orderly and sustainable progress for both sexes and leading to bridge the gender gap in all areas.

The Jordanian National Commission For Women highly appreciates the efforts in the scientific and practical approaches, in addition to research and training efforts of various agencies including the Center for Women's Studies at the University of Jordan, academic and women's organizations. And in that sense, The Jordanian National Commission For Women would like to thank the Researchers who conducted this study Dr. Abeer Dababneh and Dr. Amal Awawdeh, and the Secretariat of JNCW and its partners from Nuqul team and to everyone who helped in the conducting this study.

Asma Khader

Secretary General

The Jordanian National Commission For women

Introduction

Realizing the real state of affairs and needs of the Jordanian woman along with the need to enact and activate her participation on all levels in the various sectors, The Jordanian National Commission for Women (JNCW), presided over by Her Royal Highness Princess Basma Bint Talal, commissioned this work as part of an initiative aiming at mainstreaming the gender perspective into the public domain. This initiative aspires at prompting a shift and a change in the mechanisms and traditions applied in the institutional planning, implementation and assessment so that the needs of both men and women are to be considered in all aspects of life, while at the same time emphasizing the urgent need to challenge and fight that inferiority view of women that comes with negligence of their needs, in particular those untraditional needs that women aspire at to help them change their social status and place them and their issues on top of the countries' priority scale, consequently having a positive impact on the family and the society as well.

Sound and proper planning at the level of the country, its public and private institutions, is that kind of planning that takes into consideration the needs of both sexes, otherwise, it will sound prejudiced. Accordingly, the JNCW believes the advance of societies and their institutions from the stage of (Gender Blindness) to the stage of (Gender Neutral) is no more than a small step forward where individuals are treated as equals. However, the fact remains that in reality, neutrality does not guarantee a right. Neutrality supposes individuals are equal, while in reality they are not, as their special and own needs are not really realized. Results of neutral policies, development plans and strategies indicate symmetry and sameness, while reality indicates inequality.

On that ground, an expansion occurred in vision and aspiration to improve and enrich human thought by achieving gender awareness, thus lifting the institution to a refined and exquisite level of gender sensitivity and leading to recognize differences and differentiations that are associated with it, in turn achieving the mainstreaming of the gender perspective into national plans and strategies as well as into public and private institutional structures, constituting an aiding tool that would help create efficient work environments that encourage and support equality of opportunities, behaviour and accountability, and help achieve the aspired gender balance and empower woman on the various economic, social and political levels.

Hence, gender equality does not grant rights to women and men, but rather guarantees an equal existence for both women and men in the social, economic and political life, which is basically grounded on the realization and acceptance of differences between women and men and the different roles played by each one of them. It should be emphasized however that these differences should not negatively affect the living conditions of women in a way that prevents them from sharing power with the man on equal grounds and in all aspects of life.

Accordingly, this study constitutes a new step for the Jordanian National Commission for Women (JNCW) that adds up to its great accomplishments in terms of gender mainstreaming, and points out the ground-breaking feature of this study, as it is the first in the private sector on the level of the Hashemite Kingdom of Jordan.

This study assumed the Nuqul Group Head Office a site for it, for the deep-rootedness and the popularity distinguishing it on the national, regional and international levels. In fact, this study would have never seen the light unless there has been sincere orientation of Nuqul Group Head Office towards supporting and enhancing equality between the two sexes on the institutional level, and its belief in the necessity of innovating a gender sensitive institutional culture and participatory administrative structure to establish and consolidate social balance and achieve the objectives of sustainable development.

Nuqul Group, established in 1952 (a conglomerate of 31 companies), is one of the Middle East biggest leading Industrial groups. It's line of business covers a wide range of products including: raw material and converted hygienic tissue paper; non-woven fabrics; processed meats; aluminium profiles; ready-mix concrete; synthetic sponge/foam; stationery, and printed packaging materials for Nuqul Group.

In addition to its headquarters in Amman - Jordan, Nuqul Group has branch offices and manufacturing plants in Saudi Arabia, Egypt, United Arab Emirates, Lebanon, Palestine, and Yemen. The Group's broad manufacturing base and its proactive and aggressive marketing strategy have enabled it to extend its operations into Asia, Africa, Europe, the Americas, and Australia, reaching more than forty markets.

The Study Problem

Gender-related planning and gender perspective mainstreaming are two integral processes, even though their objectives are dissimilar. Gender-related planning is a planning method aiming at dealing with gender-based disparity in an attempt to bridge the gap between man and woman and achieve equality, fairness and justice.

On the other hand, gender mainstreaming is a process in which all kinds of needs, concerns, rights, and points of weaknesses of both men and women are taken into consideration by fulfilling their needs and accounting for their concerns in planning, implementing, monitoring, and assessing the policies, procedures, practices and programs in each and every planning and organizational system. However, in order to ensure change and take the appropriate related decisions, it is necessary to provide more information about gender needs, concerns and related issues.

Hence, this study was designed to analyse gender in Nuqul Group, as a model of the private sector's institutions, taking into consideration three levels of analysis: human resources, legislations, and the prevailing culture that is embodied in the values, attitudes and behaviours of the employees in Nuqul Group Head Office (2005). (صندوق الأمم المتحدة الإنمائي للمرأة وآخرون). The quantitative and qualitative methods were both employed to provide information and data necessary for carrying out gender analysis in Nuqul Group Head Office in a perfect and complete manner.

Significance and Rationale

The significance of the study arises from the fact that gender mainstreaming into the institutions is a process that helps achieve equality and justice between the two sexes. This, however, is not an objective by itself, but rather a manner and an approach to be followed for dealing with structural issues attending to the equal distribution of resources and opportunities between both sexes to enable them to participate in social and economic activities and benefit from the returns. Over and above, gender perspective mainstreaming and the creation of planning processes and frameworks implies the availability of an institutional planning system working towards equality between the two sexes, which is to be achieved through the recognition of and planning for the special needs and interests in light of the relation and interaction among the social groups. Hence, the study rationale is focused on the following:

- 1.** Working towards achieving the continuation of the gender planning mechanisms, through the gender perspective mainstreaming into the national planning, increasing the probability of achieving a systematic and sustainable advance for both sexes, and helping bridge the gender gap in all aspects.
- 2.** Setting up an established policy to ensure equality of opportunities between the two sexes in both the private and public sector's institutions, and shedding light on the gender differences inside the organizations, being deliberate or non- deliberate.

- 3.** Analysing gender in an investment institution such as Nuqul Group which enjoys local, regional and global extension and popularity, means more chances and potentials to empower the working women and enhance her conditions, as well as achieve equality of opportunities on the local, regional and global level.
- 4.** This study of analysing gender in Nuqul Group is one of the first studies to analyse gender in the private sector on the level of the Hashemite Kingdom of Jordan. It stresses the urgent need to shed more light and conduct more research in this field.

The Study Objectives

Following objectives were to be achieved in order to examine the problem of the study.

- 1.** Analysing the state of affairs governing gender in Nuqul Group on the level of representation, which includes the institution's organizational structure, the representation of both sexes in the institution and the differences existent between men and women in that representation.
- 2.** Recognizing the reality behind gender on the resources level, including available resources for both man and woman: services, rewards; promotion opportunities; material and immaterial incentives; training and professional development opportunities, and examining which sex of the two is less fortunate and privileged than the other.

- 3.** Working towards examining the level of prevailing culture inside the Group's Administration, governing work progression, work-related relations between the employees both men and women, as well as factors and conditions leading to disparity in representation and behavioural manners.
- 4.** Identifying obstacles impeding the gender perspective mainstreaming into the Nuqul Group Head Office from both male and female employees' perspective.
- 5.** Analysing the legislations governing work progression inside the institution, including the extent to which woman and man enjoy the same rights, and whether the prevailing official laws, policies, regulations, and procedures include special or discriminatory articles regarding the sexes.
- 6.** Providing an outcome-based action plan that helps decision-makers work towards mainstreaming the gender perspective into the institutions.

The Study Questions:

Through research and analysis, the study sought to answer to the following questions:

- 1.** Is there equality of opportunities between males and females in the representation process inside Nuqul Group Head Office in terms of (Number of employees, employees' distribution in the Group's departments and units, general representation of administrative positions, personal characteristics of employees . . . and other)?
- 2.** Is there equality of opportunities between males and females with regard to distribution of resources in terms of incentives, training opportunities, services, rewards . . . and other?
- 3.** What kind of culture prevails among Nuqul Group Head Office employees?
- 4.** How considerate are the legislations (laws, systems, and regulations) in effect in Nuqul Group Head Office of gender mainstreaming requirements?
- 5.** What are the obstacles impeding the institutional change towards mainstreaming gender perspective into Nuqul Group Head Office ?

Methodology

The study of gender mainstreaming into the institutions is grounded on the idea of gender analysis, by means of a methodology for analysing and classifying information and data by gender to ensure a just distribution of benefits and resources among men and women in order to achieve justice, equity, and equality of opportunities for both sexes. Hence, a four-stage study was conducted, where the first stage includes review of literature and theories as well as the development of objectives and questions. The second stage is represented in the process of constructing and reviewing of the questionnaire as well as in conducting the experimental study on a research sample. The third stage includes the conducting of interviews, the filling out of the questionnaire and the analysis, while the fourth stage represents the data analysis, the recommendations and the designing of the action plan.

To achieve the objectives of the study, the following methods were used to collect quantitative and qualitative information and data as follows:

- 1. The Quantitative Data:** the survey method was used to analyse the level of representation, resources and prevailing culture by means of a specially constructed questionnaire for the purposes of the study that conform with the nature of the study objectives and questions. It is worth mentioning here that data analysis for the purposes of identifying the institution requires no more than a descriptive presentation of the results, and there is no need at this stage for complex statistical analysis.

2. Qualitative Data: The content analysis method and thorough and detailed interviews were used to cover the following levels:

- The legislations level: laws, systems and regulations governing male and female employees in the institution. This level is focused around identifying the provisions of these legislations in terms of justifications and gender sensitivity on various aspects including the concern for the working woman's practical and strategic needs, equality of rights, responsibilities of both man and woman, and the language by which they are addressed.
- The institutional level: Gender analysis on this level aims at identifying the vision, orientations; opportunities; obstacles; concepts; procedures; power relations; practices, and cultures prevailing among male and female employees in the various positions in the administrative structure of Nuqul Group Head Office by means of thorough and detailed interviews.

The Study Population

The study population consists of all male and female employees in Nuqul Group in Jordan, amounting to 5000 male and female employees distributed along the regional Nuqul Group Head Office , and 31 subjoined companies. The regional Nuqul Group Head Office in Amman was selected to represent the study population so that the study population now represents all male and female employees in the regional Nuqul Group Head Office in Amman, amounting to 110 male and female employees distributed along 10 departments.

The Study Sample

The quantitative sample was collected through a comprehensive survey of all members of the study population in order to achieve the objective of an institutionalized analysis of the representation process in terms of positions distribution, administrative positions, personal characteristics of employees, position related information, and the resources distribution process. Hence, information and data were analysed using the comprehensive survey of all employees in the Nuqul Group Head Office , amounting to 110 male and female employees.

With regard to collecting qualitative data and information on the institutional level, the purposive stratified sample was used to select the participants in the interviews on ground of the administrative divisions of the units and departments in the organizational structure of the Group. As for the criteria for selecting the participants inside each and every administrative unit, it was devised while bearing in mind the importance of representing all positions, be it basic, medial or higher positions.

The Study Tools

To collect and analyse quantitative data, a questionnaire was used to collect intended information and data from respondents. The questionnaire was constructed based on a review of literature and some theories, as well as interviews, information mentioned in the institutions' gender perspective mainstreaming manuals, and data reported in the Group's official records.

As for the tool used to address the issues of the qualitative research on the institutional dimension, two different Interview schedules were used; one addressed to the male and female employees in the basic and medial occupational levels, the other addressed to male and female employees occupying administrative positions. Both schedules were used to conduct semi-structured interview schedule, which consisted of a number of open questions, while at the same time allowing some elaborateness in questions on the part of the researches, in order to achieve the desired result of the qualitative research.

The Study Results

The process of preparing an action plan for gender perspective mainstreaming into the institutions is correlated with the results of the gender analysis in the relevant institution. The results of the gender analysis on the levels of representation, resources distribution, institutional analysis and legislations analysis at Nuqul Group Head office were as follows:

- The majority of male and female employees tend to believe that the gender mainstreaming concept is exclusively a process that aims at achieving equality between both sexes, however not realizing that this content acknowledges differences between the two sexes, and in turn, diversity of the consequent roles and strategic and practical needs, and this requires the necessity of working towards increasing the employees awareness of the gender and mainstreaming concepts.
- The existence of a qualitative gap with regard to the Group's male and female representation; the females constituted a percentage %33 of the total number of employees, as compared to %67 for males. Most females are in the age group (20 – 50 years), i.e. at the procreation age, and there are no women in the age group (50 years and above), which indicates that the woman leaves work at an early age (might be the early retirement age), or either an indicator of the recentness of female appointments.
- The weak representation of the woman in decision-making and higher administrative positions as opposed to her strong representation in the basic administrative jobs, which reflects a typical image of woman works. The percentage of women holding secretarial jobs reached %100 of the total number of employees, %10 in the middle management positions, and %13 in the director positions. This, in turn, reflects the prevailing social culture in the institution, which influences the relations and interactions between the two sexes.
- The high percentage of males in the higher educational levels (Master degree and above). Males with Ph.D. constitute a percentage %100 of the total number of Ph.D. holders, as opposed to %91.3 for the Master degree holders.

- The recruitment policy adopted by the Group reflects the gender neutrality perspective. Recruitment in the Group is based on the criteria of experience, competence and distinctiveness. Job vacancies are often published through the internet and the newspaper.

- There is no gender discrimination, be it negative or positive, with regard to the distribution of rewards among the employees. The Group adopts the financial incentive policy, which it considers as the base of work efficiency and productivity. Financial rewards were distributed to all employees. The woman was provided with various opportunities to promotion and advancement from one level to another. She was also offered more bonuses and raises, beside the annual raise, than the man, which means there is no qualitative gap at the level of rewards distribution according to the quantitative data. In spite of this, the results of the qualitative research have indicated the desire of the male and female employees to recognize and understand the criteria by which rewards and incentives are granted.

- With regard to scholarship, which, on a procedural level and for purposes of this study, means participation in training courses, conferences and symposiums, it was revealed that the Group's plan with regard to scholarships is based on the annual assessment of the employees, which in turn determine their training needs based on which the male and female workers who need real training in a specified field are provided with scholarships.

- With regard to penalties, it was found that the same penalties are imposed upon both the male and the female workers who commit the same violation, regardless of the procreational and social

roles of each sex. While this may mean equality and justice for both sexes, it however is inconsiderate of the circumstances and needs of the male and female workers. It was found that the percentage of the male who were inflicted with the first and second degree violation was the highest, while females had a high percentage in terms of the third degree violation.

- The Group seeks to achieve justice and equality for employees in terms of the annual employees' assessment process. In this context, the Group adheres to competence, distinctiveness, professional preparedness for development, the amount of work achieved, and completion of the required tasks and duties on the part of the individual entrusted with those tasks, regardless of sex.

- With regard to the obstacles facing the mainstreaming process, the male and female employees believe they are confined in the social tradition in the first place, followed by the nature of the social and procreational roles which prevent the process of helping woman to exercise her professional role in the required manner.

- The results revealed a state of dissatisfaction with the occupational conditions on the part of the male and female workers, in particular in the basic and medial occupational positions, and the consequent limitations of the potentials for developing their financial conditions.

- As for the prevailing culture at the institution, which governs both woman's perception of herself and the other and man's perception of himself and the other, it was found that the prevailing

culture at the institution is no more than a reflection of the social and cultural traditions of the society, which in turn emphasize the typical view of woman and man where each of them emphasizes this culture or reproduce it at the institution.

- The official language of discourse among the male and female workers in all occupational levels is often the English language. When the Arabic language is used, the masculine forms prevail, and the feminine markers are rarely used, which emphasizes a weak gender sensitiveness of the language used.

- The set of laws and regulations in effect at Nuqul Group are relatively advanced in terms of the mechanisms of granting rights and privileges and entrusting duties to the male and female workers. However, some systems, such as the Health Insurance System effective in the Group, differentiate between the male worker and the female worker. For instance, the man has the right to include his wife and children in his medical coverage, while the woman has conditional right with this regard.

- Regarding the health insurance system Employees, both males and females, are dissatisfied with it in the institution in terms of the topics and cases covered as well as the coverage percentage. This system is also criticised for the fact that the woman under this system does not have the right to include her husband and her children in the insurance, except under certain terms.

- The results revealed that the institution has proposed a new and improved health insurance system that will ensure the equality in its implementation for both female and male workers in addition to the topics and coverage percentage.
- The Results revealed that the institution provides the female employee, if needed, a one day leave each month in accordance with her biological needs.

The Proposed Action plan

In light of the gender analysis results at Nuqul Group, it was found that some needs require exerting efforts to facilitate the gender perspective mainstreaming process into the Group. These needs are:

First: providing a qualitatively classified database that is easy to refer back to when conducting further studies and researches with regard to gender to facilitate the plan implementation process and conduct follow ups and assessments by the team entrusted with this activity, provided that it encompasses all the work levels; representation, resources, and legislations in order to achieve qualitative justice and increase the efficiency and transparency of the institution.

Second: Increasing females' representation in the Group's staff, not only quantitatively but also in a way that takes into consideration their distribution over the higher administrative positions, in order to eliminate the typical view of woman's work and ensure woman's distribution in the departments that have no female representation.

Third: Considering the gender needs in the laws, systems and regulations in effect in the institution in order to help provide better opportunities for women to enter the labour market (recruitment) and further continue in it.

Fourth: Reconsidering the Training system effective in the Group to contribute to developing the male and female workers' experience in terms of the topics and issues pertaining to the Human and woman rights, for the adopted system concentrates on professional issues.

Fifth: working towards conducting more training courses for the male and female workers on gender issues in order to ensure an increase in their awareness of the mainstreaming concept and its importance for the woman, the institution and the society alike.

Sixth: Conducting more studies on the job satisfaction on the part of the male and female workers and studying their professional and personal needs, with special emphasis on the social relations among them to ensure an increase in professional efficiency, as well as classifying the information by sex to concentrate on the females' needs and requirements, not out of bias to the woman, but rather out of consideration of the different circumstances and needs of the two sexes.

Seventh: Working towards increasing the male and female workers' awareness of the importance of woman's work and its social and economic value for the woman and the society and the role it plays in changing the typical view of what counts as woman's work.

Eighth: Communicating with the Jordanian National Commission for Woman to refer back to it when necessary and consult it with regard to the issues pertaining to the human resources in order to achieve gender mainstreaming into the future projects and plans of the Group.

Ninth: examining the possibility of establishing a nursery attached to the Group or near it to provide better services to the male and female workers, which may have a positive impact on their efficiency and competence at work.

Tenth: The current budget of the Group is gender neutral. Thus there is the need to work towards reconsidering its various items in a way that ensures raising its level of sensitivity towards the gender mainstreaming needs.

The Action plan Implementation Mechanisms

Working towards the gender perspective mainstreaming requires the selection of mechanisms and methods through which the proposed procedures and interferences specified in the action plan are carried out, and this requires :

- 1.** Forming a qualified work team who believes in the necessity of working towards gender mainstreaming, has the necessary awareness of the woman issues and rights, and is willing to enact the necessary gender change on the levels of representation, resources and effective legislations.
- 2.** Providing the necessary support for the work team to facilitate their task on the administrative and professional levels.
- 3.** Signing up the work team in specialized training courses and programs to provide them with the theoretical and practical knowledge regarding the concepts of gender and gender analysis, as well as the importance of mainstreaming and its implementation mechanisms.
- 4.** Facilitating the process of connecting the work team with the main decision-makers at the Group, and taking their suggestions and opinions into consideration when drawing policies and planning projects and implementation and assessment processes.

5. Co-ordinating with the Jordanian National Commission for Woman to ensure a continuous and persistent achievement of the objectives and exchanging of the experiences.
6. Generalizing and circulating the action plan on all workers at the institution to ensure continuity and professional preparedness in implementing the proposed mechanisms.
7. Working towards increasing the workers' awareness of the gender issues and concepts, and developing the gender sensitivity on their part in order to enact a gender change in the methods of thinking for a better response to the gender issues in the daily routine of the institution to steer the planning process towards considering the needs of both sexes. This is to be done through the rehabilitation and training of the institution's staff with the aim of introducing gender in the attempts to develop the Group in cooperation with the Jordanian National Commission for Women.
8. Developing the gender analysis work frame of certain activities in the institution; such as: the main beneficiaries list, appropriate indicators of planning, programs' implementation, assessment, vision, objectives. . .

Follow up and Assessment

Assessment is the product of continuous follow up and observation of the plan in all its stages. Through assessment, one can determine and recognize the plan's success or failure. The final assessment is carried out after the implementation of the plan and the finding out of the final results. The follow up stage constitutes a part of the planning process, a tool, and a means of improving performance. Consequently, the follow up and assessment process requires various mechanisms and techniques to ensure the implementation of the proposed plan. Hence, following techniques are to be used in order to achieve the desired objective of the study:

First: Preparing an annual report for the purposes of assessment and follow up, which includes a comprehensive coverage of the work and study axes on the levels of representation, distribution, legislation, and institutional analysis. The report is to take the following indicators into consideration:

- a. The gender – based representation process in the following positions:
 - The organizational structure of the institution
 - The decision-making positions
 - The Group's departments
 - The work fields and sectors
 - The committees
 - The various aspects of scholarships

b. The gender distribution in the following fields:

- The working hours both sexes spent in the paid work and the unpaid work.
- The times and length of the leaves
- The occupational development opportunities.
- Training and Rehabilitation
- Access to information and use of technology
- Obtaining the institution's services.

Second: Future planning for gender mainstreaming into all the institutions and companies attached to the Group on the local and regional level.

Third: conducting periodic meetings between the work team and the workers to assure the progression of the action plan implementation procedures on all levels and means, and documenting them in the institution's reports to be a platform for conducting the annual report at the end of each year.



You can have this publication by visiting the JNCW website and under the following link

<http://www.women.jo/en/documents.php>

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The Jordanian National Commission for Women

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