# Output 3.6:

## "Joint Strategy & Action Plan for Developing the INTERNISA Network in ENI CBC Territories"

**In the framework of WP3: 'Mapping and Strategy Development' of the**

**INTERNISA project**

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| Project Acronym: | **INTERNISA** |
|---|---|
| Project Full Title: | Developing the INTERNISA network of synergies to increase the number of digitally skilled women employed in the ENI CBC MED territories via matching demand and supply in the labour market |
| Thematic Objective: | A.3 Promotion of social inclusion and the fight against poverty |
| Priority: | A.3.1 Professionalization of young people (NEETS) and women |
| Countries: | Greece, Jordan, Spain, Tunisia, Lebanon, Palestine, Italy |
| Project Duration: | 30 months |
| Project Total Budget: | 3.858.707,60 EURO |

# CONTENTS

## CHAPTER 1: SHORT DESCRIPTION OF THE INTERNISA PROJECT

INTERNISA is a project involving seven countries, as follows: Spain, Greece, Italy, Jordan, Tunisia, Lebanon and Palestine. The project is designed to establish strategies and actions to address the digital divide between women by intervening in the labour supply and demand, and thereby reducing female unemployment in ENI countries.

The territories involved in the ENI CBC Med Programme suffer from high unemployment rate and low participation of women in the labour market. At the same time, job growth is hindered by the low penetration of digital innovation in Mediterranean territories which hampers the capacity of small enterprises to find access to know-how or venture capital for innovation.

The INTERNISA project addresses the double challenge of overcoming the low levels of participation of women in the labour market, as well as the low levels of digitisation of economies.

INTERNISA is involved in 4 (four) basic economic sectors: agro-food, textiles, finance and tourism. With the aim of providing training in digital skills to women and know-how about digitalization approaches to businesspeople, INTERNISA will combine training in the digital sector with professional development in the agro-food, textile, tourism and financial sectors. To reach its objective, the project will develop online and offline services addressed to women and employers providing training curricula and personal consulting. Project activities will culminate with interventions related to match-making of labour demand and supply through an online platform and job fairs to foster contacts among job seekers and employers.

During the project, the INTERNISA network will foster the hiring of 400 women trained in digital skills through short-term crowdworking & traineeships and long-term full-time jobs. INTERNISA's impact is to provide an inexpensive and sustainable mechanism to ensure that businesspeople, women and public authorities have access to training and know-how to develop their digital skills. There will also benefit 1.000 women and NEETs with free access to training resources on digital skills, 800 businesses operating in the agro-food, tourism, textile and financial sectors, 50 public sector employees offering policy knowledge on digitalization and women's empowerment. The expected achievements are the following:

- 400 women trained in digital skills hired.
- 9 sets of online and offline training based on digital skills and innovations.
- 1 online portal including labour supply and demand match-making mechanism and 1

mobile app.
- info points to access offline advising.

Public authorities, through training packages and seminars, will provide their members with know-how on how to apply good policies for promoting women's employment and digitalisation. The development of online and offline training curricula and tools will facilitate knowledge, skills development of public sector employees. Finally, the INTERNISA project will develop a series of policy recommendations to foster professionalization of women through digital skills.

## CHAPTER 2: SHORT OVERVIEW OF OUTPUT 3.6 - JOINT STRATEGY AND ACTION PLAN

It is important that the INTERNISA project partners cooperate and follow its action plan, while personalizing it to the needs and particularities of their area, so that the results of the project are implemented in the best possible way in each region participating in the INTERNISA project.

For this reason, there has arisen the need for the design of a joint strategy and action plan which will present the needs and peculiarities of the region of each partner and will give the guidelines for the implementation of the work packages. Following the advice of the joint plan, each INTERNISA project partner will be able to adapt the project to its needs and to obtain as many benefits as possible from its activities and results.

The main objectives of Output 3.6 are to promote the training of women and there by seek to eliminate the digital divide which will favor their integration into the labour market, to contribute to the eradication of discrimination in the workplace, to promote local actions in a globalized world and to cover the need for more cohesive societies in ENI CBC Territories.

The present document will present a joint strategy and action plan which will deliver instructions about how to specify and customize the strategy so that it can be relevant and customized to the needs of the territories of each partner, without however lacking a perspective that takes into account the needs of the entire Mediterranean. More specific, it will present the key elements of the INTERNISA project. Reference will be made to the partners, the work packages, the project and program objectives, as well as the timetable and budget needed for its implementation. With these reports, the project will be understood from all its aspects so that it can then be successfully implemented by the partners. Then, in order to personalize the strategy, we need to know the current situation of each region. For this reason, data and results of research conducted for them will be presented. Finally, reference will be made to detailed instructions on how to individualize the strategy in each region.

## CHAPTER 3: SHORT DESCRIPTION OF THE INTERNISA PARTNERSHIP

INTERNISA is a European project having 6 (six) Work Packages (WPs) and 8 (eight) project partners, coordinated by the Lead Partner (LP). The Region of Central Macedonia is the LP and acts as the Leader of the INTERNISA project. This Project will be implemented over a 30 (thirty) months period.

The INTERNISA Partnership consists of:

- Lead Partner (LP): Region of Central Macedonia (Greece)

- Project Partner No1 (PP1): Al-Balqa Applied University-ABAU (Jordan)

- Project Partner No2 (PP2): Catalan Youth Agency, Department of Social Rights, Government of Catalonia (Spain)

- Project Partner No3 (PP3): Andalusian Federation of Municipalities and Provinces (Spain)

- Project Partner No4 (PP4): ActionAid Hellas Non-Profit Organisation (Greece)

- Project Partner No5 (PP5): SQLI Services (Tunisia)

- Project Partner No6 (PP6): Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon (Lebanon)

- Project Partner No7 (PP7): ActionAid Palestine (Palestine)

- Project Partner No8 (PP8): Arezzo Innovation (Italy)

- Associate Partner: Chamber of Commerce of Arezzo (Italy).


The governing culture of INTERNISA project is based on democracy, participation, co-determination and clear leadership. The defined Project management bodies, decision making process and the responsibilities are bindingly described in the Grant Contract of the project and its Annexes.

The management structure and techniques of the project are tailored to the complex structure of the project.

The interactions, the responsibilities and decision-making power are clearly split among the following 2 (two) established management bodies of the INTERNISA project:

• **THE MANAGEMENT AND MONITORING COMMITTEE (M&MC)**

The M&MC is the highest decision-making body by delegates of all project partners (PPs), responsible to put in place all technical, financial, scientific, time scheduling issues as well as the contingency measures to mitigate potential risks during the project's lifetime. It is led by the LP, responsible for monitoring the proper implementation of the project. It meets in person (or on-line), once per semester, to review the overall project progress, any kind of unexpected events or risks, and to propose short-term actions in order to reach the planned deliverables with quality and in time.

• **THE SCIENTIFIC REVIEW COMMITTEE (SRC)**

The SRC is an advisory body of important stakeholders related with the project objectives, representing civil society, academia, technical community, government and the private sector. It meets upon request of the LP.

The following delegates are defined on behalf of each PP to present within the SRC meetings:

**LP (RCM): Yiannis Koumantos (i.koumantos@pkm.gov.gr)**

**PP1 (ABAU): Saeid M. Abu-Romman (internisa@bau.edu.jo) & Omar Arabeyyat (Arabiat@bau.edu.jo)**

**PP2 (CYA): Clara Rodríguez (crsole@gencat.cat) & Thais Nieto Soto (thnieto@gencat.cat)**

**PP3 (FAMP): Teresa Muela (tmuela@famp.es)**

**PP4 (AAH): Akis Pantazis (akis.pantazis@actionaid.org)**

**PP5 (SQLI): Khouloud Mahmoudi (hr@ccib.org.lb)**

**PP6 (CCIABML): Rabih Sabra (dg@ccib.org.lb) & Hana Nehme (hr@ccib.org.lb)**

**PP7 (AAP): Amani Mustafa (amani.mustafa@actionaid.org)**

**PP8 (ARIN): Francesca Tavanti (francesca.tavanti@arezzoinnovazione.it)**

## CHAPTER 4: MEASUREMENT OF INTERNISA PROJECT PROGRESS

During the INTERNISA project's lifetime, the LB has to inform the MA on project progress periodically (Grant Contract, Art. 6) by means of regular reporting.

Reporting aims to update on relevant progress in project implementation and demonstrate whether or not the indicative plan for outputs and activities completion is on track with respect to the approved project annexed to the Grant Contract.

Firstly, a Communication on project starting report is expected to be submitted by the LB after three months from the signature of the Grant Contract (GC).

Subsequently, the GC foresees three (3) types of reports: **Progress, Interim, and Final report**.

Each report has a specific goal and it consists of two (2) separate sections: a narrative part that assists checking technical aspects, and a financial part that helps checking economic issues.

WP Coordinators are responsible for preparing and delivering to the LB any necessary supporting documentation provided by the involved PPs per WP. Content-based information and available data contribution aim to cover WP progress as regards deliverables, milestones and resources spent in compliance with the Monitoring and Evaluation Plan. On that basis, the LB will have the final responsibility for drafting an integrated report, summarize the Project status looking for inconsistencies, further elaborating and taking care of the final distribution.

**Table 1: Synthetic Overview of Period Reporting (Progress Reports)**

| Type of the Report | Months Covered by the PR | Deadline for Submission of PR by LB | Actual Date |
|---|---|---|---|
| 1st **Progress Report** | 0 – 6 | 10 working days after the end of the 1st reporting period (5/4/2021) | **19/4/2021** |

| Type of the Report | Months Covered by the PR | Deadline for Submission of PR by LB | Actual Date |
|---|---|---|---|
| 2nd Progress Report | 13 – 18 | 10 working days after the end of the 3rd reporting period (5/4/2022) | **19/4/2022** |
| 3rd Progress Report | 25 – 30 | 10 working days after the end of the 5th reporting period (5/4/2023) | **19/4/2023** |

**Table 2: Synthetic Overview of Period Reporting (Communication on Project Starting)**

| Type of the Report | Months Covered by the Report | Deadline for Submission of Report by LB | Actual Date |
|---|---|---|---|
| **Communication on Project Starting** | 0 – 3 | Within three months after the signature of the Contract (5/10/2020) | **5/1/2021** |

**Table 3: Synthetic Overview of Period Reporting (Interim Reports & Final Report)**

| Type of the Report | Months Covered by the Report | Deadline for Submission of Report by LB | Actual Date |
|---|---|---|---|
| **1st Interim Report** | 0 – 12 | Within two months after the end of the reporting period (5/10/2021) | **5/12/2021** |
| **2nd Interim Report** | 13 – 24 | Within two months after the end of the reporting period (5/10/2022) | **5/12/2022** |
| **Project Final Report** | 25 – 30 | Within three months after the end of the reporting period (5/4/2023) | **5/7/2023** |

Progress reporting is an essential component allowing an on-going monitoring for the implementation of INTERNISA Project. The LB is in charge, responsible for reporting on behalf of the whole Partnership, i.e.:

(a) collects information and documents in relation to results, Outputs, their indicators, and Activities, provided by the involved PPs (technical/financial content);

(b) checks their quality and consistency;

(c) drafts and submits an integrated report, based on the contributions of all PPs.

The LB will submit these reports to the MA according to the guidelines defined by the PIM (GC, Art.6; PIM, Ch.4) to facilitate checking of both the technical and financial progress. For continuous reporting, the LB has the obligation to report progress through the provided Reporting and Management Information System (MIS). Reporting is considered critical to measure progress and manage the deliverables' preparation or potential risk in the Project.

The basic idea of the integrated report is to implement a tool, which urges each PP to provide information regarding their ongoing and planned work as well as information on the resources spent. It is planned as a short report on a six-month basis. It is an efficient tool to provide the WP Coordinators a good understanding of the status and progress of the work or to detect any possible delays or deviations well in advance. Furthermore, the final report serves as a helpful basis for evaluation. Based on the structure and targets of each Output, the following types of periodic reporting give a short introduction to PPs analyzing the work carried out by the LB. This tool presupposes collaboration as regards the work performed within the respective period and helps the LB to monitor activities and progress made within the last six months. It further asks each WP Coordinator explicitly for the achievements and Outputs per WP, in order to have a clear view on their results and how they will impact the ongoing work.

It is also of high importance the section in MIS, which offers the opportunity for partners to describe deviations and corrections per Activity. This section gives ideas of problems partners have to cope with and that may be related to other deeper problems. The MIS is the IT software designed to support three (3) functions: Results-based Approach, Project Management (PM) and Communication.

Five (5) key issues regarding the reporting standards need to be thoroughly explained and explicitly clear to all PPs, prior to taking any action:

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- Who is in charge of reporting? The LB is responsible for reporting on behalf of PPs

- Reporting forms (progress/interim/final report) are available in MIS (GC, Annex I)

- Project is expected to contribute to result and output indicators at Programme level

- Reporting has to be completed in the language of the Project, which is English

- Clarifications on reporting have to be provided within fifteen (15) calendar days.

When uploading outputs/deliverables/supporting documents in the MIS, all PPs have to use files' names related to the contents of the file, e.g. a file containing the minutes of a M&MC meeting should be numbered and titled according to the timeframe of the Project activities implementation "1_Kick-off meeting_minutes_Thessaloniki_14-15.12.2020".

PROGRESS REPORTS

Progress reports allow on-going monitoring by the MA/JTS. Their goal is to provide an overview of Project progress in terms of achieved results, outputs delivered, lessons learnt.

The Progress Narrative Report is submitted after month 6, 18 and 30, within ten (10) working days after the end of the reporting period (covers the previous six-month period). A courtesy form template is provided to facilitate information, data collection and input.

The Progress Financial Report is based on the template set up in the MIS as Summary report on expenses to effectively monitor the expenses incurred by cost categories, WPs and outputs for the concerned implementation period. Information on the expenditures trends will be compared to the approved budget.

The LB and PPs will fill in the aforementioned templates through the MIS. The LB will need to validate the report on expenses. Since this operation may take time, it is highly recommended that the LB monitors on a regular basis (at least on a monthly basis), the input of the financial information provided by each partner. This will also allow the LB to promptly detect potential delays and take corrective measures. The Progress report will be processed and either rejected or approved by the JTS.

INTERIM REPORTS

Interim reports are submitted after month 12 & 24 of Project Implementation, within 3 months after the end of the reporting period. The Interim Narrative Report has the same structure as the Progress Narrative Report. The Interim Financial Report is composed of three (3) templates, i.e. Summary report on expenses (see Progress Financial Report);

Expenditure verification report (EVR): this is the document issued by the auditors -appointed by the LB and PPs - for the verification of expenses (GC, Art.6.6). In addition to the EVR of the LB and PPs, the Auditor of the LB will draft a consolidated report, including the results of the verification carried out by all auditors; Request of payment: the MIS will generate the format by the end of the reporting circuit (Annex 4.3).

FINAL REPORTS

In addition to the Interim Narrative Report for the last six-month of Project, there shall be submitted a Final Narrative Report covering the entire Project Implementation period (Annex 4.4). This provides a global overview of the achieved results and impact of the Project, the added value in terms of cross-border cooperation, Project sustainability and contribution to the objectives of the Programme, including cross-cutting issues (non-discrimination principle in all activities; environmental sustainability; gender equality, etc.). The Final Financial Report is composed of the same templates of the Interim Financial Report, i.e. Summary report on expenses, EVR and Request of payment.

## CHAPTER 5: DESCRIPTION OF SUBSEQUENT WORK PACKAGES

### 5.1. DESCRIPTION OF WORK PACKAGE (WP) 4

| Number | **4** |
|---|---|
| Budget | 1.096.996,00 EURO |
| Type | Project Implementation |
| Title | **Capacity Building** |
| Coordinator | PP6 |
| Involved Partners | LP, PP1, PP2, PP3, PP4, PP5, PP6, PP7, PP8 |
| Contribution to the selected Programme Expected result(s) 3.1.1 | |

WP4 aims to initiate the INTERNISA labour demand and supply interventions by developing online and offline training curricula and currying out supportive training procedures for: a) woman in need of digital skills, b) business people of applying innovative digitalized business models, c) public sector employees aiming to support and advice the digitalization of ENI CBC MED economies.

The curricula will focus on digital skills for the agro-food, textile financial and tourism sectors of INTERNISA territories.

The outputs providing supportive training materials followed by the corresponding training seminars for:

- Women in need of digital skills
- Businesspeople aiming to apply digitized business models
- Public sector employees aiming to apply innovative policy measures advancing the employment of digitally skilled women.

Based on WP3, learning outcomes reports presenting all needed knowledge, skills and competences will be prepared by ABAU, ARIN, CCIABML and AAH.

Based on these reports, training materials will be developed by others to the need of their own territory and they will implement training seminars for each of the training materials.

WP4 outputs will be available to women via WP5 resources and their use will be advanced through WP6 activities.

Beneficiaries of WP4 comprise: a) women who will gain access to training curricula providing digital skills to be used in the 4 INTERNISA selected sectors, b) businesspeople who will gain access to curricula providing guidelines for applying business models utilizing digital innovations in these sectors, and c) public employees who will gain access to curricula informing them how to foster the integration of women in the labour market and the digitalization of these sectors.

WP4 comprises of the following Outputs and Activities:

| Output 4.1 |
|---|
| **Title: Training Curricula providing digital skills to women** |
| Description: This output comprises the development of 4 sets (online & offline) of training curricula & tools providing digital skills and competences to women aiming to find work in the agro-food, tourism, textile & financial sectors, so as to ensure that the access to training both online and offline. The curricula will emphasize practical examples derived from real working conditions to ensure the practical relevance of INTERNISA training and the immediate capability of women trainees to find jobs.<br>The main outputs delivered from this work package will be used from women in need of digital skills and VET institutions.<br>Training curricula will be provided to both women and VET institutions via next outputs so that they can obtain/provide the necessary digital skills for the digitalization of the selected sectors. |
| *Activity 4.1.1* |
| *Title: Development of training curricula providing digital skills to women* |
| Based on WP3, ARIN & ABAU will develop learning outcomes for each of the four sectors, CCIABML will provide practical examples, and AAH will develop learning outcomes with soft skills.<br>Based on learning outcomes RCM, FAMP, ABAU and AAH will develop training curricula for agro-food, financial, textiles and tourism respectively<br>Partners will contextualize all he sets of training materials to the requirements of the vocational training in their own countries. |

| Output 4.2 |
| --- |
| **Title: Training toolkits for businesses & SMEs to make use of digital innovation** |
| This output comprises the development of 4 sets (online & offline) of training curricula & tools providing knowledge, skills & competence to businesspeople aiming to apply digital innovations in the agro-food, tourism, textile & financial sectors, so as to ensure that they have online and offline access to training. The curricula will emphasize practical examples from real conditions to ensure practical relevance and the immediate capability of businesspeople to apply innovative business models.<br><br>The main outputs delivered from this work package will be used from women in need of digital skills and VET institutions.<br><br>Training curricula will be provided to both women and VET institutions via next outputs so that they can obtain/provide the necessary digital skills for the digitalization of the selected sectors. |
| *Activity 4.2.1* |
| *Title: Development of training toolkits for business SMEs aiming to make use of digital innovations* |
| Based on WP3, ARIN & ABAU will develop learning outcomes for each of the four sectors and CCIABML will provide practical examples.<br><br>Based on the learning outcomes CYA, SQLI and CCIABMLL ( 2 sets) will develop training curricula for agro-food, financial, textiles and tourism respectively.<br><br>Finally, partners will contextualize all the sets of training materials to the requirements of the vocational training in their own countries. |


| Output 4.3 |
| --- |
| **Title: Training toolkits for public sector employees** |
| This output comprises the development of 1 set (online & offline) of training curricula & tools providing knowledge, skills & competences to public sector employees aiming to advance the participation of women in the labour market and to foster the digitalization of the ENI CBC MED economies. The curricula will emphasize good policies applied, to the extent that is possible, to similar contexts to ensure the immediate capability of public sector employees to apply them.<br><br>The main outputs delivered from this work package will be used from women in need of digital skills and VET institutions.<br><br>Training curricula will be provided to both women and VET institutions via next outputs so that they can obtain/provide the necessary digital skills for the digitalization of the economy. |
| *Activity 4.3.1* |
| *Title: Development of training toolkits for public sector employees* |
| Based on WP3, ABAU will develop learning outcomes for public sector employees aiming to promote women's integration in the labour market and digitalization.<br><br>Based on the learning outcomes AP will develop online and offline training materials for public sector employees. Finally, partners will contextualize the training materials to the requirements of vocational training in their own countries. |

| Output 4.4 |
|---|
| **Title: Training seminars proving digital skills to women** |
| This output comprise the organization of 10 five-day supportive seminars apply training curricula & tools developed in 4.1 and providing digital skills and competences to women aiming to find work in the agro-food, tourism, textile & financial sectors. Each partner will organize one seminar with indicatively 60 participants focusing on one of the four selected sectors of the INTERNISA project (RCM, CCIABML/Agrofood, CCIABML, ABAU/textiles, ARIN FAMP, SQLI/financial, AAH, AAP, CYA/tourism). <br><br> The main outputs delivered from this work package will be used from women in need of digital skills, by participating and receiving training in the supportive training seminars. |
| *Activity 4.4.1* |
| *Title: Organisation of training seminars providing digital skills to women* |
| ABAU will develop guidelines for the organization of seminars. Based on the guidelines, all partners will organize one supportive 5-day seminar training 60 women in digital skills. |

| Output 4.5 |
|---|
| **Title: Training seminars providing digitalization skills to businesspeople** |
| This output comprises the organization of 10 five-day (non-consecutive) seminars applying training curricula & tools developed in 4.2 and providing knowledge about applying digital innovation to businesspeople in agro-food, tourism, textile & financial sectors. Each partner will organize one seminar with indicatively 20 participants focusing on one of the four selected sectors of INTERNISA (RCM, AAP, CYA/textiles, ABAU, CCIABML/Agro-food, FAMP, ARIN/financial, SQLI, AA/tourism). <br><br> The main outputs delivered from this work package will be used from businesspeople. Businesspeople will participate and receive training in the supportive training seminars. |
| *Activity 4.5.1* |
| *Title: Organisation of training seminars providing digitalization skills to businesspeople.* |
| CYA will develop guidelines for the organization of the seminars. Based on the guidelines, all partners will organize one supportive 5-day seminar training 20 businesspeople in digital skills. |

| Output 4.6 |
|---|
| **Title: Training seminars of public sector employees** |
| This output comprises the organization of 10 five-day (non-consecutive) supportive seminars applying training curricula & tools developed in 4.3 and providing knowledge about advancing good policies for the r(re)integration of women in the labour markets and the digitalization of ENI CBC MED economies. Each partner will organize one seminar with indicatively 20 participants. <br><br> The main outputs delivered from this work package will be used from public sector employees. <br><br> Public sector employees will participate and receive training in the supportive training seminars. |
| *Activity 4.6.1* |
| *Title: Organization of training seminars for public sector* |
| AAP will develop guidelines for the organization of the seminars. <br> Based on the guidelines, all partners will organize one supportive 5-day seminar training 20 businesspeople in digital skills. |

## 5.2. DESCRIPTION OF WORK PACKAGE (WP) 5

| Number | **5** |
|---|---|
| Budget | 953.596,00 EURO |
| Type | Project Implementation |
| Title | **Pilot Actions** |
| Coordinator | LP (RCM) |
| Involved Partners | LP, PP1, PP2, PP3, PP4, PP5, PP6, PP7, PP8 |
| Contribution to the selected Programme Expected result(s) 3.1.1 | |

WP5 aims to complete the INTERNISA foundations and labour demand & supply interventions by a) developing the structures that will allow women receiving training in digital skills and businesses aiming to implement digitalized business models and expand their trade in the Mediterranean, to come into contact and collaborate, such as the INTERNISA Memorandum of Cooperation (MoC) and the INTERNISA portal, mobile app and offline spots.

Partners will campaign to advance the use of these resources and organize job fairs using them so as to check if the lead to: i) more women receiving training, ii) more traineeships, crowd-working opportunities and hirings for digitally trained women, and iii) more synergies between businesses that advance intra-Mediterranean exchanges.

WP5 Basic Contents:

- MoC to increase the employment of digitally skilled women in the Mediterranean
- Online and Offline structures
- Job fairs and campaigns to ensure use of outputs
- Testing of the structures that will lead to upgrades.

The Lead Partner (Region of Central Macedonia-RCM) will develop the INTERNISA Memorandum of Cooperation (MoC) outlining all knowledge & resources developed during WP3 & WP4 and all Partners will sign it (after reviewing it).

The portal, mobile app and guidelines for preparing the offline (offline spots) structures of the INTERNISA network will be developed by ASQLI, ARIN and AAH respectively.

All partners will translate and review the online and prepare the offline structures based on the guidelines.

All partners except AAH, ARIN and AAP will organize Job Fairs.

All partners will test the campaign to ensure that women and businesspeople will make use of INTERNISA structures.

All partners will test the effectiveness of the structures on their territories and forward the results to ARIN to prepare a final, upgraded version.

WP5 outputs will make available all outputs of previous WPs and will be scaled up & out through WP6 activities.

Women in need of training or employment will benefit via easy access to training resources or employers via the online & offline structures and job fairs.

Businesspeople will benefit via fast access to digitally skilled employees or opportunities to exchange know-how & trade goods via the online and offline structures.

Public authorities will benefit due to the formation of an efficient match-making mechanism in the labour market.

WP5 comprises of the following Outputs and Activities:

| Output 5.1 |
| --- |
| **Title: INTERNISA Memorandum of Cooperation (MoC)** |
| RCM will develop a Memorandum of Cooperation to initiate the formation of the INTERNISA network, to be reviewed & signed by all partners, encompassing all conclusion and knowledge from previous WPs and articulating a) the key principles of the function of the INTERNISA network, b)a basal framework of aims for the network and the key aspects of the actions to achieve them, and c) partners' commitment to expand the network to more ENI CBC MED territories.<br>The main outputs delivered from this work package will be used from partners and public authorities.<br>Partners will sign the MoC, develop WP5 outputs based on its premises, and campaign to add more signatories in subsequent WPs. |
| *Activity 5.1.1* |
| *Title: Development, review and signing of the INTERNISA Memorandum of Cooperation (Moc)* |
| RCM will make a review of all outputs produced so far and will design & draft the Memorandum of Cooperation outlining key principles, aims and action and partners' commitments based on the conclusions and resources developed in WP3 and WP4. The remaining partners will review the MoC to ensure that it is applicable to their countries & |

| Output 5.2 |
| --- |
| **Title: INTERNISA web portal and mobile app** |
| Development of an online portal and mobile app that will:<br>    a) Provide women, businesspeople and public sector employees with access to training curricula & materials of WP<br>    b) Bring into direct contact women and employers to ensure that the former have easy access to crowdworking, traineeship and full-time jobs.<br>    c) Bring into direct contact diverse businesses in the Mediterranean to advance exchanges of know-how and trade. To access the portal businesspeople will follow the principles of 3.5.<br>The main outputs delivered from this work package will be used from women in need of digital skills or jobs (1) – businesspeople (2) – public sector employees (3).<br>(1), (2) and (3) will be invited to participate and subscribe in the portal and mobile app via the organization of the job fairs and campaigns in subsequent activities. |
| *Activity 5.2.1* |
| *Title: Development of the INTERNISA web portal and mobile app* |
| SQLI & ARIN will develop the portal and mobile app respectively utilizing front-end web development tools, such as (indicatively) UMBRACO or Visual Studio Microsofr, to ensure that the portal and mobile app a) can support a large number of subscribers from different territories for all their functions, and b) are designed in an attractive to the user way. All partners will review the functionalities and design of the portal and mobile and will adapt them to the needs of their territories. |

| Output 5.3 |
| --- |
| **Title: INTERNISA offline spots** |
| Each partner will develop an INTERNISA offline spot in an already existing infrastructure that women & business people looking for training, jobs, employees or opportunities for trade will be able to visit and receive all services, i.e. access to training materials, jobs adds and requests for synergies. The INTERNISA offline spots will provide a) access to services to people without internet skills or even access, and b) an infopoint where people will be able to receive more detailed information.<br>The main outputs delivered from this work package will be used from women in need of digital skills or jobs (1) – businesspeople (2).<br>    (1) And (2) will be able to visit the offline spots and receive information about/access to all INTERNISA services. |
| *Activity 5.3.1* |
| *Title: Development of the INTERNISA offline spots* |
| AAH will develop guidelines for setting up the offline spots, including information on the setting-up process, the equipment to be rent/purchased for their function and personnel requirements for their function. In addition AAH will develop basic benchmarking |

requirements that will ensure they are effective function of the offline spots. All partners will review the guidelines to ensure they are applicable to their territories. All partners will prepare the offline spots based on the guidelines.

| Output 5.4 |
| --- |
| **Title: INTERNISA job fairs** |
| RCM, CYA, CCIABML, ABAU and FAMP will each organize a job fair for digitally skilled women with the participation of approximately 20 (RCM, CYA), 30(CCIABML, ABAU) or 10 (FAMP) businesses. The INTERNISA job fairs are expected to bring directly into contact women with digital skills or in need of such training with the employers seeking such employees. Hence, the job fair has the potential to hirings, as well as leading to more people from target groups learning about the INTERNISA network. <br> The main outputs delivered from this work package will be used from women in need of digital skills or jobs (1) – businesspeople (2). <br> (1)  will visit the fairs to seek and find employment if possible <br> (2) will be invited to  participate in the job fair to find employees |
| *Activity 5.4.1* |
| *Title: Design and organization of the INTERNISA job fairs* |
| RCM will develop guidelines for organizing the job fairs, including information on the setting-up process, the equipment to be rented/purchased for their function and personnel requirements for their efficient organization. In addition RCM will develop basic benchmarking requirements that will ensure the effective organization of these fairs and the participation of impactful businesses. Partners listed previously will review the guidelines and organize the fairs. |

| Output 5.5 |
| --- |
| **Title: Campaign to ensure the participation of businesspeople & public sector employees in INTERNISA** |
| Since the success of the INTERNISA network and the utilization of its structures (portal, mobile app, offline spots) depends on the participation of businesspeople posting job ads and public sector employees receiving know-how on how to apply good policies for women's empowerment and digitalization, all partners will engage on a social media campaign and organize a workshop to approach these two stakeholder types and invite them to subscribe to and utilize INTERNISA services. The main outputs delivered from this work package will be used from businesspeople (1) – public sector employees (2). (1) and (2) will be approached by social media and workshops to participate in the INTERNISA network. |
| *Activity 5.5.1* |
| *Title: Design and organization of the INTERNISA campaigns for businesspeople and public sector employees.* |
| AAP will develop guidelines for organizing the campaigns and two-day workshops, including information on a) how to utilize social media networks, b) which organizations should be |

primarily approached and invited and c) requirements for the agenda of the workshops. AAP will develop basic benchmarking requirements that will ensure the effective organization of these campaigns and the participation of impactful stakeholders. All partners will review the guidelines and carry out the campaigns.

| Output 5.6 |
| --- |
| **Title: Campaign to ensure the participation of women in INTERNISA** |
| Since the success of the INTERNISA network and the utilization of its structures (portal, mobile app, offline spots) depends on the participation of women receiving training in digital skills or looking for relevant jobs in the agro-food, textiles, tourism and financial sectors, all partners will engage on a social media campaign and organize a workshop to approach women and invite them to subscribe to and utilize INTERNISA services. The main outputs delivered from this work package will be used from women. Women will be approached by social media and workshops to participate in the INTERNISA network. |
| *Activity 5.6.1* |
| *Title: Design and organization of the INTERNISA campaigns for women* |
| CYA will develop guidelines for organizing the campaigns and two-day workshops, including information on a) how to utilize social media networks, b) which women's associations should be primarily approached and invited and c) requirements for the agenda of the workshops. AAP will develop basic benchmarking requirements that ensure the effective organization of these campaigns and the approach of least 10000 women. All partners will review the guidelines and carry out the campaigns. |

| Output 5.7 |
| --- |
| **Title: Testing the pilot INTERNISA structures to evaluate their impact on young women NEETs employability** |
| Led by RCM, all partners will test the services efficiency provided by INTERNISA portal, mobile app & offline spots with regards to:<br>-number of women trainees and/or looking for jobs<br>-number of participating businesses and public stakeholders<br>-number of initiated and completed traineeships<br>-number of initiated and completed crowdworking hirings<br>-number of initiated full-time hirings<br>-number of developed know-how synergies between firms<br>-number of developed trading synergies between firms<br>The main outputs delivered from this work package will be used from women (1), businesspeople (2), public sector employees (3). (1), (2), (3) will make use of the services provided by INTERNISA and hiring, synergies and collaborations delivered from their participation will be monitored by the partnership. |
| *Activity 5.7.1* |
| *Title: Carrying out INTERNISA testing procedures* |

RCM will develop guidelines for putting into operation and monitoring the function of INTERNISA structures and for testing and monitoring their effectiveness in achieving the aims of the project. RCM will develop basic benchmarking requirements that will ensure the effective implementation of the testing procedures. All partners will review the guidelines, carry out pilot testing accordingly and send the conclusions to RMC that will synthesize the final testing report.

| Output 5.8 |
| --- |
| **Title: Upgraded INTERNISA structures taking into account pilot testing conclusions.** |
| Based on the results of the testing procedures, as analyzed in the RCM pilot testing report, ARIN will make all the necessary upgrades to INTERNISA online (portal and mobile app) structures with the aim of ensuring their capacity to contribute to project aims by correcting all the deficiencies that might appear during testing procedures.<br> The main outputs delivered from this work package will be used from women in need of digital skills or jobs (1), businesspeople (2), public sector employees (3).<br>(1), (2) and (3) will be invited to participate and subscribe in the portal and mobile app via the organization of job fairs and campaigns in subsequent activities. |
| *Activity 5.8.1* |
| *Title: Finalisation of the INTERNISA structures taking into account pilot testing conclusions* |
| ARIN will make all the necessary upgrades to INTERNISA online (portal and mobile app) and offline (offline spots) structures with the aim of ensuring their capacity to contribute to project aims by correcting all the deficiencies that might appear during testing procedures. All partners will review the final version of the structures (portal, mobile app). |

## 5.3. DESCRIPTION OF WORK PACKAGE (WP) 6

| Number | 6 |
|---|---|
| Budget | 161.984,00 EURO |
| Type | Project Implementation |
| Title | **Scaling up & out and Networking** |
| Coordinator | PP2 |
| Involved Partners | LP, PP1, PP2, PP3, PP4, PP5, PP6, PP7, PP8 |
| Contribution to the selected Programme Expected result(s) 3.1.1 | |

WP6 aims to scale up and out INTERNISA network services and further advance all its specific objectives by a) having the partners engage in a campaign to increase the participation of women, businesspeople and public sector employees in the INTERNISA network and the use of its portal, mobile app and offline spots, b) organizing workshops and major events with policy makers and educators and delivering reports based on their results that will lead to policy and educational innovation, and c) developing guidelines for the sustainability and proliferation of the INTERNISA network in ENI territories.

WP6 Basic Contents:

- Campaign to increase participation in the INTERNISA Memorandum of Cooperation
- Workshops with policy makers and VET institutions to advance their participation in the INTERNISA network and lead to policy and educational innovations
- Major Advocacy Event with major EU and MPC public & private stakeholders to advance their support of the INTERNISA network and lead to policy and educational innovations
- INTERNISA sustainability plan.

Using their list of stakeholders all partners will implement an e-mail campaign for the support and participation of all type of stakeholders to the initiatives and aims of the INTERNISA MoC.

Based on the guidelines developed by CCIABML and AAP respectively, all partners will implement workshops with policy and educational stakeholders and will provide the conclusions in the form of a report to advance relevant policy and educational innovation.

RCM will organize a major INTERNISA Event (Output 6.4), in which all partners will participate to argue of the relevance and success of INTERNISA, and will develop the sustainability plan.

*P6 will be based on outputs and experience of all previous WPs.*

Policy makers and in general public sector employees will benefit from the policy making conclusions of the WP that will lead to policy innovations advancing women's empowerment and digitalization.

Educational sector members will benefit from the innovations in educational process derived from the workshops that will lead to more efficient training for women and businesspeople.

Women and businesspeople will benefit from the proliferation of INTERNISA services beyond the end of the project.

WP6 will comprise of the following Outputs and Activities:

| **Output 6.1** |
|---|
| **Title: Campaign to expand the Mediterranean Sea Basin INTERNISA Memorandum of Cooperation** |
| All partners will carry out an e-mail campaign direct to women's empowerment, labour market and digitalization stakeholders in their own territories to convince them to sign the INTERNISA MoC so as to ensure maximum impact and sustainability of the project outputs. The campaign will inform relevant stakeholders about the INTERNISA outputs and services, the success and originality of the INTERNISA approach and the needs of ENI CBC MED territories to have access to those services. <br> The main outputs delivered from this work package will be used from women empowerment stakeholders (1), businesspeople & SMEs (2), public and private digitalization stakeholders (3). <br> All target groups will receive e-mail with information about the INTERNISA network and will be invited to sign the INTERNISA MoC. |
| *Activity 6.1.1* |
| *Title: Carrying out the Campaign to expand the Mediterranean Sea Basin INTERNISA Memorandum of Cooperation* |
| All the partners will send e-mails to their stakeholders, adapted to the specific characteristics and idiosyncrasies of their territories, describing the INTERNISA outputs and services, the success and originality of the INTERNISA approach and the needs of ENI CBC MED territories to have access to those services. Stakeholders will be invited to sign the INTERNISA MoC, participate in the network and support the aims of the project. |

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| Output 6.2 |
|---|
| **Title: Reports on expanding the participation** |
| Since the impact and sustainability of the INTERNISA network depends on the participation of policy makers in MoC and the application of good policies and practices about women's participation in the labour market and digitalization, all partners will organize one two-day workshop to present INTERNISA outcomes, invite police makers to participate in INTERNISA initiatives and request their feedback. Based on this feedback policy recommendations will be developed promoting the INTERNISA objectives. The main outputs delivered from this work package will be used from policy makers. Policy makers will receive info bout INTERNISA outcomes, will be invited to participate in INTERNISA and will receive recommendations for improving women's empowerment and digitalization policies. |
| *Activity 6.2.1* |
| *Title: Development of Reports on expanding the participation of policy makers in INTERNISA* |
| AAH will develop guidelines for organizing the workshops and instructions for developing the recommendations report. All partners will review the guidelines and will organize a two- day workshop in their territory. Participants' feedback will be collected and, along with the experiences of previous WPs, will be presented in the form of recommendations for improving women's empowerment and digitalization policies according to the specific needs of each partner's territory. |


| Output 6.3 |
|---|
| **Title: Reports on expanding the participation of VET organization in INTERNISA** |
| Since the quality and proliferation of use of INTERNISA training outputs depends on the participation of educational/VET institutions in the INTERNISA MoC, all partners will organize one two-day workshop to present INTERNISA outcomes, invite educational/VET organisations to integrate INTERNISA training procedures and request their feedback. Based on this feedback reports will be developed providing recommendations for the further integration of INTERNISA training in ENI CBC MED systems. The main outputs delivered from this work package will be used from educational/VET organization stakeholders. Educational/VET organization stakeholders will receive info about INTERNISA outcomes, will be invited to participate in INTERNISA and will receive recommendations for utilizing INTERNISA training curricula. |
| *Activity 6.3.1* |
| *Title: Development of recommendations to expand the participation of VET organisations in INTERNISA* |
| AAP will develop guidelines for organizing the workshops and instructions for developing the recommendations report. All partners will review the guidelines and will organize a two-day workshop in their territory. Participants' feedback will be collected and, along with the experiences of previous WPs, will be presented in the form of recommendations for the further integration of INTERNISA training curricula to the specific needs of the VET system of each partner's territory. |

| Output 6.4 |
|---|
| **Title: INTERNISA Major Advocacy Event** |
| RCM will organize and host a major advocacy event to promote the integration of INTERNISA network and outputs to EU and UfM initiatives, VET systems and regulation. High profile institutions from the EU and the UfM will be invited to receive info on the positive impacts of INTERNISA outputs, and the generation of job contracts and intra-mediterranean synergies between businesses thanks to INTERNISA structures & services.<br><br>The main outputs delivered from this work package will be used from representatives of high profile EU &UfM institutions.<br><br>Representatives of high profile EU &UfM institutions will receive info about INTERNISA outcomes, and will be invited to integrate them to the initiatives of their organisations. |
| *Activity 6.4.1* |
| *Title: Design and organization of the INTERNISA Major Advocacy Event* |
| RCM will a) develop the agenda for the 3-day event and will invite high-profile institutions from the EU and Union of the Mediterranean, b) present positive impacts of INTENISA outputs, c) highlight the generation of job contracts and intramediterranean synergies between businesses thanks to INTERNISA structures & services, and d) argue in favor of providing policy support to the INTERNISA network. All partners will participate in the event and narrate their experiences from the project. |

| Output 6.5 |
|---|
| **Title: INTERNISA sustainability plan** |
| This output consists of a plan outlining and describing a detailed strategy for sustaining the INTERNISA network and labour supply and demand match-making mechanism beyond the end of the project in all partners' territories.<br><br>The main outputs delivered from this work package will be used from project partners.<br><br>Partners will carry out the suggestions of the sustainability plan to ensure the proliferation of INTERNISA services beyond the end of the project. |
| *Activity 6.5.1* |
| *Title: Design and development of the INTERNISA sustainability plan* |
| Partners will provide feedback about how to sustain the INTERNISA network and outputs on their own territory beyond the end of the project. Feedback will be provided based on tools prepared by RCM delivering detailed instructions about how to specify and customize the sustainability strategy. RCM will collect feedback & prepare the final plan, considering that the strategy to be developed will have an impact in all territories. |

## CHAPTER 6: DESCRIPTION OF THE GOALS TO BE ACHIEVED

In the context of the ENI CBC MED Programme, Result(s) Indicators measure the results in terms of target group benefits. Examples of these are: improved digital skills, improved qualifications, newly created structures & mechanisms, toolkits & services, etc. They are variables that will provide information on some specific aspects of results that lend themselves to be measured.

One (1) Result Indicator (ENI CBC MED 3.1.1.A) aims to "Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS", and so to provide information on the change the ENI CBC MED Programme intends to bring to the Mediterranean area.

In the context of the INTERNISA Project, Output(s) Indicators are quantitative and measure the direct products of the chosen activities. They concern the direct beneficiaries of the project and are only affected by what the actions lead to being (in principle) insensitive to any external impact. It is expected that they will provide information on the achievements of the INTERNISA project.

Eight (8) Output(s) Indicators (ENI CBC MED 3.1.1.2.b, 3.1.1.4.f, 3.1.1.2c, 3.1.1.1a, 3.1.1.6.h, 3.1.1.3.e, 3.1.1.2.d, 3.1.1.5.g) attempt to reflect the direct action of the INTERNISA project and –in this way- to contribute to the change the ENI CBC MED Programme intends to bring to the Mediterranean area.

In the following Tables there are presented the Programme's Thematic Objective, Priority, Result Indicator and Expected Results as well as the Programme's and Project's Expected Results (Programme's and Project's Targets).

There also presented the INTERNISA project's Outputs (Output Indicators) and the Target Values both for the ENI CBC Programme and for the INTERNISA project.

**Table 4: Programme's Thematic Objective, Priority, Result Indicator and Expected Results**

| | |
|---|---|
| **Thematic Objective** | **A.3** – PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY (Promote economic and social development) |
| **Priority** | **A.3.1** – Provide young people, especially those belonging to the NEETS and women, with marketable skills |
| **Result Indicator** | **3.1.1.A** - Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS |
| **Expected Result** | **3.1.1** – Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS |

*Source: Based on GC, Annex I (Description of the INTERNISA project)*

**Table 5: Programme's and Project's Expected Results**

| Priority | Expected Result | ENI CBC MED Indicator | ENI CBC MED Programme Target | INTERNISA Project Target |
|---|---|---|---|---|
| **A.3.1** – Provide young people, especially those belonging to the NEETS and women, with marketable skills | 3.1.1 – Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS | 3.1.1.A | 1350.0 | 400.0 |

*Source: Based on GC, Annex I (Description of the INTERNISA project)*

**Table 6: INTERNISA Project Outputs**

| Expected Result | Project Outputs | WP | OUTPUT Indicator | ENI CBC MED Programme Target Values | INTERNISA Project Target Values |
|---|---|---|---|---|---|
| 3.1.1 – Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS | Training curricula providing digital skills to women | WP4 | 3.1.1.2.b | 45.0 | 18.0 |
| | Training toolkits for businesses &SMEs aiming to make use of digital innovation | WP4 | 3.1.1.4.f | 30.0 | 20.0 |
| | Training seminars providing digital skills to women | WP4 | 3.1.1.2c | 450.0 | 150.0 |
| | INTERNISA Memorandum of Cooperation | WP5 | 3.1.1.1a | 20.0 | 6.0 |
| | INTERNISA Memorandum of Cooperation | WP5 | 3.1.1.6.h | 20.0 | 6.0 |
| | INTERNISA web portal and mobile app | WP5 | 3.1.1.3.e | 150.0 | 62.0 |
| | Testing the pilot INTERNISA structures to evaluate their impact on young women NEETs employability | WP5 | 3.1.1.2.d | 14400.0 | 1000.0 |
| | Reports on expanding the participation of VET organisations in INTERNISA | WP6 | 3.1.1.5.g | 20.0 | 2.0 |

*Source: Based on GC, Annex I (Description of the INTERNISA project)*

## CHAPTER 7: INTERNISA PROJECT PARTNERS IN CHARGE OF CARRYING OUT EACH TASK

The INTERNISA project is designed in a way that all project partners are responsible for the activities located in their respective area under the corresponding Work Package (WP) Coordinator.

Each WP is coordinated by one project partner (PP) according to its specific experience and capacity.

Each WP Coordinator is responsible for:

- monitoring and harmonizing activities per WP
- assuring quality of the related deliverables
- establishing intermediate milestones and PP mandates for associated subtasks within the WP
- deciding upon exchange of work or parts of a specific task among the involved PPs.

The following PPs are identified as Coordinator per WP of the Project, who is in charge of the progress of each activity, responsible to report periodically to the M&MC, more specifically focusing on Project Management:

| | |
|---|---|
| • **WP1: Management** | • Coordinator: LP - Region of Central Macedonia (Greece) |
| • **WP2: Communication** | • Coordinator: PP1 - Al-Balqa Applied University-ABAU (Jordan) |
| • **WP3: INTERNISA model** | • Coordinator: PP1 - Al-Balqa Applied University (Jordan) |
| • **WP4: Capacity Building** | • Coordinator: PP6 - Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon (Lebanon) |
| • **WP5: Pilot Actions** | • Coordinator: LB - Region of Central Macedonia (Greece) |
| • **WP6: Scaling up & out and Networking** | • Coordinator: PP2 - Catalan Youth Agency (Spain) |

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**CHAPTER 8: RESOURCES NEEDED TO COMPLETE THE TASKS**

## Budget per Work package

| Partner | WP1 | WP2 | WP3 | WP4 | WP5 | WP6 | Subtotal direct costs | Administrative Costs | Total direct eligible costs | Contingency reserve | Total eligible costs |
|---|---|---|---|---|---|---|---|---|---|---|---|
| BEN | € 142.761,08 | € 90.989,00 | € 68.180,00 | € 128.340,00 | € 157.898,00 | € 21.649,00 | € 609.817,08 | € 42.687,20 | € 652.504,28 | | € 652.504,28 |
| PP1 | € 104.328,00 | € 83.470,00 | € 51.840,00 | € 148.810,00 | € 150.348,00 | € 28.910,00 | € 567.706,00 | € 39.739,42 | € 607.445,42 | | € 607.445,42 |
| PP2 | € 56.475,92 | € 10.030,00 | € 17.450,00 | € 130.660,00 | € 77.637,00 | € 11.680,00 | € 303.932,92 | € 21.275,30 | € 325.208,22 | | € 325.208,22 |
| PP3 | € 47.153,92 | € 10.230,00 | € 47.970,00 | € 88.050,00 | € 70.337,00 | € 11.450,00 | € 275.190,92 | € 19.263,36 | € 294.454,28 | | € 294.454,28 |
| PP4 | € 64.801,08 | € 11.160,00 | € 67.840,00 | € 110.680,00 | € 62.560,00 | € 14.210,00 | € 331.251,08 | € 23.187,58 | € 354.438,66 | | € 354.438,66 |
| PP5 | € 68.335,08 | € 8.335,00 | € 62.500,00 | € 120.350,00 | € 112.843,00 | € 16.480,00 | € 388.843,08 | € 27.219,02 | € 416.062,10 | | € 416.062,10 |
| PP6 | € 79.078,92 | € 12.336,00 | € 76.620,00 | € 144.480,00 | € 138.308,00 | € 15.410,00 | € 466.232,92 | € 32.636,30 | € 498.869,22 | | € 498.869,22 |
| PP7 | € 75.778,92 | € 12.716,00 | € 49.580,00 | € 153.346,00 | € 60.920,00 | € 31.090,00 | € 383.430,92 | € 26.840,16 | € 410.271,08 | | € 410.271,08 |
| PP8 | € 46.913,92 | € 6.630,00 | € 20.190,00 | € 72.280,00 | € 122.745,00 | € 11.105,00 | € 279.863,92 | € 19.590,47 | € 299.454,39 | | € 299.454,39 |
| Subtotal direct costs | € 685.626,84 | € 245.896,00 | € 462.170,00 | € 1.096.996,00 | € 953.596,00 | € 161.984,00 | € 3.606.268,84 | € 252.438,82 | € 3.858.707,66 | € 0,00 | € 3.858.707,66 |
| Subtotal direct costs % | 17,77% | 6,37% | 11,98% | 28,43% | 24,71% | 4,20% | 93,46% | | 100,00% | | 100,00% |

## Budget per Work Package & Output

| WP1 - STRUC | Total Costs | Output: 1.1 | | Output: 1.2 | | Output: 1.3 | | Output: 1.4 | | Output: 1.5 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Costs | € 685.626,84 | € 349.669,69 | 51,00% | € 150.837,90 | 22,00% | € 13.712,54 | 2,00% | € 61.706,42 | 9,00% | € 109.700,29 | 16,00% | | | | | | |
| WP2 - Led by | Total Costs | Output: 2.1 | | Output: 2.2 | | Output: 2.3 | | Output: 2.4 | | Output: 2.5 | | | | | | | |
| Total Costs | € 245.896,00 | € 34.425,44 | 14,00% | € 34.425,44 | 14,00% | € 24.589,60 | 10,00% | € 31.966,48 | 13,00% | € 120.489,04 | 49,00% | | | | | | |
| WP3 - OBJEC | Total Costs | Output: 3.1 | | Output: 3.2 | | Output: 3.3 | | Output: 3.4 | | Output: 3.5 | | Output: 3.6 | | | | | |
| Total Costs | € 462.170,00 | € 64.703,80 | 14,00% | € 69.325,50 | 15,00% | € 50.838,70 | 11,00% | € 69.325,50 | 15,00% | € 60.082,10 | 13,00% | € 147.894,40 | 32,00% | | | | |
| WP4 - OBJEC | Total Costs | Output: 4.1 | | Output: 4.2 | | Output: 4.4 | | Output: 4.3 | | Output: 4.5 | | Output: 4.6 | | | | | |
| Total Costs | € 1.096.996,00 | € 307.158,88 | 28,00% | € 296.188,92 | 27,00% | € 131.639,52 | 12,00% | € 164.549,40 | 15,00% | € 98.729,64 | 9,00% | € 98.729,64 | 9,00% | | | | |
| WP5 - OBJEC | Total Costs | Output: 5.1 | | Output: 5.2 | | Output: 5.3 | | Output: 5.4 | | Output: 5.5 | | Output: 5.6 | | Output: 5.7 | | Output: 5.8 | |
| Total Costs | € 953.596,00 | € 19.071,92 | 2,00% | € 95.359,60 | 10,00% | € 295.614,76 | 31,00% | € 381.438,40 | 40,00% | € 19.071,92 | 2,00% | € 19.071,92 | 2,00% | € 114.431,52 | 12,00% | € 9.535,96 | 1,00% |
| WP6 - OBJEC | Total Costs | Output: 6.1 | | Output: 6.2 | | Output: 6.3 | | Output: 6.4 | | Output: 6.5 | | | | | | | |
| Total Costs | € 161.984,00 | € 24.297,60 | 15,00% | € 30.776,96 | 19,00% | € 24.297,60 | 15,00% | € 63.173,76 | 39,00% | € 19.438,08 | 12,00% | | | | | | |

# CHAPTER 9: GUIDELINES FOR THE INTERNISA PROJECT JOINT IMPLEMENTATION

## 9.1. THE INTERNISA CODE OF CONDUCT

The Code of Conduct that has been conceived by the EU funded project INTERNISA, within ENI CBC MED Program (see INTERNISA DELIVERABLE 3.5 of WP3), aims to bridge the digital gender gap and provide marketable digital skills to underprivileged women in ENI territories.

The articles of the INTERNISA Code of Conduct rely on International and European Code of Conduct frameworks, namely the Universal Declaration of Human Rights, the International Labor Organization's Core Convention, the UN Guiding Principles on Business and Human Rights, and UN Sustainable Development Goal number 5 (gender equality). The articles count as well on the collected data generated by the conducted women and SMEs managers' surveys throughout the INTERNISA partner countries which helped identifying the mostly expected Ethics and Gender sensitive policies in workplace.

Employers are thus encouraged to adopt the articles of this Code of Conduct which reflect the norms, standards and best practices not solely put in place but also looked-for in the INTERNISA seven (7) partner countries.

In this context, the INTERNISA Code of Conduct provides a framework and guidance for businesses in order to integrate gender parity considerations into their standards to set supply chain ethical requirements and promoting safe and healthy workplace environment, where all workers, irrespective of sex or status, are equally treated with fairness, dignity and respect.

It is highly recommended for companies in the ENI CBC MED area to adopt the INTERNISA Code of Conduct and to integrate its principles within their internal policies & regulations in order to create and reflect an environment of trust, image enhancement, and ethical reputation prominence towards correspondent stakeholders.

## 9.2. INTERNAL COMMUNICATION

Communication is important to start from the beginning of the project. For this reason, the kick off meeting took place, in which the action plan of the project was presented and planned. The communication of the project partners should be continuous and valid while maintaining the coordination of its work and planning the organization of internal communication about who will inform whom, in what way, on what issues and when.

In order for communication to be effective and to help manage and monitor, many different useful communication tools can be used. Digital tools should be used by project partners as they are tools that offer instant communication at no extra cost. Examples of such tools are online workspaces, file transfer, storing shearing documents, mailing list etc.

Successful internal communication is mainly based on the creation of group and mailing lists, which include the details of all project partners and other members involved in the organization structure. Once such a list of information and contacts has been created, it is important to update it whenever needed, always providing the connection one may need with someone and keeping a communication channel constantly open.

Another tool is semi-scheduled and regular fusion. This tool is not used on a daily basis like the digitized tools mentioned in the previous paragraphs. The purpose of these meetings is to solve communication problems and strengthen communication, review progress and have discussions on issues that will promote the progress of the project. For this purpose the existence of a team that will coordinate and maintain the smooth operation of these meetings is very important.

## 9.3. COMMUNICATION AND VISIBILITY OF THE INTERNISA PROJECT

External communication is vital for the promotion and successful implementation of the INTERNISA project. External communication promotes the objectives, purpose, activities and results of the project, as well as enhances transparency and justifies funding from the European Union, which is public expenditure.

External communication can use a number of tools to target specific target groups defined for this purpose.

There are specific resources available to use communication tools and project promotion & transparency actions. For this reason, the planning of communication actions must be done with special care, so that the available resources are used in the best possible way.

External communication is an important strategic tool which, if implemented in the right way and the right means, will contribute to achieving the objectives of the INTERNISA project and informing the public about all stages and progress of the project.

The target groups should be informed according to the stage at which the project is, for its start, the progress of its implementation and its completion, promoting to each target group the goals, achievements and results of the project.

In order for this to happen, the INTERNISA project Communication Plan has been created, in the framework of WP2. The Communication Plan is a tool that organizes and plans the communication actions that should be used, selects the appropriate communication tools and the target groups to which the communication actions and tools will be applied. It is important to apply those communication actions and tools to those target groups to which they will be most responsive. The communication plan contributes to the achievement of the project objectives by highlighting its important points and informing the public. The development of the project's Communication Plan has been in accordance with each stage in which the project is located and has been adapted according to the purpose of its better promotion. Communication objectives have been defined according to SMART criteria (SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT, TIME-BOUND).

## 9.4. INTERNISA BRANDING STRATEGY

To establish the INTERNISA brand and Network in ENI CBC MED territories, Branding Strategy includes guidelines on defining:

| | |
|---|---|
| 1. | Branding Targets |
| 2. | Analyzing Target Groups |
| 3. | Developing INTERNISA Brand Identity |

### Branding Targets

We should work on visual characteristics derived from the above the following components. Things like color scheme, logo, typography, tagline, and brand guidelines are important in visually representing a brand's purpose, positioning, promise, identity,

beliefs, and personality.

### Brand's Purpose

The purpose is related to the existence of business which is to promote the utilization of project structures and services by women in need of digital skills. This purpose should be made clear to our target customers.

### Brand's Positioning

Brand positioning means the place a brand occupies or wants to occupy, relative to the competition, in the mind of a customer. Brand positioning takes into account: the target audience, competition and any outside market factors.

### Brand's Promise

A brand promise is what your customers can expect from our project. This should be stated carefully because it affects the conformance quality of our project. The promises should be fulfilled.

### Brand's Beliefs

We will build the brand belief by educating the target audience about the project values and what our project stands on. Building the belief helps in creating brand equity along with feelings, images, thoughts, and experiences.

### Brand's Personality

Brand personality is the characteristics associated with a brand. It's the thing that the target audience can relate to.

## CHAPTER 10: INFORMATION & DATA ANALYSIS OF THE DIFFERENT TERRITORIES OF INTERNISA PARTNERS

In order to apply the INTERNISA WPs on each territory taking part in INTERNISA project, their requirements have to be analyzed. As mentioned before, INTERNISA is a project involving the following seven (7) countries: Spain, Greece, Italy, Jordan, Tunisia, Lebanon and Palestine. The project is designed to establish strategies and actions to address the digital divide between women by intervening in the labour supply and demand, and thereby reducing female unemployment in ENI countries. The territories involved in the ENI CBC Med Programme suffer from high unemployment rate and low participation of women in the labour market. At the same time, job growth is hindered by the low penetration of digital innovation in Mediterranean territories which hampers the capacity of small enterprises to find access to know-how or venture capital for innovation. The INTERNISA project addresses the double challenge of overcoming the low levels of participation of women in the labour market, as well as the low levels of digitisation of economies.

Therefore, in this Chapter there are presented (per country, depending on the information provided by each respective Partner):

- The regulatory framework of the labour market and of the educational system
- Basic characteristics and current situation of the labour market and of the educational system
- Overview of female participation in the labour market at national and at regional level (where applicable) and data regarding labour force participation rate, female (% of female population ages 15+)
- Examples of initiatives promoting better integration of women in the labour market
- Positive actions for the equality between men and women in SMEs and Large Businesses
- Economic and Social Gender strategies.

## 10.1. SPAIN

**FAMP (Andalusian Federation of Municipalities and Provinces)** is one of Spain's partners in the INTERNISA project, responsible for advancing the thematic objective of promoting social inclusion and combating poverty.

*LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS*

*Overview of female participation in the labour market (national level – Spain and regional level – Andalusia)*

> The concept of the Digital Divide does not have a single and closed universally accepted definition. There are many sources that gloss the concept, usually in a very similar way, although with different nuances. The Digital Divide refers to a socioeconomic totality between those communities that have accessibility to the Internet and those that do not, although such inequalities can also refer to all new information and communication technologies (ICT), such as personal computers, mobile telephony, broadband and other devices. As such, the digital divide is based on differences prior to access to technologies (Servon 2002). In this report, the digital divide refers to the unequal ability to access and use ICTs, i.e., the separation that exists between people (communities, states or countries) who use new information and communication technologies as a routine part of their lives, and those who do not have access to them or, even if they do, do not know how to use them, which in practice greatly impairs access to higher quality jobs, mainly for women. Here below we describe some stats regarding women employment divide and women digital divide.
>
> - The female activity rate is lower than the male rate with a difference of 13 points.
> - The female employment rate is 10 points below the male rate.
> - The gender digital divide in Spain has been reduced by more than 7 points, from 8.1 to 1 point, although women maintain an unfavourable position in digital skills and internet use.
> - In advanced skills, such as programming, the gap in Spain is 6.8 points, the EU average is 8 points.
> - In 2020, Spain had only 23.4% of female researchers in the ICT sector.
> - Spain ranks 12th in the EU in STEM profiles.

Only 8% of women occupy technical and specialised positions in ICT companies. Women represent 22% of the total number of candidates presented to job offers linked to the digital sector.

- In technology companies, men are paid 8.9% more than women in the same position,
- Women who participate as partners or create start-ups represent only 17% of the total,
- Only 12% of women are involved in the design and development of applications linked to artificial intelligence and machine learning,
- Women represent 11% of the people who program source code (write software).
- Less than 25% of academic artificial intelligence research staff are women.
- In the field of cybersecurity, only 11% are women globally and in Europe it drops to 7%.

### *Regulatory Framework*

- Action Plan for Equal Opportunities for Women and Men in the Information Society 2014-2017. Society 2014-2017. Approved by the Council of Ministers in September 2014, it represents the Government's commitment to the effective equality between women and men in the Information Society, a commitment assumed in the "Plan Estratégico de Igualdad de Oportunidades" (PEIO) (IMIO, 2014b) and in the framework of the "Agenda Digital para España" (Digital Agenda for Spain).
- Strategic Plan for Equal Opportunities 2014-2016. The "Plan Estratégico de Igualdad de Oportunidades" (PEIO) is approved by the Council of Ministers in march 2014. It refers to the Action Plan as an instrument to achieve the objective of guaranteeing the of guaranteeing the equal incorporation of women and men in the Information Society. In this way, the Action Plan develops through specific actions the determinations established in the PEIO.
- The Digital Agenda for Spain 2013-2015. The "Digital Agenda for Spain", approved by the Government in February 2013, is the reference framework that establishes a roadmap in the field of information technology framework of reference that establishes a roadmap for Information and Communications Technologies and e-Government, designing a strategy for and e-Government, designing Spain's strategy to achieve the objectives of the "Digital Agenda for Europe". This Agenda through alignment with the European strategy and only through its achievement, will prepare Spain to compete internationally.

### *Adapting the Spanish education system*

Companies claim as the main BARRIER to overcome the digital divide and obtain the talent they will need in the future the DISCONNECTION and lack of existing reality between current educational programs and the skills and capabilities that companies seek.

In technical careers and for the acquisition of digital knowledge it is necessary that the educational system advances at the pace of the companies and the whole productive sector which requires the following:

- IMPROVING THE TECHNICAL AND DIGITAL SKILLS OF TEACHERS

- Facilitate STEM training among teachers at all educational levels

- Train teaching staff in transversal digital skills, beyond technological tools to be used in the classrooms

- Promote teacher performance analysis and export good methodological practices.

### *Characteristics of the labour market in Spain*

- Vulnerability of the youth population, with an unemployment rate above 36% and with much differentiated profiles, people with a high level of education and others who have neither training nor experience.
- Stereotyped educational system, women and men follow different paths, women choose professions related to social sciences and health, while men are oriented towards science and technology professions.
- Gender inequality in the labour market. Minority participation of women in emerging sectors and in management positions in companies.

The digitalisation of the economy leads to major changes in the labour market, changing sectors of activity, jobs, and professional skills. In addition to technical skills, the market will value transversal professional skills: lifelong learning, adaptation, creativity, or innovation.

Digital skills will go from being an element that differentiates to becoming an obligation and mathematical thinking will be very important. Other skills such as social performance, emotional management, communication, and leadership will also gain importance.

### *Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) –European Union and Spain:*
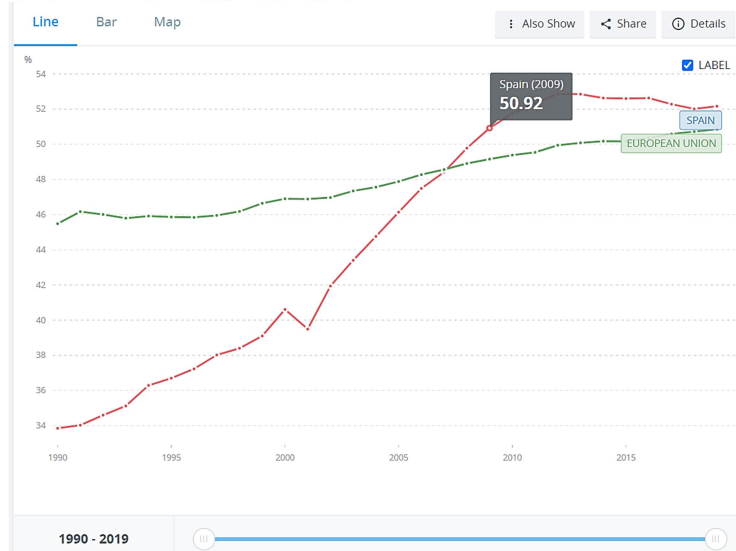
*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

## 10.2. ITALY

### LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS

### Overview of female participation in the labour market (national level – Italy and regional level - Tuscany)

Italian women still have one of the lowest rates of participation in the labour market among OECD countries (OECD, 2017). The low number of women in the country's workforce helps to explain why Italy has one of the lowest gender gap pay in the OECD: the (few) women active in the labour market are on average more educated, thus they have higher pay potential than inactive women. However, in case of self-employment, which is very common in Italy especially among young women and men, the pay gap is very high.

At regional level, Tuscany shows high participation rates in the labour market, compared to the Italian average (2019 regional Report on female working and economic condition). Female unemployment levels are also lower than the Italian average (9%).
One of the reasons for the low female participation rate is the lack of access to affordable childcare services and of good quality: only one in four children between zero and two years in Italy is entrusted to the care of formal services of childcare.

According to the EU Country Report Italy 2020, the employment rate of women remains sizeably below the EU average and family-related social policies still lack proper coordination. Some steps have been taken to facilitate access to childcare services through financial support to families.
However, a comprehensive strategy that combines a more efficient tax system with access to care services and measures to reconcile career and family life is missing. The Government has made efforts to support families through a voucher system, but large disparities between regions persist.

Despite these obstacles, progress is being made in gender equality in the upper income brackets. In the recent years, Italy has significantly increased the participation of women on businesses' boards of directors. Thanks to the introduction of gender quotas for listed companies (at least 33% of the board members of directors - law n. 120 of 2011), the proportion of women in Boards has doubled from 15% in 2013 to 30% in 2016.
Women represent almost 40% of all Italian graduates in science, technology, engineering and mathematics, against an average of 31% in OECD countries. Though the number

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of male employees continues to be higher in the ICT sectors, a growing share of women graduates in this field could help close the gap in this area in coming years to come.

Digitalisation offers an opportunity for the country to close the gap. 38% of Italian women currently have basic digital skills and 19% have advanced skills (men 45% and 25% respectively). The lack of specialist digital skills is also affecting businesses run by women in this pandemic period. Factors that have made women particularly vulnerable are disproportionate representation in sectors most affected by the crisis, the marked digital gender gap. This situation has been exacerbated by restrictions imposed by the pandemic. These have forced Italian women to take on even more responsibility for family management.

The fourth edition of the Mastercard Index of women entrepreneurs (Miwe 2020) records how Italy, together with Portugal, has undertaken new regulatory and legislative initiatives to introduce innovations in the field of "parental leave" and in the further protection of motherhood in the workplace. In addition, the cultural perception of women entrepreneurs and a leading figures in an entrepreneurial activity is growing (37.5% compared to 2019), a symptom of an ideal advancement that accompanies the structural one towards the female working world.

### *Regulatory Framework (national level – Italy and regional level – Tuscany)*

Safeguarding, emancipation and anti-discrimination are the main strands that run through the entire production of labour market regulations for women in Italy. Work began in the second post-war period and is still ongoing. The focus here is on the past 20-year legislation, with legislation that still applies today.
In terms of safeguarding women, these are the main laws since 2000:

- Law n. 53 of 8 March 2000, "Provisions for the support of maternity and paternity, for the right to care and training and for the coordination of the times of the cities", is a milestone in the Italian regulatory framework for women in the labour market.

- Law 53/2000 was issued in implementation of 96/34 / EC and 97/75 / EC directives and is intended to promote time-balance between work and everyday life by establishing specific parental leaves and the promotion of the use of time according to individual and social needs. It also promotes participation in educational courses and continuous training. It provides for the possibility of work leave to take part in training activities.

- Finance law 2003, art. 91. for nurseries in the workplace: in order to ensure adequate family care for female workers and for employees with children, a

subsidised rate fund is set up to finance the construction of nurseries.

- In 2007, the Ministerial Decree of 12 July extended the right five months of compulsory maternity leave to all female workers registered under the national pension scheme.

As for emancipation and anti-discrimination, the 2006 - Legislative Decree No. 198 (11 April) brought together in one act all the laws previously in force containing the provisions on equal opportunities between men and women and for the prevention and removal of all forms of discrimination based on sex.

With law 92 of 2012 (*Riforma Fornero*) a 50% reduction in tax contributions was introduced for employers hiring female workers under certain conditions. Now, with the 2021 Budget Law, the reduction percentage has been raised to 100%, within the maximum limit of 6,000 euro per year, for the period 2021-2022.

It is noted that a number of initiatives have emerged or been adapted during the COVID-19 pandemic. One example, of initiatives promoted to tackle female unemployment at national level is the New SELFIEmployment, operational since February 2021. It finances the start-up of small business initiatives, promoted by NEETs, unemployed women and long-term unemployed, with zero-interest loans up to 50,000 euro.

In Tuscany, the law 16/20009 on Gender Citizenship sets the framework. With this law, Tuscany aimed to combat gender stereotypes in the new generations. The law encourages actions aimed at reconciling work-life, spreading the culture of gender, as well as boosting territorial gender agreements and supporting projects in the field of gender equality. The regulatory intervention also provided for tools to support the embodying of a gender perspective in regional policies, including gender budgeting.

### *Some examples of initiatives promoting better integration of women in the labour market*

The following Table presents some initiative that may be considered as interesting examples of public initiatives to promote female integration in the labour market:

| Title of initiative | Territorial level | Brief overview |
|---|---|---|
| **Ministry of Agricultural Policies Food and Forestry Women in the field** | National | Agriculture is among the sectors with the highest percentage of female employment. There are over 200,000 female agricultural entrepreneurs in Italy, about 28% of the total. A substantial share is led by young women under 35. There are particularly high numbers in some sectors, such as fruit and vegetable production, where female employment reaches as much as 70%. The national government wished to support this trend, in light of the challenges affecting the sector: sustainability, precision agriculture, multifunctional agriculture, to name a few.<br><br>The measure "Women in the field" was supported by the Ministry of Agricultural Policies Food and Forestry with a national decree on 9 July 9 2020. The aim is to **encourage female entrepreneurship in agriculture**. 15million € was allocated to this fund for 2020 and a further 15million € has been allocated for 2021.<br><br>It finances development or consolidation projects in the agricultural sector and in the processing and marketing of agricultural products.<br><br>Micro, small and medium-sized enterprises can obtain low-interest loans at zero interest, up to a limit of € 300,000, with a minimum duration of five years and a maximum of fifteen years. |
| **Region of Tuscany – Regional Operational Programme European Regional Development Fund 2014-2020 (ROP ERDF). Selection criteria / initiatives promoting female participation.** | Regional | The ROP ERDF is the Tuscan programme contributing to the EU objectives of smart, sustainable and inclusive development. The programme funds initiatives on the following axis:<br><br>- **Axis 1: Strengthened research, technological development and innovation;**<br><br>- **Axis 2: Improved access to information and communication technologies;**<br><br>- **Axis 3: Greater SME competitiveness;**<br><br>- **Axis 4: Transition to a low carbon economy in all sectors;**<br><br>- **Axis 5: Qualifying and enhancing the network of major cultural attractors;**<br><br>- **Axis 6: Promote social inclusion, fight poverty and all forms of discrimination in urban territories.**<br><br>In line with European Legislation, the ROP ERDF incorporates horizontal principles, including gender equality. The **ROP ERDF includes output indicators related to female employment and female run enterprises**. These are particularly relevant to Axis |

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| | | 1 and 3, with a focus on incentives for enterprises. Within this overall framework, the regional government has added a set of evaluation criteria that can be applied to the calls published on the ROP ERDF. These include the possibility to gain extra evaluation points, if the applicants can demonstrate active involvement of female workers and/or are represented by female-led companies. |
| **Region of Tuscany – Regional Operational Programme European Social Fund 2014-2020 (ROP ESF).** | Regional | The ROP ESF **finances the main policies for employment, training, education and social cohesion** in Tuscany. The regional strategy is embodied within the operational programme in four priority axes of intervention, developed on the basis of the priorities indicated by the EU for the European Social Fund:<br><br>- Axis A: Employment<br><br>- Axis B: Social inclusion and fight against poverty<br><br>- Axis C: Education and training<br><br>- Axis D Institutional and administrative capacity<br>Approximately 20% (145M€) of the entire Programme plafond is destined for interventions for inclusion, promotion of equal opportunities and social cohesion. Among these, we find the supporting measures for female employment, with hiring incentives for companies. These have the aim of increasing female employment for women over 30, through permanent employment with full-time and part-time contracts. One of the last initiatives was in 2020 with the call for proposal financed by ROP ESF 2014-2020 combined with other regional resources, financing private companies hiring unemployed women over 30 years old as of January 2020. |
| **Giovanisì** | Regional | Giovanisì is the Tuscany Region project for the autonomy of young people, up to 40 years of age. It is a system of opportunities structured in 7 areas: Internships, Home, Civil Service, Doing Business, Work, Study and Training and Giovanisì + (participation, culture, legality, social and sport).<br>The project is financed with regional, national and European resources (ROP ESF, ERDF and EAFRD).<br>Some initiatives includes measure targeting women, among others, such as the start-up of micro and small entrepreneurial initiatives for young people and women operating in the **manufacturing, trade, tourism and tertiary sectors**. The subsidy is granted in the form of a zero-rate microcredit, to the extent of 70% of the total eligible cost, up to a maximum of 24,500 euro. |

**Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - European Union and Italy:**
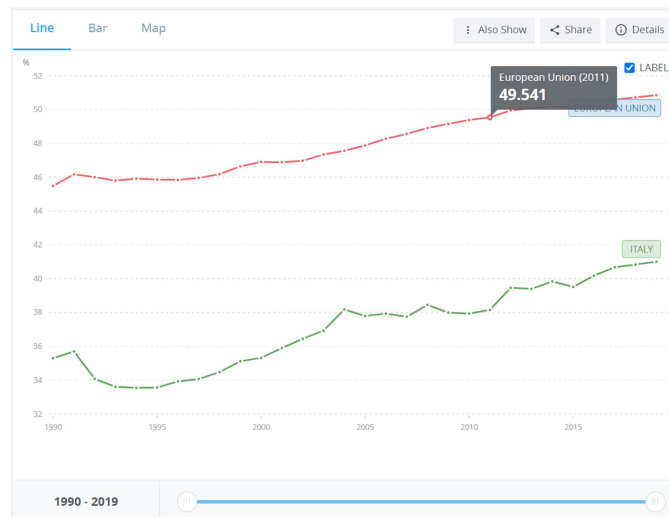


*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

## 10.3. GREECE

### LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS

### Regulatory Framework

As a member of the United Nations, Greece has signed and ratified several conventions on gender equality, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1979[1], ratified in 1984 the C122 - Employment Policy Convention (1964)[2] and the C111 - Discrimination (Employment and Occupation) Convention (1958)[3], the C103 - Maternity Protection Convention (Revised) (1952) in 1983[4]. In addition, as a member of the EU, Greece has signed and adopted the Charter of Fundamental Rights of the European Union, which prohibits discrimination on any grounds, including sex, (Article 21) and recognises the right to gender equality in all areas and the necessity of positive action for its promotion (Article 23) and the Treaty of Lisbon in 2009. Within the country, equality between men and women was first constitutionally enacted in 1975 with the inclusion of Article 4, paragraph 2.

> *"Greek men and women have equal rights and equal obligations"[5]*

In addition to this, Article 22, paragraph 1 states that: "Work constitutes a right and shall enjoy the protection of the State, which shall care for the creation of conditions of employment for all citizens and shall pursue the moral and material advancement of the rural and urban working population. *All workers, irrespective of sex or other distinctions, shall be entitled to equal pay for work of equal value".[6]*

The last sentence responds to the identified issue of unequal payments existing for men and women at the time. To ensure that equality between men and women will be put into force, paragraph 2 of Article 116, States *Adoption of positive measures for promoting equality between men and women does not constitute discrimination on grounds of sex. The State shall take measures for the elimination of inequalities actually existing, in particular to the*

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[1] United Nations Entity for Gender Equality and the Empowerment of Women, https://www.un.org/womenwatch/daw/cedaw/

[2] ILO, https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C122

[3] ILO, https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C111

[4] ILO, https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C103

[5] The Greek Constitution, p. 21. https://www.hellenicparliament.gr/UserFiles/f3c70a23-7696-49db-9148-f24dce6a27c8/001-156%20aggliko.pdf

[6] *Ibid.,* p. 40

*detriment of women[7].*

Positive measures include trainings and capacity building activities offered to women to enhance their abilities and promote their integration in all aspects of society, as well as programs targeting women and their employment. Measures promoting equality obstructed mainly by prejudices include participation of women in high ranks in public administration or in other decision-making centres.

In 1985, the main public body designing and implementing policies for gender equality, the General Secretariat for Gender Equality was established. Recently the Secretariat was abolished and replaced by the General Secretariat for Demography and Family Policy and Gender Equality. Important body promoting gender equality is the Research Centre for Gender Equality, a Legal Entity under Private Law of the Ministry of Labour and Social Affairs (General Government Body) founded in 1994, supervised by the General Secretariat for Demography and Family Policy and Gender Equality.

### *Overview of Current Situation*

Advancing the participation of young women in the labour market remains a need across Europe to eliminate the persistent gap between men and women and achieve equality. The EU report of 2019 on equality between women and men in the EU showed the persistence of the gender gap in terms of employment. The gap is demonstrated both when trying to enter the labour market and in the workplace. As far as entering the labour market, the survey showed that employment rate of men was 77.8% in 2017, whereas for women was 66.4%. Thus, a 11.4 percentage points gap between men and women is observed in Europe.

*Figure 1: EU-28 - Employment rates, people aged 20-64, by gender (%)*



*Source:* Eurostat-
https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do
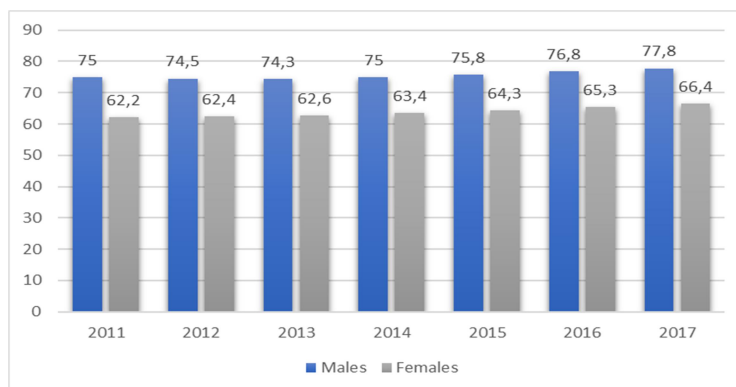
When entering the labour market, it is more usual for women to occupy low paid jobs comparing to men, whereas women representation in areas of science, technology and engineering is very low. In addition, it is more difficult for women to progress in their jobs and occupy managerial positions.
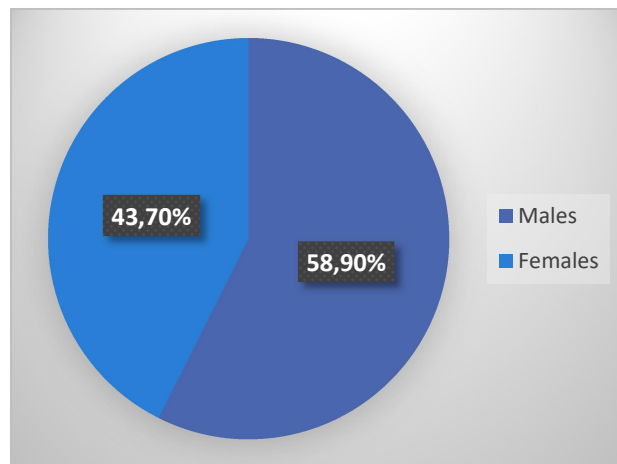
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[7] *Ibid.*, p. 130

When women do occupy such positions, they are paid 23% less than men for the doing the same job, which is the highest gap in payment. According to ILO (2018/2019), this percentage is lower in low paid jobs (14.7%). Data support that the gap is not the result of differences in educational background or performance but the outcome of socially constructed beliefs about women, their role and their position in the labour market. This is also linked to the duties women in their families, since they are the prime carers of children or other dependent members.

However, a positive change is observed in 2020 due to the radical digitalization and flexibility brought by the COVID-19 pandemic. According to Thornton (2021), the percentage of women occupying managerial positions increased by 2 percentage points from 2020. This positive change is connected largely to the flexibility provided by remote and flexible working.

According to EIGE (2020), Greece ranks last in the EU on Gender Equality Index since 2010.

*Figure 2: Employment rate in 2020 by gender (%)*



*Source*: ELSTAT, 2021
https://www.statistics.gr/documents/20181/0960ad36-8fb9-3cfc-546c-dbb9f460f277

*"With 52.2 out of 100 points, Greece ranks last in the EU on the Gender Equality Index. Greece's score is 15.7 points below the EU's score. Since 2010, its score has increased by 3.6 points, with a slight increase of 1.0 point since 2017. Its ranking has remained the same since 2010".* This inequality is met in the labour market where, for the last quarter of 2020, the labour force rate for men was 58,9%, and for women was 43,7% (Hellenic Statistical Authority, LFS, 2021). In the last quarter of 2018, before COVID-19 and alterations in the labour market, the men rate was 60%, whereas that of women was

43,9%, resulting to a 16.1 percentage point gap between men and women (Hellenic Statistical Authority, LFS, 2018).

The results of the ELSTAT (2018) survey on reconciliation between work and family life, showed that "care responsibilities are mainly women's concern, but men seem to contribute, as well". Even though the survey showed that the effect of childcare responsibilities are limited on employment due to help by members of the family, it also

showed that childcare had an effect on 21.7% of the total respondents, of whom 14.6% were men and 32% were women.

From the above, it is apparent that women face multiple challenges entering the labour market, excluding at the same time fields that are male dominated. Science, engineering, and mathematics or ICT are considered as more suited to men. Women are discouraged socially and culturally to study and work in these areas. *"…there are often practices overtly patronizing to women and making unflattering comments on their skills. In addition, in many companies it is required for employees to be willing to work long hours in order to finish an ongoing project, thus requiring women to put work ahead of family commitments. Companies may hesitate to hire women for demanding IT positions, because of the fear that family obligations will reduce their productivity"* (Pappas et al., 2018, p. 6). Described as male dominated, of high requirements and demanding, not suited for a woman planning to have a family.

The above data are supported by the outcomes of the two focus groups – with companies and women- conducted as part of the project. Both men and women participants supported that inequality between men and women in the labour market originates from deep-seated beliefs regarding the two sexes and their roles in society. The behaviour of both men and women is guided by these beliefs and stereotypical perceptions, leading to reproduction and perpetuation the current situation. This has an effect on entering the labour market and the positions to which women apply for, since many jobs are linked to a specific gender. In case women occupy traditionally male positions, then they often adopt male patterns of behaviour.

> *"Women who were integrated in the labour market imitated the male working patterns in order to survive".*

One of the female participants in the survey supported that, the role of the career or mother overshadows any other identities a woman carries. So, no matter how successful a woman is in her professional life, in her private life she is first and foremost the career of the rest of the members of the household. For example, it was supported that whether a woman will work or not is, in many cases, dependent on the needs of the family, whereas it is a given for men to work. Motherhood was discussed as a major factor when women make decisions for their professional life. The desire to become a mother can have an impact on the profession a woman might choose (e.g. choosing a profession which is not very demanding), or it can lead to quitting the job altogether. These are connected to the perception that a woman's priority is to be a mother, held at large by both men and women. In addition, businesses in

the private sector, do not encourage becoming a mother, since many women are afraid they are going to lose their jobs if they use their maternal leave or the working hours are not flexible enough for them to harmonize the two roles (of the professional and of the mother).

Flexibility is offered through digitalization and remote working, according to one of the participants. The particular participant supported adopting remote working and cooperation in virtual environments cooperation as a friendlier way of working especially for women. To achieve that, she proposed a change in the system of evaluating work performance. This would entail a change in the evaluation criteria from physical presence to actual outputs.

The need for digitalization was mentioned also for women entrepreneurs in Greek rural areas. Women owning family businesses mainly in the field of textiles, agro-food and tourism is something very common and, according to one of the participants, enhancing women entrepreneurs in rural Greece would significantly help in development. Trainings and seminars on digital skills to enable young women entrepreneurs to access information for funding or to foster synergies are considered as imperative for developing small women businesses.

### *Positive discrimination actions*

Gender equality has been one of the objectives of the EU since the 90s, with the Equal Opportunities Action Program but the process was accelerated after the Lisbon Strategy launched in 2000. Aiming to make Europe "the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion"[8], the Lisbon Strategy focused on knowledge and innovation, on unlocking the potential of SMEs and highly skilled workforce. Aiming for 60% female employment by 2010, the first programming period started in 2000 and would last until 2006 and the second would last from 2007 to 2013. However, the financial crisis disrupted the efforts and brought in the surface issues related to domestic and gender-based violence. Efforts focused to support women psychosocially while awareness raising activities and interventions to tackle the phenomenon were launched. Finally, the Greek #Me too which broke out in 2020 unveiled the severity of the SGBV issue and led to taking action and initiated more discussions on ways to prevent and combat the phenomenon. Throughout these years several programs have been implemented with the support of the EU. What follows is the short presentation of some of the initiatives and actions implemented mainly by the General Secretariat for Gender Equality.

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[8] https://portal.cor.europa.eu/europe2020/Profiles/Pages/TheLisbonStrategyinshort.aspx

### *Positive actions for the equality between men and women in SMEs and Large Businesses*

From 2000 to 2009, the General Secretariat for Gender Equality implemented with the support of the European Social Fund and as part of the Operational Program "Employment and Vocational Training" of the Ministry of Labour and Social Affairs, Positive actions for the equality between men and women in SMEs and Large businesses.
The following actions were foreseen to be implemented:
1. Quality certification of companies for adopting EU standards regarding gender equality
2. Raising awareness of men and women in businesses and of their social circles on the positive impact of women integration in the labour market
3. Consultation and support for working women
4. Training on specialized knowledge and skills to women to support their professional development
5. Teleworking aiming to utilize new technologies and communication to ensure employment for women facing challenges combining their professional duties with their social and family life and to better organize work in companies
6. Infrastructure/Services. This action involved the creation and operation of nurseries and other care facilities within the companies.

### *Equal Initiative*

The effort to enhance women participation in labour market and decrease the gender gap has been the strategic goal of the European Union for the past decades. Milestone in this effort was the 2000-2008 EQUAL Initiative[9] funded by the European Social Fund and the co-funded by EU member states aiming at:

- increasing employability,
- encouraging inclusive entrepreneurship,
- facilitating adaptability,
- promoting gender equality and;
- integrating asylum seekers.

The EQUAL Initiative, based on a thematic approach, included 9 themes concerning equal opportunities. "Equal opportunities for men and women" was one of the themes and in the context of Greece included activities aiming to "*Promote the abolition of occupational segregation*".

As part of the EQUAL initiative, a number of activities were implemented resulting to

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[9] http://www.ypergka.gr/ekt/equal/

important good practices supporting and promoting women entrepreneurship. The program Women Entrepreneurship and Trans-regional system was developed to support Social Economy "DIONI II" aimed at supporting, promoting, certifying, and microfinancing 3rd sector women enterprises a:

1. Women Micro-credit Mechanism providing micro-loans to women entrepreneurs and future entrepreneurs.
2. Trade Houses DIONI II supporting, promoting and organizing trade exhibitions for women entrepreneurs, promoting women and social businesses, networking, training women entrepreneurs etc.

These practices enabled the creation and operation of women businesses, across the country, by ensuring favourable terms for business loans, helping women access information regarding funding, connecting women entrepreneurs with the market and training them in drafting business plans and monitoring the implementation of those plans. The developed model has been identified as a good practice at an EU level (EIGE, 2014).

### *Competitiveness and Entrepreneurship Operational Program*

State and EU funding of women businesses has been imperative for women entrepreneurship, especially during the financial crisis. The Competitiveness and Entrepreneurship operational program (2007-2013), funded 382 women businesses strengthening the position of women in the market during a time of severe financial instability. In addition, as part of the Competitiveness and Entrepreneurship program, a platform hosting all developed good practices was designed and created, presenting cases of successful entrepreneurship and projects.
http://www.hellaskps.gr/bestpractices/index_en.asp

### *Observatory on Gender Equality*

As part of the General Secretariat for Gender Equality, an Observatory was established to monitor and evaluate equality policies. The observatory records aspects of gender inequality, such as payment gap or employment rate gap as well as issues related to SGBV and women victims of multiple discrimination. The Observatory supports Public Administration to evaluate implemented policies, design new policies based on acquired data and implement interventions. The Observatory has been selected as a good example by the European Commission and was included in the 2015 Annual Report on Equality between Women and Men in Europe.
http://paratiritirio.isotita.gr/

### *Women & Girls Go Digital*

The General Secretariat for Gender Equality organized during the Hellenic Presidency of the Council of the European Union, in cooperation with the European Centre for Women and Technology and in cooperation with National and European Stakeholders, the Conference entitled "Women & Girls Go Digital, National Action Plan for increasing the female talent in digital jobs" (2014). The aim of the Conference was to link e-skills, Gender Diversity and ICT as a key factor for economic growth based on the creation of digital jobs but also to address the digital skills gender gap.

The initiative is mentioned in the 2015 Report by the European Parliament entitled "Empowering women on the Internet" (pages 16-17).

### *Counselling Centres*

The Research Centre for Gender Equality (KETHI) operates 14 Counselling Centres for women suffering from violence or/and multiple discriminations in Greece's administrative regions capitals. Those Centres, along with 28 more Counselling Centres, are part of the General Secretariat's for Family Policy and Gender Equality network, operating across the country to tackle gender-based violence.

The Counselling Centres provide free of charge counselling services by specialized personnel (reception desk counsellor, psychologist, social worker, legal advisor). These services (covered by confidentiality) are:

- specialized information for gender equality and gender based-violence issues
- psychological and social counselling (gender sensitive approach)
- employment counselling
- legal counselling (e.g. information on women's rights, relevant laws, procedures for filing a lawsuit, complaint, etc.)
- cooperation with other services and referral of women to shelters, to the police and prosecutor's office, to the courts, to the hospitals, to employment agencies, etc.

https://www.kethi.gr/en/profile



### *New Agriculture New Generation*

The organization New Agriculture New Generation aims to create career and entrepreneurship opportunities for youth in the Agro-food sector in Greece. The

organization was established under the initiative and with the founding support of the Stavros Niarchos Foundation (SNF), as part of its "Rethatching The Youth" program.

The organization focuses on:

- Workforce Development through trainings and seminars, both online and offline
- Strategic Initiatives, such as farm plastic waste management
- Regional Development through cooperation with local organizations for the revival of economic activity of rural areas
- Infrastructure Development by developing a Food Business Incubator and Innovation Center for agro-food businesses to be established in continental Greece

https://www.generationag.org/



**Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - European Union and Greece:**
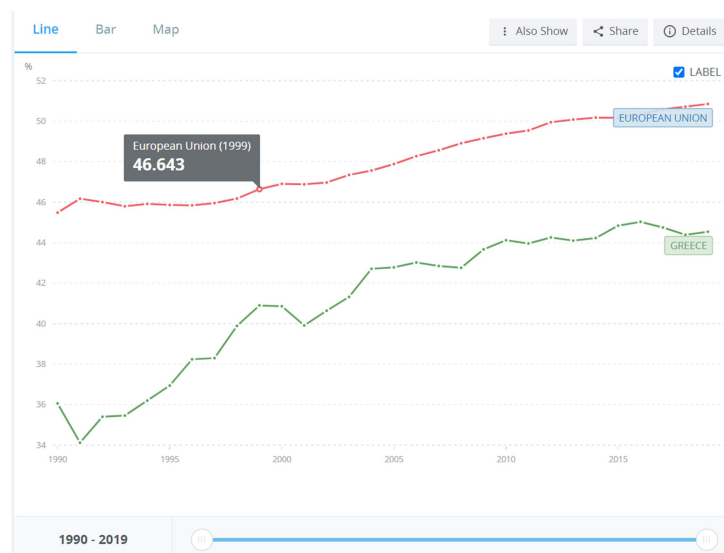


*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

## 10.4. JORDAN

### *LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS*

### *Overview of female participation in the labour market*

Jordan's population reached around 10.8 million in 2020, of which an estimated 5.1 million are females and 5.7million are males[10]. Jordan hosts a large refugee population: in 2017, 7% of Jordan's population were Syrian refugees. Jordan is a young and fast-growing country. Its population is growing at 2.3% above the global average, and 19.8% of Jordanians are aged between 15 and 24.

Labour force participation (LFP) in Jordan is comparatively low; in 2020 it averaged 37.9%, which exposes significant marginalisation of females, youth, vulnerable groups, and holders of bachelor's degrees. Only 17.6% of Jordan's labour force, which consists of 2.46 million Jordanians, is women. Female labour force participation is among the lowest in the world. Female labour force participation rate was 14.6% in 2019. Below figures shows female labour force participation in selected countries.
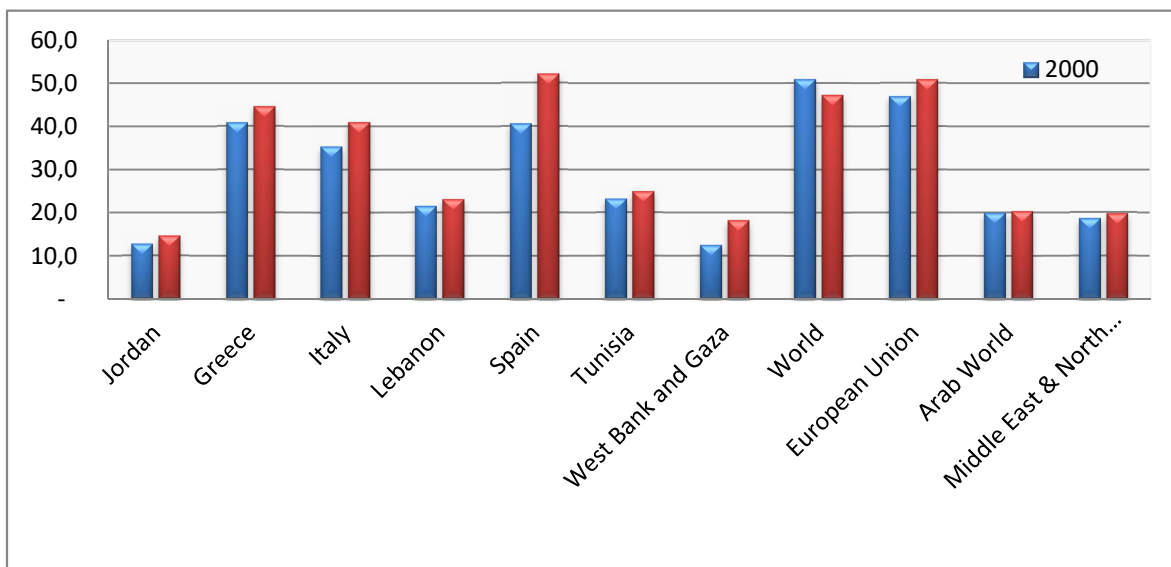


*Figure 3: LFP rate for females aged 15 and above in selected countries[11]*

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[10] http://dosweb.dos.gov.jo/DataBank/Population_Estimares/PopulationEstimates.pdf
[11] https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS

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Jordan's Labour Force is gender-balanced in regard to literacy rates and general educational achievements, and scores high in the MENA region. Jordan has one of the highest literacy rates in the MENA region amongst females aged 15 to 24. Illiteracy amongst females aged 15 and above was 7.2%, which is 4.2% higher than amongst males in the same age group. Statistics shows that there are more girls in secondary education than boys. However, women are highly underrepresented in vocational education, partly due to the gendered nature of educational pathways.

Jordan has had consistently high rates of unemployment, averaging 13.5% since 2005, with female unemployment rates remaining around 50% higher than for males. Jordan's unemployment rate reached an all-time high of 24.7% during 2020 intensified by the effect of the COVID-19 pandemic, with the female unemployment rate soaring to 32.8%, compared to 22.6% for males[12].

### *Regulatory Framework in Jordan affecting women employment*

The Government of Jordan has put in place a set of labour laws and constitutional articles intended to protect women in the labour market, but some of these laws have a mixed impact on women. The following are some of the main laws regarding women in the workforce and their effect on women employment in Jordan.

**Article 6 of the Jordanian Constitution**

Article 6 of the Jordanian Constitution states that that "Jordanians shall be equal before the law. There shall be no discrimination between them as regards to their rights and duties on the grounds of race, language or religion".

This article is intended to promote equality and non-discrimination. Activists express their concerns that it excludes the issues of discrimination by sex, which means that women cannot legally file complaints when discriminated against because of gender. This makes the law not very effective in ensuring gender equality.

**1996 Labour Code - Law No (8)/ Article 27**

This Law forbids firing pregnant women after the 6th month of pregnancy, or working mothers during their maternity leave.

This article protects women employment during pregnancy, it allows women to continue earning a wage despite their pregnancy status and provides job security during maternity leave.

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[12] http://dosweb.dos.gov.jo/18-5-unemployment-rate-during-the-fourthquarter-of-2020/.

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**1996 Labour Code - Law No (8)/ Article 68**

In 2002, reforms were made to the older Civil Service Regulations of 1998 which resulted in an increase in the maternity leave period from 60 to 90 days. Moreover, Article 70 states that women employees are entitled to a total of 10 weeks of maternity leave before or after delivery. However, maternity leave should be for at least 6 weeks after delivery. It is also illegal for women to work during that period. In Jordan, men are not entitled to paternity leave.

This article ensures that women exercise their maternity rights according to internationally-recognised standards, and to increase women's job security by extending the duration of maternity leave. However, the law only provides parental leave to women and not men, which can have negative repercussions (e.g., employers may prefer hiring males to avoid having to provide maternity benefits and leave). Another example is occupational discrimination, when employers limit women employees to jobs from which their absence does not incur high costs for the business.

**1996 Labour Code - Law No (8)/ Article 72**

Women employees who have worked for a period of 10 weeks or more are entitled to one year of leave without pay for childcare reasons, and to one hour a day to nurse their children for a period of one year after delivery. Article 72 also requires that employer who employs at least twenty female workers must prepare a suitable place to be in the custody of a qualified nanny to take care of the children of female workers whose age is less than four years, provided that their number is not less than ten children.

This is a protective measure for women in the workplace. However, sometimes this law functions as a disincentive for employers to recruit women, perpetuating practices of subtle discrimination amongst employers against married, engaged and pregnant employees, or those with children.

**Civil Retirement Law/ Article 14 2001 Social Security Law/ Articles 44/45**

The Law was amended in 2003 in order to increase eligibility to withdraw retirement funds after 20 years of service to encourage women to remain economically active for longer periods. Another protective policy for women has to do with retirement age, which is 55 for females and 60 years for males.

Protective measure for women in the workplace. Although aiming to protect women, the variances in retirement age actually give men the opportunity to save more in their pension funds than women.

**Regulation of Flexible Employment (Regulation No. 22 of 2017)**

The Regulation offers certain categories of employees the right and opportunity to choose, with their employer's consent, a flexible working arrangement tailored to their personal and familial circumstances, needs and/or requirements – ultimately fostering a very tangible and concrete work-life balance and, in turn, employee satisfaction and engagement.

The by-law aims to boost women's economic participation by opening up new and innovative opportunities in the workplace. The law is intended to provide a means for women to remain economically active and overcome the obstacles of home responsibility and transportation.

**Policy Analysis for Female Integration in the Labour Force**

**Anti-discrimination legislation**

Article 6 of the Jordanian Constitution states that: "(i) Jordanians shall be equal before the law". There shall be no discrimination between them as regards to their rights and duties on grounds of race, language or religion. Sex is interestingly not listed as a criterion for equal treatment before the law. (ii) The Government shall ensure work and education within the limits of its possibilities, and it shall ensure a state of tranquillity and equal opportunities to all Jordanians. Since 2011 Jordan has introduced constitutional amendments affecting 42 articles of the Constitution. The concepts of justice and equality promoted provisions to protect and support human rights and fundamental freedoms are included in articles 6, 7, 8, 15, 16, 18, 20 and 101 of the amended Constitution. Constitutional oversight mechanisms such as Constitutional Court were established to monitor the constitutionality of laws and regulations (UN CERD 2017).

An important step to systematically ensure Jordan's adherence to the human rights conventions was made in March 2016 when the Comprehensive National Plan for Human Rights 2016-2025 was launched. It was designed to bring current law in line with international standards and remains the main implementation mechanism for human rights.

The International Covenant on Economic, Social and Cultural Rights (ICESCR) is the primary international legal source of economic, social and cultural rights. Article 1 of the covenant states that: "All peoples have the right of self-determination". By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development". CRC and CEDAW recognize and protect many of the economic, social and cultural rights recognized in the ICESCR in relation to children and women. The Convention on the Elimination of All Forms of Racial Discrimination prohibits discrimination on the basis of racial or ethnic origin. The Convention on the Rights of Persons with Disabilities also

prohibits all discrimination on the basis of the disability including refusal of the reasonable accommodation relating to full enjoyment of economic, social and cultural rights. Jordan has signed and ratified all of the above conventions, however with reservations on CRC and CEDAW.

**Women's impairment of participation**

Jordan is signatory to several international conventions on women's rights. The Jordanian Government ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 2007. However, Jordan has registered several reservations to CEDAW; all relate to the compatibility of CEDAW articles with the stipulations of Sharia regarding gender roles. Jordan has also ratified the principal conventions on women's rights, such as the Convention on the Political Rights of Women, the Convention on the Nationality of Married Women and the Convention on Consent to Marriage, Minimum Age for Marriage and Registration of Marriages (UN Human Rights Council WG UPR 2009). In addition to CEDAW, Jordan has signed and ratified (or acceded to) most of United Nations human rights conventions that are directly or indirectly relevant to gender equality and female women's empowerment such as the International Convention on the rights of the Child (1991), UN-Convention against Transnational Organized Crime (signed 2009) and the Protocol against trafficking on persons (Women and Children) (ratified 2009).

Women experience discrimination in several areas, including inheritance, divorce, child custody, citizenship, pension and social security benefits, the workplace, access to justice and, in certain circumstances, the value of their testimony in a Sharia court (World Bank 2016). Women own only 20 percent of land and 25 percent of property, according to the Department of Statistics. The current personal status law violates article 5 of CEDAW in matters of equal rights in the upbringing of children. The law allows only fathers to prevent their children under the age of 18 from leaving the country through a court order. Jordanian authorities do not prevent fathers from leaving the country with their children when the mother objects (USDOS 2017 Country Report).

Rape, sexual assault and violence against women are severe human rights violations and remain widespread in Jordan. 300 rapes are recorded annually; the real figures are most likely significantly higher (UN Women 2017). Spousal rape is not illegal as per Jordanian law and violence against women remains a taboo subject in Jordan. While the Family Protection Law prescribes penalties for domestic abuse victims rarely press charges and cases are filed under the penal code as injury or sexual assault. In those cases, when the victim's family does not pursue the case, the government completely dismissed proceedings, violating the victim's rights to justice. Sexual Harassment remains wide spread in Jordan, despite laws

against the practice but human rights groups report that the government did not enforce this law.

Human rights activists stated that girls and women with disabilities were particularly at risk of gender-based violence. GBV is reported to have increased during lockdown situations caused by COVID19– in general women are disproportionally affected by the pandemic (UN Women 2020).

The minimum age for marriage in Jordan is 18. With the consent of a judge and a guardian a child can be married as young as 15 years old. The rate of child marriage in Jordan is estimated 13 percent. Child Marriage is almost exclusively a phenomenon of girls (Committee on the Rights of the Child, 2014). There is limited evidence of temporary marriage of Syrian refugee girls as a form of commercial sexual exploitation. In the Syrian refugee community child marriage is on the rise (US Department of Labour 2016).

The economic insecurity resulting from displacement has serious implications for women, with repercussions across the coming generations. Save The Children found that. "[…] the broad trend is that women or their families are settling for less desirable marriages than they would otherwise do and at younger ages, with older men, with men of lower social standing, or as second wives" (UNDP Arab Human Development Report 2016).

Royal patronage remains an important driver to women's rights in Jordan; in many cases resistance to progressive legislation has come from members of the lower house of parliament. International donors clearly also play an important role in advancing a women's rights and human rights agenda. A significant part of the women's national machinery and gender studies in Jordan is (indirectly) initiated and largely funded by donors.

### *Complaints mechanisms*

Jordan does not have a designated government office to receive discrimination claims. The Jordanian National Commission for Women is the only institution to operate a respective hotline (USDOS 2017 Country Report). The Jordan National Commission for Women (JNCW) has developed several strategies for women, the latest for 2013 – 2017. It is not linked to government funding so the activities under its pillars remain mostly unfunded.

### *Civil society organizations working for women's rights and participation*

The Jordanian Women's Union (JWU) and the General Federation of Jordanian Women are networks supporting women's rights. Muslim human rights activists, i.e. the movement Musawa, take a different view in regard to Sharia reservations (rejecting those parts of the conventions seen as contradicting Islamic law). They argue that "Islam is fully compatible

with human rights – not as a legal system, but as a set of ethical and religious values that can strengthen and legitimize the legal standards of human rights". In Jordan, the Musawa network has more than 80 women's rights organizations as members (Musawa Network 2017).

### *Some Initiatives at Local Level*

Tanmeyah:

Jordan Microfinance Network was established and formally registered as a non-profit institution at the Ministry of Industry and Trade in 2007.

The Network's main objective is to develop a sustainable microfinance industry that will become an integral part of the national financial system in Jordan. It will play an active role in supporting the further development of the microfinance industry, providing advocacy and awareness rising on behalf of its members, promoting information and disseminating the latest developments and trends for the sector.

The figure below shows the last percentage of male: female borrowers in Jordan, which reflects how much women seek to find a sustainable income in Jordan.



Women Borrowers Quarter 3 - 2020

31%          69%
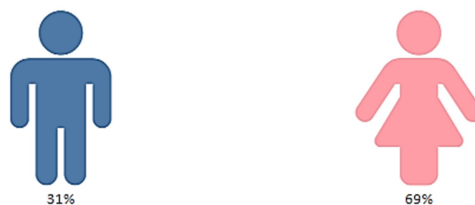
### *Microfund for Women:*

Microfund for Women (MFW) is a private non-profit company registered under the Ministry of Industry and Trade that operates under the umbrella of the Central Bank of Jordan. MFW aims at Business Development and Social Services, Capacity Building and Training Through needs-based training programs, and assess capabilities and needs of our beneficiaries and arrange to train them on various topics such as fundamentals of running a business like pricing strategies, marketing their products, tracking income and expenses, and assessing competition.

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*Jordanian Hashemite Fund for Human Development (JOHUD):*

With a network of 51 Community Development Centres located throughout the country, aims at a brighter future for those living in under-served, poor, and remote communities. JOHUD provides sustainable support that empowers individuals to work with their neighbours, strengthen their communities and secure access to the resources they need to achieve healthy and fulfilled lives.

*Jordan River Foundation:*

Jordan River Community Empowerment Program (JRCEP) has worked diligently to provide local community members with economic opportunities to improve their livelihoods and that of their families. JRCEP has benefited thousands of individuals and families by implementing programs and projects that empower communities to articulate their needs and facilitate their contribution to their own economic and social development. JRCEP also aims to mobilize members of vulnerable communities with the potential to become entrepreneurs or employees. The program's overall objective is to increase household income through two areas: Micro &amp; Small Enterprises and Entrepreneurs, and Job Placement.

**Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - Middle East & North Africa and Jordan:**
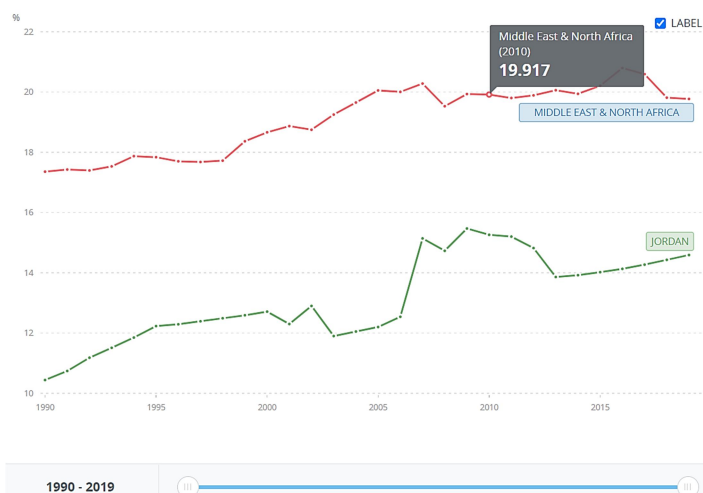


*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

## 10.5. PALESTINE

### LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS

#### Overview of female participation in the labour market (national level)

- **Women access to the labour market in Palestine.**

The Palestinian labour force is characterized by significant challenges, including high unemployment, limited prospects for growth, instability, and severe structural challenges stemming from the Israeli occupation and the broader political context. The labour force is particularly challenging for Palestinian women, where the female labour force participation rate stands at about 21.6% among working-age women, amongst the lowest in the world. Slightly over half of working-age women in the labour force are unemployed; almost double the proportion of their male counterparts. In addition to the higher unemployment rates for women, women have been shown to be earning around 20% less than men. These features indicate that women may be subject to gender discrimination in the labour market in opportunities and wages.[13]

- **Women in the private sector**

The number of working women in the private sector was 109.000 women (68%) in 2019. About 59% (72.000) of women who work in the private sector are wage employees, most of whom are concentrated in the education activity by 40% and 15% in the health activity. The percentage of female business owners is only 4%, which was also concentrated in the education activity by 33% The percentage of female workers "self-employed" is 17% concentrated in the activity of trade, restaurants, and hotels by 27%.

#### Regulatory Framework

The main regulatory frameworks for Labour in Palestine are the following:
1. The Civil Service Law No. 4 of 1998 governs the rights and duties of public sector employees.
2. The Labour Law No. 7 of 2000 (hereafter 'The Labour Law') regulates the rights and duties of private sector employees, making specific provision for women and minors. It also contains health and safety provisions, provides for vocational training, and regulates

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[13] http://www.pipa.ps/page.php?id=1dfadey1964766Y1dfade

collective labour relations. While the Labour Law conforms to international standards in many respects, it has not led to equal pay for women, nor has it resulted in an increase in women's participation in the labour market.

3. Unfortunately, the Social Insurance Law No. 3, enacted in 2003, never came into effect, in part because of the cost of implementation and in part because of ambiguity surrounding the modalities of implementation. This provides a clear example of the consequences of inadequate legislative planning and policy formulation. The law was repealed in 2007 and the provisions of the Public Pension Law No. 7 of 2005, the third key piece of labour legislation in the OPT, were extended to private sector workers.

Labour legislation in the OPT highlighted a number of other factors which indicate that gender equality in a labour context requires far more than the establishment of formal equal rules. For example, there is a clear correlation between women's labour force participation and the development of social citizenship, a relationship which requires, inter alia, the establishment of a system of social insurance which will distribute the burden of ensuring equal labour rights for women across society. The prospects for developing such a system of social citizenship in the OPT are, however, seriously undermined by the Israeli military occupation as discussed in the introduction to this section.

In addition to those legislations, there are bodies which have been established to regulate microfinance financial institutions and the development and support to the investment environment in Palestine, including those to encourage and favour the access of women in the labour market. However, deeper investigation is needed to check how those institutions also work in practice with employers and the private sector. [14]

### *Palestinian Monetary Authority (PMA)*

The Palestine Monetary Authority (PMA) is an independent public institution responsible for the formulation and implementation of monetary and banking policies to maintain price stability and low inflation, foster financial stability and safeguard the banking sector and promote sustainable growth of the national economy. PMA works to achieve these goals through:

- Development and execution of monetary policy designed to ensure low inflation and achieve price stability.

- Effective and transparent regulation and supervision of banks, specialized lending institutions, money changers, and payment system companies operating in Palestine.

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[14] https://www.ps.undp.org/content/dam/papp/docs/Publications/UNDP-papp-research-Legislative%20english.pdf

- Overseeing the development, implementation, and operation of modern, efficient payment systems.

PMA operates by an act of the Palestine Legislative Council's PMA Law Number (2) of 1997, which stipulated the proper authority and autonomy of the PMA and the Banking Law Number 9 of 2010.

The PMA has published and is working on two main pieces of strategies/frameworks which aim to build a favourable access of women to the labour market:

### *The Financial Inclusion Strategy 2018-2025*

The overarching goal of the National Financial Inclusion Strategy (NFIS) is to increase financial inclusion from the current level of 36.4% of adults to at least 50 % of adults by the end of 2025.

Some of the goals which highlight how they relate to women access to the labour market:

Increase the level of financial capability in targeted segments of the population.

Promote financial capability among women, youth, and unemployed people.

Increase access to and usage of formal financial products and services by targeted segments that acutely suffer from a low level of financial inclusion.

Increase access to and usage of financial services by targeted segments of the society.

Increase access to and usage of formal financial services by MSMEs including those operated by women.

Strengthen the role of information and communication technology to expand the access to and usage of formal financial services.  This objective has two sub-objectives.

Enhance the technical and legal infrastructure for digital financial services.

Build a comprehensive database to promote financial inclusion.

### *The Microfinance Strategic Framework 2019-2023*

No official definition of microfinance exists in Palestine. Microenterprises are currently included in the broader PMA category of small and medium enterprises (SMEs). However, the term microfinance in this strategy document refers to the provision of loans, insurance, money transfers and eventually savings accounts and other banking services to customers with income that lack access to conventional financial services. [15]

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[15]

https://www.pma.ps/Portals/0/Users/002/02/2/Publications/Financial%20Inclusion%20publication/Palestine%20Financial%20Inclusion%20Strategy.pdf
https://www.pma.ps/Portals/0/Users/002/02/2/Publications/MIF/Brochure%20En.pdf

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*__Gender__*

An opportunity exists to reduce the gender gap and help bring women's account ownership more in line with men's through the introduction and implementation of appropriate policies.

*__The microfinance sector in Palestine: Pillars of the Strategic Framework (2019–2023)__*

- Sustainable Economic Development

- Financial Inclusion

- Efficiency: Digitization, VAT Tax Exemption, Competition Economies of Scale

- Social Mission: Transparency/SMART Campaign, Smaller/Non-collateralized Loans, Decreasing Gender Gap, Productive Loans

- Diversification: Transfers, Micro-insurance Savings, Islamic Finance, Rural/Agricultural Stability: Risk Management, Governance, Credit Guarantee.

**The Palestinian Investment Promotion Agency (PIPA)**

PIPA was established in 1998 as an independent agency, pursuant to the promulgation of the Investment Promotion Law "Law Number (1) for the year 1998".
PIPA's Mission:
To build a better future for all Palestinians by providing constantly improved customer service to foreign and domestic investors; through utilizing an effective One-Stop-Shop, special investment incentives and state of the art technology to attract investment. PIPA facilitates cooperation between the private sector and the government, thereby creating and maintaining a more competitive investment environment[16].

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[16] http://www.mas.ps/files/server/20201902145714-1.pdf

## 10.6. LEBANON

### *LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS*

### *Regulatory Framework*

Women integration in the Lebanese labour market is relatively low. As a matter of fact, the Lebanese labour market is witnessing high unemployment rates, high influx of foreign workers and a large number of Lebanese citizens seeking work abroad due to the ongoing financial and economic crisis that the Lebanese economy is enduring.

Nonetheless, according to the Lebanese Labour Law (1965 decree), men and women should be granted equal opportunities and should receive an equal treatment with respect to the access of jobs, remuneration and benefits.

Having said that, no actual regulations or policies exist in order to enforce women rights in the workplace, which has resulted in many cases of discrimination against women.

The large informal sector in the labour market has also lead to increase furthermore this discrimination in the workplace. [17]Many of the underlying reasons behind the discrimination against women are rooted in the laws and regulations but also a lot of them are social/cultural in nature.

### *Economic Participation*

Despite the increase the literacy rate of women, the gender gap in the labour market is still wide with a 75 percent labour force participation rate of male in 2016. This inequality between men and women is exacerbated by the influx of refugees that started with the Syrian war. Refugees now form over one-quarter of the Lebanese population, which has led to an increase in the overall unemployment rate in Lebanon to reach over 30 percent. The unemployment rate is much larger among women (double the rate of unemployment among men).

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[17] *https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=ZQ-LB*

**Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - Middle East & North Africa and Lebanon:**
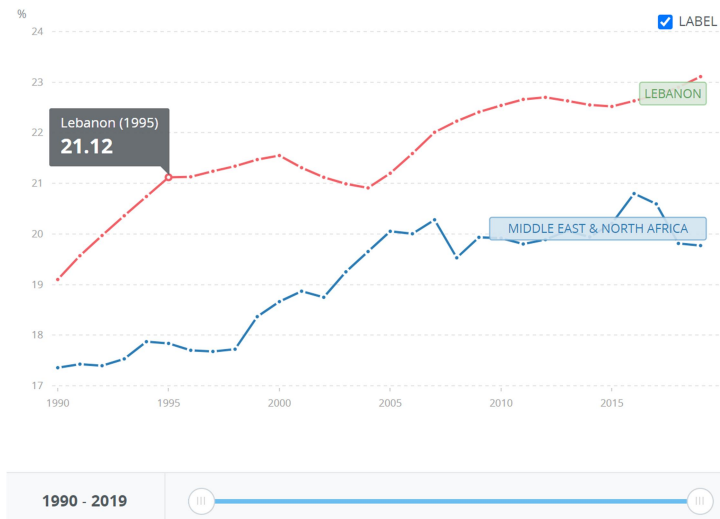


*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

## 10.7. TUNISIA

### LEVEL ACTION IN THE AREA OF EDUCATION AND SKILLS

#### Overview of female participation in the labour market and educational attainment

According to the Global Gender Gap Index, as a framework for capturing the magnitude of gender-based disparities based on economic, education, health and political criteria Tunisia is holding in 2020 the 4th position out of 19 benchmarked countries in the MENA area.

Focusing on the two first dimensions, Economic participation and Opportunity gap, and Educational Attainment, the fact that women are persistently less present in the labour market than men contributes to the Economic Participation and Opportunity gap.

Further, within the labour market, gender gaps tend to widen together with seniority level.

Globally, 20% of senior private sector's managers and public sector's officials are women, while the presence of women on corporate boards or as top business leaders is even more limited with a representation under 9%.

Financial disparities also remain important. On average, over 40% of the wage gap (the ratio of the wage of woman to that of a man in a similar position) and over 50% of the income gap (the ratio of the total wage and non-wage income of women to that of men) are still to be bridged.

#### - Economic Participation and Opportunity

When analysing Economic Participation and Opportunity, there are three concepts involved: the participation gap, the remuneration gap and the advancement gap. The participation gap is captured using the difference between women and men in labour force participation rates. The remuneration gap is captured through the ratio of estimated female-to-male earned income, and wage equality for similar work. Finally, the gap between the advancement of women and men is captured through the ratio of women to men among legislators, senior officials and managers, and the ratio of women to men among technical and professional workers.

#### - Educational Attainment

The Educational Attainment captures the gap between women's and men's current access to education through ratios of women to men in primary-, secondary- and tertiary-level education.

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A longer-term view of the Tunisia's ability to educate women and men in equal numbers is captured through the ratio of the female literacy rate to the male literacy rate.

The Tunisia's country profile elaborated on country available data, provides an overview in both employment and education regarding de gender gap.

## *Economic Participation and Opportunity*

- Labour force female participation in Tunisia is 27,1%

- Wage equality for similar work: no data available

- Estimated earned income, int'l $1,000: 4,7 female and 17,6 male, meaning a rate f/m of 0,27

- Female legislators, senior officials and managers force is 14,8%

- Female professional and technical workers force is 41,5 %.

## *Educational Attainment*

- Female literacy rate is 72,2% vs 86 % in men

- Enrolment in primary education is 98,6 % in women and 96,5% in men. Achieving parity

- Enrolment in secondary education is 51,4 % in women and 48,6 in men. Achieving parity

- Enrolment in tertiary education is 41,7 in women and 23,1 in men. Achieving parity.

It is also important to have into account several contextual data, being key for Tunisia gender evaluation:

| Work Participation and Leadership | Female | Male | Value |
|---|---|---|---|
| Labour force, million people | 1.11 | 2.82 | 0.28 |
| Unemployed adults, % of labour force (15-64) | 22.38 | 12.63 | 1.77 |
| Workers employed part-time, % of employed people | 18.57 | 9.57 | 1.94 |
| Gender pay gap (OECD only), % – – | | | n/a |
| Advancement of women to leadership roles, 1-7(best) | | | 4.09 |
| Gender parity in tech roles, 1-7 (best) | | | 3.75 |
| Firms with female majority ownership, % firms | 2.70 | 97.30 | 0.03 |
| Firms with female top managers, % firms | 8.50 | 91.50 | 0.09 |

| Education and Skills | Female | Male | Value |
|---|---|---|---|
| STEMS, attainment % | 37.81 | 57.22 | 0.66 |
| Agri., Forestry, Fisheries & Veterinary, attainment % | 1.55 | 1.30 | 1.19 |
| Arts & Humanities, attainment % | 18.52 | 10.49 | 1.77 |
| Business, Admin. & Law, attainment % | 23.05 | 15.58 | 1.48 |
| Education, attainment % | 0.57 | 0.48 | 1.19 |
| Engineering, Manuf. & Construction, attainment % | 11.62 | 29.78 | 0.39 |
| Health & Welfare, attainment % | 7.93 | 4.81 | 1.65 |
| Information & Comm. Technologies, attainment % | 14.31 | 19.16 | 0.75 |
| Natural Sci., Mathematics & Statistics, attainment % | 11.88 | 8.29 | 1.43 |
| Services, attainment % | 3.44 | 5.65 | 0.61 |
| Social Sci., Journalism & Information, attainment % | 7.13 | 4.47 | 1.60 |
| Vocational training, attainment % | n/a | n/a | n/a |
| PhD graduates, attainment % | n/a | n/a | n/a |

*Sources:*
*World Economic Forum, Executive Opinion Survey (EOS)*
*International Labour Organization (ILO), ILOSTAT database*
*UNESCO, UIS. Stat Education statistics*
*World Economic Forum, Executive Opinion Survey (EOS)*

### *Regulatory framework in Tunisia*

The feminization of employment has not progressed over the last two decades mainly due to difficulties encountered by women in accessing employment. These challenges have clearly increased after 2011 due to the escalation of the crisis. This is why the spread of unemployment is accelerating in women. Most women in the population activity remained relatively stable over the period 2006-2016: around an average of 25.5%.

The Public Service is one of the largest providers of jobs for women in 2016 (in this case, social and cultural services as well as the education, health, and administrative services. Women in one of four jobs in the service public (26%), against (17%) for men.

It is also important to remark that the regulation governing recruitment, promotion, and appointment to functional positions does not provide for discrimination between men and women and there is no distinction between gender. Similarly, Tunisian legislation, while enshrining the principle of equality between women and men in the public service, has planned measures specific for women such as part-time work, maternity, and postnatal leave.

However, wage inequalities in Tunisia are still linked to women. Indeed, in the private and structured sector, women are underpaid, resulting in a wage gap estimated average of - 25.4% (INS Gender Report).

While in the informal sector, women are paid in relation to the SMIG (minimum wage) with an estimated gap of -24%.

This is the case for rural women generally working in the agricultural sector in precarious positions since most of them are casual workers and/or seasonal and are in most family caregivers without being remunerated. Otherwise, they would sometimes earn up to half as much as men for the same job.

To address these inequalities in access to finance and in accordance with the provisions of the Tunisian Constitution (Preamble and Articles 23, 38, 39, 40, 42, 46 and 47) which - in an egalitarian manner- economic and social rights, cultural and political policies of women, the Ministry has established an investment credit line exclusively for women projects. As a measure of positive discrimination with the objective of promoting women entrepreneurs, with the support of partners as the Banque Nationale de Solidarité and the European Union and United Nations, for the awareness of entrepreneurship, training of unemployed women, communication, and accompaniment to the business creation.

This line of credit is part of a programme national for entrepreneurship called RAIDA.

### *Economic and Social Gender strategies in Tunisia*

The Department of Women, Family and Children has developed in 2017 a Participatory Approach Based on Human Rights (ABDH), a National Strategy for Empowerment economic and social of women and girls in the middle rural. This Strategy has 5 (five) main intervention measures, namely:

- Economic empowerment: through improvement of employability of women through diversification of vocational training. Access to resources and means of production including land and facilitating the transition from the informal to the formal sector. Promotion of the social and solidarity economy, access to markets

- Social Empowerment: combating Dropouts, access to decent work (equal pay, social security, protected work and protected transport), rapprochement and improvement basic and maternal and children health services.

- Participation in public life and governance local

- Improving the quality of life (infrastructure and law Culture and leisure)

- Production of Data and Statistics by gender and geographic environment and their integration into the development, monitoring and evaluation of development.

It is important to note that these 5 axes of intervention are founded in nearly eight Sustainable Development Goals (SDGs) of 2030 Agenda.

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To promote the participation of women in rural and urban areas in public life and the taking of decision and considering the importance of decentralization policies as a factor in development and recognition of local governance, the Ministry of Women, Family and Children has developed a program to support and encourage women in decision-making positions. This public life program was launched in 2016 and is still being run.

The importance of this program is to support political empowerment of women by advancing their participation in public life and governance policy and improving their presence at decision-making positions and leadership development through training, capacity building, and campaigns to awareness and advocacy.

## *Monitoring progress in Tunisia*

Some progresses are being made by Tunisia in gender institutionalization, and in particular with the government Decree n°2016-626 of 25 May 2016 setting up an Advisory Council called the Peer Council on Equality and Equal Opportunities between Women and Men and also giving concrete expression to equal rights and duties between them, thus reflecting a real political aim for improving women's participation in life that would allow potential growth of Tunisian economy on a gender basis.

## *Some data regarding labour force participation rate, female (% of female population ages 15+) (modeled ILO estimate) - Middle East & North Africa and Tunisia:*
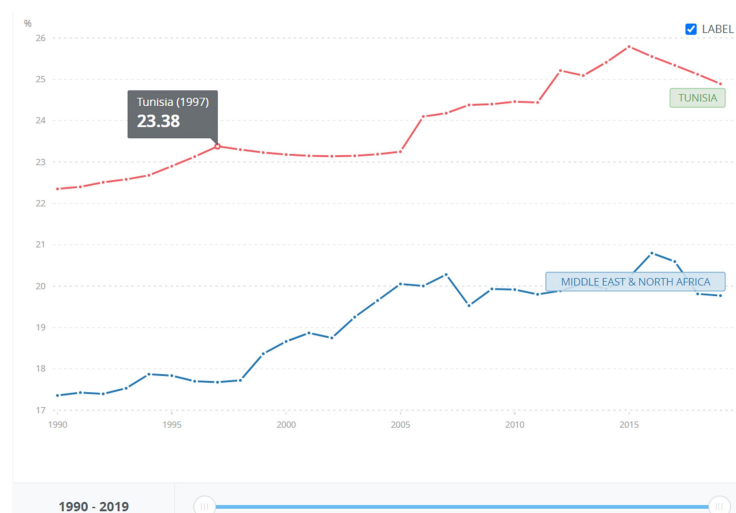


*Source: International Labour Organization, ILOSTAT database. Data retrieved on January 29, 2021.*

**CHAPTER 11: MOST IMPORTANT (SOFT) SKILLS THAT WOMEN NEED TO STRENGTHEN IN ORDER TO BE COMPETITIVE IN THE LABOR MARKET IN THE ENI CBC MED AREA**

Taking into consideration the findings from the INTERNISA Quantitative Surveys as well as the findings from the INTERNISA Focus Groups (INTERNISA Deliverable 3.5), the following Soft Skills List has been formed in order to include <u>the skills of highest importance</u> (all of the skills included below are of great importance with very small differences):

- *Customer Orientation/Service & Attend*: the ability to recognize, acknowledge and attend to the needs of the customer (this skill is connected to Emotional Intelligence and to Emotions Management).

- *Communication:* the ability to communicate with others clearly. Others understand the message being conveyed in interpersonal and group communications. Communication is considered to be a fundamental skill, especially in a digitalized era. Communication skills to be used in online collaborations, transactions, trainings or any other activity of a company that requires attracting the attention of an audience.

- *Emotional Intelligence:* Recognition of emotions in oneself and in others. Emotions Management and Empathy are part of Emotional Intelligence. This skill is imperative for Collaboration, Dealing with Customers, Resolving conflicts, etc. Emotional Intelligence is considered as a core skill to achieve good results in one's work but also to keep good relations with co-workers.

- *Collaboration:* Being able to share information and work closely with others to achieve common goals.

- *Conflict Management:* Managing conflict refers to the ability of containing a conflicting situation to avoid escalation. This is an important skill especially when many people work together. Conflict Management is significant in order to achieve agreements and resolve problems internally and with people outside a company.

- *Continuous Learning:* Developing oneself continuously keeping up-to-date with knowledge and skills.

- *Responsibility:* Taking responsibility for actions, behaviors and outcomes.

- *Tolerance to Stress/Endurance*: Staying calm when things are difficult and not

panicking

- **Prioritization:** Assessing the importance of each task and completing the most important first.

- **Multitasking**: Being able to manage multiple responsibilities or tasks at the same time.

- **Critical Thinking**: Being able to use reasoning, find connections, understanding the logic behind things and being reflective.

- **Networking**: Connecting to other people and organizations, building and maintain connections.

- **Teamwork**: Working efficiently with others is imperative and often difficult, since various others skills are required such as communication, emotional intelligence etc.

- *Autonomy*: Being able to work with minimum supervision and guidance

- *Self-awareness*: Being aware of oneself, of the strengths and weaknesses. This skill can guide decisions regarding carrier or training decisions

- *Emotions Management:* Emotions management refers to the ability of managing one's own emotions but also those of others. Usually connected to anger and anger management, this skill helps collaboration.

- *Positive Attitude:* Keeping a positive output, even when things seem dim comes natural to some people, but needs to be practiced for most people.

- *Adaptability:* Being able to respond to changing conditions or different people.

- *Problem Solving*: Being able to assess a situation and find the best solution to problems. This is connected to skills such as analytical thinking, flexibility and thinking out-of-the-box.

- *Time Management*: Time management refers to the ability of using time productively and efficiently and it connected a various other skills, such as organizing, setting goals, prioritization, etc.

- *Teambuilding:* Creating a team out of individuals. This is connected to several skills like vision setting, delegating tasks and roles, managing emotions and conflict

- *Attention to Detail*: Being careful, thorough, and accurate, thus making less mistakes

and gaining overall in time and productivity.

- *Commitment*: Commitment refers to believing in the work one is doing, the specific and overall goals. This helps in completing tasks with positive attitude but is very much connected to the work place environment.

- *Balancing Work and Social Life*: Being able to maintain both a professional and a personal life is often hard but imperative for both aspects of life. Time management, prioritization, planning and organization are some of the skills related to this one.

- *Cultural Adaptability*: Working with people from different backgrounds becomes more and more important. Being open to others and not guiding behaviour based on prejudices are vital for this skill to be developed.

- *Planning*: Designing how the tasks at hand will be completed, including necessary resources, time and people.

- *Mentoring*: Imparting knowledge to others and helping them develop professionally

- *Vision Setting*: A clear leadership skill, vision setting entails creating a vision, setting goals and inspiring others to try and achieve it.

- *Proactivity*: Assessing the risks in plans and preparing for challenges. This skill is connected to critical thinking, problem solving, planning, etc.

It's worth mentioning at this point that based on the INTERNISA activities & deliverables, the following short –list of the four (4) most important soft skills, came out:

a) **Customer Orientation/ Service and Attend** is considered to be one of the soft skills of high value for both managers and women participating in the INTERNISA project

b) **Continuous Learning** is also very important for both managers and women participating in the INTERNISA project

c) **Responsibility** means a lot for both managers and women participating in the INTERNISA project

d) **Networking** is of great importance for both managers and women participating in the INTERNISA project.

# CHAPTER 12: PROPOSED STRATEGIES IN ORDER TO BRIDGE THE DIGITAL GENDER DRIVE IN THE ENI CBC MED TERRITORIES - RECOMMENDATIONS OF INTEGRATION POLICY TO THE WOMEN LABOUR MARKET IN THE ENI CBC MED AREA

Based on the research, actions and outputs accomplished by all INTERNISA partners during the INTERNISA project so far and most importantly during the previous WP3 Deliverables (Del. 3.1., Del. 3.2, Del. 3.3., Del. 3.4., Del. 3.5), in this Chapter there are presented & analysed some proposed strategies in order to bridge the digital gender divide in the ENI CBC MED territories as well as general recommendations of integration policy to the women labour market.

## 12.1 PROPOSED STRATEGIES IN ORDER TO BRIDGE THE DIGITAL GENDER DIVIDE IN THE ENI CBC MED TERRITORIES

**The importance of Education & Training in order to bridge the digital gender divide**

Aside from cultural issues, Education is probably one of the most powerful tools that policy makers may leverage in order to bridge the digital gender divide in the ENI CBC MED area.

Education and Training are essential to equip and empower women and girls with the skills needed to participate and thrive in the digital transformation and, as a consequence, to educate and change mind-set of the rest of society so as to curb socio-cultural norms that discriminate against women and their use of digital means.

This could be obtained in several ways, including the INTERNISA project. Among them are undertaking Campaigns aimed at awareness raising and education & trainings that demonstrate that women and girls are well-suited and perfectly able to perform ICT-related jobs.

One of the basic strategies is fostering private-public partnerships at the final chain, including between academia and the private sector. This can help identify and jointly develop the skills that are demanded by the labour market in the digital era adapted for each country reality and necessity in the ENI CBC MED area. This requires reflection on the form that these partnerships can take, and on the sharing of costs that private and public entities should sustain, in order for the labour force of the future to be prepared for the opportunities and challenges raised by the digital transformation and of course mitigate or eliminate the digital gender divide.

**National Digital Strategies in the ENI CBC MED Territories**

In the case of the ENI CBC MED territories, national digital strategies could include targets (both numbers and dates) for bridging/closing the digital gender divide across the following four (4) basic dimensions:

- Promote access to and affordability and use of connected digital devices (e.g. smart phones, tablets, laptops), especially for low-income individuals. This dimension could be more or less necessary and important, according to the socio-economic status of each ENI CBC MED country.
- Extend networks and digital access (e.g. through satellite) to rural areas of the ENI CBC MED territories.
- Increase online safety.
- Boost availability and promotion of e-learning, e-banking and mobile money to women and other disadvantaged categories.

Finally, the gap between demand and supply (in terms of women's soft skills) should be addressed through long-life trainings and education, in order to achieve skills matching.

## 12.2 RECOMMENDATIONS, IN THE FRAMEWORK OF THE INTERNISA PROJECT, FOR EMPOWERING NEEDS WOMEN IN DIGITAL SKILLS IN THE ENI CBC MED TERRITORIES

Women with digital skills are most likely to find a job and pursue the desired professional career. Combating women unemployment, specifically 19 to 29 years' old that are "Not in Employment, Education or Training" (NEETs), is the main aim of the INTERNISA project.
This is accomplished, in the framework of the INTERNISA project, through the creation of new innovative partnerships for upgrading NEETs women's digital skills based on the current needs of the labour market from the perspective of employers, stakeholders and NEETs women.

Following detailed analysis in the framework of the INTERNISA project, and discussions with INTERNISA experts, managers, policy makers and relevant stakeholders, it has been agreed that the digital economy can create new job opportunities for young women in the ENI CBC MED area and can help address the persistent gender disparity in the labour market and jobs, involving remote, online, flexible work that can help young women overcome mobility constraints. Digital skills play a key role in digital participation for women, apart from access and use. Even if they have access to the internet and can afford it, women often lack the skills they need to put these technologies to use to improve their lives.

The following recommendations for all INTERNISA partners have been derived, in the framework of the INTERNISA project, for empowering needs women in digital skills in the ENI CBC MED territories:

- All INTERNISA partners to build further understanding & research of the status of the NEETs women access to and use of computers and of the internet in their own ENI CBC MED territories

- All INTERNISA partners to collect, analyse and track more data about digital women divide in the ENI CBC MED area

- Each INTERNISA partner to clearly identify (through the INTERNISA activities and deliverables until the end of the project) where new digital jobs are likely to be created particularly in the four economic sectors (agro-food, textiles, tourism and finance) in the ENI CBC MED area

- Each INTERNISA partner to provide with the NEETs women with the most important (soft) skills already identified, in order for these women to be fully equipped to perform those jobs

- All INTERNISA partners to achieve better knowledge and understanding of the factors that contribute to NEETS women's digital skills and competencies acquisition in the ENI CBC MED area

- All INTERNISA partners to showcase comprehensive examples undertaken by governments, civil society organizations and the private sector to empower NEETs women to enter labour market in their countries/territories/regions

- All INTERNISA partners to consult with relevant stakeholders on principles that urge for digital skills trainings.


## 12.3 GENERAL RECOMMENDATIONS OF INTEGRATION POLICY TO THE WOMEN LABOUR MARKET IN THE ENI CBC MED AREA

Based on the findings so far of the INTERNISA project, there are presented below some general recommendations of integration policy to the women labour market in the ENI CBC MED area:

- All INTERNISA partners countries should adapt *'National Skills Strategies'* in order to increase awareness of the digital gender divide, help address stereotypes, target

existing gender biases in education curricula, encourage greater female enrolment in STEM studies at the beginning of study life and more generally, bridge the skills gender divide in the digital era

- In order to address the digital gender divide, there are required sufficient awareness and strong co-operation across relevant stakeholders in each country/territory, while tackling gender stereotypes is critical. Digital gender divide is particularly large in STEM (Science, Technology, Engineering, and Mathematics) Education and in high-technology sectors that require STEM degrees. So, the following suggestions are proposed: a) relevant stakeholders in the ENI CB MED area to create & implement awareness campaigns tackling cultural and socio-economic norms and biases and stereotypes; b) to implement funds aimed to enhance women enrolment with TICs (Technologies of Information and Communication); c) to applicate norms and laws in the ENCI CBC MED territories in order to enhance visibility of women in digital sector

- To promote the "Training the Trainers" concept, that is to support teachers and to provide them with the skills needed to deliver a digital skills-related curriculum. When doing so, it would be important to bear in mind gender-related considerations, so that when teaching, e.g. in primary and/or secondary schools, both the material and the teaching methods would facilitate women and girls' upskilling and their integration in the digital world. One variant of this is to offer single sex classes when teaching technical subjects, to use gender neutral textbooks and to support engagement in extra-curricular activities. Online courses, technology camps and mentoring activities are educational instruments that can serve both the pupils and the trainers, providing them with access to frontier knowledge and to best practices

- All INTERNISA partner countries should protect women while policy makers must ensure that policies, legislations and regulatory processes uphold digital rights and that fundamental rights as freedom of speech and privacy are fully protected

- Sex-disaggregated data and research should be published and shared among stakeholders in a safe and secure manner, within the limits of data protection requirements, privacy considerations and commercial confidentiality

- Promotion of joint work with local (male) helpers, who can teach women in rural areas of the ENI CBC MED area how to use the internet and other digital technologies. Furthermore, those helpers could interact with women's families and social circles in order to demonstrate the importance of participating in the digital sphere (especially in the agro-food sector, which is one of the four economic sectors

related to the INTERNISA project)

- Identification of bad policies or non-applied policies in the ENI CBC MED territories that specifically prevent women and girls from fully participating in the digital transformation and from enjoying the benefits it offers

- On national level: To prohibit gender-based violence in digital spaces and to protect women's rights to participate in the digital economy. What's more, the INTERNISA partners countries may also provide educational resources promoting the safe use of digital technologies and teaching women and girls how to address safety issues, increasing their resilience and ability to protect themselves in a digital environment, and promoting awareness of support networks

- To monitor and ensure job quality and to provide support services with the aim of allowing women to work and pursue while being mothers or having a family

- Policy may want to use digital technologies to raise awareness on gender discrimination or dispel stereotypes (e.g. about the split in household production duties between women and men), to reinforce women's curricula and participation in the labour market and develop women's skills and abilities. One way to enable the upskilling of women and girls both in and out of the labour market could be with the use of MOOCs (Massive Open Online Courses) in the ENI CBC MED territories.