

2016-2024

# Empowering Women for Leadership Roles in the MENA region: Jordan, Morocco and Tunisia



Forum of Federations

The Global Network on Federalism and Devolved Governance

Canada 

# Introduction

## Project Description and Context

The MENA program for women's leadership, funded by Global Affairs Canada, was initiated in 2016 as a seven-year project. Its goal is to empower women and advance inclusiveness in governance in Jordan, Morocco, and Tunisia. To achieve this, the project aims to increase women's capacity to engage in leadership roles and governance processes as well as enhance women, men, and gender-equality allies' ability to influence policies around inclusiveness.

For the year 2021-2022, the Forum of Federations continued to collaborate with local institutional and civil society partners in the 3 project countries working for gender equality, the promotion of women's leadership and human rights in general, with a view to making progress towards these results. Through a recent evaluation of the intermediate and ultimate result indicators, the Forum of Federations project presents itself as a necessary program in the 3 countries of the project where the work to be done in the theme of women's leadership and gender equality is considerable.

Through its logical framework, the Forum of Federations strengthens women's leadership, supports women's leadership initiatives and equality mechanisms and contributes to building a future generation of women leaders.

## 2021-2022 Success

In the past year, the MENA women's leadership project has implemented 132 actions for 3133 people in the three countries through the country and regional programs.

Of the people reached, 1589 are women, and 375 men between the ages of 15-40 years; while 923 are women and 139 men who are 41 years old. There were over 107 people reached but not disaggregated by gender and age.



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# MENA Project Life Span (Sept 2016 – June 2024)

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## 1. Implanting

- Establishment of country offices and working relationships with project partners.
- Development of project planning, implementation, monitoring instruments.
- Signing MOUs and partnership agreements

## 2. National building

- Skill building for established and future women leaders
- Strengthening Institutions and Equality Mechanisms to positively influence policies
- Transforming mentalities through communication

## 3. Synergies between national and regional to reinforce national

- Building capacity and regional networks
- Sharing best practices, and success stories
- Creating synergies
- Sustainable initiatives

## 4. Synergies between national and regional to reinforce national

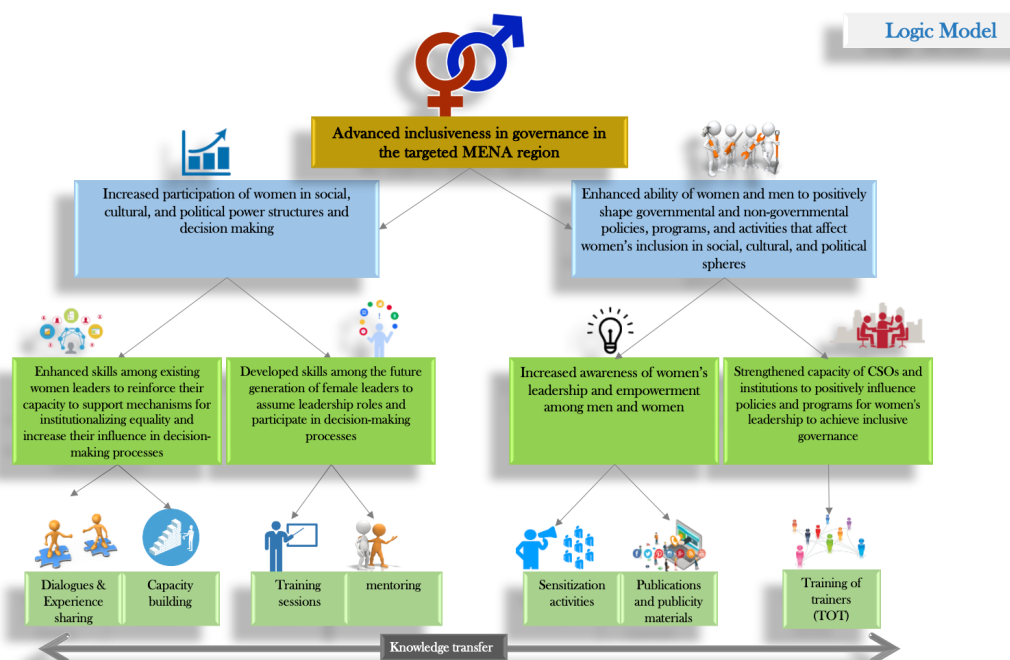
- Consolidate project actions and achievements
- Capitalize on materials and synergies generated by the project to consolidate intellectual capital and produce durable knowledge products
- Comparative analysis of trends and results
- Evaluation and final reporting





# Measuring Progress

## Our Logic Model



## Our Theory of Change

### Assumptions



If more women participate in social, cultural, and political power structures and decision-making (intermediate outcome 1)

If the capacity of women and men to positively shape governmental and non-governmental policies, programs, and activities that affect women's inclusion in social, cultural, and political spheres is improved (intermediate outcome 2)

If women are at the center of policymaking under the right conditions

Then policies will begin to address the challenges that women face in their daily lives; and, the targeted MENA region will take a significant step toward inclusive governance (final outcome)



# Monitoring Outcome/ Results Achievements

## Our Theory of Change

Two tools to demonstrate progress towards the achievement of expected results:

### Indicator Measurement



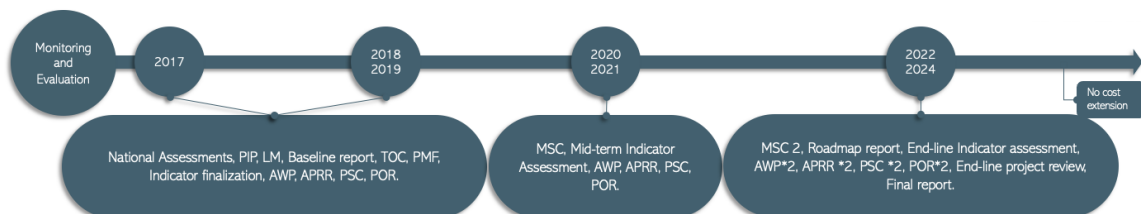
Compares current indicator data with baseline and targeted end-line values, thus positioning the project in terms of progress at national and regional level. **We have just completed the mid-term measurement of indicators – until March 2021.**

### Most Significant Change



An interactive methodology that reveals change through the collection of stories from stakeholders. Testimonials provide qualitative evidence that demonstrates effectiveness and progress towards expected outcomes – this exercise was completed in 2020.

At mid-term, we begin to assess whether the project is on track to achieve its intermediate and ultimate outcomes.





## Best Practices

### CAPITALIZATION AND SUSTAINABILITY



Consolidate educational tools and materials based on knowledge developed throughout the life of the program.

### ART AND THEATRE



Use of audiovisual media (theatre, testimonials, podcasts, broadcasts, etc.).

Transmit culturally sensitive information on gender equality accessible to a wide range of audiences.

### NATIONAL-REGIONAL SYNERGIES



Regional activities creates the space for discussion and sharing of experiences on the themes of women's governance and leadership.

Knowledge sharing and mutual learning of best practices at the regional level increases capacity at the national level.

### THE ACADEMIES



A targeted methodology for training aspiring women leaders established around leadership themes (political academy, green academy and arts academy).

### REINFORCING KNOWLEDGE



The practice of strengthening knowledge and skills by returning to previously trained beneficiaries and exposing them to other themes and regional and international experiences.

### REINFORCING KNOWLEDGE



In some cultures, women do not have the opportunity to create networks and make contacts that are essential for politics and leadership.

Catalyzing networking and building trust through training and dialogues

## Impact Stories

In the following pages, beneficiaries from Jordan, Morocco and Tunisia who were participants in the MENA women's leadership project talk about the knowledge they gained which enabled them to develop initiatives to advance gender equality and women's leadership and foster more inclusive governance.



### Jordan

Saba Khataneh is a 21-year-old student at the University of Jordan-Aqaba. She used to be afraid of speaking up in front of an audience and could not communicate her point of view. Following her experience with the Forum, she overcame her shyness and shared her thoughts in front of an audience.

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**"With the Forum of Federation's support, I feel independent and strong. Thanks to the support the Forum has provided to women like me, I have succeeded"**

**Nanar, Essaouira, Morocco**

At a debate competition held at the University of Jordan, Saba was the presenter of the event and was nominated to participate in the Youth and Technology Conference with the SIGI association. At the conference, Saba and a team of 10 people proposed the idea of creating a mobile application to help marginalized women. She presented the idea to the jury and won the prize for the best project idea.



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## Impact Stories

The beneficiaries of this women's leadership project have drawn on the knowledge gained to develop their own initiatives to advance gender equality and women's leadership as well to foster more inclusive governance...



**Souad Sedraoui**

General manager of the hospital, Charles Nicolle, Tunisia, Member of the Peer Council

Tunis 

Souad joined the Peer Council and used her position to support gender equality:

- At the hospital, she oriented the training to value people's work and integrated education opportunities to help women acquire other skills. She encouraged young women to specialize and apply for leading positions, previously occupied by men.
- At the Ministry of Health, she introduced for the integration of gender-responsive budgeting to provide adequate healthcare for women.
- She joined the network of women senior executives to be able to influence policies in favor of gender equality.

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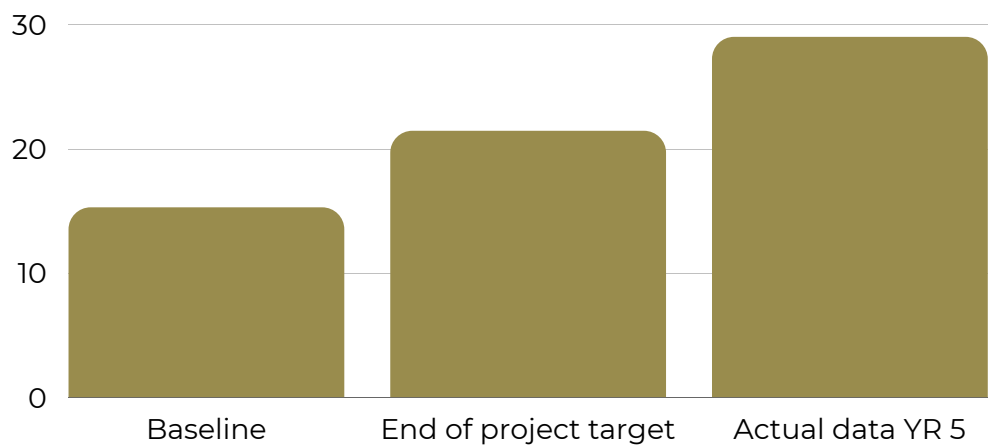
**"Community engagement was one of the training sessions that I participated in with the Forum of Federations. I was able to acquire many skills like "promotion and marketing" that I used directly during my initiative campaign and to gain the support of the community.**

**Reema Zghloul , Jordan**



# Real Results

The ratio of women to men leading or participating in political power structures

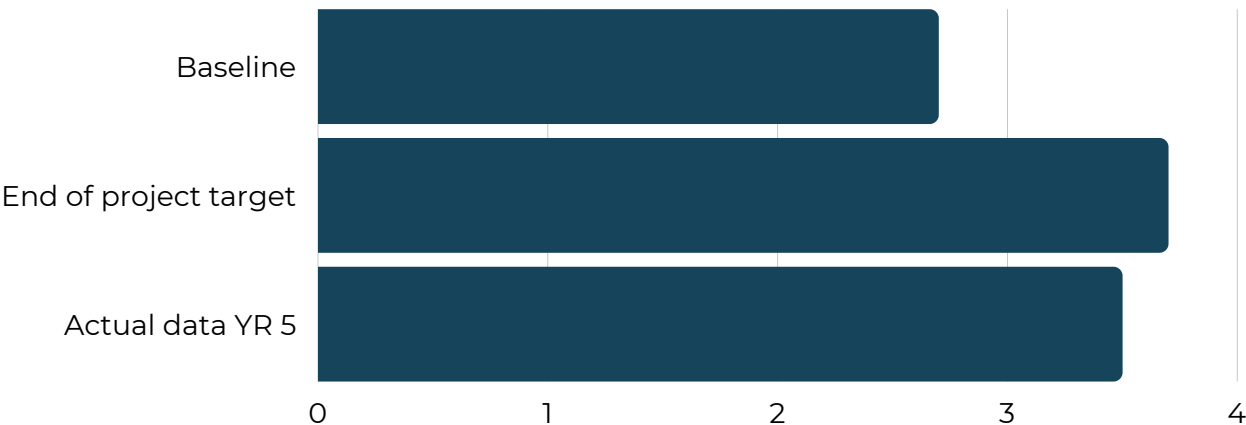


90%

increase in the percentage of women in political structures

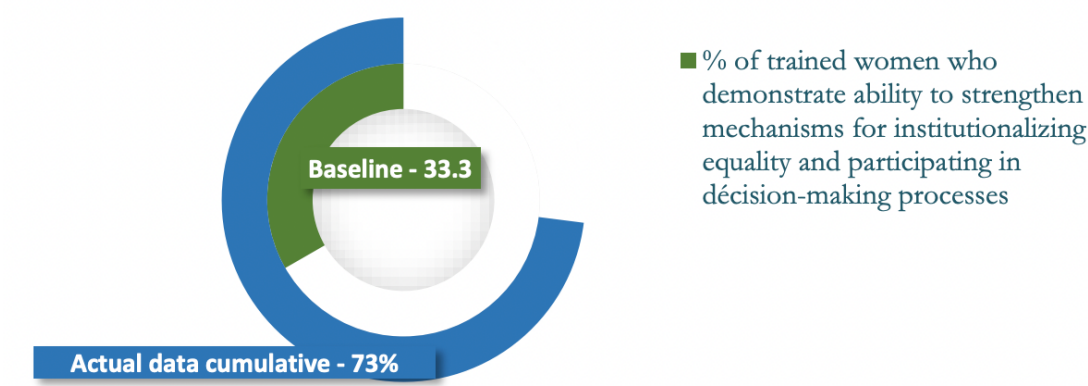
In year 5 of the project, we recorded a ratio of women to men leaders or participants in political power structures (elected bodies, local and central government, political bodies, professional corporations, and participating citizen bodies) of 29%, which represents a positive deviation of 7.57 from the endof-project target. However, compared to the beginning of the project, the percentage of women in the targeted structures has increased by 90% (15.26% to 29%).

## Level of Women's Capacity to Govern and Influence Decision Making at Non-Governmental and Local/ National Government Levels in the Target Countries



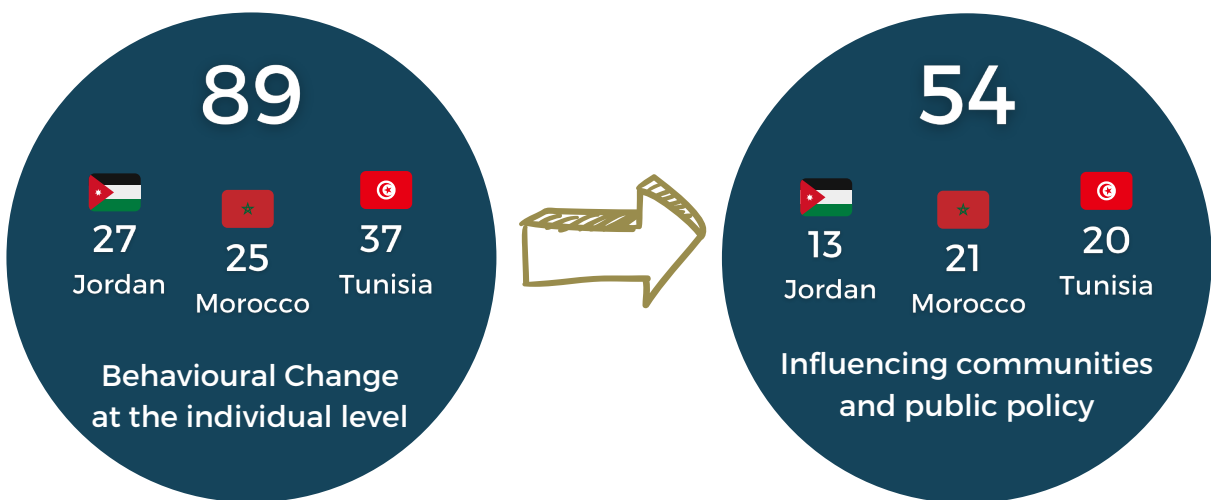
# Real Results

The ratio of women to men leading or participating in political power structures:



Since the beginning of the project, **73% of the total 4,891 trained women leaders demonstrated capacities to strengthen mechanisms to institutionalize equality and participate in the decision-making process.** The level of confidence (on a scale of 1-5) of trained women leaders in their ability to advance to higher levels of responsibility; to advance, strengthen and institutionalize gender equality and inclusive governance is 3.9 in cumulative value. This level has been increasing since the project began.

More women with increased **skills and self confidence** = More women in **decision-making roles** = More influence for **gender inclusion and equality** in public policies and spheres







# Forum of Federations

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