

The Jordanian National
Commission for Women



اللجنة الوطنية الأردنية
لشؤون المرأة

Policy Paper

Mechanisms and recommendations proposed to support
trade unions and professional associations to increase
effective women participation in decision-making positions



Ministry of Foreign Affairs of the
Netherlands



Women Empowered for Leadership

تمكين المرأة من أجل القيادة

May 2019

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Prepared by:
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Executive Summary

The Jordanian National Commission for Woman promotes, in the course of its activity to raise woman in her different political, economic and social roles, by promoting woman state of affairs in Jordan and maintaining her gains and instilling a positive community culture, and a supportive national environment of her role, through following a partnership approach with all stakeholders. And, as a part of the work carried out by the commission to empower woman in public and political life, this paper was developed with fund from the Netherlands Ministry of Foreign Affairs and in collaboration with the Humanitarian Institute for Cooperation with the Developing Countries (HIVOS), “*Woman Empowered for Leadership in Trade Unions, Professional Associations, and Political Parties in Jordan*” project, with the aim to contribute to elevating woman active representation at the positions of decision-making in trade unions and professional associations.

Labor market was marked by, in the last years, with increased woman share of workforce especially in informal sectors. However, Jordan labor market is suffering from many problems most notably, the lack of social protection regulations especially at informal workplaces. On the other hand, women are considered the most affected by such problems and whatever related thereto of the basic rights wastage in labor (such as dismissal and unemployment), here appears the importance of the unions’ role, in particular for the working woman in protecting and maintaining the labor rights. And, besides the role of unions in this respect, which includes negotiation in the direction of changing and developing the working woman’s legislation, working woman should also intensify her presence and active participation inside the syndical organizations.

In spite of the expansion among the syndical movements/ unionism due to increased accession of working women, unions are still characterized by bureaucratic traditional structures where man dominates over the decision-making positions, however, talking about the question of woman representation in the decision-making positions inside the trade unions and professional associations, would call for reference to the evident variation between the presence of woman in labor market and her affiliation to syndical organization on the one hand, and her presence inside the decision-making positions and syndical organization structure on the other hand. Where, woman representation is marked, at the level of syndical organization structure, by major imitation not reflecting her actual gravity in the labor market, whereas, her representation in such structures is at the grass-roots or the lowest level in the middle and senior management levels inside the syndical organization structure.

The general objective of this policy paper is to obtain an overall picture of woman participation reality in trade unions and professional associations in Jordan, and her representation in the decision-making bodies, and the challenges she is facing in union work, and to propose the actions which if they were taken would contribute to increasing the number of women represented in the decision-making positions at the unions, productively and effectively.

The main challenges women face in union work:

- Non-supportive legislative environment of woman participation in union work; where laws, by-laws, and instructions of unions are not gender responsive, and don’t take the unionist woman’s needs into account.
- Lack of awareness and knowledge about the concept and significance of union work and engagement in it, and the experience in phrasing the decisions among working women in general and, among unionist women in particular.
- Formalism of woman committees inside the unions, where it was found that they are not affective but take on the formal shape and not associated with defending the rights of working woman.

Recommendations proposed to be adopted to increase women active representation in union work:

- Review and develop the laws and regulations and by-laws of the unions (professional associations and trade unions) in a way to contribute to enhancing a gender responsive environment, and allocate women quota at the trade unions and professional associations’ councils.
- Merge the perspective of gender with the policies, plans and programs at the unions and, develop a number of indicators associated with the gender and the necessity to document the achievements of

unionist women and attach them to woman's developmental roles.

- Raise awareness and increase knowledge about the concept and importance of union work, the engagement with it, and the experience in phrasing the decisions.
- Operationalize the role of woman committees inside the unions so as to serve the tailored issues in favor of the working woman in all sectors, and enhance woman role in phrasing and taking the decisions, rather than mere participation or giving opinions.

Introduction

In implementation of the first strategic objective of the Jordan National Commission for Woman which stipulates on making the supportive environment to empower woman politically available, and to enhance her active participation in public life, the commission started, in collaboration with the Humanitarian Institute for Cooperation with the developing Countries (HIVOS), implementing a two-year project entitled: *“Women Empowered for leadership in trade unions, professional associations, and political parties in Jordan”*, which aims at:

- Enhance the performance of professional associations and trade unions through integrating gender in their organizational structures and strategies in line with the international practices.
- Raise awareness about the importance of the active political participation of woman.

However, this paper asserts the first objective of the project in integrating woman, effectively and efficiently, in the decision-making positions in all sectors that contribute to the wheel of development, also, Jordan vision 2025 calls for encouragement of greater participation by women in the labor force through reviewing and modification of the national statutes that boost greater participation by woman in labor market. And the discussion papers of His Majesty King Abdullah II BIN Al-Hussein emphasized that political participation has the positive impact, where every individual believes in effective citizenship, which rests on three main foundations: the right to participate, the duty to participate, the responsibility of participation which is bound to peacefulness, and mutual respect. However, economic and political role of woman is considered two sides of the same coin which would pay off by development. Lately, the draft of national renaissance came out (priorities of government action for the two years 2019-2010) including priorities of the rule of law and, the importance of developing the political life and, maintaining the public freedoms via elevating the rate of youth and woman involvement in political action.

The Jordan constitution provisions asserted on the right to syndical organization, as article (16), which addressed the rights of all Jordanians including the right to form unions and, article (23), which addressed the rights of Jordan labor including their right to free trade union organization, besides article (128/1) which pointed out that the laws, issued under this constitution to regulate the rights and freedoms, may not influence the essence of such rights or compromise their fundamentals¹.

Furthermore, the constitutional court issued, in June 2013, an explanatory decision for the constitution in which it admitted to all workers in the public sector establishing their own unions, based on a question directed by the Constitutional Court regarding the establishment of Imams union and for those working at mosques after a series of protests carried out by Imams and preachers².

Professional associations and trade unions, however, are a form of electoral systems and with pivotal role in bringing about equal opportunities and social gender equity, where they gave woman a leading active and effective role to be as transitional station toward more advanced positions in laying down effective policies at the national and reform level, and recently, labor movement, and unions in particular, had an active role when the government tended to pass the income tax amendments in May 2018, where the General Federation of Trade Unions could stand up against the government decision and it was forced to adjourn the decision up to next year, and thus the stance of unions was encouraged when they took to the street to raise the voice of Jordanian citizens. Noting that woman was not part of the dialogues nor represented in the committees that participated in the negotiations with the government.

In February 2019, the Jordanian National Commission for Women embarked on preparing this paper to find mechanisms and actions in the hope to be taken up in contributing to increase sustainably the representation of woman effectively inside the unions' organizational structures. And, it proposed a number of interventions that the unions and relevant committees may implement; in addition, it gave a role to the civil community organizations, women's rights organizations, and youth bodies to develop capacity building programs for women to increase their knowledge about the union activity to get involved therein. However, such interventions would call for the necessity to networking with the private sector (employers) and the unions themselves.

The environment of union activity forms an effective instrument to create a work environment aligned with women aspirations to further participation in the professionally-framed labor market, through strong unions working on regulating the labor and professional communication within the syndical communication

¹ Jordanian constitution for 2011

² Explanatory decision, by the constitutional court, # (6) for 2013

mechanisms, embodied in the ability to create working environment compatible with all labor sections including women and persons with disability through the union; hence, according the report issued from the Department of Statistics, wherein the census for 2015 shows the gender gap about working women participation in the union activity especially in the leadership positions; where it stated that: although the female members rate in the trade unions constituted (34.5%)³, yet the rate of membership at the trade unions councils constituted (8%)⁴, moreover, females registered a rate of (21%) in the professional associations' membership for the same period.

This paper based on a scientific systematic and field study⁵ included desk reviews, most notably a report translated from English entitled "*I know that I can do this work and the seven strategies that boost woman activity and leadership in the unions*"⁶, which was published by the institute of woman policies studies in Washington/the USA, where its methodology relied on quality study through interviews to explore women experiences in the professional associations, and provided a set of strategies we used seven of them and were integrated into six frames upon preparing the questions of focus groups and interviews for this paper. **Figure (1) showing the strategies.**

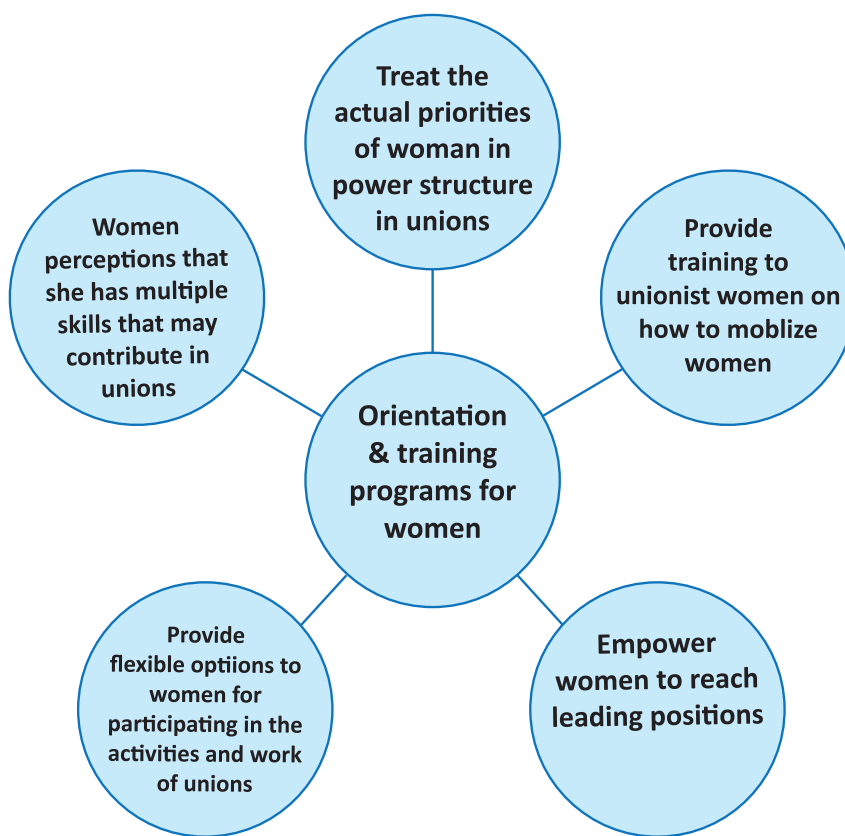


Figure (1)

3 Report of Jordan woman in statistical figures on the occasion of the world woman day/issued from the public department of statistics 2016

4 ibid

5 Study of woman participation reality in trade unions and professional associations in Jordan –Jordan National Commission for Women & ESTA

6 Caiazza, Amy. "I Knew I Could Do This Work. Seven Strategies That Promote Women's Activism and Leadership in Unions", Washington, DC: Institute for Women's Policy Research, 2007.

Four focus groups gathered representatives from four unions (Jordanian Pharmacists Association, General Federation of Jordanian Trade Unions, Jordanian Teachers Association, and Jordanian Artists Association) each separately, where the number of participants (males & females) came to (33, 21 of them women), in addition to individual interviews where the sample came to (37 interviews), (20) twenty of them are associate leaders and non-leaders in eight trade unions (Doctors syndicate, Pharmacists syndicate, Syndicate of Dentists, Artists Association, Engineers Syndicate, Syndicate of Nurses, and Teachers Syndicate), and in seven professional associations from the boards of directors. Anyhow, field results didn't diverge from the results of the strategies data which were referred to in the study that was published by the Institute of Woman Policies Researches in Washington, the USA, which would consolidate the results found, where the reasons behind the reluctance of women and men to share in syndical activity/ unionism, among action groups, were about (29) reasons recurred according to the following classification:

- 80% for programmatic and legal reasons such as difficult electoral systems, Requirements for full-time syndical activity/ unionism, Weak relation with the media, Poor knowledge in electoral campaigns management, Long working hours, Lacking of services that would respond with the woman's needs such as Child care houses.
- 55% for reasons of mistrust and lack of attention to syndical activity/ unionism and multiple family obligations or household workloads.
- 6% for financial and membership terms reasons.

Current Status of Woman's Participation in Decision-making Positions at Trade Unions and Professional Associations

Facts and numbers related to women participation in labor and trade unions:

A. General Federation of Jordanian trade Unions

It was established in 1954, it enjoys an independent legal personality, and aims to achieve welfare for the labor and raise their living standards, attain social and economic development, raise production efficiency, besides supporting the democratic approach and protecting the syndical rights and freedoms, under the umbrella of this federation there are (17) professional associations. And it's considered the current legal framework for the federation of Jordanian trade unions and, the by-law for the federation of Jordanian labor, and as contained in chapter (11) of labor law # (8) for 1996. However, the current legal framework of the general federation of Jordanian trade unions is the labor law and the ministry of labor is the entity which follows up the general federation and all Jordanian trade unions, as regards the registration of unions, new members, mediation in conflicts arising between the employers and the unions. And, in accordance with informed sources in the general federation of Jordanian trade unions⁷, woman participation rate in 2018 reached about (17%) of the total affiliated members to the grand total of unions, namely (17) union, where the number of working women is about 18200 working woman out of the grand total of the affiliated members (males and females) 107091 unionist (female and male) associated with professional associations. This paper concluded a number of results about woman participation in professional associations, and represented in her poor participation in the decision-making positions where there is no lady member in the executive office of the federation of Jordanian trade unions, and there are (25) member woman out of (166) member in all professional associations' board of directors, and thus, the rate of women representation didn't pass (15%)⁸ of the total rate of the board of directors members totaling (141) man. **As illustrated in table # (1)**

Table # (1) - number and rates of women's participation in the board of directors in trade unions

No.	Name of union	Number of board members (men and women)	Number of board members (men)	Number of board members (women)
1	General Union of Railways Workers	12	12	0
2	General Union of Land Transport and Mechanics workers	9	9	0
3	General Union of Textiles and Clothing Workers	9	2	7
4	General Union of Health Services and Pharmaceutical industries workers	9	7	2
5	General Union of Electricity Workers	11	11	0
6	General Union of Municipalities Workers	9	9	0
7	General Union of Air Transport and Tourism Workers	11	9	2
8	General Union of Printing, Photography and Paper Workers	9	7	2
9	General Union of Marine Ports, and Clearing Workers	9	9	0
10	General Union of Banks, Insurance and Accounting Workers	9	9	0
11	General Union of General Services, and Liberal Professions Workers	11	4	7
12	General Union of Petrol and Chemicals Workers	9	9	0
13	General Union of Building, and Wood Workers	11	121	0
14	General Union of Mines and Mining Workers	15	15	0
15	General Union of Private Education Workers	7	3	4
16	General Union of Food Industries Workers	9	8	1
17	General Union of commercial Shops Workers	7	7	0
Total board of directors members (male & Female)		166	1411	25
Percentage of board of directors members (males & females)		100%	85%	15%

⁷ General Federation of Jordanian Trade Unions

⁸ Ibid

B. Council of Professional Associations:

Professional Associations were established in Jordan in the 1950s of the twentieth century after the issuance of Jordan constitution for 1952, where it was allowed for the professionals to form their own unions, and thus professional associations in Jordan grew markedly and significantly in the 1980s and 1990s for several reasons: including the syndical mobility and accrued experiences in syndical activity/ unionism and the great number of professionals associated with the unions, and opening the door of freedoms, and promotion of democracy and the return of parliamentary life in 1989, and the issuance of political parties law # (32) for 1992, and the participation of unions in the Jordanian community issues; however, the fifteen professional associations⁹ are alike generally in their sources and resources, yet as regards the paper theme, which is the rates of participation or representation of women in such professional associations, then it was stated in the position paper: "*towards promoting woman and youth participation in syndical work*"¹⁰ prepared by **Dr. HAIFA HAIDER**, that it is poor, due to woman lack of union activity skills and adequate training, and this attributed to the influence of education and training on the quality of work, and the lack of assistance in introducing woman to labor market, owing to deficiency in the competencies required, and on the other hand, poor acquisition of union skills, therefore, we see weakness in women and youth representation in the structures of decision-making, and leading bodies at the professional associations.

Bar association was the first professional association which was established in 1950, and there are now (15) fifteen¹¹ professional associations in Jordan, and at each association a special council consisting of a president and elected members for management, and thus coordination is made between these (15)¹² associations through the council of administrative unit which named as the professional associations' council and includes a representative from each association, usually the presidents of such professional associations, and a chairperson is appointed for this council from among those representatives and this position is rotated every (6) months.

Nevertheless that the rate of woman participation is on the increase at the professional associations, yet it's still below expectation and varied somehow in the regions where women are more acceptable in terms of social, economic and political aspect, also her rate of representation is quite humble in the professional associations' councils in general, where women rate thereat is about (9%)¹³ only of the trade unions council members, while her representation in the associations' committees is not more than one/two ladies per committee, whereas men occupy in the professional associations' councils (155) man, namely a rate of (91%) of the total members there, and it's apparent that women are very poorly represented in the decision-making positions and professional associations' councils as well. **As illustrated in table (2).**

9 the matter is ascribed to the presence of variation between considering the number of professional associations 13, 14 or 15 to that some of them consider the Jordan Association of Certified Public Accountants as a professional associations, while others consider it as a society, the same applies to the Association of Jordanian Writers where some consider it a professional associations, while others omits its. Yet, in this paper we considered each of the league and society as professional associations as they work in maintaining and protecting their associates just as those unions which practice the same mechanism of such activities and thereby the announcement is in order.

10 The appreciating of an attitude paper: "*towards promoting woman and youth participation in trade union activity*" prepared by Dr. HAIFA HAIDER, Jordanian National Commission for Women.

11 Ibid

12 Ibid

13 Source from Jordan Trade Unions Management www.naqabat.net

Table (2) - number and rates of women's participating on the boards of professional associations.

No.	Name of union	Number of council members (with president)	Number of council members (men)	Number of council members (women)
1	Jordan Bar Association	11	11	0
2	Jordan Dental Association	13	11	2
3	Jordan Medical association	13	11	2
4	Jordan Pharmacists syndicate	11	9	2
5	Jordan engineers Association	11	11	0
6	Jordan Agricultural Engineers Association	11	9	2
7	Association of Nurses and legal midwives	11	9	2
8	Constructions Contractors Association	11	11	0
9	Jordanian Artists Association	11	11	0
10	Jordanian Geologists Association	9	8	1
11	Association of Jordanian Writers	11	9	2
12	Jordan Association of Certified Public Accountants	11	11	0
13	Jordan Journalists Association	11	9	2
14	Jordanian Teachers Association	15	15	0
15	Jordanian Veterinarians Association	9	8	1
Total members (male & female) of unions council		169	153	16
Percentage of members (male & female) of union council		100%	91%	9%

Women Practices and Trends inside the Unions

Some of practices and trends which were expressed by the unionist women interviewed showed women statuses inside the unions and their skills and readiness for union work, and the extent to which unionist woman knows about the nature of union work and how serious she is to actually undertake and practice it, as an active unionist, where there appeared the practices or behaviors that should be enhanced such as: commit to pay subscription fees or attend meetings by the unionist women, where the rate didn't exceed (32%), and some asserted that the unionist women don't volunteer nor participate in the union committees where the rate came to (94%) and this denotes their passive practices among them and impacting their role.

Moreover, the same previous study showed that positive practices such as the participation of unionist women in elections is about (64%), while others (unionist women) think that the statutes are not fair and there is no just representation ratio at the leading positions by about (90%), so this illustrates that women already know about their rights and recognize the proper actions that would boost their progress in the union work. However, this has not yet transformed into practice for reasons contained in table (4) – (reasons hinder/limit women participation in union activity), and they were asked about the reasons that hinder their participation, they complained about male domination, discrimination in the regulations and variation in the ability and knowledge in union work.

Table (3) – Main practices and trends among unionist women forming the base of union work

Practices	Rate of proponent unionist women
Rate of women committed to pay annual subscription	32%
Rate of women non-committed to attend the general assembly meetings	32%
Rate of women who attend meetings occasionally	49%
Rate of women who don't volunteer nor participate in syndical committees	94%
Rate of non-participation of women in syndical committees	94%
Rate of women participating in elections	46%
Rate of women who said that statutes are unfair and unjust	92%
Rate of women who asserted the lacking of equality in leadership positions, non-confidence in syndical experience.	90%

Table (4) - Causes that limit women’s participation in union work

Practices	Rate (they said yes)	Trends	Rate (they said yes)
Household traditional works	38%	Domination of male thought	68%
Union’s refusal to the measures and actions of positive discrimination (Quota)	43%	Unqualified for union work	46%
Non-adoption the demands pertaining to woman issues	27%	Variation in expertise and syndical skills	43%
Main demands in the collective negotiations	43%	Good knowledge about work materials of woman’s rights	46%
Follow-up on the part of union to obtain delivery leave for working women (the period and its rights)	62%	Presence of specific vision for the role of woman committee inside the unions in defending women’s rights in work	78%
Immediate procedures when sex harassment cases become known at workplaces	81%	Husbands’ masculine culture is the main hindrance for keeping women away from syndical work	57%
Presence of mechanisms or procedures in the unions’ regulation that would realize fair representation for women inside the decision-making positions	51%	Existence of discrimination between the unionist men and women in the standard regulation of unions	24%
Division of syndical work tasks on gender basis	18%	Existence of discrimination between unionist men and women in the federation’s by-law	35%
Women don’t occupy any leadership executive position inside the unions or the federation	45%	Non-existence of terms in the federation’s by-law for woman to participate in the executive office would hinder the progress of unionist woman to attain senior positions	51%

1. Non-supportive legislative environment to woman's participation in union work:

- a) Lack of response to demands for amending the law of labor in order to expand in establishing unions for many sectors especially that this right is ensured by the Jordanian Constitution.
- b) Laws, by-laws and instructions of trade unions and professional associations are gender non-responsive, based on the deliveries of the study¹⁴ "*woman's participation state of affairs in trade unions and professional associations*", where it indicated that (92%) of the unionist women said that the legislation are not fair nor just, and (90%) argued that equality lacks at the leadership positions and, non-confidence in union expertise as illustrated in table (3). Notwithstanding that the responses came supportive and positive about the presence of reporting policy on sex harassment at workplaces, where the rate came to (81%), yet in return a number of unionist women, who were interviewed individually, replied that they were not aware about the by-law or the presence of reporting policy about harassment accidents at workplaces.
- c) Policies and strategic plans in trade unions and professional associations that are gender non-responsive: Where findings of the survey "*woman's participation state of affairs in trade unions and professional associations*" showed significant decline in the willingness of unionist women to volunteer, in addition to their participation in union committees and executive boards as illustrated in table (3), and the reasons that limit her participation in union work included: non-inclusion of woman issues within the union priorities, and inappropriateness of many places and times for holding the syndical meetings, so most often they are organized outside the working hours, and also child care services are unavailable during such union meetings or activities times, and policies applicable against harassment and violence should be applied so that leader women can carry out their responsibilities towards the union, and their respective families.

2. Lack of awareness and knowledge about the concept and importance of union work and involvement therein and the expertise in phrasing the decisions:

Variation in syndical experiences and skills between the associated unionist women, in addition to insufficient knowledge about the labor law provisions, and their rights therein, regulations and statutes protecting them, and familiarity with the rights in work between the unionist men and women, is the fact which would weaken their self-confidence and others' confidence in their abilities, and that would impact, in the long-run, on their inability to acquire mechanisms of decision making based on accrued experience opposite to their male peers.

The report "Participatory audit in the gender for the general federation of Jordanian trade unions" in 2018¹⁵ stated that: there are some issues in which men and women share equally, such as fearing the employers and what ensued of results prescribed by union work, and such issues become more acute by the gender, and it stated that: such apprehension is associated with the culture of shame attached to joining unions or political parties, on top of that, insufficient awareness on the importance of unions and advantages of membership and affiliation to them among women.

On the other hand, modern communication media is considered as an avenue through which woman can strike a balance between the remaining part of her roles and the reduction of her unwillingness or poor rates of her enrolment to professional associations and their leadership. And subsequently, unions should observe women priorities such as the times set for syndical meetings and activities taking place outside the working hours and, the absence of democratic mechanisms from the unions' actions¹⁶.

3. Formalism of women committees' role inside the unions:

According to the study "Document of public policy of the Jordanian woman in the trade unions and professional associations (actions and strategies aimed to encourage woman's participation and her leadership¹⁷ in 2016), the researcher stated that, and for the purposes of meeting the international donors' processes related to women participation at leadership positions, many unions agreed to establish woman committees, yet upon interviewing the representatives of unions for this paper about the role of committees, answers referred to their lack of significance, and it was noted that such committees are responsible for activities like "organization of activities for woman day" or "organization of workshops regarding woman-related issues. However, it was evident that the members of woman committees have no proportionate view about the policies and procedures issued by the union, and they are not part of the decision-making process; furthermore, the

14 Study of the reality of woman's participation in trade unions and professional associations in Jordan- Jordan National Commission for Women & ESTA

15 " Participatory audit in gender for the general federation of Jordanian trade unions", ADAM SMITH International Institution, NADIA SHABANEH & RANDA NAFFA, March 2018, Jordan

16 Ibid

17 "Document of public policies of Jordanian woman status in trade unions and professional associations - actions and strategies aimed to encourage woman participation and her leadership", UN-Women, NADIA SHABANEH, 2016

study found that woman committees don't have allocated budgets, where their activities are covered when the international federations or donors set up a program for the administrations or women activities. And, a clear gap was noted related to patterns of cultural thinking and interests between women with syndical and partisan thought, though they are few, and between the total women, which would constitute a barrier in front of obtaining their community support.

Recommendations to participate in increasing active women representation in union work

Trade unions and professional associations have great potentials to promote equal opportunities, justice, and gender equality, and to empower woman and support the efforts of trade unions and professional associations and civil society organizations in order to enhance woman representation on the ground in the decision-making positions inside the unions, and to develop a long-term action methodology that would bring effect in raising the proportions of women representation inside the board of directors and executive councils and committees, we would present the following recommendations:

Recommendations	Activities/Programs/initiatives proposed to implement the recommendation	Interest earned
<p>First recommendation: Review and develop the laws, regulations and by-laws of trade unions and professional associations in a manner that contributes in promoting of a gender responsive environment.</p>	<ol style="list-style-type: none"> 1. Form legal committees including lawmen, gender experts, and representatives of trade unions and/or professional associations in order to review the regulations articles to become gender responsive. 2. Consider the possibility of amending the laws, and by-laws of unions to allow for the quota (allocation of several seats for women) that would ensure equal opportunities between genders and narrow the gap between men and women in preparation to increased woman representation in syndical structures and to reach later the non-quota phase. 3. Implement advocacy campaigns in partnership with the civil society organizations and national bodies concerned with human rights and woman rights to lobby for amending. 	<ul style="list-style-type: none"> • Supportive legislative environment inside unions.
<p>Second recommendation: Merge gender perspective with the policies and plans and programs in any field and at all levels in the trade unions and professional associations, and to advance a number of indicators associated with the gender and, it's important to document the unionist women accomplishments and attach them with the developmental roles of woman.</p>	<ol style="list-style-type: none"> 1. Conduct gender audit on all trade unions and professional associations in order to facilitate the process of integrating the concept of gender in their regulations and policies, plans and programs. 2. Develop programs and policies for the work and family to assist in striking balance between the work and family needs and to boost women participation as leaders and activists in union work, and thus unions have to provide assistance through providing child care houses, and holding meetings at the times convenient to women. 3. Engage men in all courses that belong to women to learn about women status in the union movement and support it by the partner. 4. Build alliances and networks of the civil society organizations to spread the union work culture among women. 5. Deploy success stories of unionist women to encourage woman to go through the union work experience. 	<ul style="list-style-type: none"> • Policy of gender integration aims to achieve equality between the two sexes through acknowledging the complementary roles of men and women.

Recommendations	Activities/Programs/initiatives proposed to implement the recommendation	Interest earned
<p>Third recommendation: Raise awareness and increase knowledge about the concept of and significance of union work and the engagement in it, and the experience in phrasing the decisions.</p>	<ol style="list-style-type: none"> 1. Hold awareness purposeful programs for the graduates (male and females) who are about to enter labor market to introduce them to the concept of union work/ and its significance, and the role of unions and the importance of affiliation and membership, and build a culture concerned with the unions and develop them within the best practices to maintain their labor rights. 2. Hold workshops to enhance awareness of unions' members of both genders as regards issues of equality and working woman's state of affairs. 3. Hold training courses for the unionists (males and females) on union work, regulations, legislation and special conventions on labor, workers, social security, work injuries, pension and other benefits provided by the unions so that all would benefit from them (males or female). 4. Train and rehabilitate the unionist woman on skills designated to syndical work such as: leadership skills, mobilization and advocacy campaigns, preparation for electoral campaigns, building of electoral blocs, production of electoral discourse, collective negotiations, and networking with civil society organization. 5. Build alliances and networks with the civil society organizations to dissipate the union work culture among women milieus. 6. Integrate the media and modern communication media to promote union work and its role in the development. 7. Re-operationalize the institute of labor culture for training. 	<ul style="list-style-type: none"> • Raise the rate of affiliation to unions. • Raise awareness about the importance of union work. • Build the unionists' capacity in union work. • Increase unionist women capacity to manage campaigns, mobilization, advocacy and support to amending the regulation to achieve fair representation of women inside the positions of decision-making in the structures of unions and federation. • Raise women capacity in collective negotiations to adopt by some unions tailored programs concerning women issues at work such as equity in wages and indiscrimination in promotion and career.
<p>Fourth recommendation: Reactivate the role of women committees inside the unions.</p>	<ol style="list-style-type: none"> 1. Develop a strategy and vision identifying the role of women committees inside the unions so that such committees shall become effective in promoting awareness about women issues and all issues relating to equality in general, and to allocate articles in the unions' domestic budgets to support those committees financially and technically, so they can carry out the activities that encourage woman to wage into the experience of union work. 2. Involve the unionist women in union activities, projects, researches, and surveys that pertain to union work to acquire knowledge and experience needed to assume leadership positions, rather than engage her in women's issues only. 3. Build partnerships with the media to reflect the success stories of unionist women and reflect the achievements in favor of woman's demands. 	<ul style="list-style-type: none"> • Sustain the union work in favor of women. • Change the society perception towards the unionist woman and the stereotyped image of women role and syndical work to achieve equal opportunities in unionism.

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