



GENDER AND YOUTH ASSESSMENT AND ACTION PLAN

USAID ENERGY SECTOR SUPPORT ACTIVITY

Submitted: December 2022

Revised: January 2023

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ACRONYMS

ACRONYM	DEFINITION
ADS	Automated Directives System
BGA	Business Growth Activity
CDCS	Country Development Cooperation Strategy
CEA	Certified Energy Auditor
CEDAW	Convention on the Elimination of All Forms of Discrimination
CEM	Certified Energy Manager
CoPR	Community of Practice
CWEEL	Council on Women in Energy and Environmental Leadership
DISCOs	Distribution Companies
DO	Development Objective
DOS	Department of Statistics
EDCO	Electricity Distribution Company
EE	Energy Efficiency
EMRC	Energy and Minerals Regulatory Commission
ERA	Economic Reform Activity
ESCB	Energy Sector Capacity Building
ESCOs	Energy Services Companies
ESSA	Energy Sector Support Activity
FGD	Focus Group Discussion
GESI	Gender Equality and Social Inclusion
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoJ	Government of Jordan
HCD	Higher Council for the Rights of Persons with Disabilities
HTU	Al Hussein Technical University
IDECO	Irbid Distribution Company
IDIQ	Indefinite Delivery, Indefinite Quantity
IMC	Inter-ministerial Committee
IPs	Implementing Partners

IR	Intermediate Result
JEA	Jordanian Engineers Association
JEPCO	Jordan Electricity Company
JREEEF	Jordan Renewable Energy and Energy Efficiency Fund
JD	Jordanian Dinar
JNCW	Jordanian National Commission for Women
MEMR	Ministry of Energy and Mineral Resources
NEPCO	National Electricity Power Company
NEEAP	National Energy Efficiency Action Plan
NREPA	National Renewable Energy Action Plan
NGOs	Non-governmental Organizations
PAJ	Public Accountability and Justice Strengthening Activity
PVLWI	Promoting the Voice and Leadership of Women
RE	Renewable Energy
REES	Renewable Energy and Energy Efficiency Society
SDGs	Sustainable Development Goals
TO	Task Order
USAID	The United States Agency for International Development
WGA	Water Governance Activity

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EXECUTIVE SUMMARY

USAID Energy Sector Support Activity (ESSA) works with the primary national energy institutions, the Ministry of Energy and Mineral Resources (MEMR) and the Energy and Mineral Regulatory Commission (EMRC), quasi-government the National Energy Power Company (NEPCO), and the private sector. This Gender and Youth Assessment identifies key gender equality and social inclusion (GESI)-related stakeholders, initiatives, challenges, and opportunities, and supports ESSA to articulate its gender goals and develop its gender action plan. This will enable the Activity's staff, national counterparts, and stakeholders to reflect on and identify the various experiences, needs, and interests of women and men, including youth and persons with disabilities, to achieve optimum outcomes over the Activity cycle.

Stereotypical gender roles are the main barrier to women's inclusion and development in the energy sector. Limited flexibility and poor work-life balance are additional barriers reported by women working in the public and private sectors. The proportion of women in primary counterparts (MEMR, EMRC, and NEPCO) is relatively low, though higher than national averages. The reasons behind that vary from men's lack of belief in women's ability to lead and unwillingness to share power with women.

The previous experience requirement, unavailability of suitable transportation, long working hours, and companies' remote locations are the reasons that jobs are inaccessible to youth, especially young women. The most important challenges facing Engineering students specifically are the lack of practical training programs, soft skills training, and technical guidance in their faculties. Accredited training centers offering specialized training programs are expensive and concentrated in Amman and Zarqa, making them inaccessible to many.

The main employment challenges for persons with disabilities are the limited opportunities available to them in general, and in Engineering in particular; the lack of opportunities matching their qualifications; and the limits placed on them to access technical jobs. s. One of the main reasons for the marginalization of persons with disabilities is society's lack of awareness of their capacities and rights, an issue that is more prominent in regions outside Amman and main cities.

The limited application of gender equality practices, weak professional networking structures, and the lack of leadership, technical and soft skills are the challenges that need to be addressed by the Activity's staff, national counterparts, and stakeholders.

ESSA aims to collaborate with other USAIDs activities (including Mekanati, Promoting the Voice and Leadership of Women (PVLWI), Public Accountability and Justice Strengthening (PAJ), Economic Reform Activity (ERA)); donor agencies such as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and educational institutions including the Hussein Technical University (HTU) to meet its GESI goals and implement its gender and youth action plan.

INTRODUCTION

ACTIVITY BACKGROUND

Deloitte Consulting LLP was awarded the USAID/Jordan Energy Sector Support Activity (ESSA) under Task Order (TO) No. 72027822F00005 of the Economic Reform Activity (ERA) Indefinite Delivery, Indefinite Quantity (IDIQ) Contract No. 72027821D00007 on 6 February 2022. The Activity is a \$37.1M, five-year program with a period of performance from 6 February 2022 to 5 February 2027.

The primary objective of the Activity is to support the Government of Jordan (GoJ) to improve the energy sector's sustainability and self-reliance through its economic reform efforts. The Activity will contribute to the USAID ERA's overarching results framework by providing technical assistance to the primary government agencies in the energy sector, including National Electric Power Company (NEPCO), the Ministry of Energy and Mineral Resources (MEMR), and the Energy and Mineral Regulatory Commission (EMRC).

The Activity is a key component of USAID/Jordan's Country Development Cooperation Strategy (CDCS), with the goal of improved prosperity, accountability, and equality for a stable, democratic Jordan. The Activity will contribute to achieving the following CDCS objectives:



Figure 1 USAID/Jordan's Country Development Cooperation Strategy (CDCS) Objectives

USAID GENDER AND YOUTH FRAMEWORKS

USAID's gender programming is guided by the USAID Gender Equality and Women's Empowerment Policy, an agency-level policy and strategy formulation (which, at the time of the preparation of this report, was being revised); Country Development Cooperation Strategies (CDCS); and USAID Automated Directives System (ADS) Chapter 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle. ADS Chapter 205 requires projects to consider the following domains in gender analysis: laws, policies, regulations, and institutional practices; cultural norms and beliefs; gender roles, responsibilities, and time use; access to and control over assets and resources; and patterns of power and decision-making.

Another key USAID guiding document is the 2022 Youth in Development Policy, which identifies youth participation as critical to strengthening economies and vital to development. Key objectives

are to strengthen youth programming, participation, and partnerships, and to mainstream and integrate youth issues and engagement.¹ USAID's Disability Policy Paper, currently being updated, stipulates that projects avoid discrimination against persons with disabilities and encourage engagement with host country counterparts, governments, implementing organizations, and other donors in promoting a climate of nondiscrimination against and equal opportunity for persons with disabilities.

USAID/Jordan has recently launched its Gender Community of Practice (CoPR) to encourage USAID Implementing Partners (IPs) to coordinate with, and learn from, each other. The CoPR meets regularly to discuss a certain topic or theme. Moreover, the CoPR working groups/committees coordinate to create a joint platform where all gender-related studies, assessments, documents, trainings, etc. will be uploaded and accessible to all CoPR members. This will give ESSA the opportunity to learn and build on other IPs experiences and work.

USAID ESSA GENDER AND YOUTH ASSESSMENT

The ESSA Gender and Youth Assessment will enable the Activity's staff, national counterparts, and stakeholders to reflect on and identify the various experiences, needs, and interests of women and men, including youth and persons with disabilities, to achieve optimum outcomes over the Activity cycle. The assessment identifies key stakeholders, initiatives, challenges and opportunities, and supports USAID ESSA to articulate its gender goals and develop its gender action plan. This document is not an in-depth assessment of the situation of women and men in the energy sector in Jordan, rather it is a qualitative assessment to identify the activity's-related gender and youth challenges and opportunities and to inform programming.

The assessment and subsequent action plan build on the work, best practices, and lessons learned gathered from USAID/Jordan Energy Sector Capacity Building (ESCB) 2013-2017, USAID Engendering Industries,² and USAID Power Africa Nigeria Power Sector Program 2018-2024 (implemented by Deloitte in Nigeria). The assessment complements the gender analyses done by USAID Economic Reform Activity (ERA), USAID Women's Economic Empowerment and Leadership Activity (Makanati), and USAID Business Growth Activity (BGA), the drafts of which were reviewed for this report.

¹ Youth Impact. [Youth Impact | U.S. Agency for International Development \(usaid.gov\)](https://www.usaid.gov/our-work/youth-impact)

² Engendering Industries (formerly Engendering Utilities) was launched in 2015 to demonstrate USAID's commitment to promoting a path to self-reliance and resilience in developing countries by fostering enterprise-driven innovation, inclusive economic growth, and gender equality and women's economic empowerment. One of its key sectors of focus is Energy.

CONTEXT

ENERGY SECTOR

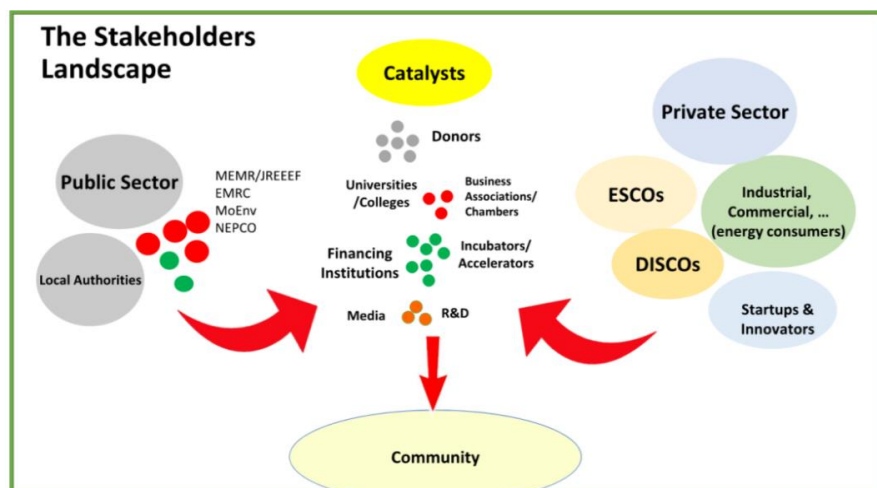


Figure 2 Jordan Energy Sector Landscape

Jordan's public energy stakeholders include the Ministry of Energy and Mineral Resources (MEMR), the National Electric Power Company (NEPCO), and the Energy and Minerals Regulatory Commission (EMRC).

NEPCO is a private company fully owned by the Government of Jordan that oversees and operates the electricity transmission network while generation and distribution are owned and managed by private companies. The construction, operation and maintenance of the national transmission grid is the sole responsibility of NEPCO. Electricity distribution is operated through three other private companies: Jordan Electricity Company (JEPCO), Irbid Distribution Company (IDECO), and Electricity Distribution Company (EDCO).³

EMRC regulates Jordan's energy and mineral resources sectors, updating relevant laws and policies and is responsible for balancing sector interests including investors, operators and consumers. MEMR is responsible for highest-level direction and establishes policies, strategies, and plans to develop Jordan's energy sector in conjunction with other economic sectors. The Jordan Renewable Energy and Energy Efficiency Fund (JREEEF) was established in 2012, (although it started operating in 2015), at MEMR to provide funding opportunities to promote Energy Efficiency (EE) and Renewable Energy (RE) in Jordan. Working closely with different donors and the private sector, JREEEF has been able to support thousands of households and end-users in Jordan to install EE and RE measures.⁴

Business associations such as EDAMA, Jordan Green Building Council and Renewable Energy and Energy Efficiency Society (REES) also play an important role in advancing Jordan's energy sector and the progress towards a green economy by providing flexible platforms to engage a large number of representatives from the public and private sectors and Non-Governmental Organisations (NGOs).

³ Sandri, S., Hussein, H., & Alshyab, N. (2020). Sustainability of the Energy Sector in Jordan: Challenges and Opportunities. *Sustainability*, 12(24), 10465.

⁴ JREEEF website. Available online at: https://jreeef.memr.gov.jo/En/Pages/About_JREEEF

Business associations also advocate for EE and RE policies and strategies that will move Jordan along the energy transition to a cleaner energy future.

Energy security is very challenging for Jordan, which suffers from a lack of non-renewable energy resources, combined with regional volatility.⁵ Energy security remains critical as in 2021, the country imported 84% of its energy and the energy cost was JD 1.9 million, representing 6% of its gross domestic product (GDP).⁶ The growing domestic demand, which increases at a yearly rate of 3%, further adds to the pressure to develop strategies toward a more sustainable energy sector.⁷ On the other side, the country's potential for generating power from renewable energy resources, particularly solar and wind energy, is very promising. Jordan's energy sector has a solid roadmap, promising short- and long-term strategies, and comprehensive action plans, such as the National Energy Efficiency Action Plan (NEEAP) and the National Renewable Energy Action Plan (NREPA).⁸

The share of electricity from renewables in Jordan increased from 0.7% in 2014 to more than 21% in 2021, making Jordan a regional pioneer in renewable energy. The country has created the essential policies and regulations to assist renewables, including solar photovoltaic and onshore wind development.⁹ The Master Strategy for the Energy Sector 2020–2030, developed by MEMR, calls for a sustainable future energy supply, diversification of the national energy mix, increased dependency on the domestic share of energy resources, enhanced energy security, and reduced energy dependence and cost of electricity supply.¹⁰ The strategy targets a 31% share of renewables in total electricity generation capacity and 14% of the total energy mix by 2030.¹¹ In 2019, the Government of Jordan (GoJ) issued a temporary decision to halt applications for electricity generation stations of both conventional and renewable energy until a new national energy strategy is in place with the appropriate infrastructure.¹² While the decision was reversed in May 2022¹³, there are still implications for the execution of renewable energy projects surpassing 1MW capacity.

GENDER EQUALITY AND SOCIAL INCLUSION

POLICY FRAMEWORK

Jordan has ratified all international gender equality and women's rights conventions including the Convention on the Elimination of All Forms of Discrimination (CEDAW) and The Beijing Platform for Action 1995. It has also ratified the Convention on the Rights of Persons with Disabilities.

⁵ Sandri, Serena et al. (2020): Sustainability of the Energy Sector in Jordan: Challenges and Opportunities, in: Sustainability 12(24), 1-25.

⁶ Ministry of Energy and Mineral Resources (MEMR), Facts and numbers (2021). Available online at: https://memr.gov.jo/ebv4.0/root_storage/ar/eb_list_page/memr_facts_&_numbers_2021_-_28.08.2022.pdf

⁷ Sandri, Serena et al. (2020): Sustainability of the Energy Sector in Jordan: Challenges and Opportunities, in: Sustainability 12(24), 1-25

⁸ Energy Sector Green Growth National Action Plan 2021-2025.). Available online at: http://www.moen.gov.jo/ebv4.0/root_storage/ar/eb_list_page/20022_jordan_energy_v03_rc_web.pdf

⁹ Kingdom of Jordan. Ministry of Energy / IRENA (2021): The Hashemite Kingdom of Jordan. Renewable Readiness Assessment.

¹⁰ Ministry of Energy and Mineral Resources (MEMR), Summary of Jordan Energy Strategy 2020-2030. Available online at: https://www.memr.gov.jo/EBV4.0/Root_Storage/EN/EB_Info_Page/StrategyEN2020.pdf

¹¹ Kingdom of Jordan. Ministry of Energy / IRENA (2021): The Hashemite Kingdom of Jordan. Renewable Readiness Assessment

¹² Jordan times, Zawati reaffirms small projects not affected by renewable energy decision (2019). Available online at: <https://jordantimes.com/news/local/zawati-reaffirms-small-projects-not-affected-renewable-energy-decision>

¹³ JORDAN TIMES, GOVERNMENT APPROVES RENEWABLE ENERGY PROJECTS EXCEEDING 1 MEGAWATT, 2022. AVAILABLE ONLINE AT: <https://www.jordannews.jo/section-113/all/government-approves-renewable-energy-projects-exceeding-1-megawatt-17095#:~:text=JORDAN%20NEWS&TEXT=AMMAN%20%E2%80%94%20THE%20GOVERNMENT%20APPROVED%20THE,%2C%20AL%20DGHAD%20NEWS%20SAID.>

The Hashemite Kingdom of Jordan has prioritized gender equality and youth development in alignment with the Sustainable Development Goals (SDGs) 2030. These are highlighted in sector specific policies such as the Energy Sector Green Growth National Action Plan 2021-2025, as well as national-level policies such as Jordan 2025 Vision. They also intersect with the Demographic Opportunity Policies document, the Jordan National Strategy for Women 2020-2025, and the National Economic Modernization Vision and its growth drivers as shown in figure (2), in addition to the Letter of Designation and Royal Discussion Papers.

Jordan's Law No. 31 on the Rights of Disabled Persons (2007) and Law No. 20 of 2017 on the Rights of Persons with Disabilities cover the rights of persons with disabilities,¹⁴ including within the Jordanian workforce. In this context it is worth mentioning that 11.2% of the total Jordanian population (aged 5 and above) are persons with disabilities, with a prevalence of 11.7% among Jordanian males and 10.6% among Jordanian females.¹⁵



Figure 3 Growth Drivers to Implement the Economic Modernization Vision¹⁶

The Jordan Constitution, Labor Law, and Civil Service Statute are supportive of women's empowerment but are insufficient to attain gender equality.¹⁷ While various amendments to the Labor Law have been made over the years to support women's participation in the workforce, including requirements for equal pay, maternity and paternity leave, leave without pay, flexible hours, and daycare to name a few, there are still key gaps in implementation. Some examples include the fact that non-discrimination in employment and the prevention of, and response to, sexual harassment are not adequately addressed.¹⁸

The Civil Service Statute, which guides employment within government institutions, has also been amended to include flexible hours and define quotas for the participation of members of vulnerable groups, including persons with disabilities. However, there are no anti-discrimination clauses and no requirements for gender equality within human resource or staff development policies.

¹⁴ As per [USAID's Disability Communications guidance](#), this document does not use the acronym PWD.

¹⁵ The Higher Population Council (2020). Available online at <https://www.hpc.org.jo/en/content/jordan-joins-world-celebrating-international-day-persons-disabilities>

¹⁶ Economic Modernization Vision: Unleashing potential to build the future (2022). Available online at: <https://www.jordanvision.jo/img/vision-en.pdf>

¹⁷ USAID, Management Engineering Services Contract (MES C II) Gender Analysis and Action Plan (2021)

¹⁸ IRCKHF (2020), Jordan's Social Security Reforms and Women's Employment in the Private Sector

GENDER NORMS

The World Economic Forum's Global Gender Gap Index provides benchmarks on the current state and evolution of gender parity across four key dimensions: economic participation and opportunity, educational attainment, health and survival, and political empowerment. For women's economic participation and opportunity, Jordan ranks 125th out of 146 countries, compared with 133rd in 2021. Regarding women's representation in public and political life, Jordan ranks 136th. On the women's educational attainment index, Jordan advanced by 18 spots from last year, ranking 66th this year compared to 84th in 2021.



Figure 4 The Global Gender Gap Index 2022 ranking – Jordan

According to the Jordanian National Commission for Women (JNCW), the causes behind the widening gender gap in Jordan include negative social norms that reflect a male-dominated culture and the strict social roles expected of, and assigned to, women and men.¹⁹ Women are generally the caretakers of the family, responsible for child and older person care, domestic chores, and meal preparation, while men are afforded the role of financial provider. These norms are reinforced at the institutional and policy levels, including within government, the private sector, and civil society affecting the way women and men are portrayed in the media and educational curricula, women's access to finance, women and men's land and asset ownership, inheritance and much more.²⁰

As detailed in the sections below, these norms - as well as gender stereotypes, which prevent women from entering science, technology, engineering, and mathematics (STEM) fields - have very real implications for women's participation in the energy sector.

WORKFORCE PARTICIPATION

OVERVIEW

Cultural and social norms in Jordan determine the jobs women and men can pursue, often leading to women choosing office-based jobs in non-technical fields. Limited support services, such as transport and childcare have a direct impact on women's economic participation. Few women assume

¹⁹ Economic & Social Council of Jordan and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), General Framework for Gender Equality in Jordan (2022)

²⁰ Information and Research Center – King Hussein Foundation (IRCKHF) and UN Women, Gender Discrimination in Jordan (2019).

leadership roles in the public and private sectors. These issues are further detailed in the Findings section.

Despite efforts in Jordan to empower women economically, less than one-fifth of women are engaged in the workforce.²¹ Women's labor force participation has remained low with no significant change over the past decade, both relative to other Arab countries and globally.²² The low participation of women in the labor market translates into fewer women in leadership, with only 3.4% of working women categorized as "employers" in Jordan, compared to 15.8% of men.²³ While young women have educational attainments equal to or higher than those of young men, they are not in a position to realize their full contributions to Jordan's economic growth.

Most women who work are employed in the public sector. While public sector recruitment is declining overall in Middle East and North Africa region, the share of women taking up government jobs is increasing in most countries across the region²⁴. In Jordan for example, women represent 22%²⁵ of employees who are working in the public sector in 2017 compared to 24%²⁶ in 2021. This increase is due to the rising share of women graduates and their preference for public sector employment, which is more socially accepted, and offers greater job security and a more flexible schedule to accommodate their responsibilities at home²⁷

As of 2021, Jordan's unemployment rate was 23.3%, 21.4% for men and 30.7% for women.²⁸ Young people in Jordan have some of the highest unemployment rates in the world.²⁹ Insufficient employment opportunities and an educational system that does not prepare them for the workforce are the main factors.³⁰ Among Jordanians aged 16–30, one survey found that only 26% were employed in 2020/2021. Employment rates are particularly low for young women which found that 46% of young Jordanian men were employed, while this figure dropped to 7% for young women.³¹

ENERGY SECTOR WORKFORCE PARTICIPATION

While women made up 54% of Jordan's university students in 2018, only 28% of engineering students were women. There are no national sex-disaggregated statistics for the energy sector

²¹ Women's Economic Empowerment and Leadership Activity Factsheet (2022)

²² Meta-analysis on women's participation in the labour force in Jordan

²³ Department of Statistics (2021), Employment and Unemployment Data 2021.

²⁴ Assaad, R., and G. Barsoum (2019), "Public Employment in the Middle East and North Africa." IZA World of Labor (2019): 463. Available online at: <https://wol.iza.org/articles/public-employment-in-the-middle-east-and-north-africa/long>

²⁵ Department of statistics, Jordanian Employed Persons Age 15 + Years by Sex & Labor sector (2017). Available online at: http://www.dos.gov.jo/owa-user/owa/emp_unemp_number.show_tables_y?lang=E&YEAR1=2017&T_NO=24

²⁶ Department of statistics, Jordanian Employed Persons Age 15 + Years by Sex & Labor sector (2021). available online at: http://www.dos.gov.jo/owa-user/owa/emp_unemp_number.show_tables_y?lang=E&YEAR1=2021&T_NO=24

²⁷ Assaad, R., and G. Barsoum (2019), "Public Employment in the Middle East and North Africa." IZA World of Labor (2019): 463. Available online at: <https://wol.iza.org/articles/public-employment-in-the-middle-east-and-north-africa/long>

²⁸ Department of Statistics (2022), Unemployment rate Q4 2021. Available online at: http://dos.gov.jo/dos_home_e/main/archive/Unemp/2021/Q4_2021.pdf

²⁹ Assaad, Ragui, Caroline Krafft and Caitlyn Keo. 'The Composition of Labor Supply and Its Evolution from 2010 to 2016 in Jordan', in The Jordanian Labor Market: Between Fragility and Resilience, edited by Caroline Krafft and Ragui Assaad, Oxford University Press, Oxford, 2019.

³⁰ Unlocking the potential of women and youth in Jordan Available online at: https://www.usaid.gov/sites/default/files/documents/Unlocking_the_Potential_of_Women_and_Youth.pdf

³¹ UNICEF (2021), Policy brief: Barriers to Economic Participation for Young People in Jordan: A Gendered Analysis. Available online at: <https://www.unicef.org/jordan/media/9156/file/Policy%20Brief-%20Barriers%20to%20Economic%20Participation%20for%20young%20People%20in%20Jordan-English.pdf>

workforce, but according to the Department of Statistics,³² the percentage of men employed in the electricity, gas, steam, and air conditioning supply sectors is four times higher than the percentage of women. Department of Statistics (DOS) show there are no women employed in the mining and quarrying sector as shown in Table (I) below.

Table I Employed persons Age 15+ Years by Sex, Main Current Economic Activity & Nationality (Second Round - 2022)

Electricity, gas, steam, and air conditioning supply	
Jordanians	Percentage
Male	0.8
Female	0.2
Mining and quarrying	
Jordanians	Percentage
Male	0.6
Female	0.0

Gender inequalities in the energy sector have been observed around the world and the sector is one of the least gender diverse. Women in the sector are less represented in policymaking, corporate leadership and governance, as entrepreneurs, and in the overall workforce compared to other sectors. Studies have identified several possible reasons why women tend not to participate in the energy sector. These include women's own perceptions of the industry, insufficient access to information, finance, technical and soft skills training, corporate human resources practices, and cultural biases and norms around gender roles.³³

Expanding women's participation in male-dominated industries, such as in the energy sector, results in real economic empowerment outcomes for women, such as formal employment opportunities and increased pay. Improving an organization's business performance and helping companies meet their bottom-line by raising employee satisfaction, reducing turnover and boosting productivity can also be achieved by increasing gender equality. Well-functioning organizations are also essential in supporting stronger and more resilient economies.³⁴

Achieving gender equality and social inclusion in the energy sector is linked to human rights and social, environmental, and economic development. A gendered perspective in energy management is necessary to ensure both women and men's participation for improved resource management practices. Involving both women and men enhances the results of the Activity actions and initiatives and improves the likelihood of their sustainability. It also contributes to ensuring that there are no unintended negative effects on women or men.

³² Department of Statistics (2022), Employed Persons Age 15+ Years by Sex, Main Current Economic Activity & Nationality (Percentage Distribution), Second Round -2022. Available online at: http://www.dos.gov.jo/owa-user/owa/emp_unemp.show_tables1?lang=E&year1=2022&round=2&t_no=27

³³ USAID website, Engendering industries. Available online at: <https://www.usaid.gov/engendering-industries>

³⁴ USAID website, Engendering industries. Available online at: <https://www.usaid.gov/engendering-industries>

METHODOLOGY

USAID ESSA conducted stakeholder mapping, a literature review, and structured interviews to inform this assessment. For the stakeholder mapping, entities across a variety of functions were considered including national counterparts, private sector energy services companies (ESCOs), distribution companies (DISCOs), business associations, and other USAID activities. Social profiles such as age, gender, geographic location, disability and non-disability were also considered.

Thirty-one documents and resources were reviewed, and 45 interviews were conducted, 25 with women and 20 with men. The interviews followed the guiding principles shown in the text box: Guiding Principles. Other resources which informed this gender equality and social inclusion (GESI) assessment are included in the annexes: Annex I: Bibliography, Annex II: List of Interviewees, and Annex III: Questions Guide.

GUIDING PRINCIPLES

1. Do No Harm.
2. Free Prior Informed Consent.
3. Informant Confidentiality.
4. Protection of Information.
5. Non-Discrimination and Respect.
6. Ethical Data Collection.
7. Holistic Participation.
8. Collaborative Learning.
9. Cultural Sensitivity.
10. Intersectionality.

Table 2 Interviewees by stakeholder group and sex

Stakeholder Group	WOMEN	MEN
Government	11	10
Private Sector	3	1
Associations	1	-
Universities	2	1
USAID Activities	2	-
Youth	6	8
Total	25	20

Three main categories of youth were interviewed; senior engineering undergraduate students, unemployed youth with Engineering Bachelor's degrees, and employed youth with Engineering Bachelor's degrees, from Amman, Zarqa, Irbid, and Ma'an. Undergraduate students were those who were undertaking their practical training at the Electric Training Centre/NEPCO. Unemployed and employed youth were reached through ESSA's team network.

FINDINGS

QUESTION 1: WHAT CHALLENGES AND OPPORTUNITIES EXIST THAT AFFECT THE ENGAGEMENT OF WOMEN AND YOUTH IN USAID ESSA-FOCUSED ACTIVITIES?

WOMEN

JOB SUITABILITY

Validating the literature, stakeholders reported that key barriers to women's inclusion in energy were stereotypical gender roles. Most interviewed employers, especially those in the private sector, reported enforcing traditional role assignments for men and women, relegating them to "appropriate jobs". They believed that men were more suited to field positions, working under stress, for long hours, and in remote areas, and taking on jobs that were physically taxing. Many of the women and men interviewed for this assessment from both national institutions and the private sector agreed. They listed several positions that women should not occupy, including those in operations and

maintenance. However, most reported that while men were better suited to field work, women generally had greater attention to detail and better communication skills and were more focused.

GENDER EQUALITY POLICIES

Women employed in the public and private energy sector reported multiple workplace barriers including limited flexibility and poor work-life balance. Several women believed that their family responsibilities occasionally affected their performance at work. Many reported that while their institutions allowed flexible hours to some extent, they were not integrated into the institutions' core policies.

Generally, the assessment found a lack of institutional mechanisms to govern and guarantee equitable practices in the workplace. Among all the institutions interviewed, only JREEEF had a gender policy. The objective of the policy, which was developed with Canadian support, is to ensure gender mainstreaming within JREEEF, promoting gender parity in staffing, gender-equitable human resource practices, and gender integration within JREEEF's programs and projects, including in monitoring and evaluation. Unfortunately, there have been some concerns and resistance to implementing it since it is not a Ministerial-level policy.

Although the public institutions have assigned gender mainstreaming focal points to report to the Inter-Ministerial Committee (IMC) on Women's Empowerment and JNCW, the assessment respondents said that the roles and responsibilities of these focal points are not yet clear. All national counterparts indicated that while the focal points attend progress meetings at JNCW, there has been no significant value or contribution towards gender equality within their institutions as a result. This could be due to limited institutional resources, limited power, and lack of higher management support as indicated during the interviews.

TRAINING AND SKILL DEVELOPMENT

While there is limited information in the literature regarding competency gaps between women and men in the sector, women employed in both public and private entities reported that they needed their institutions to invest in training and skill development initiatives to enhance their interpersonal and managerial skills. Several women mentioned that the skills most needed to be effectively involved in decision-making processes within their institutions were leadership and strategic planning skills. An informant from key national institutions mentioned that in the energy sector women in leadership positions receive support and capacity building from donor agencies but women who are considered middle management lack this support and guidance and remain invisible.

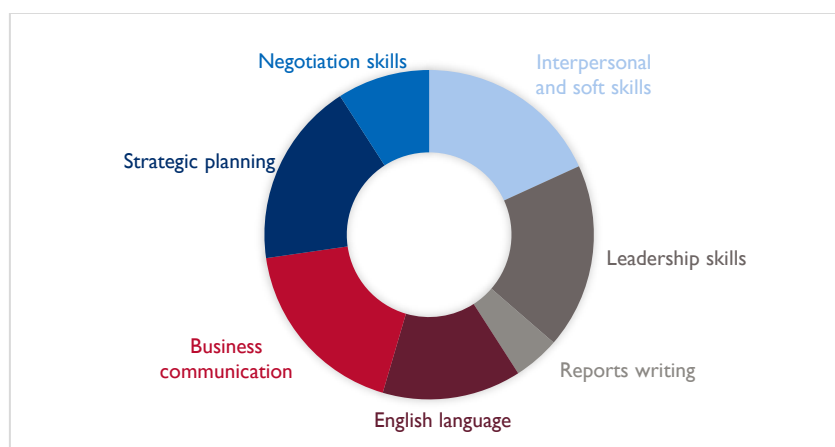


Figure 5 Key skills highlighted by women to develop their skills in the energy sector

Women also mentioned the need for human resource departments to apply equitable practices for nominating staff for training opportunities. Senior female respondents in the public sector indicated that despite the systematic nomination procedures their institutions apply, they tended to

intentionally select women who were less likely to attend trainings for various reasons, wait for them to reject the opportunity, then pass it on to their male colleagues. They also reported that once a woman has declined an opportunity for any reason, she would not be nominated again due to the assumption that she would continue to refuse. These tactics and assumptions were not seen to be applied to men within these institutions.

CAREER ADVANCEMENT

In addition to defining their roles and limiting their skill development opportunities within the energy sector, women believed that their gender played a significant role in preventing their advancement into leadership positions. Studies have shown that even in sectors with high rates of women employees in Jordan, such as health, they are not present in decision-making or upper management roles.³⁵ Reasons for this vary, from men not believing in women's capacity and not wanting to share authority with women, to women prioritizing their spouses' careers over their own. The majority of women respondents reported similar challenges, including a lack of confidence in women's decisions and leadership among male counterparts. Several women leaders from the private and public sectors indicated that their male colleagues and supervisors were not supportive of them holding these positions. This leads to women being less likely to take on senior roles, further cementing gender divisions, limiting representation, and reinforcing stereotypes. According to one, "I may not stay in this position, there is no support, and I am the only one on the spot. There is a double burden, to prove myself as a woman, and as a woman in leadership".

Women reported additional leadership challenges related to working in a male-dominated sector. Those in public institutions stated that most networking opportunities are held after official working hours. They feel excluded from the "men's network", and then gradually from the work culture set by their male counterparts. In the words of one senior woman, "We are part of the strategic internal committees, and usually, when the working day ends and we still need time to make decisions on specific issues, we are surprised at the next meeting that our male counterparts met and had a discussion after working hours and have already made the decision."

Women in Jordan often face a lack of access to career information and relevant networks and mentorship. Among the interviewees, women engineers who are already members of the Jordanian Engineers Association (JEA) have searched for other networks to join, as they view them as powerful, informal mechanisms for progression. One such network is the Council on Women in Energy and Environmental Leadership (CWEEL). However, many informants mentioned that CWEEL and similar networks are not active and do not meet their professional needs. They indicated that the 2015 Energy Sector Women's Leadership Forum and related networking events which were held under USAID ESCB connected them with a wide range of stakeholders, as well as influential women and men in energy and they believe that these types of events are vital for their career growth.

ENERGY SECTOR WORKFORCE DATA

As previously mentioned, national-level sex-disaggregated data for the energy sector workforce is not available, like other governmental entities, data reporting and sex-disaggregation remain a challenge in the public sector. However, USAID ESSA's main counterparts (MEMR, EMRC, NEPCO) have shared their employee statistics.

As seen in the following figures, the percentage of women in the three national institutions is relatively low although higher than the national averages. Women represent 38% of MEMR employees and hold 35% of leadership positions, but those figures drop at both EMRC and NEPCO.

³⁵ HRH2030 and USAID (2018), [The Barriers and Enablers of Women's Career Progression to Management Positions in Jordan's Health Sector](#)

At EMRC, women represent 21% of total employees and hold 26% of leadership positions, and at NEPCO they represent only 12% of the total number of employees and hold 17% of leadership positions.

One reason given for the relatively higher numbers at MEMR is the fact that, since 2016, the Secretary General has been a woman and her presence has noticeably improved women's participation on management committees and in leadership within the Ministry. It should be noted that MEMR also had its first woman Minister from 2018 to 2021.

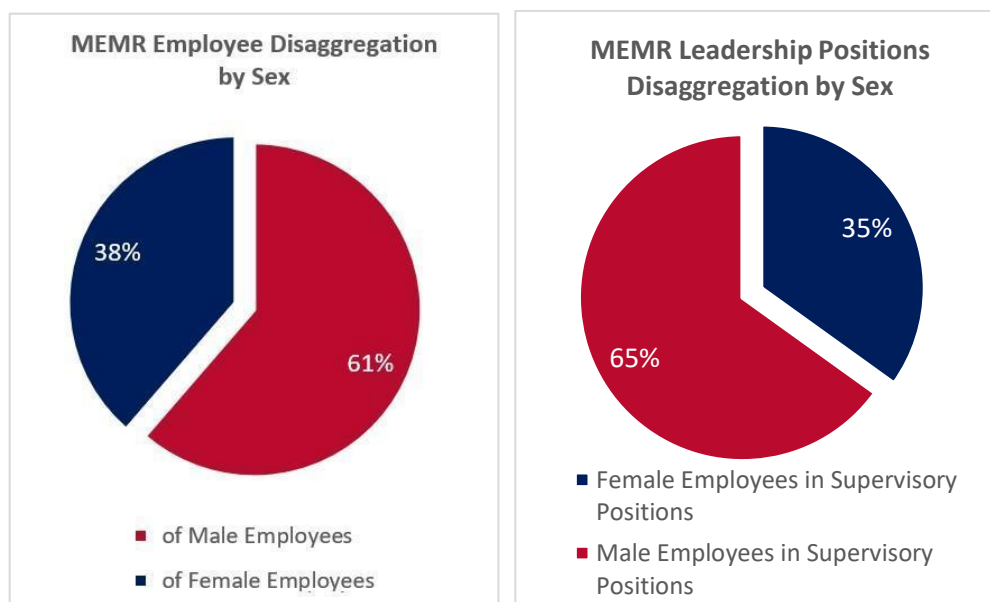


Figure 6 MEMR employee disaggregation by sex, and leadership positions

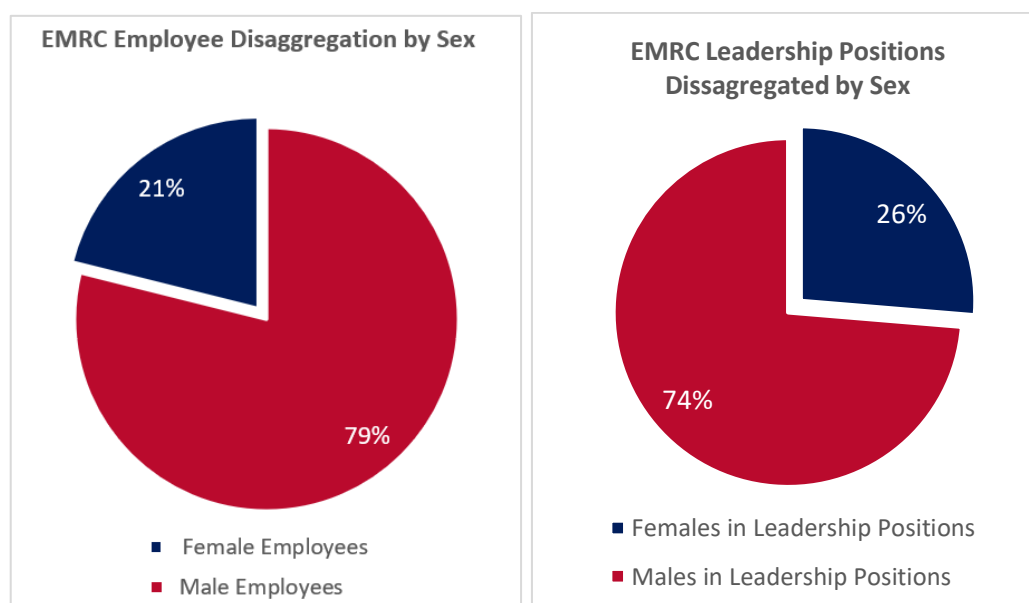


Figure 7 EMRC employee disaggregation by sex, and leadership positions

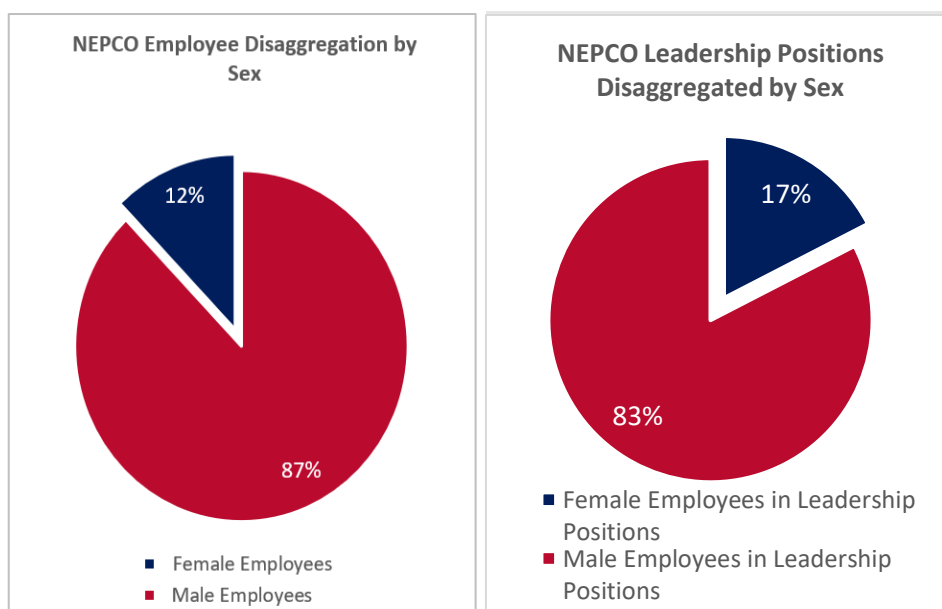


Figure 8 NEPCO employee disaggregation by sex, and leadership positions

YOUTH

EMPLOYMENT

Unemployed youth reported that the primary reason they were not working was that there were no jobs available in the Jordanian market. They generally viewed the economic situation in Jordan as weak, and offer few opportunities, especially for fresh graduates. The private companies interviewed reported that the government decision related to withholding approvals for large-scale renewable energy projects (see Context section) is a step backwards for the industry and has heavily affected the rate of youth employment.

Youth representation in the three main national counterparts is very low as shown in the below table (3) where the highest percentage of youth employees between the age of 18-30 is just over 15%, which is at NEPCO. Young women's representation in the national counterparts is very low, with the lowest at NEPCO (0.6%) and the highest at EMRC (2.3%). This is mainly due to limited new vacancies in the public sector and the preference by both the public and private sectors for candidates with previous experiences.

Table 3 Male and female age groups in MEMR, EMRC and NEPCO

Institution	Male			Female			Total no. of employees	Percentage of youth
	18-30	31-50	51 and above	18-30	31-50	51 and above		
MEMR	19	150	69	8	117	25	388	7%
	5%	39%	18%	2%	30%	6%		
EMRC	20	204	49	8	59	6	346	8.3%
	6%	59%	14%	2.3%	17%	1.7%		
NEPCO	186	764	166	7	130	18	1271	15.2%
	14.6%	60.1%	13%	0.6%	10.2%	1.4%		

A major challenge facing engineering graduates when searching for a job is the requirement for previous experience and/or the availability of a car. Some job opportunities in the Gulf require a

bank statement, but fresh graduates in Jordan do not usually have financial records. For young women, opportunities to travel for work, even between governorates, and to have their own bank accounts are diminished.

Graduates also pointed out that many companies in the private sector have long working hours and are in remote areas, making them inaccessible to young women. Young women indicated that they did not prefer fieldwork since construction sites are not adequately equipped. They also do not prefer working overtime, in contrast to young men who expressed their willingness to work under any circumstances considering the limited available opportunities to gain experience. Young men believed that women should focus on “suitable work” such as supervision, design, and office work. However, it is worth mentioning that a few young women workers in the sector expressed their willingness to work within any professional path and their desire for professional development was clear.

Youth employed in the private sector explained that the most prominent challenge they face is the exploitation of recent graduates, expecting them to work long hours and take on tasks that are not in their job descriptions. They cited a lack of development and training opportunities and called on authorities to closely monitor the private sector to ensure they pay the minimum wage and provide decent working conditions.

EDUCATION AND TRAINING

The most important challenge faced by undergraduate youth is the lack of applied and technical training and guidance in Engineering faculties, given that most of their professors never practiced the profession outside the scope of academia or stopped practicing years ago and have not kept pace with market developments. Many students living outside the capital indicated that the accredited training centers that offer specialized training programs, such as Certified Energy Manager (CEM) and Certified Energy Auditor (CEA), are expensive and concentrated in Amman and Zarqa, making them inaccessible to many.

Everyone emphasized that university curricula and the skills acquired at university are not sufficient to enter the labor market and meet the requirements to obtain jobs. They pointed to the need for practicums and internship programs that covered more than one Engineering stream to make it easier for them to choose the field and best career path.

All age groups, both men and women, indicated the need for specialized practical training programs in addition to interpersonal and soft skills to enhance their capabilities and build the skills necessary to join the labor market, whether locally, regionally, or internationally. A limited number of the interviewees expressed their desire to start their own business, citing limited financial resources and sources of support, guidance, and funding. The figure below shows all the training programs listed by youth and provided by the private sector and business associations which would expand young women and men’s opportunities to join the energy sector.

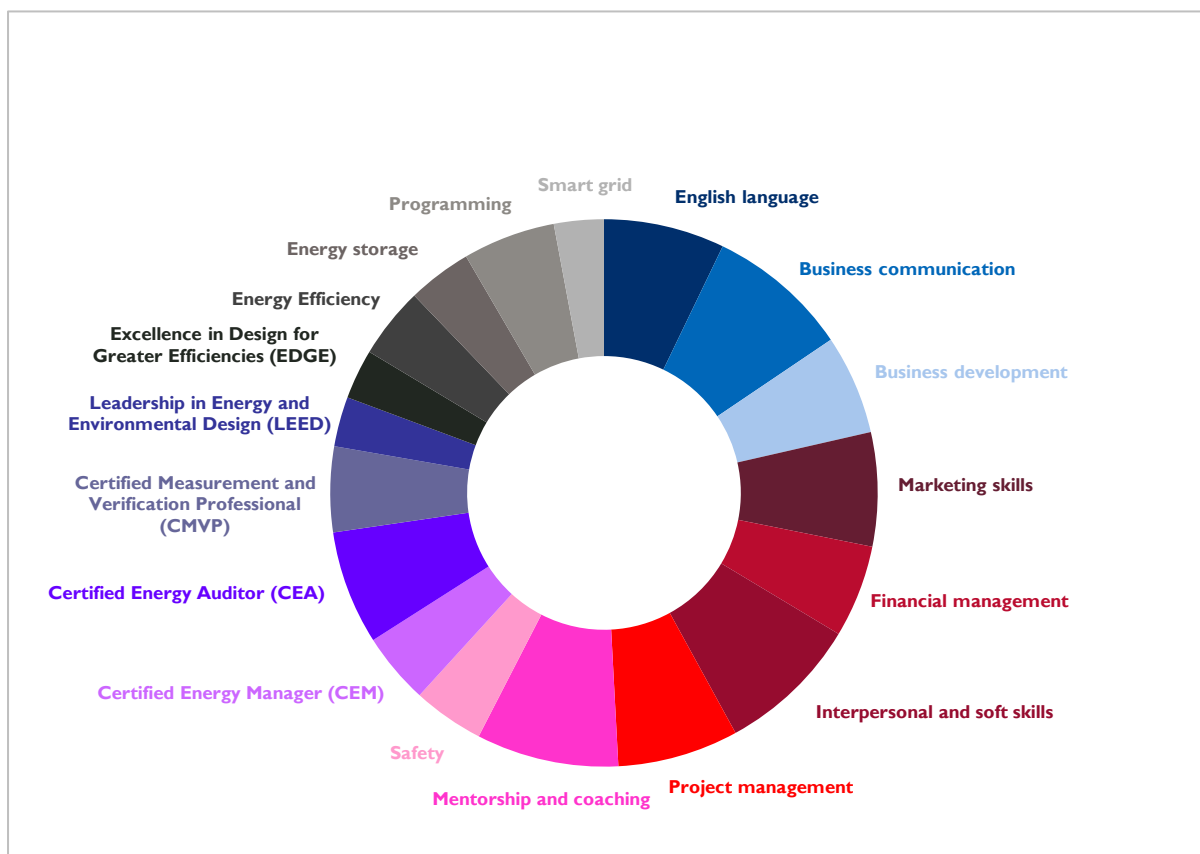


Figure 9 Key skills and training programs for youth to enter the energy sector.

The above figure shows the skills and training programs for youth to enter the energy sector, where the majority of youth highlighted their requirement for interpersonal and soft skills, mentorship and coaching; in addition to programming, energy efficiency, CEA, CEM, CMVP. The companies, on the other hand, focused on communication skills, interpersonal and soft skills, report-writing, problem-solving, and technical skills (safety, energy efficiency, and management, including the CEA and CEM). Youth responses showed the disconnection between skill requirements and formal education, and the companies responses identified the major skills needed for the energy job market and they emphasized on the importance of continued learning.

PERSONS WITH DISABILITIES

Questions around the participation of persons with disabilities ³⁶were asked of all respondent groups. Across the board, interviewees indicated that society's lack of awareness about persons with disabilities results in their marginalization. They reported that persons with disabilities are viewed as a homogenous group, rather than a very diverse one. These challenges are even more pressing for persons with disabilities who live outside the capital and main cities.

The key employment challenges reported by persons with disabilities were the limited available opportunities for them in general, and in engineering specifically; the lack of opportunities matching their qualifications; and the limits placed on them to access technical jobs. This was reflected in the data provided by the three national counterparts. Within MEMR, EMRC, and NEPCO, persons with disabilities represent only 1.5 %, 0.3 %, and 0.7 % respectively, with none being in a technical

³⁶ In this assessment, a person with a disability is identified based on the Convention on the Rights of Persons with Disabilities definition: "Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others".

position. According to the Higher Council of Persons with Disabilities (HCD), persons with disabilities are more likely to receive low wages and experience inequality in the workplace. All HCD informants mentioned the lack of workplaces and training programs accessible to persons with disabilities as the most important determinants of their exclusion.

Regarding employment, the informants reported that, in the private sector in particular, employers are wary that employing persons with disabilities will entail additional financial costs. However, any person with a disability has the right to inclusive employment which requires that employers provide reasonable adjustments to the tasks and working environment to enable full and equal participation by qualified individuals with disabilities. They highlighted that disability in itself should not be considered as a barrier for preventing candidacy for holding or assuming a position or job and for retaining such position or job and attaining promotions therein.

The informants also pointed out that persons with disabilities themselves were unaware of their right to inclusive education. Companies need to provide training opportunities without discrimination and on the basis of equal opportunities. Therefore, barriers to their participation in capacity-building programs must be eliminated; by changing institutional and corporate policies and practices to provide reasonable accommodation of the individual's requirements which facilitate their effective education and learning.

HCD reported that vocational training institutions do deliver capacity-building programs for persons with disabilities, but that training centers do not have appropriate facilities. Vocational training courses aimed at women with disabilities were reported to be too traditional and of low value.

Women with disabilities experience greater discrimination than men with disabilities, as they are subject to a double layer of stigma in society. Women informants indicated that when they decide to search for jobs, their parents are not supportive because they are afraid that they will experience discrimination, difficulties in accessing the workplace, or harassment. One interviewee stated that she obtained her bachelor's degree several years ago. Her resume does not mention that she has a disability and while she has obtained interviews, she has never been called back.

QUESTION 2: WHAT RELEVANT INITIATIVES ARE CURRENTLY IN PROGRESS? HOW CAN USAID ESSA LEVERAGE WHAT IS BEING DONE?

As discussed in the Context section, the energy sector in Jordan is comprised of a mix of government, quasi-government and private sector organizations. USAID ESSA works with all the main government counterparts (MEMR and EMRC), quasi-government (NEPCO) and the private sector. As discussed above, the assessment found limited applied gender practices, especially within government organizations. In order to promote gender equality and social inclusion, ESSA will work with stakeholders in a systematic and programmatic manner through its technical and gender-specific interventions. While ESSA cannot influence the human resource policies in government and quasi-government entities as these are managed by the Civil Service Bureau, women in these institutions will be encouraged to participate in all ESSA activities. In addition, ESSA will collaborate with other USAID activities, such as the Public Accountability and Justice Strengthening Activity (PAJ) and PVLW, to support the improvement of government HR policies.

The energy sector in Jordan is attractive to donors and financing institutions. Nevertheless, access to finance remains a challenge for the private sector, especially for women. ESSA will work under its 4th component "Energy Sector Opportunities" to enhance private sector capacity and improve access to finance opportunities. Gender is a priority to some donors; in 2019, Jordan was selected as one of the 11 partner countries to be part of The Global Project "Bilateral Energy Partnerships and Dialogues", commissioned by the German Ministry for Economic Affairs and Energy and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Its current phase runs from 2019 to 2022 and acknowledges the importance of gender equality & women's

empowerment in the context of fostering a just energy transition. ESSA will coordinate with GIZ to learn more from their experience and build on their work.

ESSA has also identified a pioneer institution providing youth interested in or working in the energy sector with upskilling and on the job training, in addition to accredited technical training. The Hussein Technical University (HTU) offers a variety of programs to promote youth development and employment in the energy sector through its apprenticeship program, managed in partnership with the private sector, and the different training programs offered by the Energy Academy at HTU. ESSA expressed interest to learn more about these programs and met with HTU several times later to discuss potential collaboration in designing an apprenticeship program customized for youth in the energy sector.

As previously mentioned, USAID/Jordan has recently launched its Gender Community of Practice (CoPR). ESSA is part of the CoPR and will effectively utilize it to learn from USAID IPs that are implementing or designing gender interventions. USAID Makanati and the Promoting the Voice and Leadership of Women (PVLW) activities especially, are aligned with ESSA's areas of focus. ESSA has already met with the Water Governance Activity (WGA) and the USAID Economic Reform Activity-Task Order 1 (ERA) to learn more about their gender and youth interventions, particularly the WGA apprenticeship program and the results of the most recent GESI assessment by ERA. ESSA has learnt that the USAID Economic Reform Activity is currently customizing a "Gender Lens Assessment Tool" that they will be using to assess how inclusive the governmental services and processes are. ESSA will communicate with ERA to discuss the potential of using this tool with our stakeholders.

Many USAID IPs are designing and/or implementing women leadership programs; The Public Accountability and Justice Strengthening Activity (PAJ) is currently implementing a leadership program with the Institute of Public Administration to that is being delivered to women from the public sector. PAJ is now assessing the possibility of making this program mandatory for advancing in leadership positions for both men and women. Makanati and PVLW are also designing women leadership programs; while Makanati's leadership program will focus on the main four sectors that the activity work with, the PVLW is designing an Academy for women leadership that will be providing different programs at different levels (starting from the community level). ESSA will ensure close coordination with all USAID IPs working on similar programs to avoid duplication and leverage on each other's efforts.

CONCLUSION

This assessment has identified energy-sector GESI stakeholders; the gaps that limit the involvement of youth, women, and persons with disabilities in the energy sector; and the most important challenges and opportunities women face accessing and moving up within the three primary energy sector's national institutions.

Women in the energy sector face challenges related to career advancement, including a lack of institutional investment in training and skills development, a lack of support from male colleagues and supervisors, and limited access to career information and relevant professional networks and mentorship. These challenges negatively affect the representation of women in the three primary national counterparts and the private sector. For youth, the primary concerns are demand-side factors, including economic constraints, poor access to credit, limited mentorship and coaching opportunities, soft skills and technical skills gaps and accessibility, and inequality and discrimination in hiring practices, in addition to inadequate training facilities.

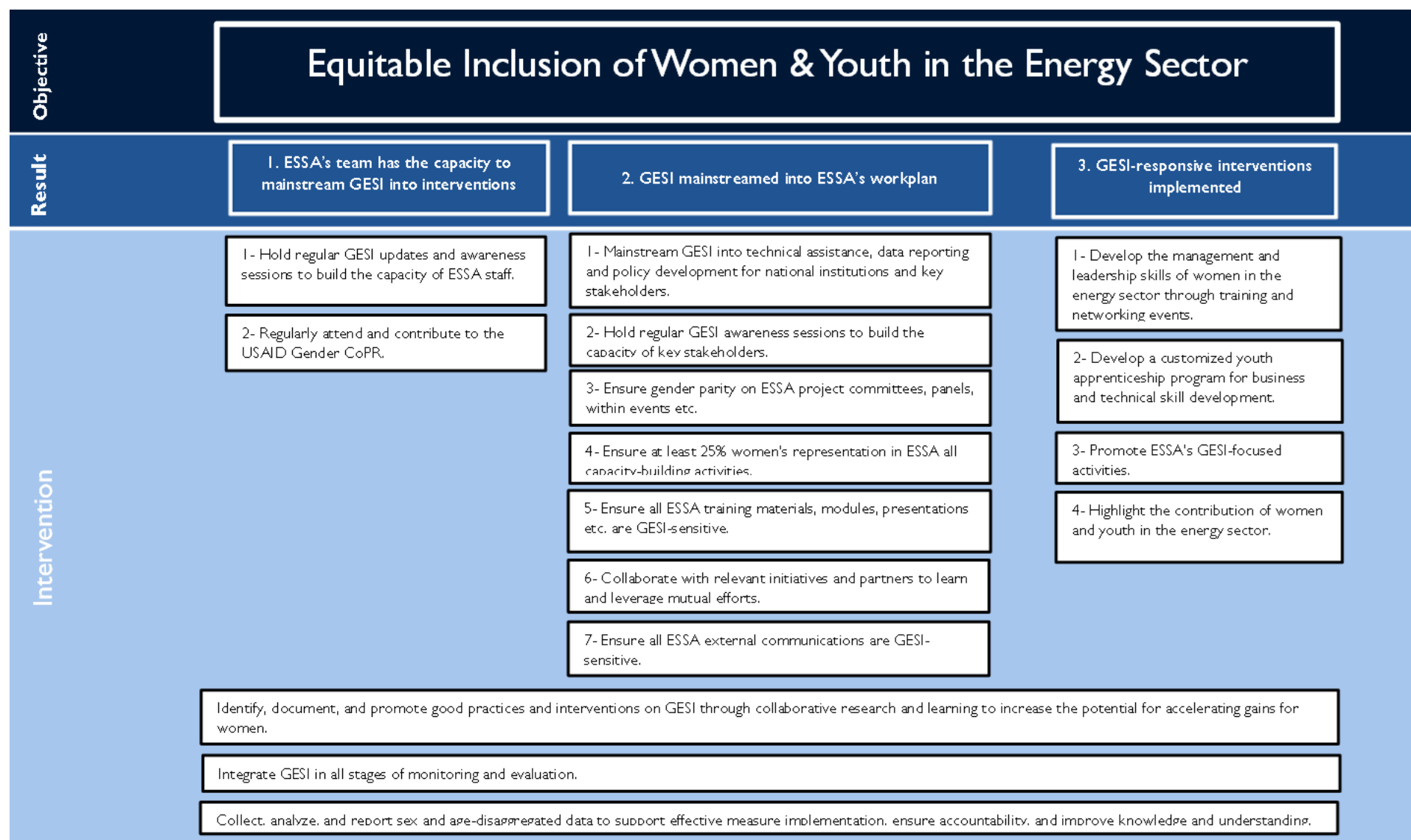
ESSA will work with primary government counterparts (MEMR and EMRC), quasi-government (NEPCO), private sector (ESCOS and DISCOS), educational institutions (HTU-Energy Academy), and relevant USAID activities including (Makanati, PVLWI, WGA, and ERA), to ensure close coordination, especially on women leadership programs, and to avoid duplication. In addition, ESSA will continue to be an active participant in the USAID Gender CoPR to share and leverage best practices for gender equality and social inclusion.

To achieve the equitable inclusion of women, youth and persons with disabilities in the national energy sector and ESSA's focused activities, it is necessary to develop the capacity of the ESSA team and stakeholder personnel on gender mainstreaming and promote gender -and disability- sensitive policies.

It is also necessary to develop partnerships and initiatives with stakeholders to contribute to building the capacities of youth and women and increase their competencies through tailor-made and accessible capacity building, networking, and mentorship initiatives.

The following action plan was developed to meet these GESI goals, and successfully implement results-focused activities to facilitate the activity's commitment to promoting gender and youth integration at all levels.

USAID/JORDAN ESSA GESI THEORY OF CHANGE AND ACTION PLAN



Theory of Change Narrative

IF ESSA's team has the capacity to mainstream GESI into interventions

IF GESI is mainstreamed into ESSA's workplan

IF GESI-responsive interventions are implemented

THEN Equitable Inclusion of Women & Youth in the Energy Sector will be achieved

OBJECTIVE	RESULTS	INTERVENTION	INDICATOR	TIMEFRAME AND STATUS
Equitable Inclusion of Women & Youth in the Energy Sector	ESSA's team has the capacity to mainstream GESI into interventions.	Hold regular GESI updates and awareness sessions to build the capacity of ESSA staff.	Number of GESI related awareness sessions held.	Throughout the activity. 16 days of activism against Gender-based Violence – October 8, 2022 (Done). GESI action plan –December 12, 2022 (Done).
		Regularly attend, and contribute to, the Gender CoPR	Number & Type of attended GESI related events.	Throughout the activity. Gender CoPR meeting, Nov 7, 2022 (Done).
	GESI mainstreamed into ESSA's work plan.	Ensure all ESSA external communications are GESI-sensitive.	Number of GESI related communications material developed and published.	Throughout the activity. "16 days of activism against Gender-based Violence" social media posts shared with USAID (Done). The communication strategy was reviewed from a gender lens (Done).
		Mainstream GESI into technical assistance, data reporting and policy development for national institutions and key stakeholders.	Number of policies, technical documents, templates reviewed to ensure gender-mainstreaming.	Throughout the activity.
		Hold regular GESI awareness sessions to build the capacity of key stakeholders.	Number of GESI related awareness sessions held.	
		Ensure gender parity on ESSA project committees, panels, within events etc.	Percentage of women participation in ESSA's project committees, panels, within events etc.	Throughout the activity.
		Ensure at least 25% women's representation in ESSA all capacity-building activities.	%Percentage of women representation in ESSA all capacity-building activities.	Throughout the activity.
		Ensuring all ESSA training materials, modules, presentations etc. are GESI-sensitive.	Number of policies, technical documents and , templates reviewed to ensure gender-mainstreaming.	Throughout the activity.
		Collaborate with relevant initiatives and partners to leverage mutual efforts.	Number and type of Collaborations with relevant initiatives and partners.	Throughout the activity.

OBJECTIVE	RESULTS	INTERVENTION	INDICATOR	TIMEFRAME AND STATUS
	GESI-responsive interventions implemented.	Develop the management and leadership skills of women in the energy sector through training and networking events.	Number of leadership and management focused training and events.	Throughout the activity.
		Develop a customized youth apprenticeship program for business and technical skill development.	Number of youth graduates from the apprenticeship program.	Throughout the activity.
		Promote ESSA's GESI-focused activities. Highlight the contribution of women and youth in the energy sector.	Number of GESI related communication materials developed and published.	Throughout the activity.
		Engage all stakeholders, men and women, in GESI interventions.	Number of Women and Youth supported in capacity building programs with ESSA's assistance.	Throughout the activity.
	Identify evidence-based priorities.	Identify, document, and promote good practices and interventions on GESI through collaborative research and learning to increase the potential for accelerating gains for women. Integrate GESI in all stages of monitoring and evaluation. Collect, analyze, and report sex and age-disaggregated data to support effective measure implementation, ensure accountability, and improve knowledge and understanding.	Number of USG supported interventions (meetings, trainings, campaigns, services, youth engagement avenues) that engage women and youth.	GESI assessment and action plan pending approval. Throughout the activity.

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ANNEX II: LIST OF INTERVIEWEES

National institutions

#	Name	M/F	Organization	Position
1	Shorouq Abdulghani	F	Ministry of Energy and Mineral Resources (MEMR)	Director of Planning and Institutional Development/Gender Focal Point
2	Najlaa' Al-Sukkar	F	Ministry of Energy and Mineral Resources (MEMR)	Director of Human Resources/Gender Focal Point
3	Maysoun Al-Rawabdeh	F	National Electric Power Company (NEPCO)	Director of International Cooperation
4	Iman Al-Tirawi	F	National Electric Power Company (NEPCO)	Director of Institutional Development
5	Hassan Khasawneh	M	National Electric Power Company (NEPCO)	Director of Human Resources
6	Faisal Al-Manaseer	M	National Electric Power Company (NEPCO)	Assistant Secretary-General for Administrative Affairs
7	Qais Alsakran	M	National Electric Power Company (NEPCO)	Director of Development and Training
8	Amer Shdiefat	M	Electric training Centre/ NEPCO	Director
9	Fidaa Mowannis	F	Electric Training Centre/ NEPCO	Training engineer
10	Mohammed Al-Dalabeeh	M	Electric training Centre/ NEPCO	Head of the Training Department
11	Muhammad Harahsheh	M	Electric Training Centre/ NEPCO	Head of Administration Department
12	Sameer Abdulqader	M	Energy & Minerals Regulatory Commission (EMRC)	Head of the Human Resources Management and Planning Department and Acting Director of Human Resources
13	Safaa' Fawzan	F	Energy & Minerals Regulatory Commission (EMRC)	Head of the Institutional Performance Development Department
14	Lina Mubaideen	F	Ministry of Energy and Mineral Resources (MEMR)-Jordan Renewable Energy and Energy Efficiency Fund (JREEEF)	Project Development Manager
15	Halima Al-Tamimi	F	The Higher Council for Persons with Disabilities	Head of the Rehabilitation and Community Empowerment
16	Rasha Alsholeh	F	The Higher Council for Persons with Disabilities	Psychologist
17	Ibaa' Hamid	F	The Higher Council for Persons with Disabilities	Volunteer
18	Adnan Kafarini	M	The Higher Council for Persons with Disabilities	Specialist
19	Muhammed Abu Jama'a	M	The Higher Council for Persons with Disabilities	Administrative Assistant
20	Mahmoud Abu Ghuneim	M	The Higher Council for Persons with Disabilities	Education Projects Officer

Private sector

#	Name	M/F	Company	Position
1	Mahmoud Salameh	M	Kawar Energy	Operations and Maintenance (O&M) and Energy Management Services (EMS) Manager
2	Shifa'a Al-Khatatbeh	F	Izzat Marji	Energy Efficiency Manager
3	Maysoon Al-Khuraissat	F	Adaa Sustainable Development Consultants	Founder and General Manager

4	Reem Hamdan	F	Electricity Distribution Co (EDCO)	General Manager
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Business associations

#	Name	M/F	Organization	Position
1	Hind Al-Hadidi	F	Jordan Green Building Council	General Manager

Universities

#	Name	M/F	Organization	Position
1	Alaa' Abdullah	F	Al-Hussein Technical University (HTU)	Professional Development and Community Engagement Centre
2	Diana Athamneh	F	Al-Hussein Technical University (HTU)	Energy Academy Deputy Director
3	Bandar Al-louzi	M	Al-Hussein Technical University (HTU)	Energy Academy Course Coordinator

USAID activities

#	Name	M/F	Activity	Position
1	Fadwa Abdulqader	F	Water Governance Activity	GESI & Youth Manager
2	Sawsan Gharaibeh	F	Economic Reform Activity	GESI Advisor

Youth

#	Name	M/F
1	Abdul Rahman Al Khazaleh	M
2	Mira Abu Sharar	F
3	Yazan Abdul Rahim	M
4	Shahid Attieh	F
5	Muhammed Al Shuqairat	M
6	Khaled Turki	M
7	Nada Hisham	F
8	Abdullah Akl	M
9	Murad Idriss	M
10	Jamila Khalil	F
11	Reem Abu Al-Saud	F
12	Omar Abu-Lebdeh	M
13	Khalid Huzayen	M
14	Mallak Alrai	F

ANNEX III: QUESTION GUIDE

STAKEHOLDER GROUP	MAIN QUESTIONS	SUB QUESTIONS
National partners	What challenges exist that affect women and youth engagement in the energy sector and ESSA activities (organizational and institutional factors, subjective and personal factors, social factors)	How often do you discuss gender equality or women's empowerment issues in the office? Who drives the discussions? Do you hold regular meetings or trainings around these issues? What have been some key outcomes of the meetings/discussions/trainings?"
		What has been done in the past in regard to gender situational understanding? Are there any surveys/ statistics, or studies regarding needs (women, men, youth, persons with disabilities)? If yes, can you please elaborate more and provide us with copies of these surveys, and studies?
		Are talented women within your organization making it to top management and leadership positions? Why/why not? Can you give examples?
		Are there positions you feel are more suitable for women? For men? What are they?
		HR perspectives: Can you share the breakdown of positions within the entity by sex? Can you share the percentage of employees who are under the age of 30? Can you share the percentage of employees who have a disability?
		Do you have a gender focal point? If yes, what do you see as their main role? What impact has having a gender focal point had on the following: internal processes, policy development, capacity building, hiring and promotion, other? Please provide examples. What challenges does the entity face when it comes to mainstreaming gender into the following: internal processes, policy development, capacity building, hiring and promotion, other?
		In your opinion, what are the biggest challenges that women and youth in the energy industry face today?
	What opportunities improve and encourage women and youth engagement in the energy sector and ESSA activities	What actions should the energy sector be focused on to accelerate change, increase diversity, and foster a better gender balance in the leadership positions?
		What opportunities exist that can increase the engagement of women and youth including persons with disabilities in ESSA-focused activities?
		What opportunities are there for women, youth and persons with

		disabilities to move up within the sector and into leadership positions?
		Is there any task, or job that is done by fresh graduates? (If yes, please specify - If no, mention why). If fresh graduates need technical training prior to hiring, what would it be? What skills (technical/professional) are missing for fresh grads - women vs men?"
	What relevant initiatives are currently in progress?	What projects or initiatives that the entity implemented in the past or currently implemented and apply a gender mainstreaming approach to them?
		How can ESSA leverage them?

STAKEHOLDER GROUP	MAIN QUESTIONS	SUB QUESTIONS
Private sector	What challenges exist that affect women and youth engagement in the energy sector and ESSA activities (organizational and institutional factors, subjective and personal factors, social factors)	How often do you discuss gender equality or women's empowerment issues in the office? Who drives the discussions? Do you hold regular meetings or trainings around these issues? What have been some key outcomes of the meetings/discussions/trainings?"
		What has been done in the past in regard to gender situational understanding? Are there any surveys/ statistics, or studies regarding needs (women, men, youth, persons with disabilities)? If yes, can you please elaborate more and provide us with copies of these surveys, and studies?
		Are talented women within your organization making it to top management and leadership positions? Why/why not? Can you give examples?
		Are there positions you feel are more suitable for women? For men? Do you have concerns about hiring women for particular positions? what are they? Do you ensure having males/females on interviewing committees? Do you try to ensure that an equal number of women and men participate in the training programs? Are there discrepancies between the skills that young women have versus young men? What kind of training/orientation do young women need to support their entry into the private sector? Are there any wage gaps between male and female employees? Have you faced any challenges in retaining your female staff? What do you think your company can do to increase the female retention rate? Do you consider maternity leave to be a burden for your company? Why? Why not?
		Do you have a gender focal point? If yes, what do you see as their main role? What impact has a gender focal point had on the following: internal processes, policy development, capacity building, hiring and promotion, other? Please provide examples.
		In your opinion, what are the biggest challenges that women in the energy industry face today?

	What opportunities improve and encourage women and youth engagement in the energy sector and ESSA activities	What actions should the energy sector be focused on to accelerate change, increase diversity, and foster a better gender balance in leadership positions?
		What opportunities are there for women, youth and persons with disabilities to move up within the sector and into leadership positions?
		If fresh graduates need technical training prior to hiring, what would it be? What skills (technical/professional) are missing for fresh grads - women vs men?"
		Is there any task, or job that is done by fresh graduates? (If yes, please specify - If no, mention why)
		Do you accept interns? In which areas/fields? What mechanism do you use to find, outreach, engage with them? Is this done a regular basis? Do you strive for gender parity or the inclusion of persons with disabilities?
		What opportunities exist that can increase the engagement of women and youth including persons with disabilities in ESSA-focused activities?
	What relevant initiatives are currently in progress?	Have you or your company know of implemented gender-related activities within the company, with clients/customers, or as part of CSR? What were they? How can ESSA leverage them?

STAKEHOLDER GROUP	MAIN QUESTIONS	SUB QUESTIONS
Business associations	What challenges exist that affect women and youth engagement in the energy sector and ESSA activities (organizational and institutional factors, subjective and personal factors, social factors)	How often do you discuss gender equality or women's empowerment issues in the office? Who drives the discussions? Do you hold regular meetings or trainings around these issues? What have been some key outcomes of the meetings/discussions/trainings?"
		What has been done in the past in regard to gender situational understanding? Are there any surveys/ statistics, or studies regarding needs (women, men, youth, persons with disabilities)? If yes, can you please elaborate more and provide us with copies of these surveys, and studies?
		Are talented women within your organization making it to top management and leadership positions? Why/why not? Can you give examples?
		Are there positions you feel are more suitable for women? For men? What are they?
		Do you have concerns about hiring women for particular positions?
		HR perspectives: Can you share the breakdown of positions within the entity by sex?
		Can you share the percentage of employees who are under the age of 30?
		Can you share the percentage of employees who have a disability?
		Do you ensure having males/females on interviewing committees?
		Do you have a gender focal point? If yes, what do you see as their main role? What impact has a gender focal point had on the following: internal processes, policy development, capacity building, hiring and promotion, other? Please provide examples.
		What do you think the main barriers that the entity has to integrate gender within its policies / strategies and also for its services?
		In your opinion, what is one of the biggest challenges that women and youth in the energy industry face today?
	What opportunities improve and encourage women and youth engagement in	What actions should the energy sector be focused on to accelerate change, increase diversity, and foster a better gender balance in the leadership positions?
		What opportunities exist that can increase the engagement of women and youth including persons with disabilities in ESSA-focused activities?

	the energy sector and ESSA activities	Are there discrepancies between the skills that young women have versus young men? What kind of training/orientation do young women need to support their entry into the private sector?
		Are there any wage gaps between male and female employees?
		Do you have policies for evaluation, promotion and succession?
		Have you faced any challenges in retaining your female staff?
		Is there any task, or job that is done by fresh graduates? (If yes, please specify - If no, mention why)
		If fresh graduates need technical training prior to hiring, what would it be? What skills (technical/professional) are missing for fresh grads - women vs men?"
		What opportunities exist that will increase the engagement of women and youth including persons with disabilities in ESSA-focused activities?
	What relevant initiatives are currently in progress?	What projects or initiatives that the entity implemented in the past or currently implemented and apply a gender mainstreaming approach to them? How can ESSA leverage them?

STAKEHOLDER GROUP	MAIN QUESTIONS	SUB QUESTIONS
Youth	Who are the key stakeholders?	What entities are involved in employment within the sector?
	What challenges exist that affect women and youth engagement in the energy sector and ESSA activities (organizational and institutional factors, subjective and personal factors, social factors)	What challenges do young women face when looking for a job in the energy sector? What challenges do young men face?
		Additional question for those working in the sector: What challenges do women face when moving up in the sector? What challenges do men face?
		Do you know if there are gaps between women and men in the sector in the following areas: wages, hiring, promotion?
		If you are employed in the energy sector, What skills are necessary for success in the sector? Do educational systems in Jordan support the development of those skills - why or why not?
		For women: Do you have concerns about working in particular positions?
		For men: do you think that there is certain jobs that women can't do? Do you think there are certain jobs that men can't do?
		What path is more attractive to you? Employment or starting a business? Why?
		Do you have access to quality training and capacity-building programs? What are the barriers?
	What opportunities improve and encourage women and youth engagement in the energy sector and ESSA activities	What actions should the energy sector be focused on to increase the rates of youth employment?
		What kind of training/orientation (technical/professional) do youth need to support their entry into the sector?
		What opportunities exist that will increase the engagement of women and youth including persons with disabilities in ESSA-focused activities?
	What relevant initiatives are currently in progress?	Are you engaged in or a member of professional association? Do you benefit from their capacity building programs? What specific initiatives or programs benefited you the most?