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**A NOTE FROM THE PUBLISHER**

**T**his edition of Governance News & Notes focuses on the important and, in some circles, controversial issue of gender and governance. The UNDP's Arab Human Development Report for 2009 recognized gender issues as being the third of its seven building blocks for Arab Human Security. The report notes the central importance of redressing the abuse and injustice that vulnerable women, children and refugees across the region encounter each day by state and society, and the need for resolve to change their legal, economic, social and personal conditions for the better. Issues of violence against women are singled out for particular opprobrium. But beyond that is the broader challenge of ensuring that half the MENA region's population have a chance to experience their full potential, and that government's can take advantage of the wealth of talent and capacity provided by women at all levels in their workforce.

We are pleased to feature a Governance Newsmaker interview with H.E. Dr. Hala Bsaisu Latouf, who is currently Jordan's Minister for Social Development. Dr. Latouf has devoted considerable energy and intellectual effort to understanding the role of women in Islam, and she recently published a fascinating article on the topic in G8 Magazine titled, "Between the Justice of Islam and the Injustice of Traditions" which noted that many forms of discrimination attributed to Islam may more accurately be attributed to the culture within certain groups or families instead. For those who are interested in reading this article, the relevant link is attached in the "For Further Reading" section.

Perhaps more importantly for a newsletter devoted to governance reform, Dr. Latouf has been a prominent figure in the reform of Jordan's public sector for the past decade or more. Prior to becoming Minister of Social Development, she has held a variety of important positions within the Ministries of Planning and Administrative Development, as well as within the Deputy Prime Minister's Office. She has headed Queen Rania's Office and also served as president of a large non-governmental organizational as well. Her reflections on how to modernize the public sector, which she has shared with Rami Khouri, will be of interest to reformers of all genders and regions.

In addition to Dr. Latouf's interview, several other brief articles will be of interest. Tara Vishwanath, the World Bank's new Lead Specialist for Inclusiveness and Gender, shares what we know (and what we don't)



about female participation in labor markets in MENA. Lida Bteddini provides an interesting update on the status of women and political participation. And Nadereh Chamlou offers some reflections on the challenges confronted by women entrepreneurs.

*Robert P. Beschel Jr.*  
*Lead Public Sector Specialist*  
*MENA Vice Presidency, World Bank*

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## GOVERNANCE NEWSMAKER INTERVIEW WITH H.E. DR. HALA BSAISU LATOUF, MINISTER OF SOCIAL DEVELOPMENT, JORDAN

BY RAMI G. KHOURI

### Serious reform needs leadership, skilled staff, and clear standards



AMMAN: Looking back on the past seven years of on-and-off governance and administrative reform efforts in Jordan, one of the pioneer women in this field in the Arab World believes today that sustained reform requires a somewhat elusive combination of assets: bold vision and leadership at the top, along with

basic A-B-C training and capacity-building at the level of line civil servants.

If a single element is critical for making government operations more efficient and equitably delivered – whether in a lone provincial field office delivering welfare payments or at the top level of the cabinet and prime minister – it is the human element, according to Jordanian Social Development Minister Dr. Hala Bsaisu Latouf.

In an interview in her office in Amman in August, she reviewed both the pioneering initial national reform efforts of 2002-2004, and her more recent

experience in the ministry. At both levels, she said, change is likely to be resisted by officials or employees who prefer the status quo. This hurdle can be overcome by a four-step process, comprising: open, clear communication with the public and the civil service; coordination among all government agencies; setting measurable standards and procedures; and, diligently monitoring progress.

She was involved in the initial reform efforts in the early 2000s in her capacity as secretary-general of the Ministry of Administrative Development, and then in the Prime Ministry-based task force of young reformers that the newly incumbent King Abdullah enlisted to revamp the public sector.

The initial national reform plan aimed to upgrade and energize the public sector bureaucracy, rather than circumvent it by establishing new decision-making or service-delivery bodies, she noted. The process was personally initiated by the king, but it achieved only some of its objectives for several reasons. One was the lack of a “reality check” at the start, when the reformers did not sufficiently grasp – or tell the king – what was doable and what was not doable. The adverse effects of reform plans materialized in the form of resistance from within the government and society at large, including scare stories about how reform would trigger instability.

Another key lesson was the need for national reform to be anchored firmly in the cabinet and managed by the prime minister, who together oversee the government bureaucracy and have the authority to modify its ways. The reformers learned quickly that sectoral reform (judiciary, finance, human rights, etc.) would be stunted if the modernization and upgrading of the entire public sector was not done as a coherent, integrated whole, with all ministries working according to common procedures and objectives.

“Once the king initiates such a process, the prime minister has to be the key person driving reform, the cabinet has to be the focal point of national restructuring, and the prime ministry has to establish the machinery to make it work,” she said. “We focused a lot on structure, so that the prime ministry and the cabinet can set targets and monitor progress.

This is why we developed standards, procedures and a communication strategy, so everyone knew what we aimed to achieve and could gauge progress -- or lack of it.”

From the perspective of society, she said, parliament, civil society and the average citizen must be convinced that reform will benefit them and the entire country, especially because people were tired of hearing about reform and modernization over many years, often without results. Public skepticism was rampant, so the reform plan “was based on upgrading government standards and services that matter to the citizen, so he or she could feel the impact of reform.”

A vital dimension of this, she adds, is that citizens must perceive government actions and service delivery to be equitable. “The link between reform and citizenship is critical. When you treat someone as a citizen with equal and full rights and responsibilities, you can expect them to develop a sense of belonging and loyalty in return. Young people, especially, care about a meritocracy, being treated fairly and equitably, and having an equal shot in life.”

Making radical changes in the public sector can be initiated from the top, as it usually the case, but it can only happen in practice if it is implemented from the bottom, by the men and women employees of the civil service. The single most important change

factor is human resources development, Dr. Latouf believes, from both her national experience as well as from her Social Development Ministry efforts.

“You must absolutely get the base right if you want to start a serious reform process, and this means developing a critical mass of employees who share your vision of the future, but are also equipped with the skills they need to make change happen,” she said. “This includes several simultaneous elements, like basic skills training, communicating goals, establishing coordination mechanisms, developing standards and procedures and enforcing them, giving people responsibility and opportunity – especially those who prove themselves to be capable – and

encouraging them to speak up with suggestions or complaints.” Sometimes the most obvious A-B-Cs need to be put in place, like job descriptions. Civil servants have to know clearly what is expected of them as

#### H.E. Dr. Hala Bsaisu Latouf

- Minister of Social Development in the Cabinet of Prime Minister Nader Dahabi, November 2007
- Director of the Office of Her Majesty Queen Rania Al Abdullah, 2007
- Executive Director for World Links Arab Region (WLAR)
- Advisor to the Deputy Prime Minister for Government Performance
- Secretary General to the Ministry of Administrative Development
- Deputy Governor of Jordan to the World Bank
- Master of Science in International Accounting and Finance, London School of Economics and Political Science, 1990
- Bachelors of Science in Distinction in Economics and Applied Statistics, University of Jordan

individuals, but also collectively as a public sector, so that they can measure their performance against specific standards. Incentives should be linked to performance, and accountability must underpin the entire system, she believes, but this can only happen after systems are established that allow all employees to feel they have the skills needed to work for a common goal.

“Service standards are a must, because they provide that yardstick by which you can assess or judge people or departments,” Dr. Latouf said. “A new



system can be initiated and people will go along with it, if they understand its aims, and if they see that it is being implemented fairly for all, without favoritism or discrimination. They will not only perform better; they will also feel more pride and hope.”

She feels that attracting and promoting more qualified women into the public sector would be a plus, given the advantages she has experienced in her public sector career. Sometimes women are more passionate about issues, or speak out more forcefully. Women in senior positions inspire younger women to aim and achieve higher, thus raising the standard of the entire pool of employees.

The women’s movement in the Arab world has weakened in recent decades, as pioneer women leaders are not being replaced by younger generations, perhaps because they are more attracted to the private sector. She feels that advances in women’s rights and opportunities continue to rely mainly on government initiatives. A conscious effort to promote more women in government would pay dividends, she believes, for the entire country.

## WOMEN AND THE WORKFORCE: WHAT THE EVIDENCE SUGGESTS

BY TARA VISHWANATH

With a population of nearly 315 million<sup>1</sup>, of which two-thirds are below the age of 24<sup>2</sup>, the MENA region has a demographic structure that can help accelerate economic growth. However, with unemployment rates in the region looming large at approximately 12%<sup>3</sup>, the highest of any



region and where women and youth are even more disadvantaged, there is much work to be done. The demographic dividend that a young population presents in MENA for sustained growth can only be realized through a comprehensive policy package—this involves reforms that bolster job creation along with improving quality of education and skills that cater to the needs of the private sector and are underpinned by a governance structure that assures efficiency, transparency and reduced corruption.

There are some laudable achievements in MENA; the MENA region has invested heavily in women’s education and currently, there is near parity<sup>4</sup> in primary and secondary school enrollment between males and females, and women are more likely than men to attend universities in MENA.<sup>5</sup> However, this progress has not translated into improvements in the economic sphere—female labor force participation in MENA remains the lowest in the developing world. As figure 1 reveals, only 28% of women in MENA are employed or are looking for work. Furthermore, among those participating in the labor force, women face greater challenges than men in accessing employment opportunities. The unemployment gender gap is much wider in MENA than in any other region (17 versus 10% in 2006).<sup>6</sup> And young women are especially vulnerable: 20% of young men and 30% of young women in MENA are unemployed (2006/7).<sup>7</sup> Also, women’s entrepreneurship remains very low when compared to other middle-income regions.

Women’s participation in the labor force is believed to provide a tremendous impetus to their enhanced participation in public affairs. That is perhaps why the low levels of female labor force participation and employment in the MENA region raise some concern. A mixture of arguments — economic, institutional and cultural in nature — have been put

<sup>4</sup> Female to male ratio in school enrollment at the primary and secondary school levels are 0.96 and 0.92, respectively, World Bank Edstats.

<sup>5</sup> World Bank Edstats (August 2009). Data for primary and tertiary education are from 2007 and secondary data is from 2005.

<sup>6</sup> ILO, *Global Employment Trends for Women* (March 2007). ILO’s definition of MENA includes Sudan but excludes Djibouti.

<sup>7</sup> *Ibid*

<sup>1</sup> World Bank, GDF and WDI Central Database (August 2009)

<sup>2</sup> World Bank, *Youth- An Undervalued Asset: Toward a New Agenda in the Middle East and North Africa*, 2008

<sup>3</sup> World Bank, GDF and WDI Central Database (August 2009)

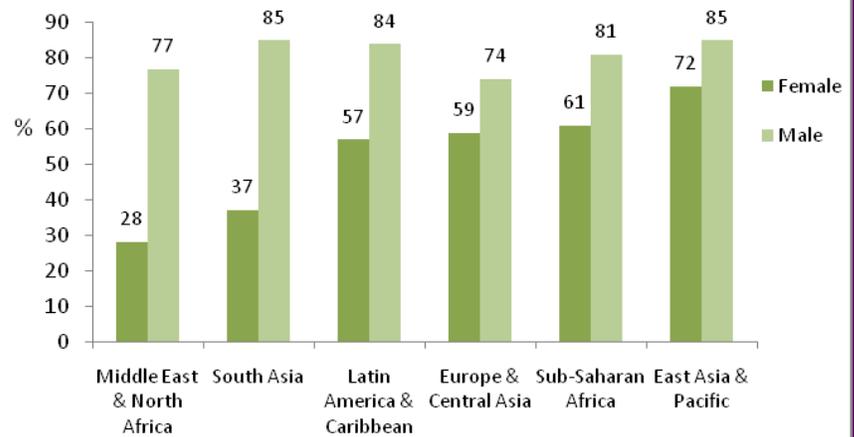
forth to unpack the reasons behind this phenomenon. To the extent that gender gaps in labor force participation and work revolve around social and cultural norms that restrict mobility, international evidence suggests that they limit access to key services and life opportunities for women including opportunities for paid work, voting and other forms of community and political participation.

Why is there a low participation rate among women and low employment? At the outset, let us recognize that low levels of participation could reflect voluntary choice among women to not work. But among those not participating there might also be discouraged workers who choose not to participate. Furthermore, among those who do participate, various explanations can be presented -the jury is still out on this question and so is evidence based understanding of this puzzle. First, among women who work, they tend to work in a much narrower set of occupations than men hinting at mobility restrictions that keep them closer to home. Second, legal or institutional factors, also related to social norms, can influence the work prospects of women. Examples are regulations such as the restrictions on the type and hours of work women can engage in, or in the extreme, whether women need explicit permission from their husbands or fathers to be able to work. Third, lack of labor legislation for maternity and child care benefits can lead to women dropping out of the labor force especially after marriage. Paradoxically, on the latter, sometimes legislations that could “ex-ante” be envisaged to help women in the workplace can also have the unintended consequence of reducing women’s hiring prospects. Mandatory benefit requirements such as provision of maternity leave or strict childcare requirements potentially reduce especially “private sector” employer incentives to hire women.

A skills mismatch whereby women don’t graduate in fields where most employment opportunities exist, especially in the private sector, is also frequently offered as a likely explanation of low female

employment. In the MENA region, both men and women have traditionally preferred government jobs due to the relative security and benefits it provides over the private sector. The preference for government jobs appears even stronger among women due to social norms that deem government jobs as more ‘appropriate’ for them, and due to the greater flexibility and benefits (e.g., paid maternity leave) they offer. So, are the young population and women in general just waiting for the prized public sector job?

Figure 1. Labor force participation rates ages 15-64 (2007)



Source: World Bank, GDF and WDI Central Database (August 2009)

While decisive reforms to create job opportunities through an improved policy environment especially to propel private sector led employment would make a big difference, social and cultural factors remain pertinent to understand female participation in the labor force. And, while cultural barriers are slow to change, deep analytic work and policy experimentation is needed to identify the scope for policy reforms that would contribute positively to such shifts.

The World Bank program on gender and inclusion hence focuses on building evidence on such complex questions to make more informed and effective policy recommendations to enhance women’s labor force participation. For example, gender assessment work in Egypt aims at deepening policy insights through addressing gender within the context of other vulnerable populations in relation to labor

market policies. This approach has a strategic advantage as it helps outline broad policy options to governments regarding vulnerable groups, while highlighting benefits and costs for the various policy options in terms of improving gender outcomes. In Jordan an exciting pilot that is being designed will attempt to help young community college graduates who are first time job seekers to find jobs. The pilot will experiment with ideas that might work, e.g., by designing interventions to help alleviate the ‘skill-mismatch’ predicament. And a household and youth survey is underway in Morocco that is geared to provide important insights into employment challenges facing disadvantaged groups like females and youth. The broad thrust of all this emerging work is to provide solid evidence that can help MENA countries to debate and discuss policy form-why or whether particular policies will help them reap the demographic dividend and what additional policies are needed to improve employment prospects for women who wish to work.

**GENDER AND GOVERNANCE IN MENA – A PERSPECTIVE**

**BY NADEREH CHAMLOU**

The investment climate, which is often assumed to be equal for all, may in fact treat women-owned firms quite differently than male owned firms.

Rather than taking solely the views of women entrepreneurs and the difficulties they face as ‘gender based’ differences, it is more accurate to analyze the differences between male and female owned firms first, after controlling for various firm specific characteristics such as size, age, sector, and location. To do this analysis, we can rely on

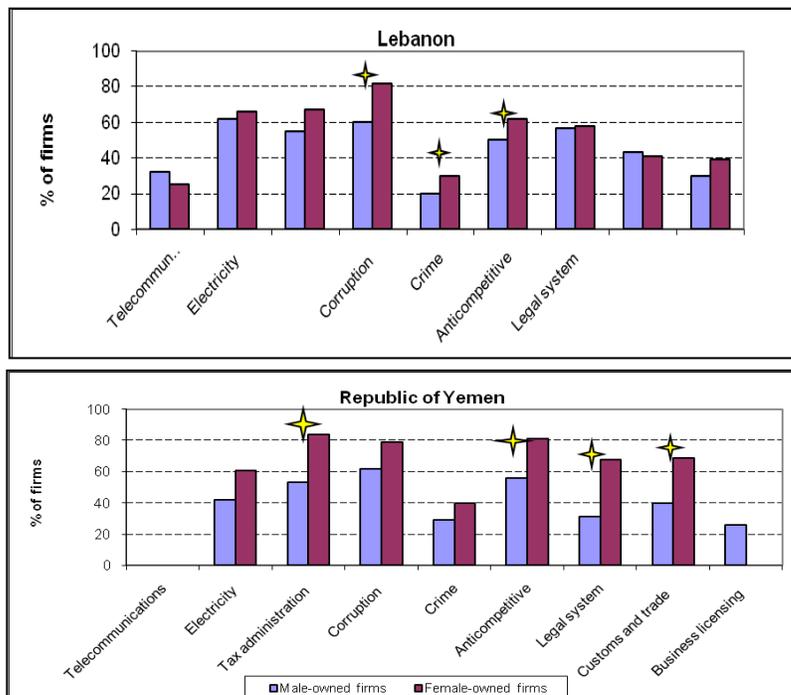
the investment climate firms surveys (ICAs for short) that the World Bank conducts across regions. The surveys follow similar methodologies to the extent possible, and the firms were randomly selected. The firms, rather than the entrepreneurs, responded to categories of policy and institutional factors that affected the performance of the firm. In some countries,

the gender of the main/sole owner of the firm was identified and made it possible to separate the responses of male and female owned firms.

About one out of every 7 or 8 of the 4,832 firms surveyed across 8 MNA countries is owned by a woman (13-15%). In Morocco and Syria, where data are available, 65% of the female owned firms are managed by the woman owner. In Syria and Yemen, most women own their firms individually; in Morocco it at par with men, and in other countries, the share of sole women owners is lower, though the women are the principle owners. Surprisingly in comparison to other regions, the female owned firms in MENA were very similar to male owned firms. (See Figure 2). They were in the same sectors, of roughly the same age, size and locations. In some aspects, female owned firms did better, for instance they exported slightly more and attracted slightly more FDI than their male counterparts. They used slightly more websites and emails in their daily operations. They hired slightly more women than male firms, including more women in professional and managerial positions.

Yet, female-owned firms rated various aspects of the economic policy and institutions in ways that were different than male counterparts and statistically

**Figure 2 – Size characteristics of male and female owned firms.**



significant after controlling for all other characteristics. While countries vary, we can take the examples of Lebanon, a country with the highest per capita GDP in MNA, an open and multi-faith society with a strong tradition of entrepreneurship; and Yemen, the poorest MNA country with a conservative society. Other countries in the survey fall in between. Yet the evidence shows that female headed firms perceive the investment climate differently than seem to struggle to receive comparable rates of service.

For instance, the ICA data show that female-owned firms in Egypt needed 86 weeks, on average, to resolve a conflict through the legal system, compared to 54 weeks for male-owned firms, and that they faced an average of 14 days/year of electricity outage, compared to only 10 days/year for male-owned firms. The power outages reduced the female-owned firms' profits by 7 percent, compared with 5 percent in male-owned firms. In areas such as corruption, crime, anti-competitive behavior, customs and trade, and legal systems, the difference between men and women in evaluating the quality of services provided is also significant.

This evidence suggests that women entrepreneurs tend to face different and more difficult economic challenges than male owned firms. In most aspects women-owned firms rate the business environment to be more difficult, although in some cases they also experienced less or the same problems as male owned firms. But as a general rule, women entrepreneurs are likely to find it more difficult to receive the caliber of services that their male counterparts enjoy.



## THE POLITICAL PARTICIPATION OF WOMEN IN THE MIDDLE EAST AND NORTH AFRICA (MENA)

BY LIDA BTEDDINI

In May 2009, only four years after gaining suffrage, Kuwaiti women made international headlines by securing four seats in the country's 50-member parliament for the first time in the nation's history.<sup>8</sup> Despite the expectation that most women would vote conservatively in the elections, their participation in the political process was met with resistance by Islamists and conservative

tribal MPs who argue that their inclusion is anti-Islamic.<sup>9</sup> This year's elections have marked a turning point for Kuwaiti women who, only two years earlier, faced defeat in their first attempt at exercising their right to vote.

As is often the case, reform efforts have gradually transformed into concrete and tangible results over time and, today, Kuwaiti women are finally able to celebrate the fruition of their achievements. While successes such as that of women in Kuwait provide a glimpse of hope for greater female empowerment in MENA, women's engagement in politics remains extremely low and gender disparity continues to be a critical issue that cuts across economic, social, and political divides.

Compared with other regions of the world, women in MENA have the smallest share of seats in national parliament, though notable progress has been made over the past decade; the number of MENA countries

<sup>8</sup> *Kuwaiti women win parliament seats for first time*, The Financial Times, May 17, 2009

<sup>9</sup> *Kuwaiti women get the vote*, The Times Online, May 16, 2005.

with women parliamentarians has risen from 6 in 1990 to 15 as of 2007 (See Figure 3). Among Arab countries, Iraq, Morocco, Egypt, Sudan, Syria, and Tunisia have parliamentary quotas for women\*. Egypt recently amended its 1972 law regarding the lower house of parliament (the People's Assembly), raising the number of parliamentary seats from 454 to 518, by which all 64 of the extra places were reserved for women.<sup>10</sup> Syria's 2007 parliamentary elections secured 31 out of 250 parliamentary seats to women and, after more than a year of intensive effort, female activists in the Kurdish region of Iraq succeeded in securing the constitutionally-mandated right to travel, greatly minimizing roadblocks to increased political participation.<sup>11</sup>

Painting a more somber picture, the recent release of the UNDP's *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries* (AHDR) focuses on highlighting the vulnerability of women in the region and the many social and legal barriers that restrict their participation both politically and economically.

The report states that the laws of most of the Arab states contain some sort of discrimination against women in matters regarding personal status, criminal sanctions, employment, and the nationality of children born to foreign husbands, pointing to many institutionalized disadvantages women face in the region on many levels. At the same time, many countries do accord women equal rights as citizens and voters through their national constitutions and

laws, but these laws do not always translate to increased participation of women in politics and governance.<sup>12</sup>



*\* A significant number of countries have introduced quotas for women in local government elections. In India, 33 percent of seats in the local government elections are reserved for women. A 2004 survey conducted by Chattopadhyay and Duflo assessing the impact of quotas finds that women politicians tend to be more gender sensitive in policy-making. (See For Further Reading)*

*For example, in the states of West Bengal and Rajasthan, there are significantly more investments in drinking water in the local government that had reserved seats for women. This is not surprising as it is often women in developing countries who do the heavy lifting when it comes to fetching water!*



Further emphasizing limited political representation of women in MENA, the newly released Millennium Development Goals Report 2009 (MDGR) states that, today, women hold only 9 percent of parliamentary seats in the Western Asia region, the lowest in the world. In Qatar, no women were appointed to the 35-member Qatari Advisory Council in 2008 and, in Saudi Arabia, women do not have suffrage nor has a woman ever been a member of parliament.<sup>13</sup> In Lebanon, one of the most liberal countries in the Middle East, only four out of 12 women candidates secured seats in Lebanon's Parliament in the country's election this past June, for the available 128 seats.

More alarmingly is the fact that since gaining suffrage in 1952, only 17 women have served in Lebanon's Parliament and, when they do enter, they often do so "wearing black", filling a position made available by a deceased male relative who has no other male heir.<sup>14</sup>

The involvement of women in politics has been advocated by many as an effective force for good governance and business trust. The World Bank report, *Engendering Development*, makes the case that having more women

in politics and in the labor force is an important development strategy, while keeping women outside

<sup>10</sup> *A Whiff of Testosterone*, Al-Ahram Weekly, June 15, 2009.

<sup>11</sup> *Arab Reform Bulletin*, Carnegie Endowment for International Peace

<sup>12</sup> *Millennium Development Goals Report 2009*, United Nations, 2009.

<sup>13</sup> *Ibid.*

<sup>14</sup> *Lebanon's Crawl to Equality*, The Daily Star, June 15, 2009.

government at any level limits the effectiveness of a state and its policies. The influence of women in public life is also argued to decrease the prevalence of corruption, even when comparing countries with the same income, civil liberties, education, and legal institutions.<sup>15</sup>

While gender equality may be 'smart economics'<sup>16</sup>, societal norms and customs prevail as the biggest hindrance to overcoming gender disparity, especially in MENA. Though discrimination between males and females may not be explicit, societal customs and implicit gender roles may restrict the opportunities offered to females.<sup>17</sup>

It should also be noted that most of the Arab states have expressed reservations against certain provisions regarding gender equality in the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social, and Cultural Rights; and the 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), basing these reservations on inconsistency with Islamic law.

Figure 3. Women's Political Participation in MENA

HDI rank	Year women received right		Year first woman elected (E) or appointed (A) to parliament	Women in government at ministerial level (% of total) 2005	MDG Seats in parliament held by women (% of total)			
	To vote	To stand for election			Lower or single house	Upper house or senate		
<b>HIGH HUMAN DEVELOPMENT</b>								
33	Kuwait	2005	2005	2005 A	0.0	..	3.1	—
35	Qatar	2003	..	..	7.7	..	0.0	—
39	United Arab Emirates	..	..	..	5.6	0.0	22.5	—
41	Bahrain	1973, 2002	1973, 2002	2002 A	8.7	..	2.5	25.0
56	Libyan Arab Jamahiriya	1964	1964	..	..	..	7.7	—
58	Oman	1994, 2003	1994, 2003	..	10.0	..	2.4	15.5
61	Saudi Arabia	..	..	..	0.0	..	0.0	—
<b>MEDIUM HUMAN DEVELOPMENT</b>								
86	Jordan	1974	1974	1989 A	10.7	0.0	5.5	12.7
88	Lebanon	1952	1952	1991 A	6.9	0.0	4.7	—
91	Tunisia	1959	1959	1959 E	7.1	4.3	22.8	13.4
104	Algeria	1962	1962	1962 A	10.5	2.4	7.2	3.1
106	Occupied Palestinian Territories	..	..	..	..	..	..	..
108	Syrian Arab Republic	1949, 1953	1953	1973 E	6.3	9.2	12.0	—
112	Egypt	1956	1956	1957 E	5.9	3.9	2.0	6.8
126	Morocco	1963	1963	1993 E	5.9	0.0	10.8	1.1
134	Comoros	1956	1956	1993 E	..	0.0	3.0	—
137	Mauritania	1961	1961	1975 E	9.1	..	17.9	17.0
147	Sudan	1964	1964	1964 E	2.6	..	17.8	4.0
149	Djibouti	1946	1986	2003 E	5.3	0.0	10.8	—
153	Yemen	1967, 1970	1967, 1970	1990 E	2.9	4.1	0.3	1.8
<b>WITHOUT HDI RANK</b>								
	Iraq	1980	1980	1980 E	18.8	10.8	25.5	—
	Somalia	1956	1956	1979 E	..	4.0	8.2	—

Source: UNDP, HDR 2007/2008, Table 33: 343-346.

\* Data for Iraq and Somalia are from the HDRO online database at <http://hdr.undp.org/en/statistics/data>.

Female empowerment cannot be fully measured through statistics alone, as the case of Lebanon shows us. A woman empowered based on her qualifications versus by mere luck as the sole living heir in a patriarchal society indicate two very different environments for women. As the ADHR and MDG reports illustrate, women's level of economic and political participation is greatly limited by detriments to their personal security. Nonetheless, promoting economic development and good governance in the MENA region may depend on increasing investments in women and involving them in the political process. In recognizing women as an untapped reservoir of human potential, gender equality becomes a critical issue to be championed as a catalyst for economic progress and will be the key to achieving positive change.

<sup>15</sup> *Engendering Development*, The World Bank, 2001.

<sup>16</sup> *Gender Equality as Smart Economics: A World Bank Group Gender Action Plan*, The World Bank, 2006.

<sup>17</sup> *Gender and Development in the Middle East and North Africa: Women in the Public Sphere*, The World Bank, 2004.

## UPCOMING EVENTS AND ACTIVITIES

- **September 9-October 2, 2009: Women and Politics in Asia: A Springboard for Democracy? University of Hildesheim, Germany.** This conference aims to reflect upon the links between gender and power politics, gendered forms of political participation and agency within Greater Asia. [wpa\\_2009@yahoo.com](mailto:wpa_2009@yahoo.com) and [www.uni-hildesheim.de](http://www.uni-hildesheim.de)
- **October 3-5, 2009: Corporate Governance and Economic Reporting. Sana'a Yemen.** Organizers are CIPE and the Media Women Forum in Yemen. This event provides training for Yemeni journalists on corporate governance and investigative reporting. [lwafi@cipe.org](mailto:lwafi@cipe.org) and [www.cipe.org](http://www.cipe.org)
- **October 13-14, 2009: Dubai Summit on Anti-Corruption Enforcement & Compliance, Dubai, UAE.** Will provide a comprehensive update on the anti-bribery landscape in the GCC countries, the application and reach of the FCPA and how to implement robust anti-corruption compliance policies in the environment. Sponsored by C5 Group and American Conference Institute. [j.christopoulos@americanconference.com](mailto:j.christopoulos@americanconference.com) and [www.americanconference.com/anticorruptiondubai](http://www.americanconference.com/anticorruptiondubai)
- **October 17-22, 2009: CG Training for Iraqi Ministry of Industry, Beirut, Lebanon.** This includes 6 days of training covering Corporate Governance in the private sector, and reform and good governance in the public sector. [lwafi@cipe.org](mailto:lwafi@cipe.org) and [www.cipe.org](http://www.cipe.org)
- **November 2-3, 2009: Corporate Governance and Responsibility Forum: Dead Sea, Jordan.** Schema, cosponsored by CIPE, IFC, UAB and other international organizations. A regional forum to evaluate the status and achievements in corporate governance and corporate social responsibility in the MENA region, present successful case studies, and explore the role of international institutions and government initiatives. [lwafi@cipe.org](mailto:lwafi@cipe.org) and [www.cipe.org](http://www.cipe.org)
- **November 23, 2009: Company Secretary Workshop – Essential Company Secretarial Practices in Corporate Governance, Dubai, UAE.** The aim of the workshop is to develop the essential knowledge and skills required to ensure that the Board practices are effective and are benchmarked against best international practice. [www.hawkamah.org](http://www.hawkamah.org)

## NOTEWORTHY LINKS

World Bank MENA Governance Website:  
<http://www.worldbank.org/mena/governance>

World Bank General Governance Website:  
<http://www.worldbank.org/governance>

World Bank's Gender in MENA Website:  
<http://go.worldbank.org/FNNK519C60>

UNDP's Arab Human Development Report 2009  
<http://www.arab-hdr.org/>

United Nations Millennium Development Goals 2009  
<http://www.un.org/millenniumgoals/>



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