



**NORWEGIAN MINISTRY  
OF FOREIGN AFFAIRS**

Norwegian Ministry of Foreign Affairs  
P. O. Box 8114 Dep  
N-0032 Oslo  
post@mfa.no

**Final report for grants from the Norwegian  
Ministry of Foreign Affairs (MFA)**

**S81 – Final report form for project/programme support**

The report should be sent by email to post@mfa.no with a copy to the responsible unit for the grant.

1. Project information			
Name of the grant scheme Thematic Support at Global, Regional or country level-Type A		Responsible unit for the grant (unit in MFA or Embassy) MFA	
Agreement title Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip - Cash for Work			
Agreement number PAL-(PTA) PAL 3172 PAL-19/0028		Total grant from MFA (NOK) 79,851,485	Grant period (mm/yyyy – mm/yyyy) 12/2019 - 11/2022
2. About the grant recipient			
2.1 Contact information			
Name and abbreviation United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP)			
Address 3 Ya'kubi Street, P.O.Box: 51359		Postal code	City Jerusalem
Country State of Palestine			
Telephone 00972-2-6268200	Fax 00972-2-6268222	Email	Website www.ps.undp.org
Contact person Victor Munteanu, Head of Gaza Office		Email victor.munteanu@undp.org	Telephone/mobile phone 00972-595432322
3. About the project			
3.1 Cooperating partner – any changes (if several changes in cooperating partners, use attachment)			
<b>Stakeholders:</b> Ministry of Labour (MoL), Ministry of Health (MoH), Ministry of Local Government (MoLG), Ministry of Agriculture (MoA), Ministry of Public Work and Housing (MoPWH) and Ministry of Education (MoE)		Contact person	
Address		Postal code	City: Gaza Strip
Country State of Palestine			
Telephone	Email		Website
3.2 Grant recipient's and cooperating partner's/partners' respective roles in the project			
Grant recipient's experience with the cooperating partner(s), Describe briefly the cooperation and division of roles between grant recipient and cooperating partner(s)			
<p>UNDP implemented this project through a Direct Implementation Modality (DIM). UNDP is the entity responsible and accountable for managing and implementing the project, including the monitoring and evaluation of project interventions and achieving the project outputs. Throughout the implementation processes, UNDP worked with local implementing partners (IPs) and national counterparts to achieve the project results.</p>			
Division of roles and description of what the grant recipient and cooperating partner(s), respectively, contributed to the project			
<p>The capacity of potential implementing partners was assessed through standard UNDP procedures in December 2019, June 2020, and March 2022.</p> <p>UNDP cooperated with the below stakeholders based on their mandates:</p> <p><b>Ministry of Labour:</b> MoL is the main stakeholder directly providing technical contributions to the programme. All unemployed people, whether graduates, nongraduates, skilled or unskilled registered through a MoL platform. Eligible candidates are then invited to interviews, which are managed by the IP, MoL, and the hosting agency. The project's beneficiaries are then selected based on the match between their competencies and the requirements of the identified positions. Before issuing the contracts to beneficiaries, eligibility for recruitment is ensured through cross-checking with the MoL database. The list of beneficiaries is always shared with the MoL for the sake of updating their respective information.</p>			

**Ministry of Health:** MoH is the hosting entity and is supporting the programme in:

- Hosting health workers and distributing them across related workplaces, under the supervision of the IP and UNDP.
- Training the beneficiaries on measures to prevent the spread of COVID-19.
- Enhancing the future skills of beneficiaries by providing them with work opportunities in their area of specialisation and providing on-the-job training by qualified MoH staff..

**Ministry of Local Government (covers Municipalities and Joint Service Councils):** MoLG is working on developing the capacities of the local government units and enabling them to support the welfare of the citizens within the framework of local governance. UNDP worked through the IPs with the municipalities in combating the spread of the pandemic. During the pandemic, the municipalities played a vital role in disinfecting public facilities, and sterilising public and private spaces. The project continued to support the municipalities with human resources and materials to implement maintenance works for utilities and keep up good environment for their residents.

**Ministry of Education:** MoE is providing access to all academically qualified individuals to acquire knowledge and supports an environment that fosters scientific research and innovation. During 2019-2020 and due to COVID-19 related emerging needs, all initiatives in this sector focused on health and municipal activities and were only revived in 2021. During 2021 and 2022, the MoE continued to host education staff and workers to enhance the educational services provided to the students and build better career for the targeted staff.

**Ministry of Agriculture:** MoA plays an important role in providing employment opportunities, especially in times of crisis, when there are only limited opportunities in other sectors. This engagement enhanced the role of the agricultural sector in strengthening the resilience of the Palestinians and increasing their capacity for adaptation. The project supported MoA by developing an atlas for crops, including developing auditing maps, extracting statistics, and merging data with maps.

**Ministry of Public Work and Housing:** MoPWH is responsible for planning, constructing, and maintaining housing projects, infrastructure, and public utilities. The goal of MoPWH is to improve the welfare of citizens and to implement, maintain, and manage public facilities and regional road networks. UNDP worked in partnership with the MPWH and provided the necessary human resources to timely perform damage assessments and property land mapping, assessments of geographic and demographic maps, as well as digitalization of data, involving GIS systems.

### 3.3 Project implementation – experiences and results

Brief description of the project and main experiences from the implementation

The project was originally designed and approved in 2019, with a total amount of NOK 14,851,485, before the outbreak of the COVID-19 pandemic. The first state of emergency was declared by the Palestinian government in March 2020, when protective measures were imposed across the country, including a lockdown. In response, the project was reviewed based on an assessment of sectorial priority needs, to allow for a rapid response to meet the huge needs brought about by the COVID-19 crisis. Such reviews were also consistent with the global UN COVID-19 Socio-Economic Response Framework, which designated UNDP as the technical lead for socio-economic recovery.

A first amendment, with a total amount of NOK 30 million was signed on 24 November 2020, and a second amendment, with a total amount of NOK 35 million, was signed on 18 November 2021, to continue the support to COVID-19 response efforts and to facilitate access to decent jobs in the Gaza Strip. (Table 1)

**Table 1 : Total contributions of the first phase (2019 – 2022) of the project.**

Phase One	Duration	Amount (NOK)	Original No of beneficiaries	Actual No of Beneficiaries
Original Agreement	Dec 2019 – Nov 2020	14,851,485	667	676
1 <sup>st</sup> Amendment	Dec 2020 – Nov 2021	30,000,000	1018	1,187
2 <sup>nd</sup> Amendment	Dec 2021 – Nov 2022	35,000,000	1280	1,298
<b>Total</b>		<b>79,851,485</b>	<b>2,965</b>	<b>3,161</b>

During the period between 10 - 21 May 2021, military hostilities broke out in the Gaza Strip, deepening the

hardships for the population. This has also worsened an already dire economic and humanitarian situation and led to disruptions in the provision of basic services. To ensure the safety and security of the beneficiaries, UNDP, in consultation with the implementing partners, decided to put the activities on hold, except for the health workers' placements, until the situation stabilized and became safe. The health workers significantly supported the MoH's response during the hostilities. After the ceasefire, all beneficiaries were back to their assigned workplaces and resumed their duties.

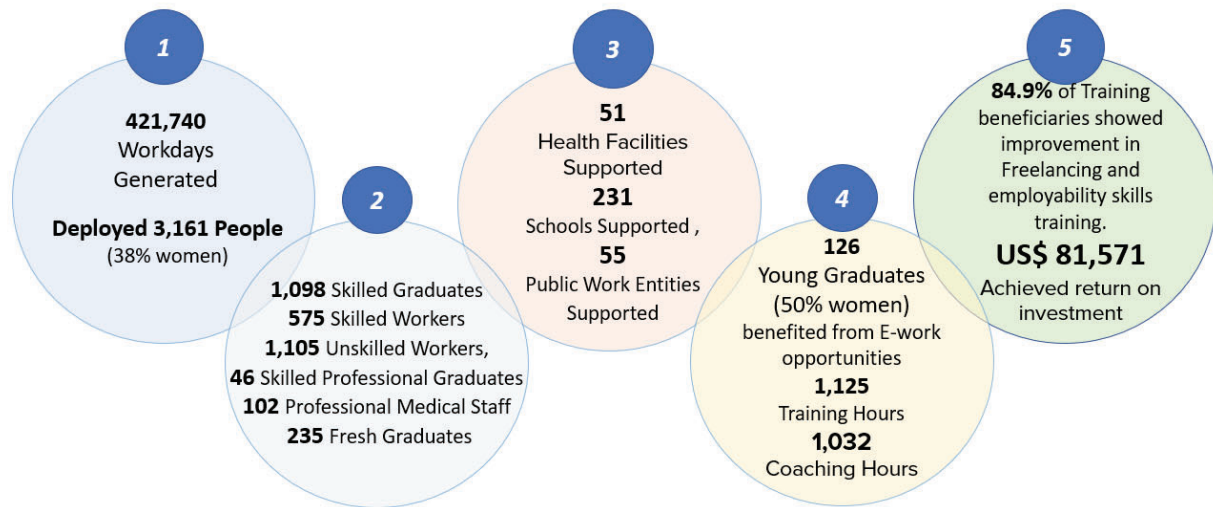


Figure 1: Project Main Achieved Results

The project has substantially contributed to filling the gaps in human resources across several sectors and municipalities, improving service delivery in health, education, public work, etc., and providing support to young entrepreneurs to have greater access to medium and long-term employment opportunities through e-work initiatives.

The first output focused on short-term decent job opportunities in private and public sectors, where the project generated **421,740** workdays by providing short-term employment to **3,161 (38% women)**. This covered the Health, Education, and Public Works sectors. These figures include **1,098 (56 % women)** skilled graduates, **575 (8% women)** skilled workers, **1,105 (32% women)** unskilled workers, **46 (39% women)** skilled professional graduates, **102 (27% women)** professional medical staff and **235 (58% women)** fresh graduates.

The project supported the youth in improving the economic conditions for their families, enhancing their technical capacities, and developing their social capital. In parallel, they responded to the increased needs resulting from the COVID-19 pandemic. They also contribute to their local communities, including 15 hospitals, 27 health centers, and 9 MoH facilities across the Gaza Strip, 231 schools, and 55 public work entities. In addition, they supported basic services and filled the gap in human resources.

The second output, namely, "*Young entrepreneurs have greater access to medium- and long-term employment opportunities,*" was designed to cover ICT by supporting freelancing.

On 31 December 2021, UNDP signed an agreement with *GGateway for Outsourcing Information Technology "GGateway."* Based on a selection process, 126 youth/graduates (63 women, 63 men, of which 7 were PwDs) were selected out of 5,132 applicants, who applied for support under the G-Talents project. The selected 126 Youth/graduates joined a two-month training phase. Trainees were distributed among 9 groups (50% programming, 50% non-programming) and received technical training including Digital Marketing, Graphic Design, Virtual Assistant, WordPress, Front End (React.JS), Front End (Angular), Backend (Python) and Backend Web (Node.Js) and freelancing training. Additionally, trainees received English for freelancing training in collaboration with the British Council and one week of soft skills training to enhance their skills in writing CVs, proposal writing, negotiation, and communication skills with foreign clients on freelancing platforms.

On 23 June 2022, 80 trainees were selected and joined the hosting phase for three months and were supported with different mentoring and coaching sessions by expert mentors to get more remote jobs on freelancing platforms, the trainees generated more than US\$ 81,571 during the hosting phase.

In May 2021, UNDP commissioned an external midterm evaluation of the first output of the "Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip" Programme, to provide evidence and recommendations on the achievements and results of the cash-for-work interventions. The evaluation determined the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the initiatives under Output 1, and more details are provided as part of the evaluation report.

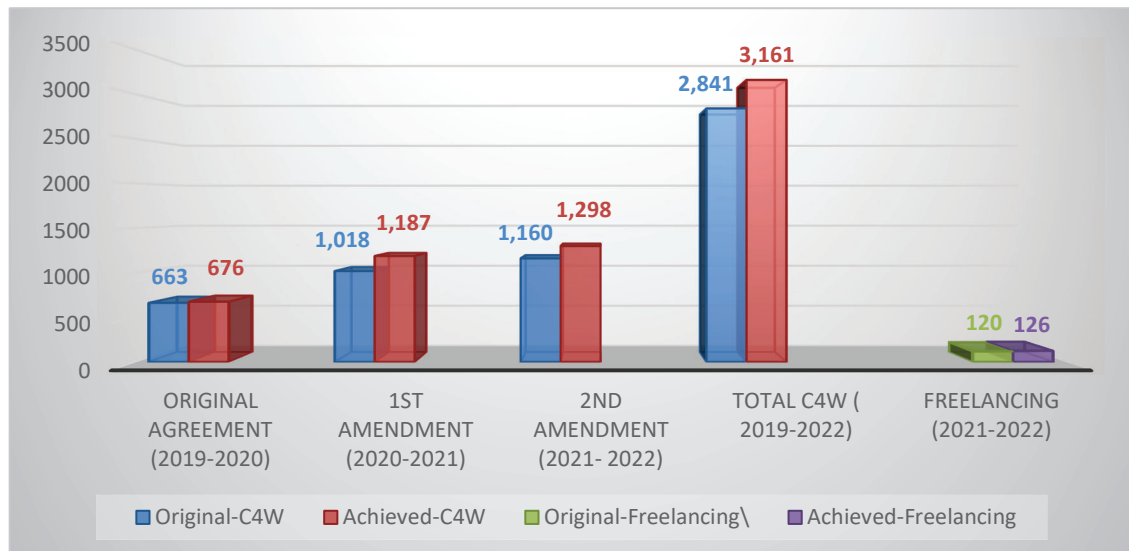
**The implementation of the project activities was completed in November 2022.**

Brief analyses of the project's results achievement, with reference to the tables in point 4.1 and 4.2. Describe briefly any deviations between the approved application and the actual implementation of the project, and which consequences these deviations may have had on the project's results.

The project aimed to empower youth, women, and marginalized groups in the Gaza Strip by supporting them with greater access to decent productive jobs and contributing to sustainable and inclusive economic development. The interventions created short-term job opportunities and onsite intensive skilling. While the focus is on short-term income generation, it contributed toward social cohesion, in addition to enhancing medium and longer-term job opportunities and tackling the high poverty and the rapid worsening of unemployment in the Gaza Strip, especially amongst the youth. The implemented interventions also encouraged engaging women, PwDs, and young entrepreneurs in private sector activities through ICT.

Upon completing the implementation of the project activities, a total of 421,740 workdays were generated, surpassing the original target of 403,075 workdays. Additionally, 3,161 people (1,193 women and 1,968 men) benefited from the short-term job opportunities, exceeding the original target of 2,841 people (1,135 women and 1,706 men) in addition to 126 young graduates (63 Women, 63 Men, 7 PwDs) benefited from E-work opportunities. (Figure 2)

The project has substantially contributed to filling the gaps in human resources across several sectors and municipalities, improving service delivery of basic services, including health, education, and public work. Also, the project enabled 126 young graduates to get virtual freelancing jobs through various online freelancing platforms. This allowed them to establish connections with employers and generate income to support their families.



*Figure 2 Number of Beneficiaries Targeted*

Under the first output as described in Table 2, during the first phase and the two amendments of the project, **3,161** beneficiaries (1,193 women and 1,968 men) including 126 PwDs (71 Women, 55 Men), were contracted by the Implementing Partners (IPs). The targeted workers were distributed among the main identified sectors as follows: **1,061** workers in the health sector, **776** workers in the education sector, and **1,324** workers in the municipalities, public work and ICT. The host entities accommodated the beneficiaries ensuring a suitable work environment.

The successful deployment of youth in these public sector initiatives not only helped address immediate challenges during the COVID-19 pandemic but also had long-term benefits. The technology and digital tools developed by youth continued to be utilized by recipient entities even after the pandemic, contributing to more sustainable job opportunities for young people. These innovative solutions and the expertise, gained by the youth in the process, opened up new avenues for employment and skills development, aligning with the evolving demands of a digitally driven society as follows:

- Digitizing services in target municipalities: Youth were instrumental in developing interactive websites and mobile applications to facilitate more efficient service delivery. This digitization enabled easier access to services for community members, reduced physical interactions, and enhanced overall efficiency.
- Electronic archiving of files and maps: Youth contributed to the digital archiving of all files and maps in municipalities and linked them with internal electronic systems. This digitization helped in organizing and managing information effectively, making it easily accessible for both officials and citizens. It also reduced the reliance on physical documentation, enabling remote access during lockdowns.

- Support for the digitalization of educational curricula: Youth played a crucial role in supporting the digitalization of educational curricula, which promoted distance learning during lockdown periods. By leveraging technology, they facilitated the creation of online learning platforms, educational apps, and interactive resources. This ensured that students could continue their education remotely and minimize disruptions caused by school closures.

Overall, the innovative coping mechanisms introduced by youth during the COVID-19 pandemic had a lasting impact. By leveraging technology and digital solutions, young people not only responded to immediate needs but also contributed to the development of more sustainable job opportunities in sectors such as municipal services and education. Their expertise and experience gained during the crisis positioned them well for the evolving demands of a digitally driven society, creating a positive trajectory for their future livelihoods.

The second output of the program aimed to provide support to 120 young unemployed graduates, with a particular focus on gender equality, by targeting 50% women. However, the intervention supported 126 young unemployed graduates. The objective was to equip these young individuals with technical skills that aligned with the market demands aiming to: 1) provide university graduates with upskilling programs and outsourcing job matching services, 2) close the gap between graduates' skill levels and job market demands, 3) equip fresh talents with technical and employment skills to be functional on E-work platforms and employable in the international market. Through the E-work modality, the targeted youth underwent comprehensive technical training that amounted to over 1,125 hours. This training covered various topics, including programming and non-programming subjects, with the intention of enhancing their capacities and knowledge in areas such as freelancing, entrepreneurship, and both soft and technical skills.

To complement the training phase, 80 trainees successfully completed the hosting phase, during which they received extensive coaching totalling 1,032 hours. This coaching encompassed individual, group, and hotline sessions. It aimed to provide ongoing support to the trainees in their professional journey. The coaching sessions were designed to assist them in securing more job opportunities, increasing their income, and receiving guidance from expert mentors in their respective fields.

The results of these efforts were highly encouraging, as 97.4% of the trainees were able to secure at least one online job. These job opportunities were acquired through various channels, including freelance platforms, social media platforms, and contracts with local or international companies. In total, the participating freelancers obtained 709 online jobs, resulting in a combined income of US\$ 81,571.

After the completion of the hosting phase, the GGateway team implemented advanced interventions funded by the World Bank. This unique impact model, known as the Tech Outsourcing Train and Hire Model, set the program apart by providing specialized support to 36 tech graduates. These interventions were designed to further enhance their skills and employability in the tech sector.

Overall, the second output of the program successfully provided targeted support to young unemployed graduates, equipping them with technical skills, coaching, and mentoring, helping them to secure online job opportunities. The program's impact extended beyond the initial training and hosting phases, as participants continued to benefit from sustainable income generation and professional development in the technology sector.



Figure 3: Freelancing Achievement

During the project period between December 2019 and November 2022, the achievements against the planned activities were as follows:

### **Output 1: Gazans have greater access to short-term dignified job opportunities in private and public sectors (including through internships/ apprenticeships)**

Following the state of emergency declared in the State of Palestine in response to the COVID-19 pandemic, the local authorities imposed protective measures to contain the virus, including closing educational facilities, public markets, wedding halls, and restaurants. This had led to significantly reduced activities in the education and economic sectors. The health sector, which has already been suffering from a lack of resources, restrictions in accessing medicine and equipment, as well as limited health workers, was under further stress. The gap between the demand for services and the capacity to deliver has been expanding. Moreover, the needs of the municipalities were increasing, as they have taken on additional responsibilities such as sterilization of facilities and public areas, to prevent the spread of the virus.

By the end of the first quarter of 2019, UNDP developed a detailed ToR for the Implementing Partners (IPs) with clear responsibility and required deliverables.

- Between 30 and 31 December 2019, a call for proposals was sent to IPs to submit an Expression of Interest. Three IPs were selected to implement the different activities under the cash-for-work component, and another IP was selected to implement the e-work activities. The project IPs are, namely, the Gaza Cultural Development Group (GCDG), the Palestinian Employment Fund and Social Protection for Workers (PFESP) which later changed its name to the Palestinian Employment Fund (PEF), and the Cooperative Agricultural Association of Beit Hanoun (CAAB).
- For the second and third amendments, UNDP continued to work with the same IPs, given their cumulative experience and strong partnership with the various ministries, which facilitated the timely implementation and delivery, especially during the outbreak of COVID-19. UNDP asked the IPs to submit proposals that were reviewed and assessed by UNDP before signing the new agreements.
- UNDP received requests for positions based on the needs/gaps identified by the targeted sectors, including education, health, and municipalities.
- IPs announced the registration process for youth in Gaza from 20 February to 05 March 2020 with more than 253,202 youth applying on the MoL portal. 170,087 applications were validated according to the project criteria, UNDP shared the list of beneficiaries with MoL, UNRWA, and other players in the cash-for-work sector to avoid any duplication. Around 2,000 were nominated and interviewed, and finally, 676 youth (target is 663) were selected for the first period of the project, and additional 1,187 youth (target is 1,160) were selected as part of the first amendment and were deployed in the health, municipalities, agriculture, education, and ICT sectors.
- UNDP continued with the same IPs for the second amendment. After the announcement and reopening of the registration, more than 56,100 youth updated their applications on the MoL portal, of which 28,445 applications were validated according to the project selection criteria, and around 3,300 were nominated and interviewed as outlined above, 1,298 were recruited where the target for this stage is 1,160.

Table 2 shows the number of beneficiaries, per each sector for Original Agreement, 1<sup>st</sup> Amendment, and 2<sup>nd</sup> Amendment, targeted by the relevant IPs:

Sectors/IPs	No. of Beneficiaries			Total
	Original Agreement (2019-2020)	1 <sup>st</sup> Amendment (2020-2021)	2 <sup>nd</sup> Amendment (2021- 2022)	
<b>Health GCDG</b>	349 (95 women & 254 men) 1 PwD	323 (111 women & 212 men) 2 PwDs	389 (155 women & 234 men) 26 PwDs	<b>1,061</b> (361 women & 700 men) 29 PwDs
<b>Education CAAB</b>	0	385 (212 women & 173 men) 8 PwDs	391 (226 women & 165 men) 21 PwDs	<b>776</b> (438 women & 338 men) 29 PwDs
<b>Municipalities, Agriculture, ICT PEF</b>	327 (15 women & 322 men) 15 PwDs	479 (184 women & 295 men) 25 PwDs	518 (195 women & 323 men) 28 PwDs	<b>1,324</b> (394 women & 930 men) 68 PwDs
<b>Total</b>	<b>676</b> (110 women & 566 men) 16 PwDs	<b>1,187</b> (507 women & 680 men) 35 PwDs	<b>1,298</b> (576 women & 722 men) 75 PwDs	<b>3,161</b> (1,193 women & 1,968 men) 126 PwDs

### Contracting beneficiaries:

The IPs conducted a daily attendance check of the targeted workers and reported back to UNDP for review and transfer of the salary to the beneficiaries directly through the banks on a monthly basis as indicated in table 3.

Table 3: Instalments transferred to the beneficiaries:

No of Instalment	Period Covered	Replenishment (US\$)
01	February 2020	1,690.80
02	March 2020	26,049.60
03	April 2020	134,701.60
04	May 2020	202,297.20
05	June 2020	216,284.00
06	July 2020	196,564.00
07	August 2020	142,508.80
08	September 2020	131,586.40
09	October 2020	82,579.20
10	November 2020	24,506.40
11	December 2020	4,000.00
<b>Original Agreement Sub-total</b>		<b>1,162,767.00</b>
12	December 2020	1,560.00
13	January 2021	45,348.40
14	February 2021	103,933.60
15	March 2021	110,739.20
16	April 2021	155,826.40
17	May 2021	150,080.80
18	June 2021	262,928.80
19	July 2021	237,734.40
20	August 2021	360,755.60
21	September 2021	471,777.60
22	October 2021	356,363.20
23	November 2021	292,272.00
<b>1st Amendment Sub-total</b>		<b>2,549,320.00</b>
24	January 2022	1,800.00
25	February 2022	113,416.40
26	March 2022	250,968.80
27	April 2022	253,835.20
28	May 2021	416,870.00
29	June 2022	414,992.80
30	July 2022	315,738.80
31	August 2022	382,900.80
32	September 2022	406,907.60
33	October 2022	333,428.00
34	November 2022	255,740.40
<b>2<sup>nd</sup> Amendment Sub-total</b>		<b>3,146,598.80</b>
<b>Total up to 30 November 2022</b>		<b>US\$ 6,858,686.80</b>

### Achievements of the project up to 30 November 2022:

#### 1. Health Sector:

1,061 Workers (700 men and 361 women), including 29 PwDs (7 Men, 22 Women), were deployed in 15 hospitals, 27 health centers, and 9 MoH facilities across the Gaza Strip (Details in table 4). They supported the existing health staff in the delivery of health services and responding to the COVID-19 pandemic. 644 Skilled graduates were deployed in the COVID-19 departments in hospitals and health centers. In addition, 259 unskilled workers and 158 skilled workers were recruited in three batches for a period of four months to cover the activities during the project period and to support the provision of critical health services as indicated in Table 4. The project also provided protective equipment, including 249,150 pairs of gloves, 292,450 face masks, 2,892 liters of alcohol packages, and 4,070 medical gowns in medical bags. The supplied equipment was used to support the beneficiaries and the Ministry of Health's response to COVID-19, reduce the risk facing medical staff who are on the frontlines fighting the pandemic, and help diagnose, treat, and support the community.

Table 4: The areas of expertise of the health workers contracted to support the MoH to provide quality health services and care for vulnerable groups for the period from 01 December 2019 till 30 November 2022:

Beneficiary Category	Original Agreement (2019-2020)	1 <sup>st</sup> Amendment (2020-2021)	2 <sup>nd</sup> Amendment (2021- 2022)	Number
General practitioners and Dentist	38	40	62	140
Nurses	86	73	81	240
Pharmacists	12	10	10	32
Medical Professionals	64	57	61	182
Programmers and Engineers	20	15	15	50
Skilled and unskilled Workers	129	128	160	417
<b>Total</b>	<b>349</b>	<b>323</b>	<b>389</b>	<b>1,061</b>

Table 5: The number of cases that benefited directly from the services of the deployed medical staff at the targeted health facilities:

Major	Total Cases
Practitioner General	894,080
Dentist	74,400
Nurse (B.A)	1,320,324
Nurse (DIPLOM)	798,338
Midwife	129,020
Lab tech	776,970
X-ray specialist	267,570
Health Admin	492,180
Pharmacist	544,020
Ambulance Driver	23,195
Driver	31,450
<b>Total of Cases up to November 2022</b>	<b>5,351,547</b>

**Training and awareness:** To assist the health workers, including the deployed workers through the project, in managing and combating COVID-19, training on the protocols and measures to be followed at quarantine centers for daily check-ups, movement within the facilities, and infection control was carried out.

81 Workers contributed to the COVID-19 response efforts, stationed at several healthcare facilities in different governorates. Their responsibilities included medical examinations, evaluating patients, providing ongoing medical care, and follow-up of patients with chronic conditions. Furthermore, they were also responsible for sanitizing all surfaces, ensuring safety and security, offering psychological support to patients, as well as monitoring, documenting, and reporting on the evolution of their symptoms.

## 2. Municipal Sector:

1,324 Workers (394 women and 930 men) including 68 PwDs (26 Women, 42 Men), were deployed in 13 municipalities and 10 public works facilities across the Gaza Strip, to enhance the services provided to the public and support the existing response to the COVID-19 pandemic. 285 skilled graduates, 6 professional graduates, 282 skilled workers, 586 unskilled workers and 165 fresh graduates in ICT were deployed to support the provision of critical municipal and public services and achieved the following results:

### Improving the working conditions in target facilities:

As part of the activities implemented between May-November 2022, beneficiaries carried out periodic maintenance of public utilities, in order to facilitate access to services in different locations as follows:

- Maintenance of interlock tiles in the streets of Beit Hanoun;
- Maintenance of street lights in Wadi Gaza City;
- Maintenance of street lights, maintenance of water and sanitation networks, interlock tiles on the streets of Al Zawayda;
- Maintenance of a park in El Musaddar municipality.



### Supporting the host institutions with human resources to enhance capabilities and improve the provision of services to the public:

The mobilized workers covered the gap in service provision through their work in the host institutions. They occupied several jobs, including receiving citizens for registering the needed services and following up on daily transactions such as archiving, reviewing, and entering data, improving provision of services to the population. Furthermore, some workers participated in the preparation of research studies and worked on preparing and designing awareness brochures and following up on social media sites.

### Improve Gaza environment through clean-up and agriculture-related activities:

Throughout the Gaza governorates, and under the guidance of each municipality, as the host institution in the project, cleaning activities were carried out on the main and auxiliary roads, in addition to collecting and removing solid waste, pruning, weeding and irrigation of trees to preserve tidiness in cities. The results were evident in several roads and areas including Al-Rasheed and Salah Al-Din roads as well as Deir Al-Balah, Al-Qarara, Wadi Gaza, El Mughraqa, Jabalia, El Shoka, El Foukhari, Khoza'a, Khan younis and Rafah areas. There were also periodic collection, transfer, and treatment of medical waste from health centres through the Joint Services Council for Solid Waste Management task force.

### The municipal activities were implemented under the supervision of the engineering and survey departments, as summarized below:

- Maintaining roads through repaving and installing tiles for a total area of 2057 m<sup>2</sup>.
- Cleaning the environment by collecting and transporting solid waste on the household level along with removing excess sand of 15 KM roads of approximately 550 tons.
- Improving the environmental situation through caring and pruning 200 trees in El Mughraqa area.
- Maintaining electricity lines with a total length of 400 LM in El Zawayda area.
- Monitoring the Wadi Gaza line and keeping its cleanliness periodically through placement workers to support the Joint Service Council for Wadi Gaza in monitoring the solid waste disposal along the Wadi.

### Deploying technology to facilitate the provision of services to citizens and the participation of workers in raising the level of performance and services provided (ICT sector).

The IT fresh graduates were deployed to support host entities in facilitating a better provision of services to citizens. It included the following activities:

- Electronic archiving of all files and maps, linking them to the internal system of the hosting entities.
- Preparing reports, studies and designing brochures to support COVID 19 awareness campaigns as well as promotional campaigns of municipal services.
- Developing GIS system for houses and roads mapping all installed utilities.
- A field inventory of trades and preparing a database, with the programming of the public relations department program.
- Periodic maintenance of computer hardware, software development, maintenance of the Internet and improving its quality.
- Developing the organization's web page & programming Android application to facilitate the provision of services.

### Improving the educational environment in vocational training centres.

ICT graduates supported the digitalisation of educational curricula, including the development of necessary study guides and reports. The beneficiaries also participated in holding training courses, in addition to maintenance of computers and installation of advanced programs, facilitating vocational training.

Table 6: The number of beneficiaries per category in the Public Sector

Beneficiary Category	Original Agreement (2019-2020)	1 <sup>st</sup> Amendment (2020-2021)	2 <sup>nd</sup> Amendment (2021- 2022)	Number
Skilled graduates	30	155	36	221
Skilled Labor	97	100	85	282
Unskilled Labor	200	154	232	586
Fresh Graduates	0	70	165	235
<b>Total</b>	<b>327</b>	<b>479</b>	<b>518</b>	<b>1,324</b>

### 3. Education:

776 Workers (338 men, 438 women), including 29 PwDs (23 men and 6 women) and five professional graduates provided remedial education support for students seeking quality education in the public education sector. The workers provided different services including maintenance in 44 schools, cleaning of 102 schools, education support services in 231 schools. The support also included provision of materials to accomplish the maintenance works in the 44 schools, in cooperation with the Ministry of Education in the Gaza Strip. The beneficiaries' categories who were engaged in the different activities are listed in the below table:

Table 7: The number of beneficiaries per category in the Education Sector

Beneficiary Category	Original Agreement (2019-2020)	1 <sup>st</sup> Amendment (2020-2021)	2 <sup>nd</sup> Amendment (2021- 2022)	Number
Skilled graduates	0	155	226	<b>381</b>
Skilled Labor	0	90	45	<b>135</b>
Unskilled Labor	0	140	120	<b>260</b>
<b>Total</b>	<b>0</b>	<b>385</b>	<b>391</b>	<b>776</b>

The assigned teachers performed various tasks including following up on the virtual classes with the primary teachers and following up on the students' homework, evaluating students' performance, and communicating with parents through WhatsApp groups. Teachers also prepared electronic tests and set appointments electronically, made daily follow-up with students and monitored their interaction with activities and assignments through WhatsApp groups and virtual classes.

On the other hand, the workers assigned for maintenance works achieved the following:

- Keeping the school's facilities clean and disinfected.
- Performing routine cleaning of classrooms, offices, rest areas, and corridors.
- Maintaining chairs, tables and blackboards and any water or electrical utilities.
- Repairing electrical lighting and replacing 3,500 lamps with LED lamps which are more energy-efficient in comparison with equivalent incandescent and fluorescent lamps.
- Repainting the blackboards in the classrooms.

The PwDs who were selected and deployed at schools were either with visual or hearing impairment. They were placed in three schools for PwDs, namely, Al-Noor and Al-Amal Joint Secondary School, Mustafa Sadiq Al-Rafiee for the Deaf High School, and Rudolph Filter Elementary Common School. The intervention included supplying three Braille machines to enhance the capacity of blind teachers.

Table 8: The main achievement under the Education Sector

No.	Description	Quantities
1	Painting ceiling and walls	17,028 m <sup>2</sup>
2	Painting the boards	3,200 m <sup>2</sup> ,
3	Replacement lamps with LED lamps	7,581 LED lamps, which saved more than 170KW.
4	Electrical fittings	2,972
5	Braille machines	3

## Output 2: Young entrepreneurs have greater access to medium- and long-term employment opportunities.

G-Gateway and UNDP team designed a unique impact model focusing on serving both programming (50%) and non-Programming (50%) subjects for youth in Gaza. Based on a selection process, 126 youth/graduates (63 Women, 63 Men, of which 7 were PwDs) were selected out of 5,132 applicants who applied for support under the G-Talents project and followed up with the different stages and phases of implementation that was concluded in five months duration as shown in Figure 4 below. During the training period from 10 April 2022 to 30 June 2022, the young graduates were distributed into 9 groups and were trained for two months on various programming and non-programming subjects. The training phase included three major components: intensive technical skills training, Freelancing and employability skills training, and English for Freelancing skills training, which were completed within 1125 training hours by all groups.

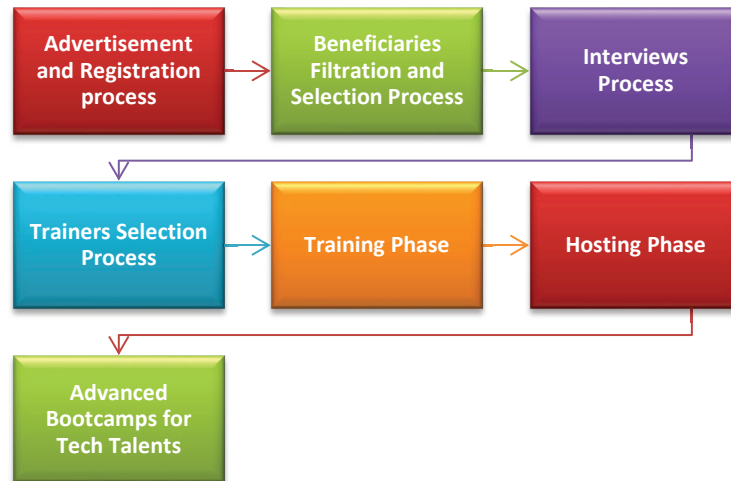


Figure 4: Freelancing Project Activities

Table 9 presents a comparison between the project target, as stated in the proposal, and the actual results achieved by the project team throughout the project's duration.

Table 9: Target and Actual beneficiaries within the different phases of implementation

Activities	Indicators	Target	Actual
Training Phase	Number of eligible beneficiaries in the training phase	120 youth graduates 60 in (tech trends) and 60 in (non-tech trends)	126 youth graduates 61 in (tech trends) and 65 in (non-tech trends)
	Beneficiaries' improvement in Training Phase	At least 75% of training beneficiaries showed improvement	84.9% of training beneficiaries showed improvement
Hosting Phase	The return on investment during the project's lifecycle	The expected return on investment is between 50-60k US\$	The achieved return on investment is US\$ 81,000

### Activity 1: Advertisement and Registration Process

The project advertisement has been published and shared through different channels such as social media, universities' lists of graduates, and people with disability centres such as EducAid organization and IRADA Centre. The registration form was open during the period from 17 to 25 February 2022 and extended till 27 Feb 2022, in order to boost the number of applied applicants. The advertisement was closed with 5,132 registered applications.

### Activity 2: Beneficiaries Filtration and Selection Process

The first selection stage started by filtering the 5,132 received applications against the below selection criteria. The selection criteria included the following scoring and exclusion factors:

Killing factors:

- Graduation Status: Not graduated
- Employment Status: Employed
- Age not between 18-35
- Participation in similar Projects/already working as a freelancer

- Time Commitment: Not able to commit for a 5 months programme
- Low English Skills Level
- Low Core Skills Level

Additional Scoring factors:

- Applicant holds an ICT certificate
- Core skill is ranked "Experienced"
- Women head of a household
- English Language: "advanced"
- Responsible for family size 5 and more

All completed applications were initially screened for the aforementioned exclusion factors and applications which didn't match the required criteria were excluded. 3001 candidates (1842 Women, including 37 PwDs, and 1159 Men, including 33 PwDs) were moved to the second filtration stage. It included conducting an online Technical & English exam (40 questions) for 3001 applicants, to select the best-qualified candidates who scored the minimum passing score. The English and technical skill assessment exams took place in collaboration with technical experts in the targeted fields, who supported in preparing the most suitable tests to measure the abilities and skills of applicants and select the best-matched candidates for interviews.

The number of applicants who applied for the test was 1365. 34 Applicants were not within the registered list, thus, their test papers were disregarded, resulting in 1331 registered applicants who successfully applied for the test. The second filtration process stage resulted in 436 total applicants (247 women, 189 men) who were eligible for the interview stage.

#### • **Activity 3: Interviews Process**

The interview process started by sending SMS messages and invitation emails to 436 qualified applicants to attend the technical interviews in GGateway office during the period from 23 March 2022 to 28 March 2022. The interview committee consisted of the GGateway project team, technical trainer, and UNDP representative. Subsequently, the interviews evaluation sheet was prepared and shared with UNDP, which consisted of two parts:

- The first part: measuring applicants' interpersonal and communication skills, and English-speaking skills.
- The second part: measuring applicants' technical experience.

**Interviews Results:** During the interview phase, a total of 326 applicants, out of the 436 invited, attended the interviews. Following the interviews, 203 applicants (consisting of 120 who were deemed qualified and 83 on the waiting list) were deemed eligible to participate in the training phase, with the goal of selecting 120 trainees among them. Further social criteria, such as the family size, poverty, the status of the housing facility (owned /rented) and ownership of assets were accounted for to rank the applicants. Prior to finalizing the selection, the UNDP team conducted a cross-check with the Ministry of Labor and other organizations, to ensure that none of the selected applicants had previously benefited from similar projects.

#### • **Activity 4: Trainers Selection Process**

The project team announced a request for proposal to hire technical, freelancing, and English trainers/Mentors. The advertisement period was from 23rd Feb 2022 to 1 March 2022, and extended to 3 March 2022, to increase the number of generated applications for some positions.

Overall, 65 trainers responded to the advertisement. Some trainers applied for more than one training field, which resulted in receiving 77 proposals. 27 Trainers were selected to participate in the Training Phase (9 Technical Trainers, 9 Freelancing Trainers, and 9 English for Business Trainers).

#### • **Activity 5: Training Phase**

The first round of the G-Talents Programme started on 10 April 2022 with 120 qualified trainees distributed into 9 training groups. Six PwDs trainees joined the training phase after their selection process was completed during the 1<sup>st</sup> week of training, to have in total 126 trainees. The trainees were distributed into 5 non-programming groups and 4 Programming Groups as the following:



WordPress



Virtual Assistant



Graphic Design



Digital Marketing  
(2 Groups)

*Figure 5: Non- Programming Groups*

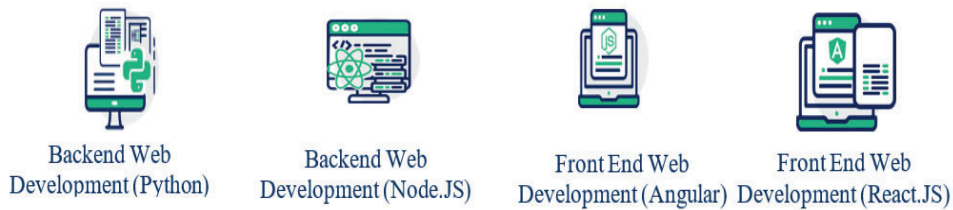


Figure 6: Programming - Group

### Technical Training:

The selected 126 Youth/graduates joined a two-month training phase on 10 April 2022 and completed 125 training hours. Trainees were distributed among 9 groups (50% programming, 50% non-programming) and received 60 hours of technical training including Digital Marketing, Graphic Design, Virtual Assistant, WordPress, Front End (React.JS), Front End (Angular), Backend (Python) and Backend Web (Node.Js).

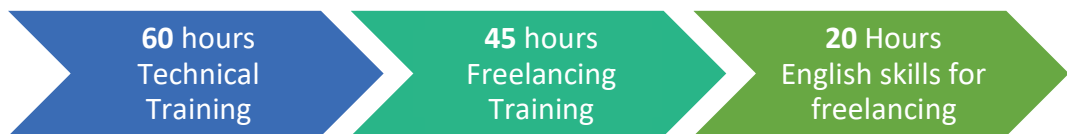


Figure 7: The Duration of Different Training to Trainees

### Freelancing Training:

After successfully completing the technical training, all 9 groups started the 45 hours Freelancing training from 18 May 2022 to 7 June 2022, in which all trainees built professional profiles on both Arabic and English freelancing platforms (Mostaqel, khamsat, Upwork, etc), to offer their set of services and obtain jobs on the online marketplaces and gig platforms.

### English for Freelancing

As for skilling for the English language for freelancing training, GGateway signed an MOU with British Council to use their specially designed course "English for Freelancers" to be delivered for G-Talents trainees, as part of the training phase. The British Council prepared customizable modules to fit our allocated 20 hours English training.

During the period from 23rd May 2022 to 25th May 2022, the British Council successfully delivered the ToT course for G-Talents English for Business Trainers. All 9 training groups completed the English for Freelancing 20 training hours by the 18<sup>th</sup> June 2022. During this training, trainees learned how to draft their CVs, and profiles, apply for jobs in English platforms, write professional proposals and negotiate with foreign clients on freelancing platforms.

### End of Training Activity

As part of the G-Talents project activities, from 23rd June 2022 to 29th June 2022, 115 trainees presented their progress and achievements and were evaluated against predefined criteria. The training phase has successfully completed with 115 total number of trainees, with 11 trainees dropping out.

All trainees have been evaluated considering the following evaluation criteria, to select 80 out of 115 trainees to join the hosting phase.

- a. 20% Commitment in Attendance (# of days)
- b. 35% Technical Training Evaluation
- c. 35% Freelancing and English Training Evaluation
- d. 10% Final Presentation Score

**40 trainees were selected from non-Programming groups with a total score of 80%+ and 40 trainees were selected from Programming groups with a total score of 70%+.**

### Activity 6: Hosting Phase

Following the completion of the training Phase, the second round of the G-Talents Programme started on 1st July 2022 for 3 months, with 80 qualified trainees (50% women) distributed into 9 groups and co-hosted in GGateway and other service providers (Computer Land and Vision Plus). As of September 30th, 2022, a total of 78 trainees have successfully completed the hosting phase.

During the first week of the hosting phase, the freelancing and technical coaches conducted different needs assessment sessions for all enrolled trainees, in order to assess their capacities, define their needs, and prepare the required coaching plan/ trainee. During this phase, (Figure 5) all trainees received a variety of mentorship sessions including branding and marketing sessions, online subscriptions and learning resources, in addition to other advanced activities to prepare them for the next stages in their career journey.



Figure 8: Hosting Phase Sessions

#### Mentorship sessions

Over the three months of hosting period, the 80 enrolled trainees received different individual, group, and hotline support mentoring sessions. The groups received 516 hours of technical and hotline coaching sessions and 516 hours on freelancing sessions by specialized technical and freelancing mentors. The mentors supported the trainees in solving any raised technical problems while working with local/international clients seeking for more online projects.

#### Branding and marketing mentoring sessions

In order to advance the marketing and branding knowledge for our trainees and increase hunting jobs from social platforms; several mentorship sessions have been delivered in this field with a total of 63 hours for 9 groups (7 hours/ Group). All trainees received an intensive training about personal marketing on social media platforms (Facebook, Instagram, Twitter, LinkedIn), the best ways on attracting clients, applying for jobs at LinkedIn and social media platforms, and email marketing techniques.

#### Online subscriptions and Learning Resources.

One of the significant ways to support trainees to get more online jobs, is to provide them with paid subscriptions for technical and freelancing tools and learning resources. For example, all hosted trainees benefited from paid accounts and online subscriptions for technical tools in their fields or offered paid domains. Also, all trainees were offered the support to purchase connects and memberships on Upwork and Mostaqel freelancing platforms, to help them apply with more proposals for new clients.

Furthermore, all enrolled trainees benefited from subscriptions paid by the project to high level online learning platforms, to enhance their technical knowledge and skills such as Udemy Platform (non-programming groups and Python group), Frontend Masters learning platform (for React.Js group), and Plural sight learning platform (for Angular and Node.Js groups). By building special learning plans for each trainee through online learning platforms, the trainees' mindsets were strongly directed towards self-learning and self-development. Online Learning platforms results are illustrated in Figure 9 below:



Figure 9: Online Learning platforms results

### Advanced Activities

During the hosting phase additional advanced activities and trainings were implemented to improve trainees' achievements and improve their knowledge. A training of 44 hrs. on Search Engine Optimization (SEO) was held for all groups based on their request and needs. During SEO training all trainees learned the best techniques and tools to increase the quantity and quality of traffic to their websites through search engine results.

Furthermore, main requested additional topics by the groups were Graphic design, Front end web development (React.Js) and digital marketing. While implementing the hosting phase activities, it was noticed that there are some groups with least income compared with the rest. Therefore, a Business Development Specialist (BDS) was assigned to hold different follow up sessions with all groups (40 hours) to boost their level and number of landed new jobs.

In addition, 3 days of "Soft Skills Training" was conducted for all hosted trainees from 28th August 2022 to 31st August 2022 (135 hrs., 15 hours each group). The soft skills training aimed to qualify and improve the trainees' soft skills 17 including public speaking, presentation, team communication and networking, interviews skills and critical thinking.

78 trainees completed the hosting phase and 2 trainees only completed 90% of the hosting phase and left. 97.4% of trainees successfully obtained at least one job on different freelance and social media platforms with a total of 709 online jobs and US\$81,571 income. 30% of trainees had long term jobs (contract 3-6 Months) and 5% of trainees joined a screening interview with one of GGateway international clients.

Table 8 Below provides a summary for trainees with Jobs Statistics and the final total generated income at the end of the project lifecycle up to Sept 2022.

Training Courses	# Total Trainees (Hosting Phase)	Number of Trainees with jobs	Number of Total Jobs	Total Income (\$)
Digital Marketing 1	7	7	37	US\$ 9,323.95
Digital Marketing 2	8	7	175	US\$ 18,215.80
Graphic Design	8	10	142	US\$ 10,721.67
Virtual Assistant	8	9	73	US\$ 3,759.00
WordPress	8	8	67	US\$ 6,196.00
Front End Web Development (React.JS)	12	9	29	US\$ 6,066.00
Back End Web Development (Python)	8	7	47	US\$ 9,462.52
Front End Web Development (Angular)	9	9	45	US\$ 4,893.50
Back End Web Development (Node.Js)	10	10	94	US\$ 12,933.12
Total	78	76	709	US\$ 81,571.56

After completing the hosting phase successfully, the project team implemented English for business technical writing and speaking course (45 Hours) in cooperation with Oxford training Center. This course was a fundamental step to measure trainees' English level and guide them to enhance their (Speaking, Writing, Reading and Listening skills). Additionally, this course was a preparation phase to support programming tech talents in enhancing their English skills to be ready for future planned advanced bootcamps which will be delivered by foreign international instructors/Coaches.

### Activity 7: Closing Ceremony

Following the completion of the program activities, a closing ceremony was held on the October 19<sup>th</sup>, 2022, celebrating the overall success of the project achievements with trainees, trainers, the project team, the GGateway team, private sector stakeholders, and representatives from the donor "The Norwegian Government" and UNDP team. The event included a presentation of all key achievements and challenges of the project, presenting a number of outstanding success stories' videos and distributing honouring certificates for all project participants (Service providers, Trainers, and Project trainees).

### Tech outsourcing Train and Hire Program - Follow on Planned intervention by GGateway

The project was designed to connect the 40 talented trainees from Programming groups after completing the training by the project with advanced interventions funded by the World Bank. The main goal is to equip tech talents with hands-on experience and domain knowledge through remote internships or certifications from international academic institutions. Four out of the forty targeted trainees left the program. According to Figure 10, 29 of them have been nominated to be enrolled in remote international internship programs, while the

remaining 7 joined online certification programs provided by Washington and Cornell universities. The program aims to upskill tech graduates in the most in-demand market positions/technologies and prepare them to work with international clients.

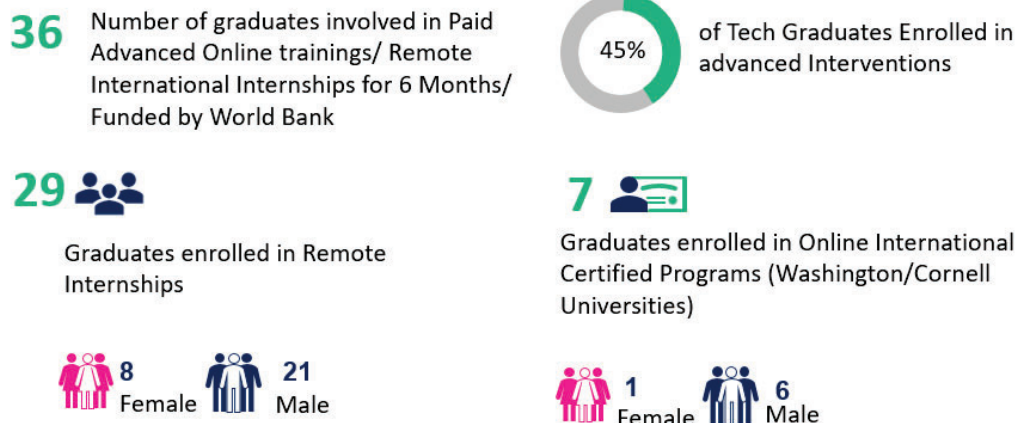


Figure 10: Tech outsourcing Train and Hire Program

On Jan 2023, GGateway collaborated with a UK service provider for Remote Internships opportunities to support the 29 trainees as illustrated in Figure 13 below. One candidate has apologized after being placed, due to being committed with a long-term full-time job. The rest went into interview and assessment process with the service provider where two trainees didn't pass the interview and assessment process conducted by the service provider and weren't qualified to join the program, due to their low level in communication and English skills. 12 graduates have been placed in remote paid internships with international and Middle East companies such as MadAwards, MENA Speaker, Nabta Health, QuizPlus, etc., for 3-6 months. On the other hand, the service provider is searching for suitable internship opportunities to place the remaining 14 graduates.

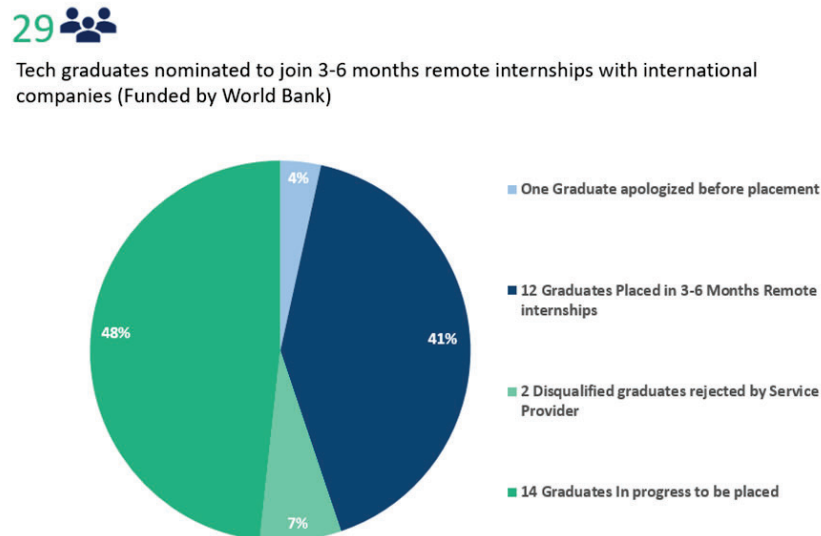


Figure 11: Remote Internship Results

The 7 graduates, who joined online certification programs, provided by international universities for 6 months starting from Dec 2022, have completed up to date 60-90% of their assigned courses with high achievements in Python for web development and data science fields. In addition, all trainees are currently enrolled in English training courses in Oxford training centre, to support them advancing their English language and communication skills. In summary, within 3-6 months, it is expected to have ready upskilled qualified pool of talented youth who are specialized in new market driven IT fields to increase their employment opportunities with GGateway outsourcing international partners.

**Mid-Term Evaluation.**

In May 2021, UNDP commissioned an external midterm evaluation for the first output of the "Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip" Programme, to provide evidence and recommendations on the achievements and results of the cash for work interventions.

The evaluation determined the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the initiatives under Output 1. The progress and achievement under Output 1 were assessed for the interventions under the projects funded by the Norwegian Ministry of Foreign Affairs, the Government of Japan, and the



Swiss Agency for Development and Cooperation (SDC). The following is a summary of the key evaluation findings. More details are provided in the evaluation report (Annex III)

- The evaluation revealed that the programme is highly relevant to the needs of the targeted beneficiaries, both women and men, by providing them with opportunities for short-term jobs to ensure that vulnerable families have access to basic services.
- The programme approach for recovery is consistent in linking emergency employment to help people to stabilize livelihoods with capacity building of local human resources and business development.
- The evaluation revealed that the programme interventions address the synergies and interlinkages with other UNDP programmes on keeping people out of poverty, increased community resilience, and women empowerment. The programme coherence with other actors is found to be high at the coordination level between individual actors.
- The programme was effective in empowering both women and men in the Gaza Strip and supporting their access to decent job through providing more than 3,590 short-term job opportunities (a total of 353,019 working days) and improving the ability of the beneficiaries to face the deteriorating socioeconomic conditions and sense of hopelessness.
- The programme was effective in promoting the coordination between the implementing partners and stakeholders to fill several gaps in the public and private sectors.
- The programme was efficient to implement the various activities according to the plan and allocated resources. However, the implementation took in some cases longer time than expected. This is mainly due to a longer identification period of stakeholders' needs, the selection process of the beneficiaries, and the COVID -19 lockdown in the Gaza Strip.
- The programme was efficient in using the available budget to create job opportunities for about 3,590 beneficiaries with a total of 353,019 working days. However, the evaluation found a low level of satisfaction from both the beneficiaries and stakeholders involved in the 2-3 months employment periods. Therefore, the programme should expand the duration period to avoid 2-3 months job opportunities, however, this would require additional financial resources. Alternatively, the total number of beneficiaries could be reduced, and the employment periods expanded. This would allow addressing the issue within the available budget.
- Assessment of the long-term change in people's lives (i.e., impact) it is not possible within the scope of a midterm evaluation. Instead, this evaluation includes an assessment of the immediate identified effects on people's lives of the various external influencing factors and predicting the possible impact on the longer term.
- The evaluation found that the programme has a likely positive impact on many aspects of beneficiaries' life beyond the cash assistance, and the programme supported them to become ready for the labour market and find job opportunities in the future. On the short term the programme interventions resulted in immediate improvement of beneficiaries' quality of life, particularly women. This was attained through the provision of short-term employment opportunities, which improved the economic conditions of the beneficiaries, and had a positive effect on their personal life and their families' life. This was the case for both women and men, in terms of having a respected role in the society, increased networking, self-esteem and self-confidence during the employment period.
- The sustainability of programme's results is different from one component to another across the four outputs. The programme interventions are found to be sustainable particularly if the commitment from stakeholders, including local government, continues. This will increase the momentum that has been generated. However, the availability of funds and financial resources will remain major challenge for sustainability after the end of the programme.
- Substantial progress was made by the programme towards gender equality and integration of women in the labour market. Women and girls expressed high satisfaction for having better job opportunities and having received a significant positive immediate influence on their socioeconomic conditions.

The findings and recommendations of the midterm evaluation were used to adjust the implementation of Phase two of the project. In addition, the recommendations were considered in the design of the new phase of the project and included in the economic resilience portfolio.

#### 4. The project's results achievement

##### 4.1 The project's goal hierarchy with results

Describe the results obtained based on the goal hierarchy in the application. It is required to report on the project's effect on the target group (outcome) and on the products/services delivered. The project's probable impact on society should also be indicated. The goal hierarchy with results may be provided in a separate attachment to the report. The results should be numbered in order to show the link between the levels (i.e. outcome 1, output 1.1, etc.)

DEVELOPMENT GOAL (INTENDED <i>IMPACT ON SOCIETY</i> )	Results (indicators if relevant)	Comments
UNDAF Strategic Priority 3: Supporting inclusive and sustainable economic development	The project has contributed positively to supporting the inclusive economic development of <b>3,161</b> people, including ( <b>1,193</b> women & <b>1,968</b> men) and <b>126</b> PwDs, in addition to <b>126</b> graduate youth in freelancing. The targeted youth were given opportunities to join the labour market in their sectors and earn income and experience while filling significant gaps in the service provision of basic services, primarily health, municipal, education, and ICT sectors.	The project has substantially contributed to filling the gaps in human resources across several sectors and municipalities, improving service delivery in health, education, public work etc., and providing support to young graduates who accessed the labour market and started generating income to support their families. also contributed to the local communities, including 51 health facilities, 231 schools, and educational facilities, and 55 public work entities,

No.	PROJECT GOAL, EFFECT ON THE TARGET GROUP (INTENDED <i>OUTCOME</i> )	Indicators	Results	Comments
1	UNDAF Outcome 3.2: Palestinians have greater access to decent productive jobs.	1) No. of Gazans who have obtained short-term job opportunities (disaggregated by category and sex). 2) No. of workdays generated No. of youth who have obtained medium/long-term employment opportunities (disaggregated by sex)	The unemployment rate in the Gaza Strip stands at 42.9% in Q4 of 2020. Unemployment among youth hit 62%. Meanwhile, women's participation in the labour force is only 14%, according to PCBS statistics.	The long-term impact on employability is still to be assessed, however, the project has provided job opportunities for many young men and women who were unemployed or faced difficulty in entering the labour market.

No.	PRODUCTS AND SERVICES (PLANNED)	Results (indicators if relevant)	Comments
1	Gazans have greater access to short-term dignified job opportunities in private and public sectors	<p><b>Indicator: 1.1. No. of Gazans who have obtained short-term job opportunities</b> (disaggregated by category and sex)</p> <p><b>Target:</b>  Youth: 663+1,018+1,160 = 2,841 (40% W), (5% PwDs)</p> <ul style="list-style-type: none"> <li>- Skilled graduates: 233+450+365 = 1,048</li> <li>- Professional graduates: 15+15+15 = 45</li> <li>- Professional graduates (medical staff): 0+40+60 = 100</li> <li>- Skilled labour: 117+198+20 = 515</li> <li>- Unskilled labour: 298+245+395 = 938</li> <li>- Fresh graduates: 0+70+125 = 195</li> </ul> <p><b>Result:</b>  Youth: 676+1,187+1,298 = 3,161 opportunities (1,193 W, 1,968 M), (4% PwDs) disaggregated as follows:</p> <ul style="list-style-type: none"> <li>- Skilled graduates: 235+450+413 = 1,098 (611 W, 482 M)</li> <li>- Professional graduates: 46 (17 W, 29M)</li> <li>- Professional graduates (medical staff): 102 (28 W, 74 M)</li> <li>- Skilled workers 575 (45 W, 530 M)</li> <li>- Unskilled workers 1,105 (356 W, 749 M)</li> <li>- Fresh graduates: 235 (136 W, 99 M)</li> </ul> <p><b>Indicator: 1.2. No. of workdays generated</b></p> <p><b>Target:</b>  Workdays: 82,100+137,600+183,375 = 403,075</p> <ul style="list-style-type: none"> <li>- Skilled graduates: 32,100+78,750+75,375 = 186,225</li> <li>- Professional graduates: 6,600+4,125+3,875 = 14,600</li> <li>- Professional graduates - medical staff: 0+11,000+16,500 = 27,500</li> <li>- Skilled labour: 16,050+14,850+20,000 = 50,900</li> <li>- Unskilled labour: 27,350+18,375+39,500 = 85,225</li> <li>- Fresh graduate's (ICT): 0+10,500+25,125 = 38,625</li> </ul> <p><b>Result:</b>  Workdays: 82,486+151,775+187,479 = 421,740</p> <ul style="list-style-type: none"> <li>- Skilled graduates: 33,733+74,852+70,332 = 178,917</li> <li>- Professional graduates: 4,171+3,891+3,535 = 11,597</li> <li>- Professional graduates - medical staff: 0+9,267+13,983 = 23,250</li> <li>- Skilled labour: 16,062+19,805+20,904 = 56,771</li> <li>- Unskilled labour: 28,520+33,804+51,786 = 114,110</li> <li>- Fresh graduates - ICT: 0+10,156+26,939 = 37,095</li> </ul>	<p>Due to the COVID-19 pandemic and the urgent response required by the Ministry of Health and Municipalities, the budget originally allocated for output 2 in 2020 was redirected to output 1. As a result, there was an increase in the number of beneficiaries in the health sector, rising from 125 to 336, and in the municipalities, from 303 to 327.</p> <p>Four sectors were targeted: health, education, municipalities, agriculture, and ICT.</p>
2	Young entrepreneurs have greater access to medium- and long-term job opportunities (particularly through e-works)	<p>Indicator: 2.12 No. of youth who have obtained medium/long-term employment opportunities (disaggregated by sex).</p> <p><b>Target:</b> Youth: 120 (40% W)</p> <p><b>Result:</b> Youth: 126 (63 women, 63 Men)</p> <p>1.2 Amount of income generated by youth</p> <p><b>Target:</b> Minimum US\$ 60,000</p> <p><b>Result:</b> US\$ 81,000</p>	<p>Under amendment #2 during 2021-2022 as part of output 2, 126 young entrepreneurs (63 women, 63 Men) were trained on e-work and freelancing skills and were able to get connected with online freelancing platforms, thus maintaining medium- and long-term job opportunities.</p>

<b>4.2 The project's implementation plan with status</b>							
Based on the approved implementation plan, indicate actual (start- and) end dates. Deviations from the approved plan should be explained in the comments field. (For previous reporting periods covered in progress reports, reporting on output-level is sufficient.) The implementation plan with status may be provided in a separate attachment to the report.							
No.	RESULTS (OUTPUTS) ACTIVITIES	Responsible party	Planned start date	Planned end date	Actual start date	Actual end date	Comments
<b>Original Agreement</b>							
1.	Project Preparation	UNDP/PAPP	December 2019	January 2020	December 2019	January 2020	Preparing project documents, capacity assessment for implementing partners, and selecting implementing partners and stakeholders.
2.	Targeting Phase	UNDP/PAPP and MoL	February 2020	March 2020	February 2020	March 2020	Advertising the project and opening the registration on the MoL portal. 253,202 youth applying on the MoL portal. Establishment and verification of database for the beneficiaries (number applicants 170,087).
3.	Contracting Beneficiaries	UNDP/PAPP, MoL, hosting entities, and IPs	March 2020	May 2020	March 2020	May 2020	Interviews for more than 2,000 candidates were conducted and 676 beneficiaries were contracted.
4.	Monitoring and Evaluation Phase	UNDP/PAPP	March 2020	November 2020	March 2020	December 2020	Follow up with the three IPs and the hosting entities to ensure attendance and proper work environment, as well as beneficiaries' development in their new positions, and monthly replenishments to the beneficiaries.
<b>1<sup>st</sup> Amendment</b>							
5.	Project Preparation	UNDP/PAPP	December 2020	January 2021	December 2020	January 2021	Preparing project documents and assessing the actual needs and gaps. Signing contracts with three IP's (GCDG 04/12/2021), (PFESP,13/01/2021), (CAAB 29/01/2021).
6.	Contracting Beneficiaries	UNDP/PAPP, MoL, hosting entities, and IPs	January 2021	May 2021	January 2021	30 July 2021	Reinterviews for more than 3,000 candidates from the original verification of database for the beneficiaries from the previous targeting phase (number applicants 170,087). and 1,187 beneficiaries were contracted
7.	Monitoring and Evaluation Phase	UNDP/PAPP	December 2020	November 2021	December 2020	December 2021	Follow up with the three IPs and the hosting entities to ensure the attendance and proper work environment, as well as beneficiaries' development in their new positions and monthly replenishments to the beneficiaries.
<b>2<sup>nd</sup> Amendment</b>							

8.	Project Preparation	UNDP/PAPP	December 2021	January 2022	December 2021	January 2022	Preparing project documents and assessing the actual needs and gaps. Signing contracts with four IP's (GCDG 04/12/2021), (PEF 13/01/ 2022), (CAAB 29/01/ 2022), (GGateway 31/12/2021).
9.	Targeting Phase	UNDP/PAPP and MoL	December 2021	February 2022	December 2021	May 2022	Opening the registration on the MoL portal. Establishment and verification of database for the short-term dignified job opportunities beneficiaries (number applicants 56,100).
10.	Contracting Beneficiaries	UNDP/PAPP, MoL, hosting entities, and IPs	January 2022	May 2022	January 2022	3 July 2022	Interviews for more than 3,300 candidates were conducted, and 1,298 beneficiaries were recruited for the cash for work and 126 for the e-work component.
11.	Monitoring and Evaluation Phase	UNDP/PAPP	December 2021	November 2022	December 2021	November 2022	Follow up with the fours IPs and the hosting entities to ensure the attendance and proper work environment, as well as beneficiaries' development in their new positions and monthly replenishments to the beneficiaries

## 5. The project's sustainability and risk factors

### 5.1 The project's sustainability

Brief description of the expected sustainability of the achieved results (cf. the table in point 4.1)

The methodology used during the project implementation phase, particularly the targeting phase gave the opportunities to select the best candidates to be contracted through the short-term jobs in the sectors relevant to their expertise, including health education and municipalities. Therefore, their chance to get new jobs will be greater, following the new skills and expertise gained throughout the employment period. The employment opportunities gave the targeted youth the chance to gain experience in their careers in the public and the private sector. 138 youth, previously contracted under this project obtained sustainable jobs in the health, education, and public work sectors in addition to 64 youth beneficiaries obtained new short-term jobs (one year contract that is expandable).

Supporting the fresh graduates by providing training and coaching opportunities in the ICT sector gave them a chance to create more sustainable jobs through the freelancing portals, besides obtaining considerable income. About 80 out of 126 freelancer-trained youth succeeded in having income and building a good profile in the Freelancer web portals, 36 trainees had long-term agreements with abroad companies.

According to the rapid assessment, finalized by the project team on December 14, 2022, displayed in the below table, the project has also contributed to the social well-being of 782 beneficiaries, both directly and indirectly. The assessment was designed to determine the impact of the project on employment and livelihoods, as well as the number of beneficiaries who secured permanent jobs, signed short-term agreements (lasting one year), earned university certificates, pursued master's degree studies, had their residences rehabilitated, paid off their debts, received medical treatment, and started small businesses. It should be noted that 57% of the women who benefited from the project were able to pay off their debts and support their families, indicating a positive impact.

Table 6: Rapid Assessment Results

		Health			Education			Municipalities and Public			Total		
		M	F	Total	M	F	Total	M	F	Total	M	F	Total
1	Permanent Jobs	59	52	111	3	10	13	9	5	14	71	67	138
2	Short-term Agreement (one year)	17	11	28	11	11	22	10	4	14	38	26	64
3	Releasing University Certificates	8	11	19	9	15	24	2	5	7	19	31	50
4	Engaging in master's degree studies	12	11	23	4	6	10	8	7	15	24	24	48
5	Resident Rehabilitation	28	22	50	11	47	58	5	2	7	44	71	115
6	Paid off debts	93	82	175	13	108	121	4	2	6	110	192	302
7	Health protection	7	10	17	2	7	9	2	3	5	11	20	31
8	Implementing Small Business	5	3	8	8	12	20	5	1	6	18	16	34
<b>Total</b>		<b>229</b>	<b>202</b>	<b>431</b>	<b>61</b>	<b>216</b>	<b>277</b>	<b>45</b>	<b>29</b>	<b>74</b>	<b>335</b>	<b>447</b>	<b>782</b>

### 5.2 Risk management

Brief description of the risk factors identified before and during project implementation, including financial irregularities, on how these were handled.

**Risk 1:** Escalation of hostilities or armed conflict in the Gaza Strip and deepening divide between Ramallah and the Gaza Strip will jeopardize the programme's ability to implement the programme activities

**Description of the occurred Risk:** The three days of the latest hostilities, in August 2022,

**Mitigation measure:** the project activities were temporarily suspended, where the Risk was very high, and text messages were sent to all beneficiaries and hosting entities informing them of the Risk and the temporary suspension.

**Risk 2:** [Cross-cutting issues: Negative impact on women's rights and gender equality], Low opportunities for women.

**Description of the occurred Risk:** In the Municipalities and public work sectors, the percentage of participation of women was low due to the nature of activities. On the contrary, in the Education and Health sectors, the percentage was more than the baseline (40%).

**Mitigation measure:** Re-advertisement through social media and youth groups included gender disaggregation; in order to seek more participation for women, and giving priorities criteria given to the women in the targeting phase to include more women in the project and support the hosting entities to integrate women as productive workers and correcting the gender imbalance and building the capacity of the teams on mainstreaming gender equality and the principle of gender equality between men and women and make their workplace equipped with all needed facilities to provide a safe environment free from all obstacles. The project reached 42% of women participating in the project activities.

**Risk 3:** Potential virus infection amongst the health and municipal workers (particularly for COVID-19 response)  
**Description of the occurred Risk:** Some of the beneficiaries in the health sector were infected and quarantined for three weeks.

**Mitigation measure:** Orientation and training of the beneficiaries on the preventive measures of the COVID-19 pandemic, and the project supports the beneficiaries with all needed Protective Equipment (PPEs) to work safely. Also, the implementing partners support the quarantined beneficiaries' families with humanitarian food baskets and needed support.

Field visits the beneficiaries during their duties to ensure that the workers use the PPE correctly.

**New Risk:** [Cross-cutting issues: Negative impact on PWDs rights]

Low opportunities for people with disabilities (PwDs).

**Description of the occurred Risk:** The number of PwDs beneficiaries in the targeted phase is very low compared to the national policy: 5% PwDs.

**Mitigation measure:** Meeting with the MoL and specialized NGOs and CBOs to review the data of the PwDs and the access of the PwDs to dignified job opportunities; re-advertisement and priorities criteria given to the PwDs to include them in the project and support the hosting entities to integrate PwDs as productive workers. The project succeeded to include 5.7% of PwDs.

### 5.3 Follow-up of the project

Brief description of the follow-up of the project, if relevant

1. UNDP will continue working on supporting youth to access job opportunities, with a special focus on long-term job creation. This will be materialized via the transition from recovery to resilience by developing a four-year multi donors Programme. This will be informed by a value chain study for the private sector in Gaza which will be expected to be completed in May 2023. The Value chain will conduct a comprehensive analysis of the prioritized value chains in the Gaza Strip and generate data and analysis to contribute to a prioritization of further support and development of MSME-centered interventions in the targeted sectors.
2. UNDP will work on mobilizing resources for the path to the economic resilience programme from other donors including SDC, SIDA, and Japan.

### 5.4 Gender equality, environment and climate change

Brief description of the project's effects on gender equality, the environment and climate change. (If relevant, describe briefly how the intentions of the UN Security Council resolution 1,325 on women and peace and security were taken into account.)

The project ensures the implementation of several measures to increase the inclusion of women in all phases of the project as follows:

- The project tackles the work-related hazards, that put some women at risk of contracting infections, various measures were implemented including providing essential protective equipment against COVID-19, organizing training sessions on safety protocols to respond to the pandemic and other possible diseases, and circulating an emergency plan to all parties while adhering to preventive and safety measures.
- The project offered economic assistance to women, which could assist in alleviating the financial difficulties they may have encountered, especially during times of crisis like the COVID-19 pandemic.
- Some families and husbands refuse women's work and refuse to work night shifts, especially in the Health sector. The project team, in collaboration with our implementing partners, conducted educational workshops for families and spouses, highlighting the significance of women's work and the nature of their roles. Furthermore, the project supported women by providing flexible working hours that matched their needs without compromising the quality of work or working hours.
- A series of workshops and training sessions were conducted with the aim of educating women about workplace harassment and sexual harassment, providing them with the essential knowledge and skills required to handle such situations. The objective was to empower women to speak out and overcome the silence and fear surrounding these issues. In addition of activating all communication channels and complaints related to the project, namely: WhatsApp - social networking sites.



- The project has a significant impact on social norms and cultural attitudes that discourage women from participating in public life or working outside the home in the Gaza Strip; by providing employment opportunities for women through these projects, challenging the traditional gender roles and expectations that have historically limited women's participation in the workforce and help to change the perception of women's roles in society and challenge the stigma attached to women who work outside the home. The Cash for Work project helped to empower women economically, by providing them with a source of income and financial independence, this lead to greater decision-making power for women within their families. Moreover, the project also provided women with opportunities to develop new skills and gain work experience and build their confidence and self-esteem and provided them with the tools they need to take on leadership roles within their communities.
- The E-work component of the project was designed to provide women with opportunities to participate in high-tech activities and to become entrepreneurs, enabling them to lead teams and build successful businesses. Through this component, women were given access to training, resources, and support that would help them to develop the skills and knowledge required to succeed in the high-tech industry. This included training in areas such as coding, software development, project management, and entrepreneurship. By participating in the E-work component of the project, women were able to break down barriers and overcome societal and cultural norms that have historically limited their participation in high-tech fields. This enabled them to enter into a field that is traditionally men-dominated and to challenge the gender stereotypes and biases that exist within the industry. Moreover, by providing women with the opportunity to become entrepreneurs and lead teams, the E-work component of the project helped to promote gender equality and empower women to take on leadership roles in their communities. This can have a ripple effect, as women who are empowered and financially independent are more likely to take on leadership roles and become agents of change in their communities.
- The project team made a significant contribution to addressing environmental issues and climate change. They designed the interventions in a way to encourage the beneficiaries (including women) to participate in several environmental initiatives, such as tree planting, promoting waste management practices, and implementing energy-efficient solutions. Additionally, the women played a crucial role in creating awareness about the impacts of climate change on their communities and advocating for action. This heightened awareness was particularly crucial during the COVID-19 pandemic.

**6. Financial overview –**

The detailed financial report must be provided in a separate attachment. The financial report should include project accounts with related explanations and must be presented according to the same structure and elements as in the approved, detailed budget. The financial report must be confirmed by the person being responsible for financial matters in the grant recipient's organization.

Tick if amounts are given in 1000s			Currency: USD			
	(1)	(2)	(3)	(3) in %	(4)	(5)
	Approved total budget	Total charged as expenses	Variance (2) – (1)	Variance between (1) and (2) in %	Approved budget for the last period	Total charged as expenses for last period
<b>Project expenses – grant recipient</b> Costs directly related to the implementation of the project	6,828,797.77	6,858,686.80	-29,889.03	-0.44%	6,828,797.77	6,858,686.80
<b>Project expenses – cooperating partner(s)</b> Costs directly related to the implementation of the project	684,826.69	655,532.63	29,294.06	4.28%	684,826.69	655,532.63
<b>Overheads</b> The organization's <i>indirect</i> administrative costs related to the implementation of the project	1,535,395.76	1,346,329.89	189,065.87	12.31%	1,535,395.76	1,346,329.89
<b>Total expenses</b>	9,049,020.22	8,860,549.32	188,470.90	2.08%	9,049,020.22	8,860,549.32
<b>- Applicant's own financial contribution and contributions from other sources</b> (mark the amounts with minus signs)	0	0	0.00		0.00	0.00
<b>= Grant from MFA</b>	9,049,020.22	8,860,549.32	188,470.90	2.08%	9,049,020.22	8,860,549.32

**Disbursed from MFA****Disbursement request for final payment (if relevant)**

Not Applicable

**Unused funds, reimbursement to MFA**An amount of **US\$ 188,470.90** was not used and will be reimbursed to MFA.

Final status of grants from other sources

**7. Additional information**

Any other information of relevance for the report

**1. Videos:**[Dentists on the front line of COVID-19 response in Gaza](#)[Al Ghad TV report on support to the health sector and job creation through Norway funds](#)[World Health Day 2021](#)[Towards an inclusive society in Gaza](#)[Loujain and Mahmoud Story- International Day of Persons with Disabilities](#)[Medical staff support cancer patients as part of Norway funded Cash for Work programme in Gaza](#)**2. Social Media posts:**[Post on IWD 2023](#)[Post on IWD 2021](#)[Post on World Cancer Day 2022](#)[Post on International Day for PWDs 2021](#)[Post on International Day for PWDs 2022](#)[Post on distribution of medical equipment](#)[Post on Cash for Work employee](#)[Post on World Health Day 2021](#)[Al Ghad TV report on Norway cash for work programme](#)

### 3. Photos from the field



Supporting Health Sector



Supporting the Education Sector



**Final Ceremony G-talent Freelancing Project**

**8. Attachments**

Tick the boxes below if attached, and give each attachment a number. Any other attachment should also be listed.

Attached	Number	Attachment
<input type="checkbox"/>	01	Detailed financial report (mandatory)
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

**9. Date and confirmation**

I am authorised to sign legally binding agreements on behalf of the grant recipient and confirm that the information contained in this report is correct to the best of my knowledge.

Place and date  
**19-Jun-2023**

Name and signature  
**Yvonne Helle**

DocuSigned by:  
*Helle*

1245946B10A541B...



Special Representative UNDP PAPP

## Annex I :



Selection\_Report\_f  
or\_Apex\_IP\_final.pdf

## Annex II:



GGateway MA Final  
Report 31-12-2020.p

## Annex III:



01-2022 - C4W -  
Final Draft 31 Jan 20

## Annex IV: Lessons Learned

Despite the different challenges and risks encountered during the implementation of the project, several lessons were learned and contributed to the successful implementation of the project and can be used to inform future similar projects as follows:

- The deployment of a considerable number of workers (3,161 short-term jobs) during the three phases in the health, education, and municipal sectors has substantially improved the targeted public institutions' capacities to respond to the COVID-19 pandemic and delivery of basic services while improving the workers' socio-economic conditions.
- Transparency and accountability to the beneficiaries were systematically integrated into the project implementation, where orientation sessions were held with the beneficiaries, who were informed about the project goal and beneficiaries' rights and duties, gender aspects, and grievance mechanisms. Also, the IPs have ensured an effective grievance mechanism is in place. This has resulted in increased satisfaction and addressing complaints received through technical teams.
- The tailored approach in preparing women and youth for engagement in the labor market through customized training and coaching (comprising technical and soft skills) has enabled them to engage in the market effectively, including the ICT sector, and change the stereotypical image of women's role in the private sector.
- The systematic selection process of beneficiaries for the E-work component was essential for achieving the effective engagement of youth and women in the virtual market which is characterized by high competition. During the selection process, experts identified talented youth graduates with high competencies with potential capacities. In addition, further capacity-building needs in the relevant freelancing training were identified and addressed. This enabled the beneficiaries to engage and compete effectively in the virtual markets and attract more remote jobs on freelancing platforms.
- Properly selecting Implementing Partners with technical capacities and a record of expertise in the subject matter enhances the sustainability and impact of the support delivered to youth and women. In addition, after the activities end, targeted youth and women continue to access the IPs' resources, including training opportunities, networking, and other types of support.

## Annex V: Success Stories

### Neama Marwan Yusuf Al-Qara



**Neama Al-Qara**, a medical analysis graduate from the Islamic University, realized during an interview that she lacked the practical experience to handle various situations that a specialist in the analysis would face. Despite volunteering at several hospitals and clinics, including the European Hospital, she struggled to secure a job due to her lack of experience. Fortunately, she was offered a temporary job opportunity through the Norwegian fund, which allowed her to work at Nasser Medical Complex and Abassan Clinic.

The temporary job opportunity significantly impacted Neama's personal growth, providing her with the practical experience she needed to conduct various analyses, interpret them better, and handle auditors. As a result, Neama gained valuable skills that would prove useful in future job interviews and enabled her to become a competent specialist in medical analysis.

Moreover, after seven months of working on the project, Neama could afford the construction of two pillars suitable for a house and a separate room, kitchen, and bathroom for her family. The job opportunity allowed her to improve her family's living conditions, and she plans to complete the construction by the end of her job opportunity.

Neama's temporary job opportunity not only provided her with valuable work experience but also had a positive impact on her

family's well-being. Thanks to the project, she was able to start building her own home, which is a significant achievement for her and her family. The impact of the job opportunity on Neama's life and career aspirations is permanent, and she will continue to work towards improving their living conditions.

### Asmaa El-Aela

**Asmaa's** story is common for many graduates in the Gaza Strip who struggle to find employment opportunities after completing their studies. Asmaa's situation was compounded by her mother's illness, which required her full-time attention and care for six years. During this time, Asmaa's career prospects were put on hold as she focused on her mother's health.



However, Asmaa's fortunes changed when she received a job opportunity that transformed her life. The job gave Asmaa a renewed sense of purpose and allowed her to contribute to her household's financial needs. She also gained important work experience, which she believes will help her in future employment opportunities.

Asmaa's job in public sector hospitals allowed her to develop important relationships in her field, which helped her establish her professional identity. She also gained practical experience in her field, which will be valuable when she takes future exams and interviews for new jobs.

Furthermore, the job helped Asmaa gain a sense of independence and responsibility. She felt empowered to contribute to the needs of her household, which further boosted her confidence and self-esteem. Asmaa was also able to pursue her academic interests, which had taken a backseat due to her caregiving responsibilities. With the newfound financial stability that came with her job, Asmaa resumed her studies and pursued postgraduate studies in business administration.

Overall, the job opportunity had a significant impact on Asmaa's life. It improved her psychological, practical, and academic well-being, and had a positive ripple effect on those around her.

## Fulla Shafiq Kamel Habib



**Fulla's** story is a remarkable success story highlighting the role of education and job opportunities in empowering individuals and helping them achieve their goals. After completing her bachelor's degree in mathematics and teaching methods, Fulla found it difficult to secure a job in her field due to the limited job opportunities in the Gaza Strip. She had to resort to taking on odd jobs to make ends meet.

However, Fulla's life improved when she was offered a job through a project to create employment opportunities for young graduates. This job opportunity provided her first direct involvement in the classroom environment and the academic process. Fulla was given a full quorum schedule for a class as a basic teacher at the school for the first time, and she performed excellently.

This experience not only gave Fulla a sense of purpose but also boosted her confidence in her teaching abilities. It encouraged her to pursue her passion for education further and motivated her to join the university to obtain a Master's degree. With the help of the project, Fulla was able to realize her potential and achieve her dream of becoming a teacher.

Fulla's story is an inspiring example of how access to job opportunities and education can empower individuals and help them achieve their goals. It highlights the importance of providing opportunities for young graduates to gain practical experience in their field of study, which can positively impact their personal and professional growth.

## Moath Al-Qaddoua



**Moath Al-Qaddoua** was one of many graduates troubled by the prospect of finding a job after completing his degree in Business Administration. He struggled with the hardships of job searching and often viewed the world through a lens of desperation. Moath worked as a sales representative for an advertising company for one year, but eventually sought new opportunities due to low income, difficult living conditions, and long working hours. He had to accept any job opportunity that came his way to survive, which often included unpaid training and job-hopping. Despite his circumstances, Moath dreamed of expanding his knowledge and gaining profound experience to generate better income.

Fortunately, Moath learned about Gtalend's Short-term Training and Hiring Programme, and registered immediately. He was accepted into the program in digital marketing, receiving comprehensive technical training on digital advertising and social media platform management. Moath also gained valuable skills in job platform utilization, building a personal brand, and applying for job positions. He received training in English language proficiency, resume writing, and customer communication.

Through the guidance of his trainers and the help of his friends, Moath was able to overcome his fears and gain confidence. After passing the training and exam phase, he advanced to the hosting phase, which focused on developing his soft skills and expanding his knowledge to increase his chances of obtaining suitable employment.

The program had a transformative impact on Moath's life. He gained proficiency in efficiently connecting and communicating with clients, which allowed him to work with a group of individuals and companies both in Gaza and internationally, earning a stable income. Moath even received long-term projects in the Kingdom of Saudi Arabia, earning over \$1000 in his first month. The programme helped him gain additional technical skills and expertise in high demand in the domestic and international job markets.

Moath's success story serves as a reminder that taking responsibility for the direction of one's life is the key to success. Despite facing numerous challenges, Moath's determination, hard work, and willingness to learn allowed him to achieve his aspirations and improve his life.

## Lama Al Madhoun



**Lama Al Madhoun's** journey after graduating from nursing school at 26 was filled with intense fear and uncertainty. Like many other graduates, she struggled to find a job in her field, which left her feeling financially insecure and haunted by the shadows of unemployment. However, in 2021, Lama's fortunes changed when she was introduced to G-talents programme by her brother, who suggested she follows their social media platforms to learn about the programs that help graduates.

With hope reignited, Lama applied for GGateway's G-Talents programme funded by the Government of Norway and implemented by UNDP/PAPP. To her delight, she was accepted as a trainee in digital marketing. Though she had no experience in the field, she overcame her fears and gradually gained confidence with the help of her trainers and peers. Eventually, she became proficient in

dealing with clients and securing projects, leveraging the skills she learned during the training.

The G-Talents programme marked a significant turning point in Lama's life, providing her with professional, financial, and social opportunities. Her story serves as a reminder that, despite our challenges, we must continue developing ourselves by learning new things outside our fields of study. We can overcome adversity and succeed with perseverance and willingness to seize opportunities.

## Shadi Al-Efranji



**Shadi Al-Efranji** from Gaza is a graduate of computer engineering from the Islamic University. After completing his studies in 2014, he began his professional journey in network engineering by joining one of the internet service providers in Gaza. He demonstrated remarkable diligence, enthusiasm, and effectiveness during his academic studies, actively participating in numerous courses and training programmes.

Shadi realized that working in network engineering was neither yielding him enough income nor quenching his aspirations to develop his technical skills. This challenging situation prompted him to leave his job and change his field of specialization. His passion for learning programming drove him to apply for the G-Talents technical project funded by Norway in the field of NodeJS for web application programming.

Shadi had a strong passion for the programming industry since it relied mostly on analysis and logical thinking along with expanding one's perception and creativity. After completing the training program, he held various positions in this field. During his first job, he received paid training at a technology company in Saudi Arabia. Later, he landed a job in the programming field in NodeJS at another Saudi Arabian company. Afterwards, he started freelance work, adopting a project-based approach, which he continues today.

Shadi says the project's technical training program kindled his passion, starting his professional career. He aspires to become a mentor and a trainer in web page programming, as there is a shortage of specialized talent and experience in this field, particularly in the Gaza Strip.

He is now preparing to train new members in this field at a training centre in Gaza. He is constantly up to date with the latest developments in this field, offering assistance to programmers on LinkedIn and publishing articles on software development.

Recently, GGateway supported Shadi and several technical trainees by enrolling them in the Long-Term Training and Hiring Programme to develop their skills to meet the requirements of the international job market. Through the program, they received six months of training at international companies in the technical field.

Shadi advises all university students to invest in themselves, develop their skills, and read more to expand their horizons. He says this is a true investment, not the pursuit of higher-paying jobs.