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**Swiss Agency for Development
and Cooperation SDC**



**United Nations Development Programme
Programme of Assistance to the Palestinian People**

Country: State of Palestine

Donor: The Government of Switzerland, represented by the Federal Department of Foreign Affairs (FDFA) Acting Through the Swiss Agency for Development and Cooperation (SDC)

Project: Gaza Youth and Women Employment

PAL10 - 111166



**Completion Report
October 2020**

LIST OF ACRONYMS

SDC	Swiss Agency for Development and Cooperation
GIS	Geographical Information System
PwD	Persons with Disabilities
MoL	Ministry of Labour
MoSD	Ministry of Social Development
NGO	Non-Government Organization
UNDP/PAPP	United Nations Development Programme / Programme of Assistance to the Palestinian People
UCASTI	University College of Applied Sciences Technology Incubator
ASDC	Atfaluna Society for Deaf Children
MoLG	Ministry of Local Government
TVET	Technical and Vocational Education and Training
M/F	Male and Female
JCP	Job creation Program
PMD	Project Management for Development
KPIs	Key Performance Indicators
SMEs	Small and medium-sized enterprises

I. Report Summary

Title of the Project: Gaza Youth and Women Employment (PAL10-111166)

(1) Donor: The Government of Switzerland, represented by the Federal Department of Foreign Affairs (FDFA) Acting Through the Swiss Agency for Development and Cooperation (SDC)

(2) Project start date: July 2018

(3) Project budget: US\$ 1,200,000

(4) Revenue Received: US\$ 1,216,555

(5) Executing agency: United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP)

(6) Period covered by the report: 01 July 2018 – 31 December 2019

(7) UNDP Officer in charge:

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(8) Name of Palestinian counterpart:

Ministry of Labour, Ministry of Education and Higher Education, Ministry of Local Government, Ministry of Health, Municipalities of Abasan Al Kabira, Al Nasr and Al Shuka, Job Creation Programme, Islamic University of Gaza / IRADA Programme, University College of Applied Sciences Technology Incubator, and Atfaluna Society for Deaf Children.

II. Executive summary

The completion report covers the activities conducted under the different components in the period from 01 July 2018 until 31 December 2019. During the reporting period, **569** Palestinian youth (**44%** women) in Gaza have actively engaged in economic empowerment activities for enhancing employability. The project included training and employment of **354** young professionals (202 men and 152 women) in different sectors, particularly health and education, where they will not only offer technical contribution but also administrative support. **Forty seven** graduate engineers (28 men and 19 women) were placed in three municipalities in the Gaza Strip, namely, Abasan Al Kabira, Al Nasr and Al Shuka municipalities, to assist in upgrading the Geographical Information System (GIS). In addition, **78** young persons with disabilities (38 men and 40 women) received combined vocational training and employment opportunities which enhanced their skills and employment prospects.

The project also encouraged youth to actively engage in the entrepreneurship field through offering specialized training for **90** youth (51 men and 39 women) within the business and technology incubators and supporting them to convert their innovative ideas into solid businesses. **Seventeen** successful businesses/start-ups in the market were established, thus contributing to economic recovery and development, as they will be able to return investment in 22 months.

More importantly, the project has changed the mindset of many youth who shifted from searching for jobs into creating their own businesses through teaming up on new business ideas. Furthermore, 115 out of 150 youth could obtain sustainable jobs at the Ministry of Education because of the skills they acquired during the apprenticeship sponsored by the project. The project also gave special attention to persons with disabilities (PwDs) through enhancing their technical and vocational capacities, where 41% of the targeted PwDs have successfully joined the labour market.

Furthermore, the report presents main achievements against the set targets under each output, and highlights the main risks and issues, lessons learnt, conclusions and way forward. The report showcases success stories of some of the targeted youth beneficiaries and how the project interventions positively impacted their lives.

Financially, 100% of the total contribution was received from SDC and was disbursed in achieving the project desired results.

In view of the deteriorating socio-economic conditions in the Gaza Strip, the project effectively contributed to alleviate part of the suffering of unemployed young men and women, stimulated their engagement in the labour market and filled major gaps in the public service provision sectors, mainly, health and education.

III. Background

Over the past thirteen years, Gaza residents have demonstrated a strong resilience capacity despite the protracted crisis and its consequences, which have led to the deterioration of socio-economic conditions. Nevertheless, the resilience of the population has shown signs of substantial erosion of their capacity where violence, crimes and use of narcotics have increased. Youth, particularly women, are the most affected and paying the highest price. Unemployment rates in 2019 reached unprecedented levels, especially among youth, exceeding 64.8% (57.1% men and 85% women). The overall goal of the project is to address the unemployment problem in the Gaza Strip by empowering targeted youth, particularly women, to exercise their career choices and the potential to lead a better life through using economic empowerment tools for creating short, medium, and long-term job opportunities.

The project aims to support Palestinian aspirations to move away from aid dependency, through focusing on building skills and capacities that respond to people's expectations and market needs. The proposed approach for implementation provided opportunities for skilling and employment of youth, particularly woman, and persons with disabilities (PWD) in the Gaza Strip by using entrepreneurship, incubators, vocational training, and onsite intensive skilling. The START project is one of the main initiatives. It has two core components; the first is to enhance the quality of the local incubators' services and models through a field study that analysed gaps of the Gaza incubators' models, while the second component offered seed funding for the establishment and incubation of start-ups for youth to acquire the knowledge and skills of business development.

Expected Outputs:

1. Young graduates in Gaza encouraged to actively engage into entrepreneurship works.
2. Strengthened investment in vocational and technical training (TVET) for youth.
3. Youth engagement in upgrading the Municipal Information System (GIS).
4. Improved public services through youth apprenticeships.

Project Key Activities:

The project focused on activities that would contribute to the achievement of the above goals through:

Supporting entrepreneurship youth engagement in incubation works

- Improving the incubators' quality of work in Gaza by providing a range of activities that help in raising the level of incubation and improving its mechanism. This is done by conducting a field study of local incubation models; using local and international consultants, to improve the current model and attract experts from abroad to transfer their knowledge and expertise.
- Incubating and accelerating 15 start-ups, which offer the opportunity for companies and entrepreneurs to obtain the necessary seed funding and support to successfully promote their ideas.

Building Capacities for Persons with Disabilities (PWDs)

- Building the capacities of 70 PwDs to support their access to the labour market through trainings, on job market skilling, and social and economic transformation.

- Developing a training curriculum around modules that promote transformational change and certain vocational skills to link them to the market.
- Increasing interaction of 70 PwDs with their communities.

Geographical Information System

- Developing a geographical information system for Abasan Al Kabira, Al Nasr and Al Shuka municipalities.
- Improving Gaza Municipalities' database through upgrading citizens' data using GIS applications and data collection by professional engineers.
- Offering employment opportunities suitable for 45 unemployed young graduates (men and women) with full employment for a period of five months.

Apprenticeship and Employment Opportunities

- Providing temporary employment to the poorest and most vulnerable 330 young graduates through paid employment for a period of three months in different productive and services sectors.
- Supporting public services.

IV. Project Timeframe, Schedule Status and Progress of Activities:

Indicated Output	Activities	Timeframe						Activities Status	Achievements {Baseline (B), Target (T), Progress (P)}
		2018		2019					
		Q3	Q4	Q1	Q2	Q3	Q4		
Output 1: Young graduates in Gaza encouraged to actively engage in entrepreneurship works	Activity Result 1.1: Supporting the Improvement of Incubators' Quality <ul style="list-style-type: none"> ▪ Improving the model of local incubators ▪ Improving the skills of incubators' staff 		X	X	X	X	X	Completed	<ul style="list-style-type: none"> • Incubation model developed B (existing status), T (75%), P (75%) <ul style="list-style-type: none"> ○ Delivery of detailed "Enhancing Incubation Model" report B (0), T (1), P (1) ○ No. of workshops held with stakeholders. B (0), T (5), and P (8) ○ Level of knowledge and skills acquired by the staff B (existing status), T (75%), P (80%) ○ No. of partners B (0), T (5), P (8)
	Activity Result 1.2: Incubation and Acceleration of Start-ups <ul style="list-style-type: none"> ▪ Programme registration campaign ▪ Evaluation of Applications ▪ Entrepreneurs camp ▪ Financing of incubated projects ▪ Business and technical mentoring and training Programme ▪ Networking and investment activities 		X	X	X	X	X	Completed	<ul style="list-style-type: none"> • No. M/W benefitted from entrepreneurship activities B (0), T (90), P (90) <ul style="list-style-type: none"> ○ % women benefitted from entrepreneurship activities B (0), T (40%), P (44%) ○ Level of knowledge & skills acquired increased B (existing status), T (75%), P (85%)¹ • No. of funded incubated start-ups B (0), T (15), P (17) • No. of training and/or coaching hours conducted with the beneficiaries B (0), T (330), P (330)

¹ Assessment report before and after the training done by UCASTI

	<ul style="list-style-type: none"> ▪ Creating codification system on maps (office work), codification system and piloting testing, preparing street index codification generalization (handwritten numbers) ▪ Conducting door surveying and numbering of streets and doorways ▪ Data mining, verification and validation ▪ Establishing database and connecting database with spatial data (GIS) 								
<p>Output 4: Improved Public Services through Youth Apprenticeships</p>	<p>Activity Result 4.1: Apprenticeship for Graduated Youth</p> <ul style="list-style-type: none"> ▪ Reviewing household income survey and analysing the livelihoods baselines (including sex-disaggregated data) ▪ Designing the rapid employment schemes and beneficiaries' selection criteria, ensuring that it is gender-sensitive ▪ Identifying and recruiting rapid employment scheme beneficiaries, ensuring the equal participation of women ▪ Recruit graduated young beneficiaries (women and men) 	X	X	X	X	X	X	Completed	<ul style="list-style-type: none"> ▪ No. of youth benefited from apprenticeship employment opportunities B (0), T (330), P (354) ▪ No. of workdays created B (0), T (25,000), P (26,550) ▪ % Graduated women benefitting from jobs created B (0), T (40%), P (43%)

Progress Review

The project is implemented by UNDP in Gaza under the Direct Implementation Modality (DIM), whereby, UNDP as an implementing partner leads all project management, coordination, monitoring, quality assurance and possibly fund-raising activities. The project is built on past lessons learned from working with youth economic empowerment, and has utilized the existing and new initiatives undertaken by different local and external entities to assist in facilitating project implementation. Interventions are implemented through various partners depending on its feasibility on the ground, and the availability of functional modalities to be suitable with economic empowerment tools. Throughout the implementation of the project, UNDP worked in close coordination with the Ministry of Labour (MoL), Ministry of Health (MoH), Ministry of Education and Higher Education (MoEHE), Ministry of Social Development (MoSD), Ministry of Local Government (MoLG), Municipalities of Abasan Al Kabira, Al Nasr and Al Shuka; Job Creation Programme, Islamic University of Gaza / IRADA Programme, University College of Applied Sciences Technical Incubator (UCASTI), and Atfaluna Society for Deaf Children (ASDC).

In the inception phase of the project, four technical steering committees were formulated according to the output result, co-chaired by UNDP, along with representatives from the relevant government ministries (MoL, MoH, MoEHE, MoLG, MoSD), universities' business incubators, as well as non-governmental organizations (NGOs) that provided overall direction and strategic guidance on the implementation including selection criteria of the nominated youth to join the different programme activities.

During 2018, UNDP and the University College of Applied Sciences Technical Incubator (UCASTI) signed an agreement for the total amount of US\$230,000 to lead the support of incubators' quality improvement and incubation of start-ups for Gaza youth entrepreneurs. The IRADA programme (US\$130,000), and Atfaluna Society for Deaf Children (US\$90,000) went into a contractual arrangement with UNDP to empower persons with disabilities through TVET, and the last agreement was signed with the Job Creation Programme (JCP), for the total amount of US\$575,000, to implement the GIS and employment opportunities for graduated youth.

An announcement was published targeting youth for registration through the MoL offices. Filtration, interviews, and selection of the youth were carried out based on the agreed upon criteria that was developed by the technical Steering Committee.

The project adopted the following procedures:

GIS and apprenticeship:

- UNDP, jointly with representatives from the concerned municipalities, ministries, and implementing partner - Job Creation Programme - formed an interview panel to select from the list of potential candidates. The selection was made based on the vulnerability status and job qualifications/requirements.
- The selected candidates signed individual contracts (Emergency Job Contract) with the employing institution.
- UNDP offered specialized training courses to the contracted graduates based on the work's thematic area.
- Full coordination system was developed between the employers and the graduated youth before starting the apprenticeship opportunity, to ensure that the host employer will provide the suitable work environment that can enhance their practical experience.
- All the employed graduates signed an attendance sheet upon their arrival and departure.
- The project implementing partner, the Palestinian Job Creation Programme, monitored the attendance sheet on daily basis.
- UNDP conducted random site visits to assess, monitor implementation and provide

needed feedback and quality assurance on project progress.

- By the end of each month, the attendance list of the employed youth is prepared along with their dues according to the number of days attended. The daily wage is US\$ 14.

Selection criteria for GIS and apprenticeship:

- The selected youth should be recruited from vulnerable groups that include, but not limited to, women, youth and persons with disabilities.
- Around 40% of the beneficiaries would be women, benefiting from training and job opportunities.
- Age of benefiting/employed youth is between 18- 35 years.
- The selected graduate youth must be unemployed (not employed in government or private sector).
- The graduate youth does not benefit from similar programmes at the same time.
- Ability to pass the technical interview.
- The graduates should have at least a bachelor's degree from a recognized university.

TVET for PwDs:

- Persons with disabilities were invited to update their information in the offices of the MoL.
- Interviews and medical tests were conducted for the candidates.
- Final selection of 78 PwDs was done. This included 45 youth (M and W) with a physical disability and 33 persons with hearing disabilities. After that, contracts were signed with the selected PwDs.
- The training material was developed before conducting the training sessions for 78 PwDs.
- Training sessions were conducted for three days on weekly basis over a period of six months.
- Three months of on-job trainings were offered for 78 PwDs to increase their practical skills and they were provided with incentives (US\$ 250 per month).
- UNDP conducted random site visits to follow up on the training process and to assess and monitor implementation, in addition to providing needed feedback and quality assurance to project activities.

Selection Criteria for Persons with Disabilities:

- He/ she has a disability (physical disability, partial vision loss, partial hearing loss).
- Unemployed (neither in private nor in governmental institution).
- Age 18-35 years.
- Poor and suffering from bad economic situation.
- Not benefiting from any current temporary employment projects.
- Showed motivation for the training.

Incubation and Acceleration Works:

The START project has been relevant and timely for the Gaza Strip context. The project concept emerged from national priorities to strengthen the capacities and was formulated based on a review of barriers, issues, capacity gaps and priorities of the local markets. The START project was implemented in a highly relevant manner to the needs where the ideas of the incubated start-ups came as a result of harsh economic conditions, blockade, and high unemployment rates in the Gaza Strip.

The project **effectiveness** was through the achievement of the following:

- Conducting analysis of the gaps and shortages of the Gaza Strip incubation processes contributed to the development of practical recommendations to respond to these gaps and to develop an incubation model based on benchmarking with other regional and international incubators.
- Enhancing the capacities of Gaza incubators' staff in PMD Pro where they became certified in project management and capable to develop proposals that support the start-ups incubation.
- Sustaining networking with many European, Jordanian and Turkish incubators and networks. The campaigns enhanced the capacities of UCASTI team to exchange experiences with international incubators and promote partnerships between the UCASTI and the entrepreneurial institutions.
- Providing financial support through financial grants for each start-up that contributed to establishing the capital of the start-up projects and providing the raw materials, devices and equipment needed to establish entrepreneurial projects.

The START project enhanced the **sustainability** of the beneficiaries by creating job opportunities and generating income that impacted effectively and positively their livelihoods and the community.

The innovative ideas were selected based on the following sorting and selection model:

#	Stage	Activities/Services
1.	First electronic sorting	<ul style="list-style-type: none"> ▪ Activity idea: To review all applications and sort them according to their compliance with the incubator's criteria and conditions ▪ Selection criteria: Full application, non-traditional idea ▪ Objective: To exclude all applications outside the incubators' criteria ▪ Follow up committee: incubator teams ▪ Implementation time: 2-3 days ▪ Number of eligible ideas: about 300 ideas
2.	Final electronic sorting	<ul style="list-style-type: none"> ▪ Objective: Sort and nomination for the initial interviews ▪ Selection criteria: creative idea and the pre-economic feasibility ▪ Selection committee: a specialized committee consisting of two members of the incubator team and an external business adviser ▪ Duration: 2 - 3 days ▪ Number of eligible ideas: about 100 ideas
3.	Initial interviews	<ul style="list-style-type: none"> ▪ Activity idea: initial interview of all candidates from electronic screening (3 minutes). ▪ Objective: To choose the best entrepreneurial ideas to participate in the bootcamp ▪ Selection criteria: team, idea and presentation ▪ Selection committee: A committee of the incubator team specialized in the development of local market and an external specialized team. ▪ Duration: 2 days ▪ Number of eligible ideas: about 60 ideas.
4.	Bootcamp	<ul style="list-style-type: none"> ▪ Activity idea: Implementation of a bootcamp over three days with the participation of a group of specialists and advisors ▪ Objective: To guide and assist entrepreneurs in developing their entrepreneurial ideas to become

	<p>competitive to enter the final interviews and qualify them for the next incubation stages.</p> <ul style="list-style-type: none"> ▪ Selection criteria: team, idea, presentation, economic feasibility. ▪ Selection Committee: A committee of experts in the field of entrepreneurship specialized in the development of business in the field of idea scope (by sector). ▪ Duration: 3 days ▪ Number of qualified ideas: about 30 ideas
<p>5. Intensive training programme</p>	<ul style="list-style-type: none"> ▪ The idea: implementation of an intensive specialized training program for two groups; each group consists of 45 people. ▪ Objective: To build and strengthen leadership skills and capacities through training topics related to how to study the local market, marketing your idea, managing the financial and legal affairs of the company. ▪ Selection criteria: Assess required tasks, full commitment to the programme ▪ Selection committee: a specialized committee consisting of incubator team and 3 external business advisors ▪ Duration: four consecutive days. ▪ Number of qualified ideas: about 20 leading ideas

Results achieved:

Output (1): Supporting entrepreneur youth engagement in the incubation works

The project (**START project for incubation works**) successfully delivered Output (1) by enhancing the Incubation Model in the Gaza Strip through enabling UCASTI assigning international consultant firm (ANIMA Investment Network) to prepare the study for upgrading the incubation models based on benchmarking with regional and international experience of incubators, the ecosystem of the Gaza incubators, and assessment of the gaps and priorities of the incubators and the start-ups. The study identified the gaps and shortages of the Gaza Strip incubation models at three levels: 1) Administration Level, 2) Incubation Process, and 3) Networking and Investment (Fig.1).

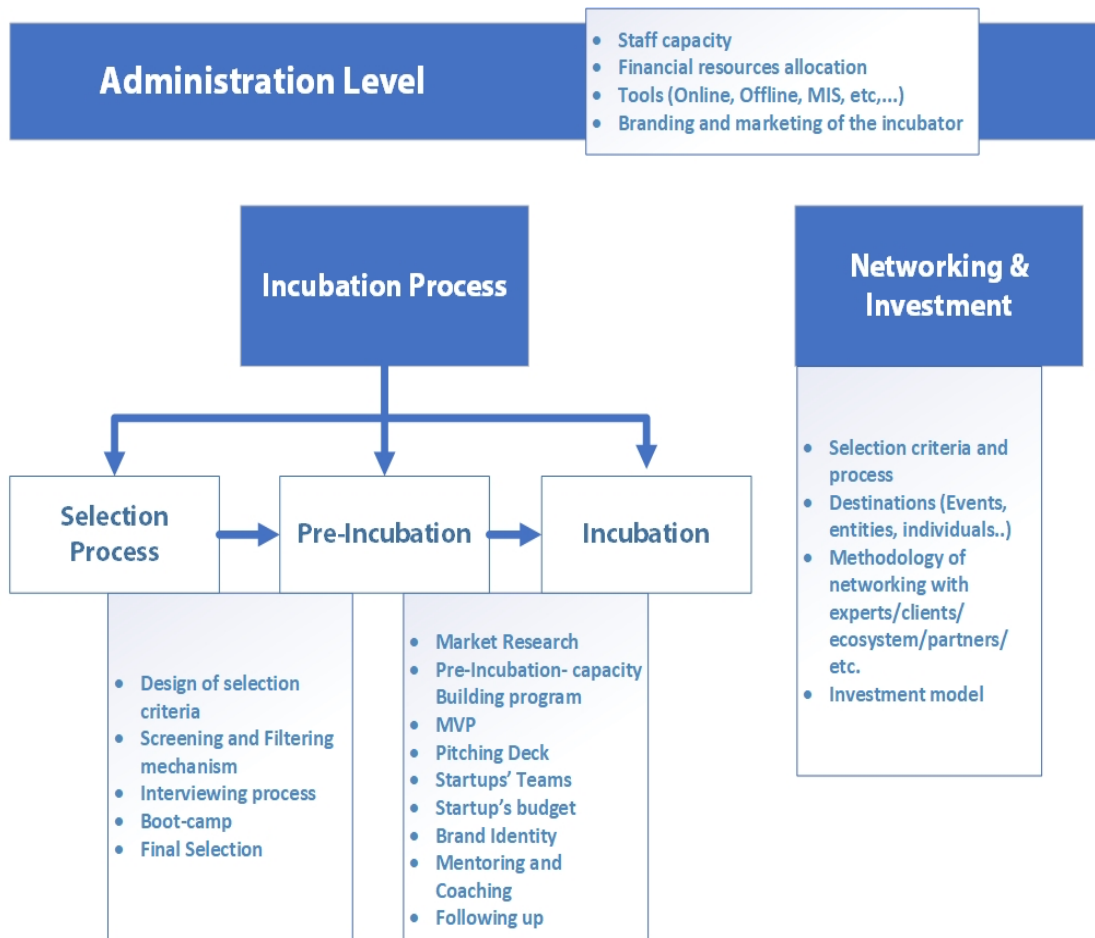


Fig. (1) Levels Incubation Model

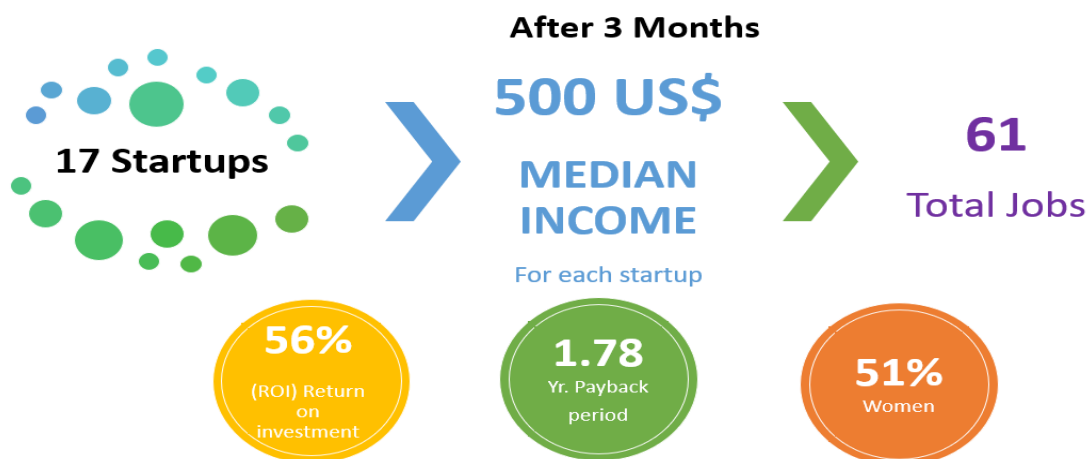
The study conducted benchmark with four excellent typical incubation processes/ models used internationally, then referenced these models with examples of international incubators. The consultants selected Jordan's iPARK, Lebanon's Berytech, Paris's NUMA, and Sophia Antipolis'. The consultants proposed these incubators because of their position regarding the Key Performance Indicators (KPIs) of incubators and UCASTI to be inspired by these incubators' practices to achieve these high levels of KPIs. The study suggested tools to measure the performance of the incubators in Gaza which will improve the **quality of incubation models**. These tools include KPIs, a design thinking approach to the incubation programme, institutional intellectual property policies for academic institutions, and the development of the START portal. In addition, the project supported incubator staff and Gaza UCASTI team to conduct three international networking campaigns to exchange experiences with European networks and incubators. UCASTI staff have networked with many stakeholders for the purpose of facilitating and improving the implementation of activities and attaining positive impact and results. The project obtained membership from ANIMA Investment Network, signed MoU with Erinyes TeknoPark, signed MoU with Start-up Istanbul, signed MoU with Palestinian Federation of Industries, and signed MoU with Gaza Chamber of Commerce and Industry.

For supporting entrepreneur youth engagement in the incubation works, the project provided seed funding for 17 innovative ideas to launch their own business. These start-ups were selected based on the competitive processes. Fig. (2) represents the incubation model adopted by UCASTI that included; 1) Selection Process, 2) Pre-Incubation and 3) Incubation (seed fund). Each stage included many activities as described in the figure below.









Fig. (1) UCASTI Incubation Model

By the end of this project, 17 start-ups were established and became part of the local market. In addition, the project's activities enhanced the start-ups' knowledge and skills of marketing, financial management and networking with the private sectors to purchase the products or the services. Also, the project held a local and international marketing campaign for some of the incubated start-ups through a trip to Turkey and Jordan. The project has a positive impact on the livelihood of the start-ups and was able to generate 61 job opportunities (51% women) through financing and developing 17 entrepreneurial businesses. Follow up after three months of start-ups' establishment indicated that the project enhanced the start-ups' income generation with median US\$500 (the median is the middle number in a sorted, ascending or descending). These financial indicators show that the Return on Investment (ROI) is equal to 56 percent, which means the funded (17) start-ups will be able to retain their invested seed funds (US \$150,000) within 22 months, and these amounts will be retained and revolved in the local economy to support a generation of long term job opportunities.

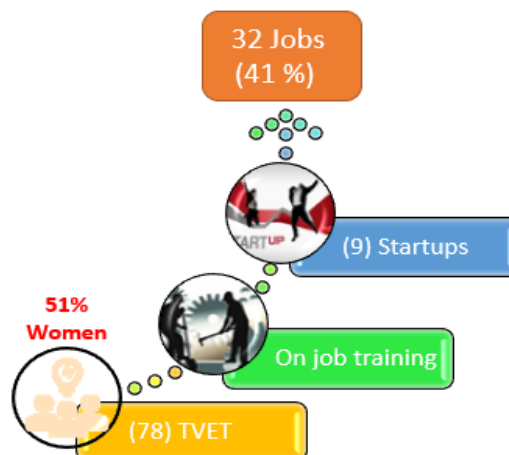


		Start-up Name	Social media / Website	The Start-up Bio
1.	 العالمية للتطوير والتدريب GLOBAL FOR DEVELOPMENT & TRAINING	Global for Training & Development	Global for Training & Development	A Palestinian company, specialized in health, crisis and disaster management, provides training and consulting services to raise the community's preparedness to reduce fatalities resulting from emergencies through using modern technologies. https://maysahaj.github.io/al3alamia/
2.	 الدشمان شركة الدشمان للتجارة والصناعة	Pal-Clean Company	Pal-Clean company	Pal-Clean is a company of the production of cleaning materials and cosmetics of high quality and at competitive prices compatible with the local economy and the market needs. The company offers many products with modern technology of packaging and considers safety and health for consumers.
3.	 Vermi Land	Vermin Land	Vermin Land	Vermin Land is a project concerned with modern agricultural techniques by finding alternatives to chemicals which are used through organic materials that are not harmful to the environment and rationalizing waste recycling using a vermin worm that gives a higher quality of organic fertilizers and more value for food and soil. http://vermiland.organic/?fbclid=IwAR00vO00TqJEi_-mqWhNXGI1f2BZxbibZFLu3e1MolvKFp1H7QDfyImem-k
4.		Video 4		Video 4 is a mobile phone application that gives the user the ability to convert written text into a video clip, with the ability to add pictures, videos, edit and write on them, share video on social media and the application platform.
5.	 النتاج الرقمي PALM MEDIA	Palm Media	Palm Media	Palm Media is a company specialized in producing digital content for social media. It provides three services: producing all kinds of digital content, managing communication platforms, managing media campaigns, and covering events on social media. https://palmmedia.tv/
6.	 AURA Our fingers create beauty	A&k Studio	A&k Studio	A&k Studio is an integrated design unit for arts with an untraditional character. The project aims to present the Palestinian heritage in a modern style while preserving its heritage, and to provide services of interior design and simple modern furniture design.
7.	 شركة فلوبك لإنتاج حجر البناء الخفيف FLUBC COMPANY FOR LIGHT WEIGHT BLOCKS	FLUBC	FLUBC	FLUBC is a project to produce a distinguished and highly efficient stone with high insulation strength and a competitive price, which can be designed as desired.
8.	 AWSAL	Awsal	Awsal	Awsal is a leading company that specializes in all types of voice commentary, it includes a group of distinctive voices in several languages and dialects characterized by mastery, professionalism and high quality. https://awsal.co/

9.		Moghtarib Food	Moghtarib Food	Moghtarib Food is an application that deals with halal food and a gate linking chefs and customers in one place to provide a source of income for all emigrants, refugees and Arabs who are living abroad. https://mughtaribapp.com/
10.		Instagram	iangstrom	Instagram is an idea based on educational industries and simplifies the concepts of astronomy and space science to quickly learn in a recreational way. http://iangstrom.com/
11.		Kitabat	Kitabat2022	Kitabat is a company of decoration, promotion and advertising with the Palestinian Arab character through integrating the Arabic calligraphy with furniture and the Palestinian heritage. It produces special gifts, CNC works, burning on wood and mixing of nature in décor.
12.		Supernatural Memory and Mind Maps	الذاكرة الخارقة وخرائط العقل	Supernatural Memory and Mind Maps is a training institution that aims to spread and employ it in modern science. Super memory is the ability to save information quickly and supernaturally and retrieve it with ease. Mind Mapping is an advanced scientific method to summarize and understand materials in one sheet. https://mhandam8.wixsite.com/mindmap4quran2019
13.		Teb Fact	Teb Fact	Teb Fact is a company provides online medical consulting services and automatic diagnosis of artificial intelligence to Arab patients. https://www.tebfact.com/
14.		3D Printing	3D Printing	3D Printing is a company specializing in the manufacture of many artificial limbs suitable for people with special needs. In addition, it works on developing and improving old models of artificial limbs. The team have built the first and largest 3D farm in Gaza with more than 20 fully functional printers. All of these 3D printers were built from scratch by professional team members. http://gaza3dprints.com/
15.		Techno Planet	Techno Planet	Techno Planet is the first project in plant tissue for seedlings propagation of economic feasible crops such as date palm, stevia plant, origins of disease-resistant almonds and distinctive ornamental plants.
16.		Natural Glycerine Soap Making		The glycerine soap was manufactured with high quality competing globally soaps with the local abilities and raw materials. Glycerine soap is considered one of the most desired soaps for the public, dermatologists and cosmetologists because of its moisturizing and soothing properties of the skin.
17.		Sand plastic		Sand plastic is made by mixing recycled plastic materials with sand. The mix is then heated until melting the plastic while mixing with sand. The cement like heated material is injected a hydraulic press machine to get various shapes of brick. The cross section of the final product may be rectangular.

Output 2: Building the capacities of persons with disabilities component:

The project targeted **78** youth with disabilities (**51%** women) in various vocational training courses in the fields of sewing, mobile and smart devices' maintenance, maintenance of electrical motors and generators, media design and E-marketing, food processing and embroidery. The assessment found that **81%** of the targeted PWDs reported improvement in their technical and practical skills as a result of TVET courses they attended. The project participants were hosted in private sector firms for **three** months where they were able to master what they learned practically and built their own networks. It was clear that public and private companies and organizations expressed their satisfaction from the competencies of the interns in the fields of training they received. Business consultants



were hired to support targeted youth in different stages from developing their ideas in launching and managing their own businesses. A series of sessions and home visits were conducted to assess the business environment and the skills of the beneficiaries in order to select best business ideas with opportunities in the market. Business plans were developed with participation of the beneficiaries. As a result, nine small projects were established in the fields of culinary arts, sewing and embroidery, mobile and smart device maintenance, electric motors maintenance, and graphic design and E-work. Follow up with the beneficiaries after three months indicated that 32 (41%) from the targeted persons with disabilities have successfully joined the labour market in the same field that they have been trained on.

Output 3: The Geographical Information System and data base component:

47 graduated youth (**40%** women) were selected to participate in the GIS activities in Abasan Al Kabira, Al Nasr and Al Shuka municipalities. The programme conducted two training sessions on GIS and master planning for buildings and streets coding in order to enhance their technical skills. On the other hand, two awareness campaigns with local community representatives were conducted to facilitate data collection from the targeted communities. Under this output, **5,778** work days were generated. The project supported the targeted municipalities in building their digital information systems through a codification system on maps for buildings, where **10,299** buildings were covered.

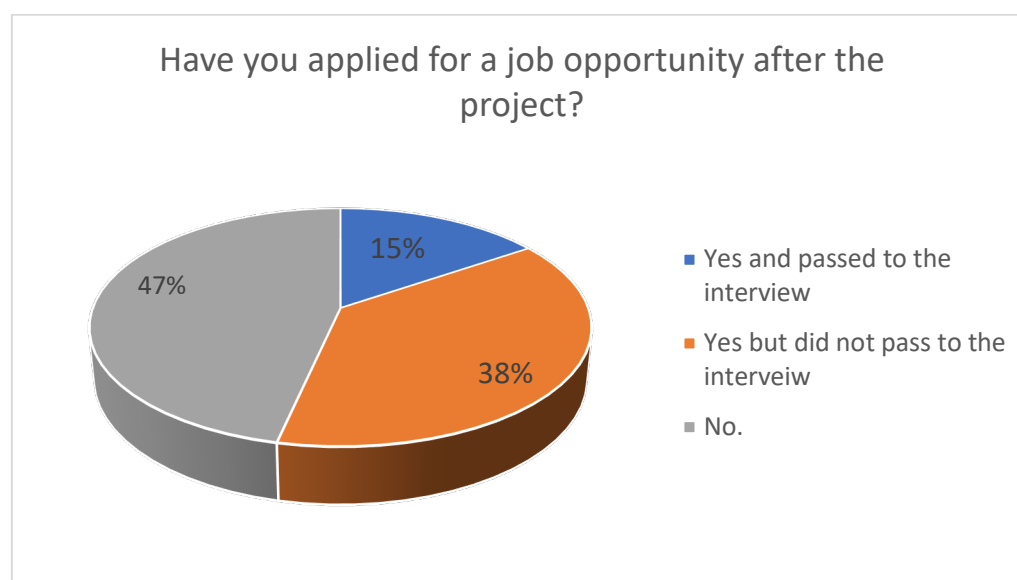
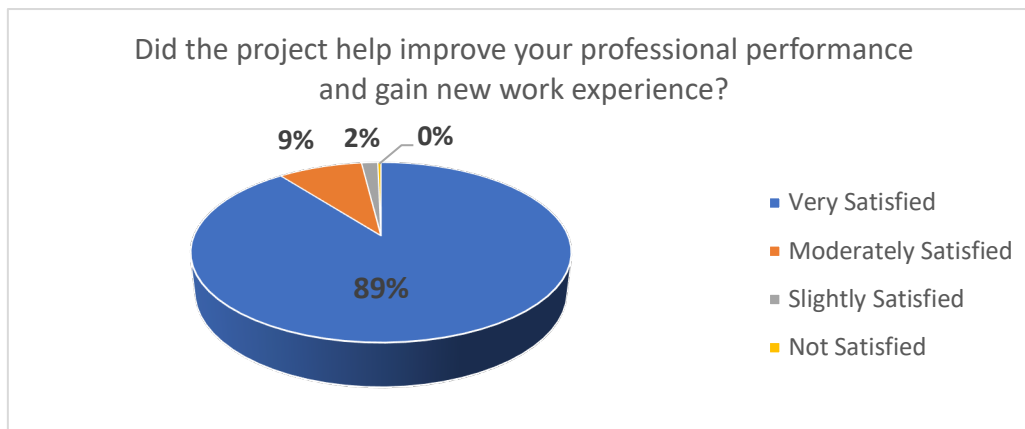
Output 4: Employment opportunities for 330 graduated youth:

354 young graduates benefited from apprenticeship employment opportunities (**43%** women), generating **26,550** working days. In the education sector, **157** assistant teachers were mobilized to support the education system to enhance the academic achievement of the students in English language, math, and Arabic, along with enhancing students' skills in science related subjects through the activation of scientific laboratories. **143** nurses and doctors were deployed and provided primary health care services which contributed to improving the health services in some selected health centres in the Gaza Strip. **54** graduated youth were involved with Gaza municipalities in the preparation of the economic guide (industry and craft) that aimed at supporting the local economic development.

A new model for connecting the temporary employment with sustainable employment has been successfully piloted through applying UNDP's 3X6 approach. As a result, four start-ups have been established, generating opportunities for 15 graduated youth.

- A quick survey was conducted on the youth who were served in the health and education sectors. After six months, around 304 youth were interviewed. The following

are some of the main questions and responses that positively correlated between the rising employability and engagement of youth in apprenticeship activities that enabled their exposure to practical experiences.



N.B: The Ministry of Education in the Gaza Strip had announced an exam to hire teachers in governmental schools. The result was that around 150 assistant teachers applied for the written exam, followed by interviews, and around 115 were recruited.

New Turn (3X6 approach)

To support and empower youth in the Gaza Strip, UNDP adopted a new approach to sustainability. Through the “Gaza Youth and Women Employment” project, 157 fresh young graduates have been selected to support the education sector. They were invited to join a new pioneering approach (3X6 UNDP approach). 30 youth (20% of the targeted team) were motivated and indeed started to build the teams and think together to formulate new business ideas (learning centres). Each participant should save part of his / her income (around 40%), as a small contribution, which will increase their ownership towards their future business. During their employment period, trainings and business principles were introduced by using social media tools (WhatsApp groups) for the first time in the Gaza Strip. Therefore, youth, trainers and technical coordinators were connected 24/7 on WhatsApp groups, in which they had the chance to meet and work on creating pioneering ideas for their micro projects. By the end of the employment period, seven teams were capable to present their business ideas and compete to gain seed funding. The committee selected the four most sustainable interventions, supported and mentored them by multiplying their savings. Finally, 16 youth (33% women) started their new future careers with sustainable job opportunities, and great motivation to make a positive change.

V. Project Risks and Issues

Risk	Likelihood	Potential Impact	Team Response / Mitigation Measures	Risk Escalation (Yes/No)
Escalation of hostilities or armed conflict in the Gaza Strip and extreme increase in the divide between Ramallah and Gaza Strip	Likely	Jeopardize project ability to implement the project activities, that would have impact on the security of UNDP staff and cooperating partners	Suspension of the implemented activities, and coordination with UNDSS for evaluating the security situation on the ground besides negotiation with donor around any required changes (if needed)	No
Due to the ongoing internal divide between Ramallah and Gaza, the project may face some operational risks in the neutrality in setting the selection criteria for targeting nominated beneficiaries for each project output	Highly likely	The reputation and trust in UNDP's role as a neutral and transparent organization will be affected	Grievances redress mechanisms were developed during the previous projects. As the project will be led by the steering committee that will provide overall direction and strategic guidance, selection criteria as per each the project outputs was agreed upon and monitored	No

VI. Conclusions, Lessons Learned and Way Forward

▪ Incubation and acceleration work

This economic empowerment tool aims at broadening the employment base by establishing new businesses for youth and connecting them with internal and external markets. Advancing and upgrading the internal and external environment will be positively reflected on the growth of these incubated SMEs. So, the future project should take into consideration to put more efforts on expanding the networking activities internally and externally.

The conducted study identified the KPIs tool that helped Gaza incubators to position themselves with regards to other relevant incubators regionally and worldwide. A set of recommendations were suggested based on international best practices. The three levels included administration, networking and investment and incubation processes.

A. Improvements Based on International Best Practices

- Choose KPIs adapted to the strategy
- Select some key performance indicators to define the direction of progress efforts
- Clarify the governance mission to ensure the continuity of operations
- Pull academics into the incubator and develop tech-transfer mechanisms and services

- For each selected project, and before the end of the selection process, work should be done to improve it by introducing more innovation into the project, with the support of university laboratories.

B. Administration Level

- Regarding the staff composition, the next hiring will have to consider the current situation to make it evolve, and to select different profiles having basic skills in finance, legal, communication and marketing. More women should be involved in the management level in the future.
- Improve the skills of the incubator's team by training them on some of the techniques used in the world's most innovative incubators: design thinking, creativity tools, agility project management, innovation management, and human resources techniques.
- Organize a permanent watch (business intelligence) on the practices of other incubators, to be inspired by their actions and their processes: to model by improving and adapting to the local context what was done better elsewhere.
- Organize annual meeting with other Gaza incubators to exchange practices.
- Provide more coaching and supportive actions to benefit the start-ups directly by the incubator's staff, not in areas that require specialized expertise, but in general areas and in business management.
- Secure the relationship of trust established with donors and anticipate with the proposal of new programs in advance.
- Find alternative sources of funding, such as new donors but also sponsors, and by building specific relationships with industry and local companies.
- The management software tool should follow projects and all other things done within incubators.
- A software could be proposed to start-ups to organize networking between the projects and between start-ups and industrials.

C. Improve Incubation Services

- Create new services which are necessary for the start-ups to develop their business:
 - Support to find the first client (and the next one)
 - Support to secure providers and any furnisher
 - Offer a fab lab in manufacturing, plastics (3D printer), computer science, electronics, to be able to develop prototyping faster and build the proof of concept (PoC) to convince the first customers
 - Offer the help of an internal design office for project design, using existing skills in the university
 - Build custom actions and a specific coaching programme with standard processes and methods.
- Adapt the entire programme of incubators to each project and check from the start what is really needed to succeed quickly by avoiding wasting time if some skills are already at the right level.
- Accelerate some projects:
 - Find additional funds, public or private, for a project with more potential.
 - Integrate a part-time team into the project staff, with complementary skills and expertise.
 - Merge more projects together to obtain more mature projects and project with a higher potential of growth.
- Programme more events in the incubator's premises.
- Develop a way of thinking which is more dedicated to the user (the start-up and its promoters) than to the system (the selection process, and the coaching process).

- Open innovation and agility are two methods that should be known and used by start-upers.
- Incubator building should be open to anyone wishing to come to work in the collaborative workspace. This will give all other projects the opportunity to meet different people and to access other skills and abilities.
- Train the mentors to fit with the international rules regarding mentoring.
- Find more mentors to be involved within each project.
- Strengthen or create a business angels club with local investors.
- Include the diaspora as potential investors and find a way to get in touch with them.
- The best money in a project is the customer's money! Help start-ups to identify a first client likely to co-invest in the development of the solution proposed by the project.

▪ **Vocational and Technical Training:**

Continued investment is needed in vocational and technical training to increase specialized skills to meet the local demands of the labour market, especially for the benefit of PWDs and the graduated youth who are willing to join the productive sectors through short term TVET courses. Community awareness and advocacy campaigns are recommended to be conducted to raise the awareness about the right and the skills of the persons with disabilities to get jobs.

▪ **Developing the GIS System in Three Municipalities:**

The impact has been remarkable on the municipalities' performance as the following indicators strongly appeared; GIS departments are established in each municipality for facilitating services in the one-stop shop for citizens, equipped with thousands of updated electronic data, identifying unlicensed buildings, supporting the municipalities' financial sustainability, in addition to the planning support in establishing the local economic units.

▪ **Apprenticeship:**

Apprenticeship schemes proved to be an effective mechanism towards meeting the needs of employers and graduates. Fresh graduates-built experience and networking skills, while the employers received subsidized human resources. On the other hand, the public sector is willing to incubate the graduates and improve the level of service to people. The initial signs of piloted 3X6 approach were very positive. It is recommended to scale up this approach while taking into consideration the market demand originated side of newly suggested start-ups.

VII. Financial Report

Expected Outputs	Total Resources Required (Activity Result Level)		Total Resources Allocated Per Partner					
	Activities	Resources Required (USD)	SDC ¹ (USD)		IsDB ² (USD)		Total ³ (USD)	
			Planned	Spent	Planned	Spent	Planned	Spent
Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works.	Activity Result 1.1: Supporting the improvement of Incubators' Quality	100,000	80,000	79,321			80,000	34,615
	Activity Result 1.2: Incubation and Acceleration of Start-ups	1,000,000	150,000	159,152	400,000	150,000	550,000	214,785
	Activity Result 1.3: Promoting Investment and Local Economy Development	150,000						
	Activity Result 1.4: Support Youth Employment through freelancing	300,000			150,000	150,000	150,000	150,000
	Subtotal for output 1	1,550,000	230,000	238,473	550,000	300,000	780,000	399,400
Output 2: Strengthened investment in Vocational and Technical Training (TVET) for the youth	Activity Result 2.1: Promoting Enrolment TVET for Graduates Youth	2,025,000			300,000	300,000	300,000	300,000
	Activity Result 2.2: Prompting TVET by Enabling the technology transfer in the promoting sectors	500,000						
	Activity Result 2.3: Empowering PwDs through TVET	670,000	220,000	220,180	150,000	150,000	370,000	255,040
	Subtotal for output 2	3,195,000	220,000	220,180	450,000	450,000	670,000	555,040
Expected Outputs	Total Resources Required (Activity Result Level)		Total Resources Allocated Per Partner					
	Activities	Resources Required (USD)	SDC ¹ (USD)		IsDB ² (USD)		Total (USD)	

		Resources Required (USD)	Planned	Spent	Planned	Spent	Planned	Spent
Output 3: Youth engagement in upgrading the Municipal Information System (GIS)	Activity Result 3.1: Upgrading the GIS for Gaza Municipalities	600,000	140,000	140,000			140,000	125,800
Subtotal for output 3		600,000	140,000	140,000			140,000	125,800
Output 4: Improved Public Services through youth apprenticeships	Activity Result 4.1: Apprenticeship for Graduated Youth	4,500,000	435,000	436,000	200,000	200,000	635,000	618,000
Subtotal for output 4		4,500,000	435,000	436,000	200,000	200,000	635,000	618,000
Direct Project Cost		618,000	86,111	91,786.7			86,111	14,174
Total Programmable amount		10,463,000	1,111,111	1,126,440	1,200,000	950,000	2,311,111	1,712,414
General Management Services (8%)		837,040	88,889	90,115			88,889	60,993
Grand Total		11,300,040	1,200,000	1,216,555	1,200,000	950,000	2,400,000	1,773,407
Received amount			1,216,555		950,000		2,166,555	
Disbursement %			100%		100%		100%	

^[1] Contribution of the Swiss Agency for Development and Cooperation (SDC).

^[2] The contribution of the Islamic Development Bank (IsDB) is from the DEEP Programme Phase II (Due to the institutionalization of DEEP within the government, only US\$950,000 out of US\$1,200,000 has been allocated to the programme up to May 2019) and represents part of the DEEP contribution in youth economic empowerment through skilling, incubation and employment during 2018-2019 in the Gaza Strip.

SDC Contribution: Breakdown of the Expenses Report

Expected Outputs	Activity Result	Activity	SDC Contributions (US \$)		
			Planned	Spent	Var.%
Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works	Activity Result 1.1: Supporting the improvement of Incubators' Quality	Evaluation / Analysis Report	44,300	43,282	
		Validation finding study and design of activities	4,400	5,034	
		Recommendations implementation and networking with external incubators	31,300	31,005	
		Subtotal for activity result 1.1	80,000	79,321	
	Activity Result 1.2: Incubation and Acceleration of Start-ups	Media campaign for awareness and registration, pre-selection stage and incubation preparations include the prototypes	16,600	23,342	
		Follow-up team for mentoring the incubation process and Business Development	22,250	20,937	
		Seed fund (17 start-ups * US\$ 5,435 in average)	90,000	92,410	
		Non-financial service for entrepreneurs (specialized training, marketing campaigns, guiding and consulting in the technical, financial, and administrative fields, etc.)	21,150	22,463	
		Subtotal for activity result 1.2	150,000	159,152	
	Subtotal for output 1			230,000	238,473
Output 2: Strengthened Investment in Vocational	Activity Result 2.3: Empowering PwDs through TVET	Vocational training fees including transportation (78 trainees* US\$330)	25,740	25,740	

and Technical Training (TVET) for the youth		Raw material for training, safety tools, and labour insurance	17,000	15,380	
		Skilled team [(US\$450 * 6 trainers * 9 months), (US\$450 * social worker* 15 months), (US\$450 * Sign language interpreter *9.45 months)	37,800	35,300	
		Internships opportunities (78 trainees * US\$250 * 3 months) + transportation during employment	62,500	62,500	
		Seed fund for start-ups (US\$ 5,085*8 project)	33,350	40,580	
		Networking and marketing activities, entrepreneurship, and small business training, follow up, monitoring, and coaching	43,610	40,680	
Subtotal for output 2			220,000	220,180	0%
Output 3: Youth engagement in upgrading the Municipal Information System (GIS)	Activity Result 3.1: Upgrading the GIS for Gaza Municipalities	Skilled team (Project Coordinator, 2 Project assistants, accountant)	26,700	27,428	
		Wages for youth graduates (46 youth X US\$350 X 5 months)	80,500	80,892	
		Laptops, GIS devises, map, hardcopy paper, stationery, uniform, materials and building number plates	18,800	19,355	
		Labour insurance, transportation, media campaign, communication, and qualified consultant for prepare master plan	14,000	12,325	
Subtotal for output 3			140,000	140,000	0%
Output 4: Improved Public Services through youth apprenticeships	Activity Result 4.1: Apprenticeship for Graduate's Youth	Skilled team (Project Coordinator, 2 Project assistants, accountant)	25,300	26,980	
		Wages for unskilled youth graduates (350 youth X US\$350 X 3 months) why the actual increased?	367,500	371,700	
		Communication, hospitality, and publicity	7,700	4,550	
		Graduate training (include seed fund for 9 start-up)	25,000	23,048	

	Labour insurance, auditing and transportation	9,500	9,722	
Subtotal for output 4		435,000	436,000	0%
Direct Project Cost		86,111	91,787	7%
Total Programmable amount		1,111,111	1,126,440	1%
General Management Services (8%)		88,889	90,115	1%
Grand Total (US \$)		1,200,000	1,216,555	1%
*Received amount (US \$)		1,200,000	1,216,555	1%
Disbursement % (Grand total / Received amount)			100%	

N.B: * Total received including the exchange rate from CHF to US \$ by the end of the project = 1,216,555 US \$.

****It is important to highlight that the financial figures in this report are temporary figures and may be corrected at a later stage due to exchange rate fluctuations, realized gain/loss or any other possible corrections. UNDP/PAPP's financial system operates in such a manner that the financial system closes in early December of each year and that final expenditure reports reflecting the disbursements and GMS of the previous year are only published in March of the following year.**

VIII. Photos and success stories.

Business as Usual!



The Gaza Strip is one of the most densely populated areas in the world. Under the risk of a Covid-19 outbreak, the young men and women working in Palm Media are raising awareness and combating misinformation within the community in response to the pandemic.

“Palm Media was established in 2018” said its founding member Yehia Zain Eldeen. “We have TV, news and film production agencies. My experience has led me to the idea of establishing a company specialized in the production of digital content in Gaza. We started off with one room and two partners, but now we are renting a flat and have ten employees”.

After its establishment, the company was incubated through the START incubation programme for creative entrepreneurs who want to establish successful companies. START is being implemented in partnership with the University College of Applied Sciences Incubator (UCASTI) with funds from the Swiss Agency for Development and Cooperation (SDC). Palm Media is one of 17 start-ups incubated during the START project between 2018-2019.

“With US\$3,500 we were able to buy a new camera that would facilitate livestreaming. The support provided increased our capital from only US\$6,000 to US\$30,000 and enabled us to expand our business further”, said Yehia. Palm Media’s business depends on creating and covering activities. They provide a full package; content development from scratch, design, livestreaming, social media and photography. Because of increased demand and the need for alternative filming locations in Gaza, they started building their own studio prior to COVID-19 for inhouse livestreaming and programme recordings.



Hayat with one of the guest speakers on Rosheta programme



Hayat is a 35-year-old from Gaza. She is preparing for a programme she will present produced by Palm Media.

“Our schedule was fully booked for the month of March, but as soon as the state of emergency was declared due to the pandemic, most of the activities were either cancelled or postponed. We were worried that this would threaten the company’s sustainability”, Yehia added.

Most of the organizations transferred their conferences, meetings and events to virtual sessions under the precautionary measures announced in Gaza. Therefore, the company took the lead in providing livestreaming and interactive services in their studio. They also went further by launching their own show – Rosheta (Prescription). The

programme aimed at raising awareness among the community on COVID-19, bringing information on symptoms and prevention as well as interviewing medical staff and sharing their expert opinions. Rosheta's episodes were not only health related. They covered the impact of Covid-19 on the economy and unemployment in Gaza, media's role during Covid-19, fighting rumours and misinformation and mitigating their negative impact on people.

When preparing for the episodes, the team's starting point is the identification of the most needed / relevant topics and drafting the content. This is followed by the marketing and digital production departments packaging the materials for audience consumption and finally livestreaming it through the various platforms, with followers reaching almost half a million.

"We could have been sitting down doing nothing in the face of the pandemic, but we wanted to contribute to our community by helping other organizations continue their work and spreading the word not the virus for life to go on in Gaza," Yehia added

New turn (3X6 approach)

To watch the video, click here: [3X6 UNDP Approach](#)



Hunting for Choices Brings Good Fortunes



Areej Abu Mualiq, is 27 years old from Gaza city. She was raised up in a middle-income family of eight members. She started early searching for a job that could meet her ambitions. As a graduate of the Basic Education Department since 2015, the only possible chance was to volunteer for ever with no income, and yet that was hard to find. “I was hesitant about the vocational training. However, I wanted to try something new and I passed the interview,” Areej said.

Areej spent years working in voluntary work, and despite its importance, she still needed an income to go on with her life. The consideration of vocational training was difficult as she thought she needed to have a job with a university major.

Passing the interview successfully, she wanted to know more about it. “I wanted to experience a new thing, but my disability was a barrier and I was looking for opportunities that respect my disability and take it into consideration”, she said. She joined the sewing course at IRADA centre and started doing small things. And after practice, she produced better pieces, and even her hand (with disability) became better.

Areej’s skilful hands made beautiful products. She recycled old clothes and developed her skills to design dresses for little girls, and even for her relatives. It all stemmed from her creativity.

When Areej was asked about her source of inspiration, she proudly answered, “My family was my foundation and my support”. Meanwhile, she feels no longer hindered by her disability thanks to the programme implemented by UNDP in partnership with IRADA centre, with support from the Swiss Agency for Development and Cooperation.

Disability is my Ability



After his graduation, Noor was faced with the difficult unemployment situation in Gaza, that was affecting everyone, particularly persons with disability. Graduating from Al-Aqsa University in 2016 from the media and journalism department, Noor Shameia could not practice his major by being a journalist due to the high unemployment rate in this field and his disability. However, he was aiming at studying and learning new things to overcome this challenge.

“I am certain that I would excel wherever I work,” Noor said confidently. With more than 60% of youth unemployed, Noor was almost sure it will be hard for him to find a job in the major he studied. In addition, journalism requires movement and the ability to be present everywhere, even in the line of fire. Therefore, he thought of having another job that will enable him to stay in one place and not move a lot.

Noor loves to learn new things; he saw the advertisement of the TVET project at the IRADA centre that was supported through the Swiss Agency for Development and Cooperation and implemented by UNDP’s Programme of Assistance to the Palestinian People. He registered for free mobile maintenance courses as he believed it is shameful for anyone to stay at home waiting for people to give him money and support. Noor believed that he should support himself by himself.

The first days in the training centre turned his misery into happiness as he learned practical skills and gained the knowhow. He also volunteered in a maintenance shop in Khan Younis where he lives to develop his skills and learn easier and faster.

When he was asked about his first paid job, he said “I first volunteered in a friend’s shop to develop my skills and relations with people. Through time, the owner of the shop was highly satisfied and started to take my work for granted. He assigned me a job and I was paid for the first time. It felt as if I was paid in gold not in money”.

With a big smile on his face, Noor remembered one of the situations during the training where his colleague brought a new mobile with a screen problem. The trainer suggested to change the screen itself but Noor thought it would be something else. He said “I checked the phone and my analysis was correct, as the screen was displaying

lines. I thought there is nothing wrong with the screen. I checked the socket and discovered the problem and fixed it, which was extraordinary for the trainer”.

Learning centre opens prospects for excellence

“Because of our difficult financial situation, I was unable to pay my full university fees; I had to borrow money from people in order to complete my diploma, and I had to work during my studies to be able to continue”, said Mohamed Alhjouj, the 25 year old member of the Master Learning Centre team in Gaza.



With 53% of people living in poverty and unemployment rates reaching unprecedented levels (60%), especially among youth (70% youth, 78% women), Mohamed Alhjouj, Nahid Al'agha, Duaa' Alshuwbiji and Inas Nasman are fresh graduates, faced with unemployment as their peers.

The four graduates were part of the 150 youth graduates who benefited from the education apprenticeship under the “Gaza Youth and Women Employment” project. The graduates, with different specializations, started working as teacher assistants at schools across the Gaza Strip over a period of three months, during which they developed their skills.

With great motivation, Mohamed and his colleagues joined the pioneering 3x6 UNDP approach, which aims to support youth sustain their business in the Gaza Strip through business trainings to improve and enhance their administrative and management skills. By the end of their employment period, they have achieved the three phases of the project. Together they were able to create a team with a pioneering idea (Learning Centre).

The four ambitious graduates had implemented their trainings and formulated business plan that aim at generating sustainable livelihoods and contribute to the overall delivery of the 17 interconnected Sustainable Development Goals (SDGs). After convincing the committee with their micro-project, UNDP multiplied their collective savings.

The team started their future towards a sustainable job, opening their learning centre (Master Learning Centre), working their best to improve teaching processes in Gaza by helping students from different levels and offering diversified educational and training programmes. Duaa' Alshuwbiji, another member of the project team, said “I am glad I had this opportunity. I consider myself blessed and lucky to be part of this project, because now we can generate our own income helping ourselves and our families. We are not unemployed anymore. Yes, the three-month temporary job period has ended, yet our future begins now.”

“Joining this programme is the opportunity we as young people always want; to prove ourselves and participate in reviving and improving our community. My colleagues and I will try our best to embrace success and sustainability. Now we can generate our own money; become capable to support not only ourselves, but given the chance, other ambitious youth to benefit from such projects.” Mohamed explains.







IX.





X. List of Annexes:

Field study and analysis of the gaps for enhancing the Gaza incubators' models. [click here to read the report](#) [Click Here to Read the Report](#)



XI. Report Authorization by UNDP/PAPP

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Date of submission: October 2020
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