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*Empowered lives.
Resilient nations.*

Country: State of Palestine

PROJECT DOCUMENT

Gaza Youth and Women Employment



UNDP/PAPP

May 2018

PROJECT DOCUMENT

Country: State of Palestine

Project Title: Gaza Youth and Women Employment

Project Number: PAL10-111166

Implementing Partner: UNDP/PAPP in Close Cooperation with Ministry of Labour, Ministry of Education and Higher Education, Ministry of Local Government, Ministry of Social Development, Gaza Strip Municipalities, Universities, Civil Society Organizations, and the Private Sectors.

Start Date: June 2018

End Date: June,2021

PAC Meeting date:



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Brief Description

Over the past twelve years, the Gaza residents have demonstrated a strong resilience capacity in the face of protracted crisis and its consequence of deteriorated socio-economic conditions. Over the last few years, the resilience of the Gazans has shown signs of substantial erosion of this capacity where violence, criminality and use of narcotics have increased. Youth and women are the most affected and paying the highest price. Unemployment rates reached unprecedented levels especially among youth exceeding 64.8% (57.1% male and 85% female). The purchasing power of the Gazans has substantially decreased affecting the overall local economic dynamics (number of trucks entering Gaza has halved over the last year). Within these conditions of rapid deterioration of living conditions, it is increasingly critical to provide people with some hope and invest into mechanisms that generate income and employment to the most affected individuals, in particular, youth and women. Women's economic participation and empowerment is a prerequisite for the eradication of poverty, pro-poor growth, and sustainable economic and social development. Achieving women's economic empowerment requires a holistic approach and long-term commitment from all development actors. This Programme shall ensure an active engagement of poor women in economic empowerment activities and make sustainable social and economic development opportunities available for them. This will be through developing women capacities to participate in, contribute to and benefit from growth processes in ways which recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth, increase women's access and control over economic resources and opportunities including technical assistance, employment opportunities, financial services, skills development, market information and other productive assets. Access to these services is expected to contribute to economic independence and increased self-confidence for women. The overall objective of the proposed Programme is to empower youth and women (skilled, new graduates, women and disabled) for exercising their career choices and reach their economic life potential. This could be reached through the immediate objective by Increased access of youth to decent jobs through economic empowerment tools, targeting a total of 5,760 persons (at least 2,304 women will be targeted) using different schemes and job placement, investing in interventions for rapid employment creation that are geared towards sustaining stability and contribute to strengthening social cohesion. The Programme will indirectly benefit 34,560 Gazans.

Contributing Outcome (UNDAF/CPD):

UNDAF Strategic priority 3: Leaving No One Behind: Supporting sustainable and inclusive economic development:

Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works.

Output 2: Investment in Vocational and Technical Training (TVET)

Output 3: Youth engagement in upgrading the Municipal Information System (GIS)

Output 4: Improved Public Services through youth apprenticeships

Gender Marker: GEN1

Total resources required:	USD 11,300,040	
Total resources allocated:	UNDP TRAC:	
	Donor: SDC	USD 1,200,000
	Donor: IsDB¹	USD 1,200,000
	Government:	
	In-Kind:	
Unfunded:	USD 8,900,040	

¹ Refer to section V. Multi-year work plan 2018-2021

Agreed by (signatures):

Government	UNDP	Implementing Partner
Date:	Date:	Date:

LIST OF ACRONYMS

CDI	Capacity Development Initiatives
CPD	Country Programme Document
GDP	Gross domestic product
GEN	Gender Equality Marker
GIS	Geographical Information System
GoI	Government of Israel
GS	Gaza Strip
IsDB	Islamic Development Bank
M/F	Male / Female
MoEHE	Ministry of Education and Higher Education
MOL	Ministry of Labour
MoLG	Ministry of Local Government
MOSD	Ministry of Social Development
MSME	Micro, Small, and Medium Enterprise
NGO	Non-Government Organization
PA	Palestinian Authority
PCBS	Palestinian Central Bureau of Statistics
PS	Programme Supported
PwD	People with Disability
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
TVET	Technical and Vocational Education and Training
UNDAF	United Nations Development Assistance Framework
UNDP/PAPP	United Nations Development Programme / Programme of Assistance to the Palestinian People
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency
WD	Workdays
WDI	World Development Indicators

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I. DEVELOPMENT CHALLENGE

Palestinian living standards continue to decline, with aid flows no longer providing the impetus for growth, amidst increasing uncertainty. The decade-long blockade in Gaza have continued to hollow out the productive sector and prevented the economy from achieving its potential. After two years of growth driven by post-war reconstruction, the most recent data revealed the growth in Gaza it was a mere **0.5**² percent. With a relatively educated population, access to the sea and proximity to a developed country, one would expect Gaza's GDP growth to be at least in line with the West Bank's which grew by an average of **5** percent per year over the last two decades. Interestingly, growth trends in Gaza exceeded those in the West Bank prior to 2006/7. Afterwards, the impact of the blockade, multiple conflicts and the internal divide resulted in a much lower growth trajectory for Gaza. Because of these multiple shocks, Gaza's average growth over the last two decades has been lower than all comparators. Looking at the economic performance of all suitable comparators makes it clear that this growth level is very low. This compounded with a gradual deterioration in the structure of the economy over the last two decades has placed Gaza at a critical juncture. Over the past 20 years, Gaza has undergone deindustrialization and the economy has become dependent on transfers from outside. The productive base of the economy has been eroded by the combined size of the manufacturing and agriculture sectors falling from 27 percent of GDP in 1994 to **4.8**³ percent today. Real per capita incomes have fallen by a third since 1994. While the blockade has been the key factor in this decline, the internal divide since 2007 has also exacted a toll.

The 2007 blockade led to a sharp increase in unemployment. By the end of 2013, the crackdown of the illegal tunnel trade between Gaza and Egypt led to a significant loss of employment opportunities. Since then, the combination of the ongoing Israeli blockade and the lasting impact of the 2014 war have continued to push the unemployment rate as it currently stands at around **49.1**⁴ percent (41.1 percent male and 71.5 percent female). In view of the recent liquidity squeeze in Gaza that has led to a rapid collapse in socio-economic conditions in the Strip. In recent months, around a quarter of Gazans have seen their incomes significantly drop, resulting in a severe liquidity squeeze that has impacted all aspects of the economy. Given that poverty is highly correlated with labour market outcomes, it is not surprising that a large share of the Gazan population lives below the national poverty line. According to the latest available data for poverty in Gaza stood at with **53**⁵ percent, and the poverty rate for Gaza Strip was more than four times higher than of the West Bank. In fact, Gaza currently has the highest unemployment rate in the World Bank's World Development Indicators (WDI) database. Averages disguise a particularly high youth unemployment rate so the unemployment amongst those aged between 15-29 is particularly striking as it currently stands at **64.8** percent (57.1 percent male and 85 percent female). Due to the lack of employment opportunities, the public sector in Gaza has been the largest single employer, employing 36 percent of those in employment. This rate is considered extremely high even when compared to the West Bank's which currently stands at 15 percent.

UNDP recently commissioned a report "Three Years After the 2014 Gaza Hostilities Beyond Survival Challenges to Economic Recovery and Long-Term Development" (May 2017). A key message from the UNDP report is "a strong private sector is critical for providing the employment that young Gaza population desperately want and deserve." The same result is recognized through the World Bank analysis "A sustainable growth path for the Palestinian economy depends

² Economic Monitoring Report to the Ad Hoc Liaison Committee (March 2018)

³ PCBS, National Accounts Statistics, 2017.

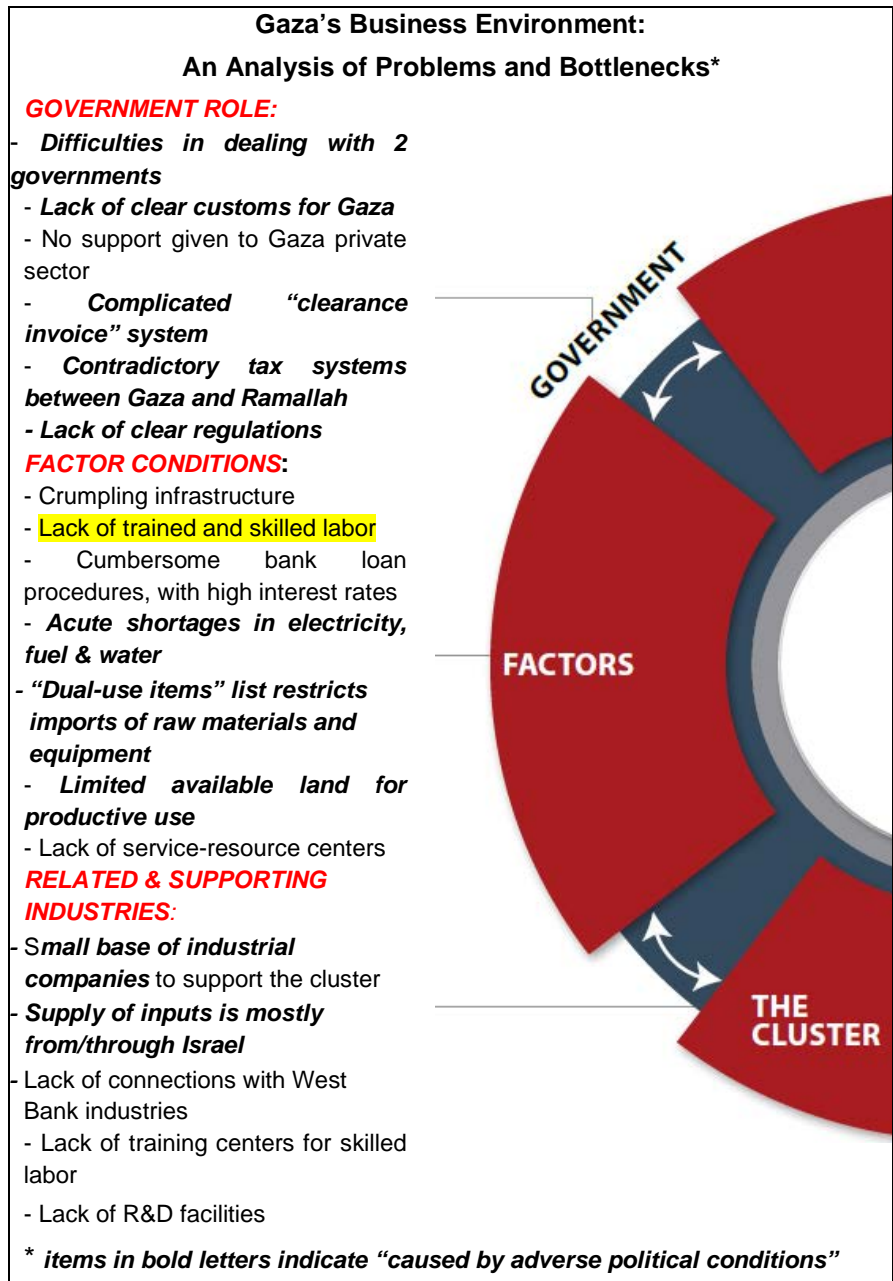
⁴ PCBS, Labour Force Survey (January - March, 2018) Round(Q1/2018).

⁵ PCBS, Poverty Profile in Palestine, 2017

on a domestic private sector that can compete in regional and global markets and increase its export of goods and services.” UNDP analysis for Gaza’s business environment model identified six main determinants that have the greatest influence included (1) factor conditions, (2) the presence of related and supporting industries, or the cluster, (3) demand conditions, (4) firms’ strategies, structure, and rivalry, (5) the government role, and (6) political conditions. The six determinants in the “Gaza’s Diamond” do not all have the same degree of importance, or exert the same level of influence over private sector operations. This is so because, in the context of the present-day Gaza Strip, the “political conditions” determinant seems to constitute the overwhelming constraint facing domestic entrepreneurs, followed by “factor conditions,” “government role,” and, to a lesser degree, “demand conditions”. The remaining two components of Gaza’s Diamond, namely the “strategies and structures” and the “related and supporting industries” determinants, do not play much of a crucial role, positive or negative, in influencing the business climate in Gaza. In the case of Gaza, there seems to be a strong and direct link between “political” and “government” conditions on one hand, and the “factor” and “demand” conditions on the other, with the direction of influence running from the former to the latter.

Analysis by UNDP and World Bank found that even though the Palestinian economy would not be able to reach its full potential without a final political resolution. Short-term procedures are needed from both Government of Israel (GoI) to ease the restrictions, and the Palestinian Authority (PA) to accelerate the financial and economic reforms, which will significantly improve the economic prospect and increase private sector activity. The report mentioned the influence of the conditions factor, due to its role in shaping the overall business environment within which the private sector operates. UNDP report⁶ identified that the main bottlenecks are: the existence of the conditions factor, which is referred to the availability and quality of the factors needed by firms in the production of certain goods and services, four categories are included in the Gaza Diamond's "conditions

factor" determinant: physical (natural resources and infrastructure), financial (finance and banking), human (skills and expertise), and know-how (knowledge and technology). Also, the World Bank recommendations⁷ have highlighted the need for strategic investments in human capital to improve the competitiveness of the labour force and efforts to create linkages with regional value chains. It is important to act now to reverse the recent corrosion in the livelihood of Gazans and avoid potential unrest through providing increased liquidity to the economy and design development Programmes that will invest in building the Gazan human capital to be capable for building a competitive private sector.



⁶ UNDP, Three Years After the 2014 Gaza Hostilities Report (May 2017)

⁷ Economic Monitoring Report to the Ad Hoc Liaison Committee (March 2018)

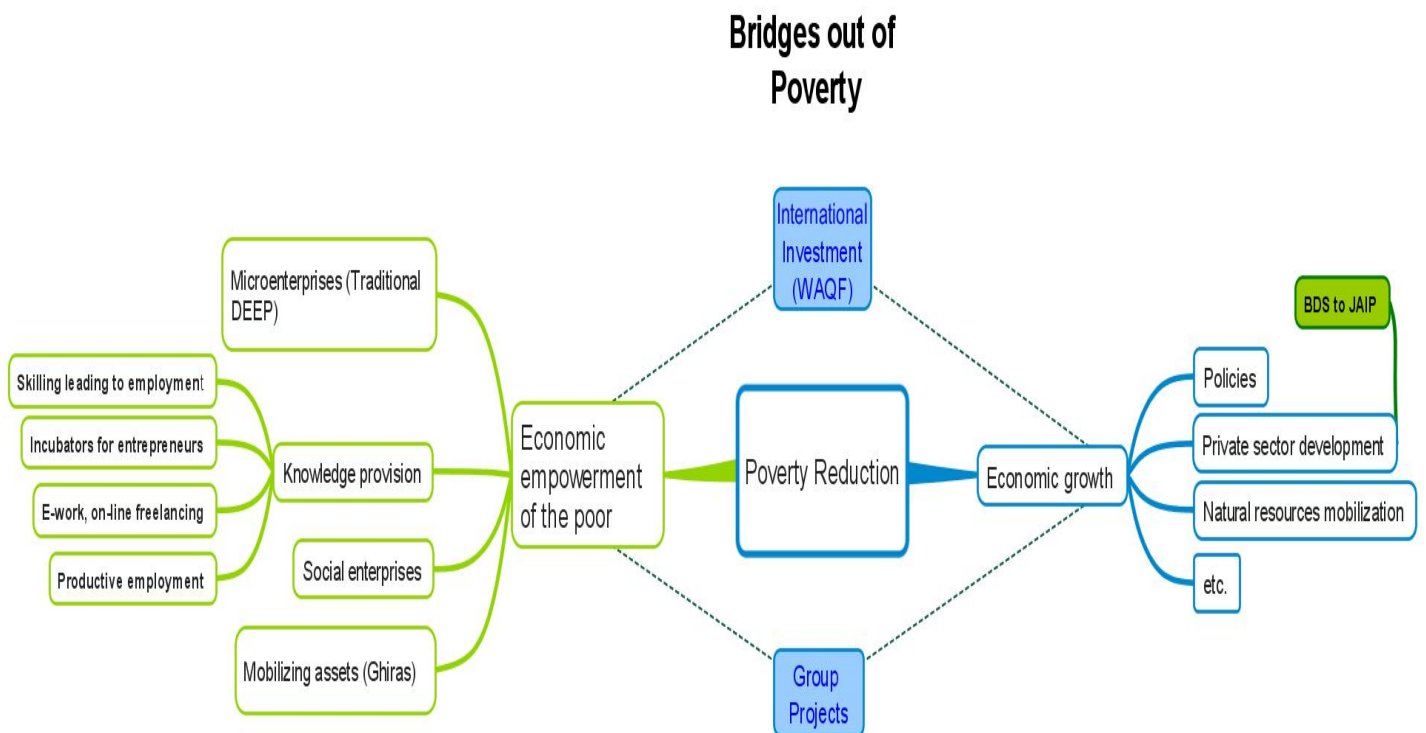
II. STRATEGY

The overall goal of the Project is to *empower targeted youth and women to exercise their career choices and reach their economic life potential* through using economic empowerment tools, for creating a short, medium, and long-term job opportunities for contributing to tackling the over 49.1% (41.1 percent male and 71.5 percent female). unemployment rate in the Gaza Strip. The Programme will support Palestinian aspirations to move away from aid dependency, which will be by focusing on building skills and capacities that respond to people's expectations, and market opportunities, since the proposed approach for implementation will provide opportunities for skilling and employment for youth, woman, and people with disabilities in the Gaza Strip by using the tools of entrepreneurship, incubators, vocational training, and onsite intensive skilling.

All the proposed interventions are in line with the national policy agenda 2017-2022, particularly the third national priority (Leaving no one behind) that focused on economic independence, as its contribution will result a diversified and expanded Palestinian economy, a strong economic performance of productive sectors, lower unemployment (SDG 8) and reduced poverty (SDGs 1, 10), especially for vulnerable groups. Creating employment opportunities, enabling environment for economic growth, improving national productive capacity and enhancing competitiveness for business. The pillar also includes the creation of innovative and entrepreneurial initiatives for youth and women.

The analysis is shown in the Economic Monitoring Report (March 2018) that the status quo in Gaza is unsustainable and has incalculable socioeconomic and human consequences. Hence, it is of utmost importance that efforts are conducted by all parties to help Gaza escape its deteriorating trajectory. The World Bank report provides recommendations on short-term actions that are required to reverse the recent economic deterioration, and it also provides medium to long-term recommendations that can put Gaza on a more sustainable development path. On the short-term actions to prevent an immediate collapse, the recent corrosion in the livelihood of Gazans needs be addressed through introducing additional job creation Programmes in Gaza. One of the suggested action mentioned in the report by implementing donor-financed labour-intensive Projects for providing quick relief. Public works schemes for municipal services including solid waste recycling and sorting are an option that can be easily set up, besides collaboration with the existing mechanisms (through UNRWA, UNDP, UNOPS) that can be utilized to channel donor funds to the affected families. The economic monitoring report gives recommendations for medium to long-term actions related to invest in the Gazan human capital to support the development of the service sector in Gaza. Looking to the future, the aim should not be to recreate the Gazan economy as it's of the 1990s. Since Gaza has a highly educated and innovative youth and women, and this is an advantage that could help the Strip develop modern services in the service sector. On the domestic side, there is a need for strategic investments in human capital to improve the competitiveness of the labour force and efforts to create linkages with regional value chains.

One of the key areas for the proposed UNDP’s interventions will be on the same line with the Economic Monitoring Report recommendations. Interventions for the short terms action will include “Temporary employment and job creation initiatives for immediate economic and social benefits (i.e. upgrading the GIS for Gaza Municipalities, apprenticeship, internship etc.), and link them with supporting the public services and longer-term sustainable employment opportunities in MSMEs and business areas identified based on a market assessment". On the medium and long-term actions will include" youth and women in Gaza encouraged to actively engage in entrepreneurship through incubations works, and strengthened investment in Vocational and Technical Training (TVET) for building the technical capacities with linkages to the local and regional value chains". UNDP’s entry point for engaging in these types of interventions will take the advantage of the on-going activities that are related to building entrepreneurship skills, job creation and establish micro-businesses implemented under the DEEP Programme (*see main Programme pillars in the following diagram*).



The Programme will adopt an area-based approach, with contextualized interventions for Gaza. The design of the programme also takes into consideration issues to address gender inequality, including the low female participation in the economy and persons with disabilities. The approach adopts a **comprehensive market-driven, and community based strategy**, involving a strategic partnership at the local level and contributing to strengthening their capacity as responsible service providers, facilitators and advocacy actors. To best utilize the available funds and maximize outputs benefits, where feasible, build on the previous youth employment Programme “funded by The Government of Switzerland, through the Swiss Agency for Development and Cooperation (SDC), Government of Japan, The OPEC Fund for International Development (OFID), and the

Islamic Development Bank (IsDB),” the new Programme will get the benefit from the lessons learned that resulted from implementation the previous outputs:

■ Upgrading the GIS System for Gaza Municipalities:

The impact has been remarkable on the municipalities performance as the following indicators strongly appear; GIS departments are established in each municipality for facilitating services for citizens in the one-stop shop, as it is becoming equipped with thousands of the updated electronic database, and these data has exposed the unlicensed buildings, which helped in supporting the municipalities financial sustainability's, beside supporting planning for establishing the local economic units. The Project contributed to enhancement the practical skills of the municipalities employees and the young graduates' engineer whom got the benefited from paid job opportunities and raised their professional competencies, and the data collected from the field reveals that **25%** of the targeted engineer graduates found sustainable jobs in municipalities, private companies and engineer offices.

■ Apprenticeship:

Apprenticeship schemes have proved to be an effective mechanism towards meeting the needs of employers and graduates. Fresh graduated could build experience and network, while the employers receive subsidized human resources. On the other hand, the public sector is willing to incubate the graduates and improve the level of service to people. As a clear example for the impact of the Project in the remedial education initiative where **23%** of our trained teachers were admitted in the Ministry's examination 2017, and **14%** were also accepted in the UNRWA schools' examination, due to their great experience and excellence.

■ 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 persons with disability. The assessment conducted by the IRADA vocational training centre shows that **85%** of total beneficiaries witnessed an increase in their skills and capacities.

■ Incubations Works:

Incubators proved to be an effective support for youths to create successful business start-ups. For example, UCAS managed to achieve **50%** success rate among incubated projects. The impact of incubators affects several aspects of the community, as the incubated entrepreneurs provided solid solutions to problems in the local and international markets and sectors. For example, several start-ups developed products to solve agricultural, industrial, sport and technological issues. Employment is another key impact of incubation. Previous statistics showed an average of **5** employed staff in each project. Incubators tend to encourage the teams with several members, and support projects with more opportunity for future employability, and the growth of start-ups is also supported by the acceleration Programmes, where more staff are usually employed in that stage.

- The paid workdays provided under Youth Employment Programme helped beneficiaries secure a short-term source of income that provided some temporary financial relief. Many of the beneficiaries (**66%**) said the paid workdays activity helped to provide food for their families; while another **58%** used part of the income to pay off debt.
- Consider societal gender norms as a factor in the design of youth employment Programme, there is an ability for influencing societal gender norms for accepting female work as in the previous Programme the overall target of female was at least **30%** and the achieved result was 39%, so build on that the desired targeted female will be at least 40%.

Furthermore, the Programme shall ensure the implementation of several measures to enhance poor and young women inclusion in all project phases as follows:

- Design the logistics of participation around women's circumstances and needs.
- Support access to information sources that are proximity to and available at times when women can access them.
- Announce information about participation in Programme activities i.e. training, BDS etc and share market information using communication channels used by women.
- Encourage market times and venues to allow for easy access and participation by women
- Reduce when possible the cultural barriers to women's participation.
- Build women's skills, confidence, and social capital, and, link women with support structures and networks that build these capacities.
- Work with entities and raise awareness to promote women's access to and leadership in business, advocating for equitable access to and control over resources. Marketing campaigns directed at women to positively influence both men and women's attitudes on women's status and employment in the community; through helping male community members to accept economic opportunities for women.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall objective of the proposed Programme is to empower youth and women for exercising their career choices and reach their economic life potential. This could be reached through the immediate objective by Increased access of youth to decent jobs through economic empowerment tools, through the following outputs, activities and actions:

Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works.

Business and technology incubators play an important role in supporting entrepreneurs with innovative ideas, in order to convert these ideas into solid and successful businesses/start-ups in the

market, thus contributing in economic development. Entrepreneurship through incubation and acceleration can utilize the intellectual capabilities of new graduates and open new employment opportunities in the Gaza Strip. Incubation can overcome some of the obstacles resulted from blockade and meet the requirements of the creative economy. This is one of the activities for which the well-qualified human resources are available and for which there is a broad external market as well as a domestic one. The infrastructure facilities that would provide the incubation to mobilize the intellectual resources is available at the local universities. The incubation would be an effective tool for supporting local innovation, creating new business and reducing SME failure rates substantially. Incubators also offer some of the greatest opportunities for innovation, employment and value creation. **“Youth in Gaza encouraged to actively engage into entrepreneurship works”** output is an ambitious initiative for a new business that widen the employment base for youth and help them to connect with the external market. This output consists of a number component as follows:

- **First Component: Supporting the improvement of Incubators’ Quality in Gaza** by providing a range of activities that help raising the level of incubation and improving its mechanism by conducting a field study of local incubation models, using local and international consultants to develop the current model and attract experts from abroad to transfer expertise.
- **Second Component: Incubation and Acceleration of Start-ups**, which offers the opportunity for many companies and entrepreneurs to obtain the necessary funding and support for the success of their ideas.
- **Third Component: Promoting the Investment in Acceleration Works and its’ linkage with Local Economic Development.**, it aims to create a proper investment environment in the Gaza Strip with a view to support entrepreneurship sector and small enterprises.
- **Fourth Component: Support Youth Employment through freelancing**, which aims at finding a set of initiatives that could contribute in finding a pathway for employment the youth in the Gaza Strip through activities that will qualify them for the local and external labour market, providing them with the necessary skills to improve their job finding opportunities and compete for the online available jobs.

Output (1) activities:

Activity Result 1.1: Supporting the improvement of Incubators’ Quality

- Improving the model of local incubators.
 - ❖ Desk review for local and well known international incubation models
 - ❖ Contracting local and international experts to develop the incubation model.
 - ❖ Dissemination of the new incubation model.
 - ❖ Contracting international experts to transfer expertise
- Developing the skills of incubators staff.
 - ❖ Upgrading the existing Programme
 - ❖ Training the selected staff in incubators and related centres
 - ❖ Enabling the knowledge transfer with external incubators by the external visit /or through using Hi-tech ICT tools.

Activity Result 1.2: Incubation and Acceleration of Start-ups

- Programme registration campaign.
- Evaluation of Applications
- Entrepreneurs camp.
- Finance the incubated projects
- Business and technical mentoring and training Programme.
- Networking and investment activities
- Marketing campaigns for the projects/products
- Mutual visits with the West Bank incubators / accelerators

Activity Result 1.3: Promoting the Investment in Acceleration Works and its' linkage with Local Economic Development.

- The Promotion of investment:
 - ❖ Demo Day for investment
 - ❖ Encouraging investment
 - ❖ Participation of Start-ups in international exhibitions
- Local Economic Development:
 - ❖ Conducting a study on the local market needs to be met by the entrepreneurs and start-ups
 - ❖ Holding workshops and coordination meetings with the private sector
 - ❖ Guiding entrepreneurs to the needs of local market and the available investment opportunities
 - ❖ Exhibition of entrepreneurial ideas
 - ❖ Developing an interactive portal for the entrepreneurial ideas and start-ups

Activity Result 1.4: Support Youth Employment through freelancing

- Employment and career guidance:
 - ❖ Producing career guidance E- Document
 - ❖ Holding Youth Employment Day
 - ❖ Providing employment opportunities in incubators and youth centres
- Provide Freelancing online work opportunities:
 - ❖ Selection of trainees
 - ❖ Conducting specialized training courses
 - ❖ Providing co-working spaces for selected graduates
 - ❖ Networking and provide remote employment opportunities

Output 2: Strengthened Investment in Vocational and Technical Training (TVET) for the Youth

Technical skills are among the most demanded category of skills in the local market in the Gaza Strip⁸. Therefore, by creating competency-based qualifications and a vocational training system for youth, there will be an effective path that response to the labour market needs to meet the skill requirements of the economy. One of the opportunities for unemployed youth for participating in the productive sectors is by delivering of short term vocational training courses covering a diverse spectrum of specializations in selected trades for enabling them of acquiring basic skills needed

⁸ MOEHE, The Belgian Development Cooperation, Federation of Palestinian Chambers of Commerce, Industry & Agriculture. (2013). "Labour Market Survey: Training Needs and VET Relevance Gaps' Analysis."

for integration in the labour market. This is an opportunity to support people with disabilities engagement and participation in productive sectors. The Palestinian Ministry of Social Development estimates that over 49,000 individuals in the Gaza Strip (or 2.4 per cent of the population) suffer from some type of disability, a third of them children. More than 1,100 of these people, including about 300 children, became disabled because of injuries incurred during the 2014 hostilities, including approximately 100 amputees⁹. Currently 90.9%¹⁰ of people with disability are unemployed, and they suffer from many factors, including lack of access to education and vocational training, which deprives them from acquiring the basic skills needed for integration in the labour market. In response to the above situation, the project is proposing to work more with specialized centres as for empowering people who have disabilities through vocational and technical training. During the past years, IRADA centre as an example succeeded in graduating 700 people with disability, and employed more than 400 of them. With support from UNDP, the centre managed 9 business establishments for group-run workshops to absorb trained youth. An evaluation conducted by the International Labour Organization in 2015, indicated that the skilled youth felt more respect, their self-confidence was increased, and their social, economic and psychological conditions enhanced, because of this Programme.¹¹

The approach of empowering and skilling youth and persons with disabilities is also in line with the priorities, policy and strategies of the Ministry of Labour and the Palestinian Government (2017-2022), which stresses the importance of vocational training as a practical solution and tool to accomplish decent work for Palestinians.

Output (2) activities:

Activity Result 2.1: Promoting Enrolment TVET for Graduates Youth

- Validation the most Needed Occupations
 - ❖ Desk review and conducting a focus group with the key stakeholders demands for validation the most needed occupations,
 - ❖ Ensuring the equal participation of men and women
 - ❖ Selecting and adapting the curriculums
- Pre-training Phase
 - ❖ *Announcement for registration for youth (especially targeting females).*
 - ❖ *Contracting with service providers from the eligible Vocational Centers.*
 - Vocational training
 - ❖ *Providing youth (males and females) with proper paid training opportunities from 3 to 6 months.*
- Transition to Work
 - ❖ from 3 to 6 months on job training
 - ❖ The incentive for youth (per diem modalities 250 USD/ month up to 3 months)
- **Activity Result 2.2 Prompting TVET by Enabling the technology transfer in the**

⁹ Physicians for Human Rights Report: Amputees: The challenges faced by Gaza Strip amputees seeking medical treatment (<http://www.phr.org.il/wp-content/uploads/2016/06/Amputees-report-eng.pdf>)

¹⁰ Palestinian Central Bureau of Statistics. (2014). Press Release <http://www.pcbs.gov.ps/site/512/default.aspx?tabID=512&lang=en&ItemID=1271&mid=3171&wversion=Staging>

¹¹ Dayia, W. (2015). Tracer study to evaluate the impact of IRADA projects on people with disability.

promoting sectors

- Desk review and conducting a focus group for validation the gaps and the most promising sectors based on recent studies
- *Exchange expertise with external technical experts*
- *Announcement for registration for the Gaza trainers*
- *Selection of the best qualified trainers*
- *Offering external training mission for the selected trainers, who will prepare the training materials for Gaza TVET centres.*
- Procure the needed equipment for upgraded TVET centres with the technologies
- *After finishing external knowledge transfer the nominated trainers will conduct special training courses to a group of trainers on the best practises using the new technologies.*
- *Offering on job training on the selected sectors for the trainees under the supervision of trainers (under the per diem modality).*

Activity Result 2.3: Empowering PwDs through TVET

- Adapting the curriculums for PwDs:
 - ❖ *Desk review and conducting a focus for validation the gaps and the most promising sectors based on recent studies* Developing and adapting the curriculums for PwDs
- Pre-incubation Phase
 - ❖ Selecting the nominees
 - ❖ Procurement of the training materials
 - ❖ Hiring the qualified trainers
- Vocational training
 - ❖ 5- 6 Months training round for PwDs in the most promising occupations
- Transition to Work
 - ❖ From 3 to 6 months on job training
 - ❖ The incentive for PwDs (per diem modality)
- Production Phase
 - ❖ Establishment of the startup (Grants)
 - ❖ Applying some innovative model (micro-franchising model)
 - ❖ Organize Career Day for incubating PwDs in the private sector

Output 3: Youth Engagement in Upgrading the Municipal Information System (GIS)

Enhancing access to digitalizing information and the application of **Geographic Information System (GIS)** instruments is a sub-project that youth can help to develop for the benefit of targeted municipalities and build the capacity of youth for suitable employment. This will help enhancing the local authorities' responsiveness to public needs and the targeting of services in a more accurate way. With the new digitalized information, municipalities can better identify opportunities for the economic and social wellbeing of their communities, especially at a time when resources are scarce and shrinking. More specifically, the Programme will support the development of the GIS system. Currently, 12 out of the 25 Gaza municipalities are targeted under the previous UNDP employment projects (with employment record of more than 42% for women young graduates), and the remaining 12 municipalities are reaching out to management to replicate the achieved successes for the benefit of their municipalities. As a clear example of the

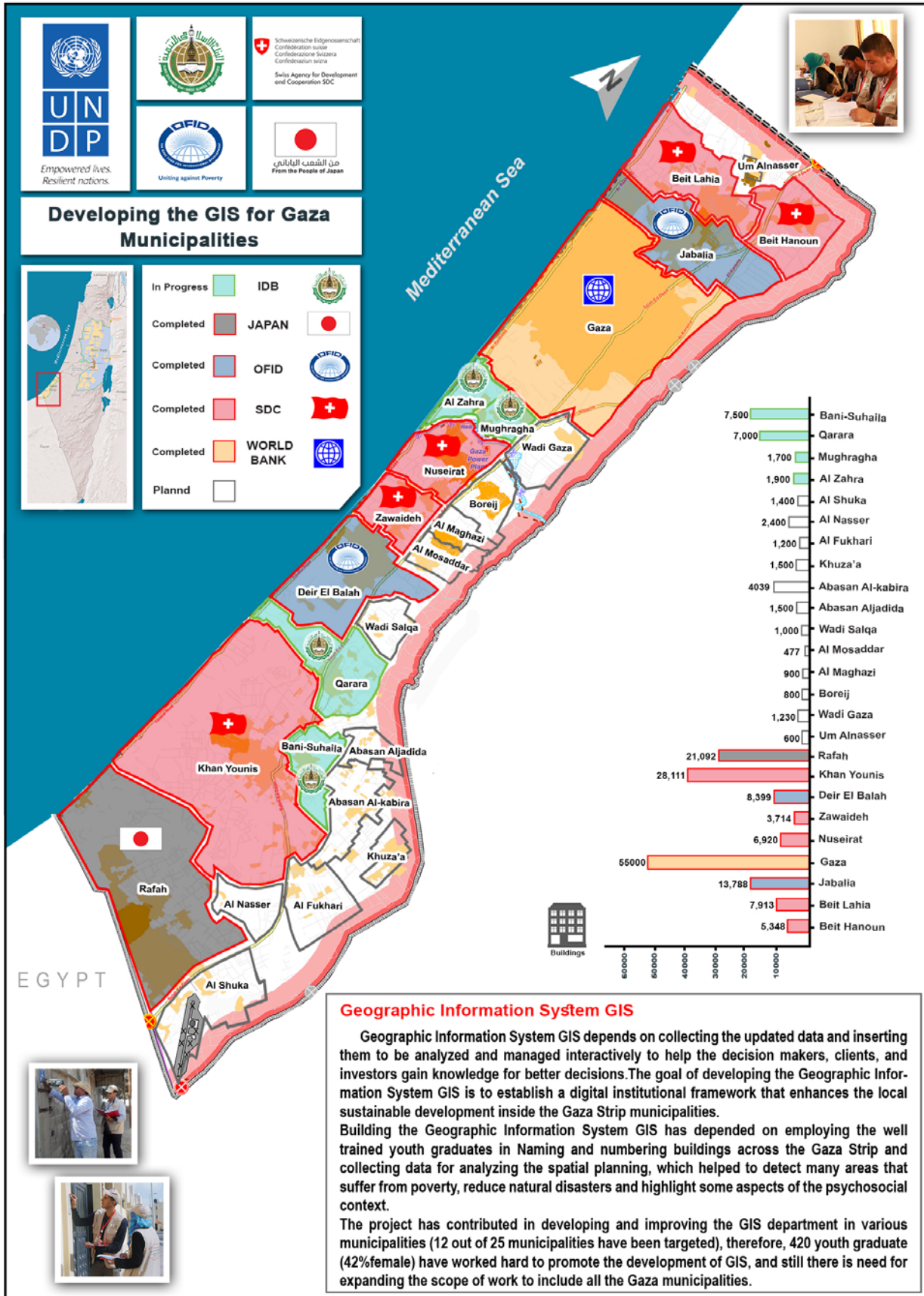
importance of GIS outputs and its implication on the ground. The collaboration efforts of UN-Habitat, and the Palestinian Housing Council in implementing “Gaza Participatory Spatial Planning Support Programme”. As the UN-Habitat Project aims to utilize the municipality and neighbourhood participatory spatial planning processes, the GIS output helps them to collect the existing information for all facilities in the neighbourhood then insert them into digital layers. So, the "Gaza Participatory Spatial Planning Support Programme" is concerted on planning theme more than discovering and collecting the existing data.

Output (3) activities:

Activity Result 3.1: Upgrading the GIS for Gaza Municipalities

- *Selecting process for graduate’s youth M/F (40% F)*
- *Contracting expert consultant to prepare training materials and GIS master planning coding*
- *Conduct two training sessions on data collection and system design and development, and preparing survey questionnaire*
- *Media campaign*
- *Creating codification system on maps (office work), codification system and piloting testing, preparing street index codification generalization (handwriting numbers)*
- *Conducting doorway surveying and numbering of streets and doorways*
- *Data mining, verification and validation*
- *Establishing database, and connecting database with spatial data (GIS).*

The shown below map illustrates the governorates targeted by ongoing the GIS Programme.



Output 4: Improved Public Services through youth apprenticeships

Establish specialised training programmes needed to support Gazan businesses (public and private sectors) with professionally skilled youth. Also, expand the application of “cash for work” programmes which contribute a short-term solution for chronic youth unemployment problem in Gaza was one of the recommendations driven by the workshop participants from UNDP study (May 2017) concerning finding short-term solutions to the overwhelming difficulties facing the economy of Gaza.

Apprenticeship schemes have proven to be good in meeting the needs of employer and the graduate as well. The fresh graduate has an opportunity for building experience and network while the employer receives a subsidized employee, and the public sectors are willing to incubate the youth graduates and improve the level of serviced delivered to people in Gaza.

The following are some areas nominated to serve the graduates crosscut with contribution to achieve the development outcomes:

- Education Sector
- Health Sector

Output (4) activities:

Activity Result 4.1: Apprenticeship for Graduate’s Youth

- *Review household income survey and analyses the livelihoods baselines (including sex-disaggregated data).*
- *Design the rapid employment schemes and beneficiaries’ selection criteria, ensuring that it is gender-sensitive*
- *Identify and recruit rapid employment scheme’s beneficiaries, ensuring the equal participation of females*
- *Recruit graduated young beneficiaries (women and men)*
- *Develop an online data base to facilitate and centralize the collection of Project data. The system will be used to measure impact and facilitate the information sharing (including sex-disaggregated data)*
- *Monitor and evaluate the impact of the Programme on beneficiaries*

Resources Required to Achieve the Expected Results

A total budget of USD 1,200,000 is required to implement part of the proposed Programme activities and achieve the desired results. UNDP will utilize its expertise and resources for the optimal implementation of the Project activities. The proposed budget breakdown is shown below:

Expected outputs	Activities	Proposed budget (USD)
Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works.	Activity Result 1.1: Supporting the improvement of Incubators' Quality	80,000
	Activity Result 1.2: Incubation and Acceleration of Start-ups	150,000
Output 2: Strengthened Investment in Vocational and Technical Training (TVET) for the youth.	Activity 2.3: Empowering PwDs through TVET	220,000
Output 3: Youth engagement in upgrading the Municipal Information System (GIS).	Activity Result 3.1: Upgrading the GIS for Gaza Municipalities.	140,000
Output 4: Improved Public Services through youth apprenticeships	Activity Result 4.1: Apprenticeship for Graduate's Youth	435,000
Direct Implementation Cost		86,111
Total Programmable amount		1,111,111
UNDP General Management Cost (GMS 8%)		88,889
TOTAL		1,200,000

Below is a preliminary plan of activities,

Type of intervention	Programme Life Cycle in Months (18 Months for SDC contribution)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<i>Programme Setup</i>																		
<i>Selection of Partners</i>																		
<i>Beneficiary Selection</i>																		
Output 1: Incubation Activities																		
Output 2: TVET Activities																		
Output 3: GIS Activities																		
Output 4: Apprenticeships Activities																		
Monitoring and Evaluation																		
Reporting and Closing activities																		

Partnerships

Different actors will be responsible for the planning, implementation and monitoring/reporting of the Programme activities at all levels, in close coordination with the implementation team of the Programme. The direct implementation of activities is designed to create the organizational foundation necessary for the sustainability of the project. In addition to technical assistance and capacity development, the Programme will provide indirect support to stakeholders. Partnership arrangements will detail the delivery of services by local partners, respecting both national and international priorities. Close partnerships with sister agencies will be maintained and expanded for the ultimate benefit of the Programme and consequently for higher impact on the targeted population. To date, UNDP has set strong cooperation with UNRWA, ILO, Islamic Relief, Catholic Relief Services, GIZ, and a set of Local NGO's, and these partnerships will pave the road for collaboration between the key actors for maximizing the benefiting and extending the number of beneficiaries.

Risks and Assumptions

Contextual risks:

Escalation of hostilities or armed conflict in the Gaza Strip and extreme increase in the divide between Ramallah and Gaza Strip will jeopardize Programme ability to implement the Programme activities, that would have impacts on the security of UNDP staff and cooperating partners. This risk will be mitigated through contingency temporary suspension of Programme activities during the high crisis period, followed by negotiation with donors around any required changes.

Operational risks:

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 the nomination beneficiaries for each Programme output. Grievances from this risk will be mitigated through mechanisms developed during the previous Programme. As the Programme will be led by the steering committee that will provide provides overall direction and strategic guidance, setting the selection criteria as per each the Programme outputs. Also, the mechanisms established within the Programme that relies on the announcement to youth for registration through the MoL (One-Stop-Shop) and the selection of the nominated beneficiaries by the interviews panel where it will be consisted from at least (employers, MoL, NGOs/Universities) with full cooperation with UNDP quality assurance.

Stakeholder Engagement

Further to the partnership approach described, the implementation of the project will be highly participatory and will be overseen by the Programme Steering commits. The direct beneficiaries will be engaged based on their willingness and commitment to contribute to the Programme results. From its onset, the Programme will promote ownership by the targeted local authorities and communities.

Target Groups: Overall, the target audience is young people in the age category 18-35 who are unemployed or who are entering the labour market for the first time after completion of education, the selection of this age group is based on the analysis for the unemployment rates in the Gaza Strip which are varies among the age groups from 69.6%¹² (15 -19 years), 69.5% (20-24 years), 59.3% (25-29 years), and 44.3% (30-34 years). The selected age category (18-35 years) category is the most affected group that is suffering from unemployment. Both male and female graduate will be eligible and special efforts will be made for involving at least **40%** female form the targeting beneficiaries, this is important given the current extremely low female labour force participation rates in the Gaza Strip and the economic cost.

¹² PCBS, Labour Force Survey (January – March, 2018) Round(Q1/2018).

IV. RESULTS FRAMEWORK FOR: GAZA YOUTH AND WOMEN EMPLOYMENT PROGRAMME

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
Impact (Overall Goal) ①	Impact Indicators ①		
<p>By 2022: Empowered youth exercise their career choices and reach their economic life potential.</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> • Unemployment rate (Gaza Strip (GS): 49.1%) • Unemployment rate (GS/F: 71.5 %; GS/M:41.1 %) • Unemployment rate (people with disabilities: 90.6%) • % change of programme supported (PS) (Micro, Small, and Medium Enterprise) MSMEs beneficiaries reporting improved ability to cope with unexpected expenditure (0%). • % of PS MSMEs whose invested capital has increased within one year of receiving financing, and three years after project completion (0%). <p><u>Indicators and Targets¹³:</u></p> <ul style="list-style-type: none"> • Unemployment rate (Gaza Strip) • Unemployment rate (youth: Male/Female/F) • Unemployment rate (people with disabilities) <p>Targets: 500 youth (minimal rate of women across all outputs: 40% seeking gender parity where and when possible).</p> <ul style="list-style-type: none"> • % change of programme supported (PS) 	<p>Palestinian Central Bureau of Statistics (PCBS). Labor Force Survey. For PS beneficiaries: programme survey, mid-term and final evaluations.</p>	

¹³ All the mentioned target numbers correspond to the SDC grant contribution.

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
	(Micro, Small, and Medium Enterprise) MSMEs beneficiaries reporting improved ability to cope with unexpected expenditure (70%) . <ul style="list-style-type: none"> • % of PS MSMEs whose invested capital has increased within one year of receiving financing, and three years after project completion (70%) 		
Outcomes ①	Outcome Indicators ①		External Factors (Assumptions & Risks) ①
Increased access of M/F youth to decent jobs through economic empowerment tools	<u>Baseline:</u> <ul style="list-style-type: none"> • No. of M/F youth benefitted from Programme activities¹⁴ • No. of workdays generated (0). • % change in income patterns: Average monthly net income generated by each PS beneficiary • No. of youth who benefitted from skill development (0). • % of M/F youth with developed skills relevant to job market (0). • % of M/F beneficiaries from the capacity development initiatives (CDI) reported effective use of at least three areas of knowledge they acquired. • No. of established start-ups (0). • % Increase in the youth promoted to join the entrepreneurship works (50%). • % of the CDI M/F recipients reporting effective use of at least three areas of knowledge they acquired through the 	Programme Annual Report: M&E Reports; Programme Data Base	<ul style="list-style-type: none"> • Assumption: No further deterioration in the Economic, Social and Security Environment; • Risk: Social and family pressure prevents youth and women from pursuing certain jobs

¹⁴ All indicators will be disaggregated by sex, age, education level, disability and marital status, economic sector etc.

Hierarchy of objectives Strategy of Intervention ①		Key Indicators ①	Data Sources Means of Verification ①	
		participation in CDI (20%) Indicators and Targets: <ul style="list-style-type: none"> No. of M/F youth benefitted from Programme activities (500 youth, 40% F, 70 PwDs). No. of workdays generated (32,000 WD). % change in income patterns: Average monthly net income generated by each PS beneficiary (50%) % of M/F youth with developed skills relevant to job market (500). % Developing youth skills relevant to job market (85 %). No. of established start-ups (15). % Increase in the youth promoted to join the entrepreneurship works (70%). % of the CDI M/F recipients reporting effective use of at least three areas of knowledge they acquired through the participation in CDI (80%) 		
Outputs (per outcome) and costs ①		Output Indicators ①		
For outcome: Increased access of M/F youth to decent jobs through the economic empowerment tools				
Output 1	Young graduates in Gaza encouraged to actively engage into entrepreneurship works	Baseline: <ul style="list-style-type: none"> No. M/F benefitted from entrepreneurship activities (0) Incubation Model developed and applied (current model) No. of funded incubated start-ups (0) No. of trained youth (0) No. of training &/or coaching days conducted with the beneficiaries¹⁵ (0) 	Programme Annual Report: M&E Reports; Programme Data Base	

¹⁵ Disaggregated by training topic and service provider

Hierarchy of objectives Strategy of Intervention ①		Key Indicators ①	Data Sources Means of Verification ①	
		<ul style="list-style-type: none"> No. of jobs¹⁶ created (0) Promoting Investment in the entrepreneurship works (current situation) No. of jobs created in freelancing (0) Indicators and Targets: <ul style="list-style-type: none"> No. M/F benefitted from entrepreneurship activities (90) Incubation Model developed (75%) No. of funded incubated start-ups (15) No. of trained youth (90) gender-disaggregated No. of training &/or coaching days conducted with the beneficiaries (100) No. of job created in start-ups (45) Promoting Investment in the entrepreneurship works (0%) No. of job created in freelancing (0) 		
Output 2	Strengthened Investment in Vocational and Technical Training (TVET) for the youth	Baseline: <ul style="list-style-type: none"> % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (0) No. of youth targeted (short term TVET course) (0) % graduated females benefitting from vocational training (0). No. of trainers benefitting from knowledge transfer from external expert (0). No. of youth PwDs targeted (0). No. Social enterprises for PwDs established (0) Indicators and Target: <ul style="list-style-type: none"> % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (80%) 	<p>Programme Annual Report: M&E Reports; Programme Data Base</p>	

¹⁶ Disaggregated by employment and earning type

Hierarchy of objectives Strategy of Intervention ①		Key Indicators ①	Data Sources Means of Verification ①	
		<ul style="list-style-type: none"> No. youth are targeted (short term TVET course) (0) % Graduated W/M benefitting from vocational training (40%). No. trainers benefitting from knowledge transfer from external expert (0). No. youth PwDs are targeted (70) No. Social enterprises for PwDs established (2) 		
Output 3	Youth engagement in upgrading the Municipal Information System (GIS)	<p>Baseline:</p> <ul style="list-style-type: none"> No. of graduated youth benefitting from Municipal GIS works (0). % Graduated M/F benefitting from jobs created (0). No. of Municipalities targeted (12 out of 25) Number of workdays created (0) <p>Indicators and Target:</p> <ul style="list-style-type: none"> No. of graduated youth benefitting from Municipal GIS works (45). % Graduated M/F benefitting from jobs created (40% F). No. of Municipalities targeted (15 out of 25) No. of workdays created (5,700 WD) 	Programme Annual Report: M&E Reports; Programme Data Base	
Output 4	Improved Public Services through youth apprenticeships	<p>Baseline:</p> <ul style="list-style-type: none"> No. of youth benefited from apprenticeship employment opportunities (0). No. of workdays generated (0). No. of M/F graduated beneficiaries (0). <p>Indicators and Target:</p> <ul style="list-style-type: none"> No. of youth benefited from apprenticeship employment opportunities (330). No. of workdays generated (25,000 WD). No. of M/F graduated beneficiaries (40%). 	Programme Annual Report: M&E Reports; Programme Data Base	

Hierarchy of objectives Strategy of Intervention 🔗	Key Indicators 🔗	Data Sources Means of Verification 🔗	
Costs of outputs for outcome: USD 11,300,040 In case of joint projects: 1) amount of SDC contribution: USD 1,200,000 2) in % of total cost: 10.6 % 3) Total cost: USD 11,300,040			
Activities (per output) 🔗	Inputs 🔗		
<p>Output 1: Youth in Gaza encouraged to actively engage into entrepreneurship works</p> <p>Activity Result 1.1: Supporting the improvement of Incubators' Quality</p> <ul style="list-style-type: none"> ▪ Improving the model of local incubators. <ul style="list-style-type: none"> ❖ Desk review for local and well known international incubation models ❖ Contracting local and international experts to develop the incubation model. ❖ Dissemination of the new incubation model. ❖ Contracting international experts to transfer expertise ▪ Developing the skills of incubators staff. <ul style="list-style-type: none"> ❖ Upgrading the existing training Programme ❖ Training the selected staff in incubators and related centers ❖ Enabling the knowledge transfer with external incubators by the external visit /or through using Hi-tech ICT tools. 	<p>USD 100,000¹⁷ <u>(USD 80,000)</u>¹⁸</p>		
<p>Activity Result 1.2: Incubation and Acceleration of Start-ups</p> <ul style="list-style-type: none"> ▪ Programme registration campaign. ▪ Evaluation of Applications ▪ Entrepreneurs camp. ▪ Finance the incubated projects ▪ Business and technical mentoring and 	<p>USD 1,000,000 <u>(USD 150,000)</u></p>		

¹⁷ Required amount per activity result in US \$.

¹⁸ SDC grant contribution per activity result.

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
training Programme. <ul style="list-style-type: none"> ▪ Networking and investment activities ▪ Marketing campaigns for the projects/products ▪ Mutual visits with the West Bank incubators / accelerators. 			
Activity Result 1.3: Promoting the Investment in Acceleration Works and its' linkage with Local Economic Development. <ul style="list-style-type: none"> ▪ The Promotion of investment: <ul style="list-style-type: none"> ❖ Demo Day for investment ❖ Encouraging investment ❖ Participation of Start-ups in international exhibitions ▪ Local Economic Development: <ul style="list-style-type: none"> ❖ Conducting a study on the local market needs to be met by the entrepreneurs and start-ups ❖ Holding workshops and coordination meetings with the private sector ❖ Guiding entrepreneurs to the needs of local market and the available investment opportunities ❖ Exhibition of entrepreneurial ideas ❖ Developing an interactive portal for the entrepreneurial ideas and start-ups 	USD 150,000 (0)		
Activity Result 1.4: Support Youth Employment through freelancing <ul style="list-style-type: none"> ▪ Employment and career guidance: <ul style="list-style-type: none"> ❖ Producing career guidance (E-Document) ❖ Holding Youth Employment Day ❖ Providing employment opportunities in incubators and youth centres ▪ Provide Freelancing online work opportunities: 	USD 300,000 (0)		

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
<ul style="list-style-type: none"> ❖ Selection of trainees ❖ Conducting specialized training courses ❖ Providing co-working spaces for selected graduates ❖ Networking and provide remote employment opportunities 			
<p>Output 2: Strengthened Investment in Vocational and Technical Training (TVET) for the youth</p> <p>Activity Result 2.1: Promoting Enrolment TVET for Graduates Youth</p> <ul style="list-style-type: none"> ▪ Validation the most needed occupations <ul style="list-style-type: none"> ❖ Desk review and conducting a focus group for validation the most needed occupations, ❖ Ensuring the equal participation of men and women ❖ Selecting and adapting the curriculums ▪ Pre-training Phase <ul style="list-style-type: none"> ❖ <i>Announcement for registration for youth (especially targeting females).</i> ❖ <i>Contracting with service providers from the eligible Vocational Centres.</i> ▪ Vocational training <ul style="list-style-type: none"> ❖ <i>Providing youth (males and females) with proper paid training opportunities from 3 to 6 months.</i> ▪ Transition to work <ul style="list-style-type: none"> ❖ from 3 to 6 months on job training ❖ The incentive for youth (per diem modalities 250 USD/ month up to 3 months) 	<p>USD 2,025,000 (0)</p>		
<p>Activity Result 2.2 Prompting TVET by Enabling the technology transfer in the promoting sectors</p> <ul style="list-style-type: none"> ▪ Desk review and conducting a focus group Conducting a focus group for validation the gaps and the most promising sectors 	<p>USD 500,000 (0)</p>		

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
<p>based on recent studies</p> <ul style="list-style-type: none"> ▪ Exchange expertise with external technical experts ▪ Announcement for registration for the Gaza trainers ▪ Selection of the best qualified trainers ▪ Offering external training mission for the selected trainers, who will prepare the training materials for Gaza TVET centres. ▪ Procure the needed equipment for upgraded TVET centres with the technologies ▪ After finishing external knowledge transfer the nominated trainers will conduct special training courses to a group of trainers on the best practises using the new technologies. ▪ Offering on job training on the selected sectors for the trainees under the supervision of trainers (under the per diem modality). 			
<p>Activity Result 2.3: Empowering PwDs through TVET</p> <ul style="list-style-type: none"> ▪ Adapting the curriculums for PwDs: <ul style="list-style-type: none"> ❖ Desk review and conducting a focus group ❖ Conducting a focus group for validation the gaps and the most promising sectors based on recent studies ❖ Adapting the curriculums for PwDs ▪ Pre-incubation Phase <ul style="list-style-type: none"> ❖ Selecting the nominees ❖ Procurement of the training materials ❖ Hiring the qualified trainers ▪ Vocational training <ul style="list-style-type: none"> ❖ 5- 6 Months training round for PwDs in the most promising occupations ▪ Transition to Work <ul style="list-style-type: none"> ❖ From 3 to 6 months on job training ❖ The incentive for PwDs (per diem modality) ▪ Production Phase 	<p>USD 670,000 <u>(USD 220,000)</u></p>		

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
<ul style="list-style-type: none"> ❖ Establishment of the startup (Grants) ❖ Applying some innovative model (micro-franchising model) ❖ Organize Career Day for incubating PwDs in the private sector 			
<p>Output 3: Youth engagement in upgrading the Municipal Information System (GIS)</p> <p>Activity Result 3.1: Upgrading the GIS for Gaza Municipalities</p> <ul style="list-style-type: none"> ▪ Selecting process for graduate's youth M/F (40%) ▪ Contracting expert consultant to prepare training materials and GIS master planning coding ▪ Conduct two training sessions on data collection and system design and development, and preparing survey questionnaire ▪ Media campaign ▪ Creating codification system on maps (office work), codification system and piloting testing, preparing street index codification generalization (handwriting numbers) ▪ Conducting doorway surveying and numbering of streets and doorways ▪ Data mining, verification and validation ▪ Establishing database, and connecting database with spatial data (GIS). 	<p>USD 600,000 <u>(USD 140,000)</u></p>		
<p>Output 4: Improved Public Services through youth apprenticeships</p> <p>Activity Result 4.1: Apprenticeship for Graduate's Youth</p> <ul style="list-style-type: none"> ▪ <i>Review household income survey and analyses the livelihoods baselines (including sex-disaggregated data).</i> ▪ <i>Design the rapid employment schemes and beneficiaries' selection criteria, ensuring that it is gender-sensitive</i> 	<p>USD 4,500,000 <u>(USD 435,000)</u></p>		

Hierarchy of objectives Strategy of Intervention ①	Key Indicators ①	Data Sources Means of Verification ①	
<ul style="list-style-type: none"> ▪ Identify and recruit rapid employment scheme's beneficiaries, ensuring the equal participation of females ▪ Recruit graduated young beneficiaries (women and men) ▪ Develop an online data base to facilitate and centralize the collection of Project data. The system will be used to measure impact and facilitate the information sharing (including sex-disaggregated data) ▪ Monitor and evaluate the impact of the Programme on beneficiaries 			
Direct Project Cost (DPC) <ul style="list-style-type: none"> • Programme implementation Staff • Monitor and update online information management system • Evidence based reporting • Conduct end of project M&E activities. • Document lessons learnt and good practices • Communication material produced (website update, reports, etc.) 	USD 618,000 <u>(USD 86,111)</u>		
Subtotal	USD 10,463,000 <u>(USD 1,111,111)</u>		
UNDP General Management Cost (GMS 8%)	USD 837,040 <u>(USD 88,889)</u>		
Total	USD 11,300,040 <u>(USD 1,200,000)</u>		

V. MULTI-YEAR WORK PLAN 2018-2021:

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET		
		2018		2019				2020				2021			Funding Source	Amount	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2				
Output 1: Young graduates in Gaza encouraged to actively engage into entrepreneurship works Baseline: <ul style="list-style-type: none"> No. M/F benefitted from entrepreneurship activities (0) Incubation Model developed and applied (current model) No. of funded incubated start-ups (0) No. of trained youth (0) No. of training &/or coaching days conducted with the beneficiaries (0) No. of jobs created (0) Promoting Investment in the entrepreneurship works (current situation) No. of jobs created in freelancing (0) Indicators and Targets: <ul style="list-style-type: none"> No. M/F benefitted from entrepreneurship activities (90) Incubation Model developed (75%) No. of funded incubated start-ups (75) No. of trained youth (300) gender-disaggregated No. of training &/or coaching days conducted with the beneficiaries (500) No. of job created in start-ups (300) Promoting Investment in the entrepreneurship works (75%) No. of job created in freelancing (110) 	Activity Result 1.1: Supporting the improvement of Incubators' Quality <ul style="list-style-type: none"> Improving the model of local incubators Developing the skills of incubators staff 			X	X	X	X	X	X	X	X	X	X	• UNDP / Universities Incubators	*SDC (USD 80,000)	USD 100,000	
	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	X	X	X	X	X	X	X	X	• UNDP / Universities Incubators	*SDC (USD 150,000) **IsDB (USD 400,000)	USD 1,000,000
	Activity Result 1.3: Promoting Investment and Local Economy Development <ul style="list-style-type: none"> The Promotion of Investment Local Economic Development 			X	X	X	X	X	X	X	X				• UNDP / Universities Incubators		USD 150,000
	Activity Result 1.4: Support Youth Employment through freelancing <ul style="list-style-type: none"> Employment and career guidance Provide Freelancing online work opportunities 	X	X	X	X	X	X	X	X	X	X	X	X	X	• UNDP / Universities Incubators	**IsDB (USD 150,000)	USD 300,000

<p>Output 2: Strengthened Investment in Vocational and Technical Training (TVET) for the youth</p> <p>Baseline:</p> <ul style="list-style-type: none"> • % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (0) • No. of youth targeted (short term TVET course) (0) • % graduated females benefitting from vocational training (0). • No. of trainers benefitting from knowledge transfer from external expert (0). • No. of youth PwDs targeted (0). • No. Social enterprises for PwDs established (0) <p>Indicators and Target:</p> <ul style="list-style-type: none"> • % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (80%) • No. youth are targeted (short term TVET course) (1,500) • % Graduated W/M benefitting from vocational training (40%). • No. trainers benefitting from knowledge transfer from external expert (160). • No. youth PwDs are targeted (210) • No. Social enterprises for PwDs established (6) 	<p>Activity Result 2.1: Promoting Enrolment TVET for Graduates Youth</p> <ul style="list-style-type: none"> ▪ Desk review and conducting a focus group for validation the most needed occupations ▪ Pre-training Phase ▪ Vocational training ▪ Transition to Work 	X	X	X	X	X	X	X	X	X	X	X	X	UNDP / Ministry of Labour vocational training centres/ NGOs	**IsDB (USD 300,000)	USD 2,025,000
	<p>Activity Result 2.2: Prompting TVET by Enabling the technology transfer in the promoting sectors</p> <ul style="list-style-type: none"> ▪ Desk review and conducting a focus group for validation the gaps and the most promising sectors based on recent studies ▪ Exchange expertise with external technical experts ▪ Announcement for registration ▪ Selection the best qualified trainers ▪ Offering external training mission for the selected trainers, ▪ Procured the needed equipment for upgraded TVET centers with the technologies ▪ Conduct special training courses to a group of trainers on the best practices ▪ Offering on job training on the selected sectors for the trainees 	X	X	X	X	X	X	X	X	X	X	X	X	UNDP / Ministry of Labour vocational / Vocational Training Programme		USD 500,000
	<p>Activity Result 2.3: Empowering PwDs through TVET</p> <ul style="list-style-type: none"> ▪ Adapting the curriculums for PwDs: ▪ Pre-incubation Phase ▪ Vocational training ▪ Transition to Work ▪ Production Phase 	X	X	X	X	X	X	X	X	X	X	X	X	UNDP/ Vocational Training Centres	*SDC (USD 220,000) **IsDB (USD 150,000)	670,000 USD

<p>Output 3: Youth engagement in upgrading the Municipal Information System (GIS)</p> <p>Baseline:</p> <ul style="list-style-type: none"> No. of graduated youth benefitting from Municipal GIS works (0). % Graduated M/F benefitting from jobs created (0). No. of Municipalities targeted (12 out of 25) Number of workdays created (0) <p>Indicators and Target:</p> <ul style="list-style-type: none"> No. of graduated youth benefitting from Municipal GIS works (180). % Graduated M/F benefitting from jobs created (40% F). No. of Municipalities targeted (25 out of 25) No. of workdays created (23,000 WD) 	<p>Activity Result 3.1: Developing the GIS for five Gaza Municipalities</p> <ul style="list-style-type: none"> Activity Result 3.1: Upgrading the GIS for Gaza Municipalities Selecting process for graduate's youth M/F (40%) Contracting expert consultant to prepare training materials and GIS master planning coding Conduct two training sessions on data collection and system design and development, and preparing survey questionnaire Media campaign Creating codification system on maps (office work), codification system and piloting testing, preparing street index codification generalization (handwriting numbers) Conducting doorway surveying and numbering of streets and doorways Data mining, verification and validation Establishing database, and connecting database with spatial data (GIS). 													<p>UNDP/ NGOs/ Gaza Strip Municipalities</p>	<p>*SDC (USD 140,000)</p>	<p>600,000 USD</p>
<p>Output 4: Improved Public Services through youth apprenticeships</p> <p>Baseline:</p> <ul style="list-style-type: none"> No. of youth benefited from apprenticeship employment opportunities (0). No. of workdays generated (0). No. of M/F graduated beneficiaries (0). <p>Indicators and Target:</p> <ul style="list-style-type: none"> No. of youth benefited from apprenticeship employment opportunities (3000). No. of workdays generated (225,000 WD). No. of M/F graduated beneficiaries (40%). 	<p>Activity Result 4.1: Apprenticeship for Graduate's Youth</p> <ul style="list-style-type: none"> Review household income survey and analyses the livelihoods baselines (including sex-disaggregated data). Design the rapid employment schemes and beneficiaries' selection criteria, ensuring that it is gender-sensitive Identify and recruit rapid employment scheme's beneficiaries, ensuring the equal participation of females Recruit graduated young beneficiaries (women and men) Develop an online data base to facilitate and centralize the collection of Project data. The system will be used to measure impact and facilitate the information sharing (including sex-disaggregated data) Monitor and evaluate the impact of the Programme on beneficiaries 	X	X	X	X	X	X	X	X	X	X	X	<p>UNDP/ NGOs/ Ministries/ semi- governmental institution</p>	<p>**SDC (USD 435,000) *IsDB (USD 200,000)</p>	<p>4,500,000 USD</p>	

Direct Project Cost	Economic Empowerment specialist Finance Associate Office Rent and Utilities Transportation	Services (stationary, tools and Miscellaneous) Management and Financial Audit Communication and Visibility: Partnership and Reporting		*SDC (USD 86,111)	618,000 USD
Subtotal				10,463,000 USD	
UNDP General Management Cost (GMS 8%)				*SDC (USD 88,889)	837,040 USD
Total				*SDC ¹⁹ (USD 1,200,000) **IsDB ²⁰ (USD 1,200,000)	11,300,040 USD

¹⁹ The contribution of the Swiss Agency for Development and Cooperation(SDC) under Phase I (18 months from the agreement signature date).

²⁰ The contribution of the Islamic development Bank(IsDB) from DEEP Programme Phase II (Programme end date by December 2019).

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The locations of the expected project activities will be mainly in the Gaza Strip. The office of UNDP/ Gaza office will be the main one where the team implementing the project will be located. The Programme will be implemented by UNDP under the direct execution modality (DEX), whereby UNDP leads all project management, coordination, monitoring, quality assurance and possibly fund-raising activities. Throughout the past years, UNDP/PAPP has established a wide network of partnerships with many local NGOs, who have a solid presence in the targeted communities. The Programme will utilize these existing networks to assist in facilitating the project implementation. Interventions will be implemented through many different channels depending on the feasibility on the ground and the availability of functional modalities/organizations. This will create opportunities in terms of programme efficiency, involvement of many partners on the ground, diversity of activities, and a wider geographic outreach. To facilitate management monitoring and reporting of the Project, the management arrangements will be as follows:

Programme Board/Steering Committee: the steering committee consists of UNDP, MoL, with representation from participating donors, and co-chaired by the relevant Government Ministries (MoL, MoLG, MoEHE and MoSD). The steering committee overall direction and strategic guidance, monitors progress, and approves work plans and agrees to management actions to address specific risks raised by the UNDP. The Board also approves geographical coverage and beneficiary selection criteria, review and adopt the implementation modality and shall be convened on semi-annual basis or as required.

Executive (UNDP): is responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes; ensures that the project gives value for money, uses a cost-conscious approach to the project and balances the demands of beneficiary and supplier.

Senior Supplier (Donors/UNDP): primary function within the project board is to provide guidance regarding the technical feasibility of the project. The senior supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing) and has the authority to commit or acquire required supplier resources.

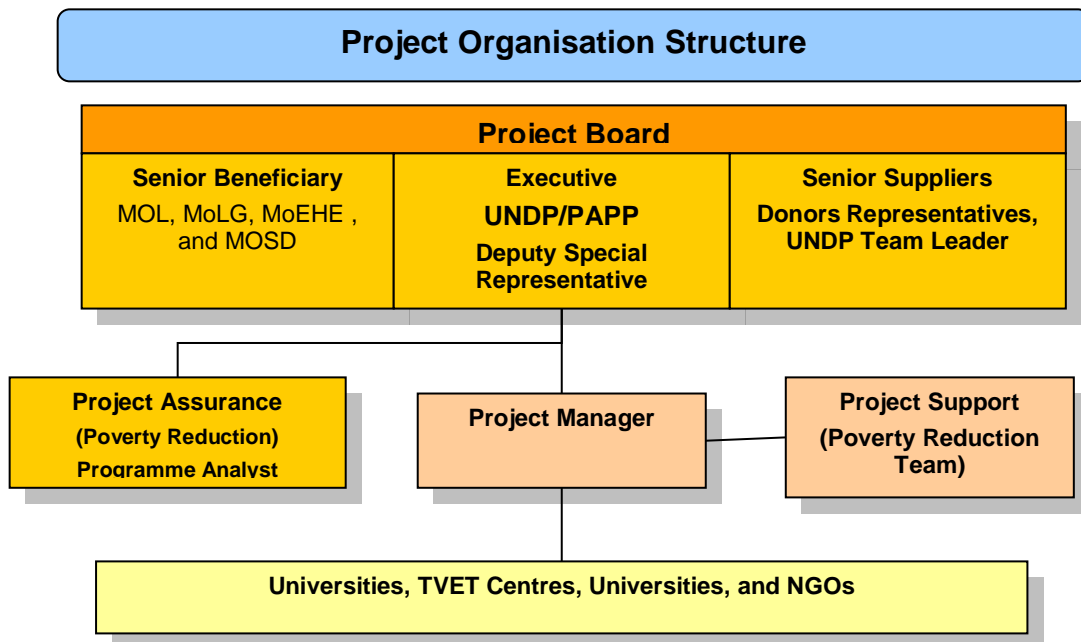
Senior Beneficiary: represents the interests of those who will ultimately benefit from the project or those for whom the deliverables resulting from activities will achieve specific output targets. The senior beneficiary's primary function within the project board is to ensure the realization of project results from the perspective of project beneficiaries. They validate

the needs and monitor so that the solution will meet the needs of the project. The senior beneficiary also monitors progress against targets and quality criteria.

Programme management structure: The Programme will initially be managed on day-to-day basis by poverty unit represented by Project manager and will be supervised by the poverty unit. The Project manager will be responsible for the follow up and coordination of activities and communications. Additional capacities and expertise will be recruited as needed. This Programme will benefit from the established infrastructure of the DEEP, especially in relation to systems and human resources, which will significantly reduce the start-up and the running cost of the Programme. The reports will be sent to the Project board on regular basis, and the Project Manager is responsible to keep them informed of progress and highlighting any problems he/she can foresee.

The project assurance functions rest with UNDP, the Project assurance will be the delegated responsibility of the UNDP Poverty Programme Analyst. The Project Assurance role supports the Programme Board by carrying out regular objective and independent project oversight and monitoring functions. It ensures that appropriate project management milestones are managed and completed. The Project manager will follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the Project towards the intended outputs and resources entrusted to UNDP are utilized appropriately. The UNDP Project manager is responsible for managing a team of experts and consultants to do the work, and is accountable for implementing the Project according to the established results framework. The UNDP project manager draws up the Project Plans that describe what the Project team will be doing and when they expect to finish.

Project Support: the project support role provides project administration, management and technical support to the Project Manager, as required by the needs of the individual project. The provision of any project support on a formal basis is optional. It is necessary to keep project support and project assurance roles separate in order to maintain the independence of project assurance.



Roles and Responsibilities

➤ Ministries

Ministries will be involved mainly at the technical level as in the Project's monitoring system when possible and will be called upon to help solve problems and ensure an as clear flow of information between the relevant stakeholders. They will also provide a layer of monitoring capacity to facilitate proper sub-project implementation and a clear flow of information, transparency.

- **MoLG:** Ministry of Local Government is working on building the local bodies capacities of local government unit and enhancing their resources, to enable them to achieve the welfare of their citizens/ constituencies with the framework of good local governate. MoLG will support and cooperate with UNDP all project activities especially in the GIS output as MoLG is the body who is supervising the work of the Municipalities.
- **MoSD:** The Ministry of Social Development seeks to provide social protection for people with disabilities through various Programme, as the Ministry is responsible towards them since the PwDs are an important category from the Palestinian society who need care and rehabilitation. The Ministry will engage with the Programme by helping in the nomination the PwDs whom could join the TVET and continue the follow-up assistance at all levels in cooperation with relevant civil society institutions.
- **MoEHE:** The vision of MOEHE is to support access to all academically qualified individuals to acquire knowledge, within government, public and private institutions that grant degrees to all levels including universities that will support the new scientific research innovation environment. The MOEHE will engage in the Programme by following up university incubators performance to enhance their contribution to the locomotive the economic and social development.

- **MoL:** The MoL is the main stakeholder whom their technical contribution will directly help the Programme to reach its goal. the Ministry contributes in the development of Palestinian human resources in through the provision of TVET services in various professional fields and provides professional guidance services and advisory services for employers and beside its role on supervision and registration of TVET centres managed provided by private entities. The Ministry is working in monitoring the levels and trends of the unemployment patterns through its One-Stop-Shop (OSS) offices that is collected the update information and receive the applications from the youth who are willing to join the unemployment Programme.

➤ Local Authorities (Municipalities)

During the implementation of this Programme, several local authorities will be engaged, such as the municipalities. Their potential roles and responsibilities include:

- Support the planning functions and setting priorities;
- Mobilization and sensitization of communities and collection of local resources;
- Where possible, mobilize in-cash contribution to material costs and 100 % of security costs;
- Commit to the maintenance and operation of sub-Programme works, as relevant;
- Assist in the process of verification and selection of workers against checklist criteria;
- Support social and economic stability;
- Provide effective local administration and good governance;
- Support communities' capacities in local reconciliation and conflict resolution/management.

➤ Local CBOs and NGOs

Specialized NGOs with presence in the Programme area will be contracted to carry out specific interventions related to livelihood improvement, know-how transfer, and capacity building and development purposes. Even though, NGOs, while relying on networks of local partners to enhance outreach, can be major players in terms of contributing to the creation of an enabling environment for job creation, human rights protection, conflict prevention, reconciliation and gender empowerment.

➤ Incubators

- Spread awareness about the entrepreneurship culture within the local community
- Provide entrepreneurial solutions to the problems and real needs of the private sectors
- Improve the quality of services offered by incubators.
- Support youth to turn their innovative ideas into a successful business.
- Collaborate and cooperate with the private sector and incubators to coordinate all work and achieve real outcomes
- Provide financial assistances that can cover start-ups' needs in their early stages
- Provide training and mentoring for entrepreneurs in technical and managerial topics
- Provide co-working spaces in addition to all needed logistics services
- provide access to educational materials and researches/studies that can facilitate their work

- provide access to local and international investors to accelerate and scale up their work
 - Private sector
- Participate in the studies and need assessments related to their work
- Provide entrepreneurs and incubator with real support according to their needs
- Possibility of investing in the start-ups.
 - Universities
- Awareness about entrepreneurship among students and graduates
- Participation of innovative graduation projects in the incubation programs.
- Encourage entrepreneurial thinking in all academic specializations
- Conduct researches and studies related to private sector's needs and incubators' development
- Reinforce curriculums with business and entrepreneurship skills
 - UNDP/PAPP

Within this initiative, UNDP will play the leading role in Programme management, coordination, implementation and monitoring. It remains the lead agency responsible for the technical, managerial and supervisory aspects of the Programme. This work will draw upon the technical expertise available with local and international partners. The following are some of the main responsibilities:

- Lead the coordination, implementation and management of the Programme;
- Mobilize technical and financial assistance for the development and formulation of the Programme document and co-finance the preparatory phase;
- Within the scope of the Programme, support and empower the local management structures for improved and effective services delivery;
- Lead the development of a management information system, an integrated communication strategy, and carry out pre-qualification exercises for local consulting firms and national, local NGOs in consultation with other stakeholders;
- prepare progress, mid-term and final reports and disseminate information to all stakeholders at the frequency deemed appropriate and feasible;
- Act as the focal point and take lead in the Programme Board functions;
- Organize and coordinate start-up and final evaluation of the Programme;
- Assist partner agencies in developing appropriate training packages, as necessary;
- Ensure that cross-cutting issues such as conflict mitigation, gender and environment are mainstreamed in all project activities;
- Facilitate and initiate the design of awareness and advocacy campaigns targeting communities and local administrations on issues related to environment protection, natural resources conservation and hygiene, as appropriate.

- Perform an assessment of employment opportunities and skills in areas that can absorb many workers in order to contribute to a focused skills-development component.

VII. MONITORING AND EVALUATION

Monitoring of the various sub-projects/interventions of the Programme and its funds together with information flow and progress updates is carried out throughout the implementation period. In addition, quarterly and annual reviews shall take place against the project work plans. Monitoring tools and indicators shall be updated regularly to improve their qualitative value. Evaluation parameters and measurement guidelines will be developed at a specific stage of the project as it matures to evaluation level. However, the project incorporates initial and basic quantitative benchmark monitoring tools to start off implementation of project activities.

The Programme will adopt the participatory monitoring and evaluation approach when possible and convene workshops and meetings for this purpose. Target beneficiaries' representatives, project staff, and other stakeholders will take part in such exercises. Roles and responsibilities of the various parties include establishing goals, develop indicators along with gathering information, analyze and share results and take necessary actions. Moreover, a viable and effective monitoring structure will be established to ensure cost-effectiveness, accountability, quality and success while supervision of the Programme cycle is maintained. Towards that end, the Programme will be monitored closely using the following structure:

UNDP Monitoring Functions

The major monitoring responsibility lies within the Project Manager who is the overall guide of the Programme and closely monitors it. Several monitoring tools shall be used to track progress as per the agreed upon outcome and output level performance indicators. Such as through the overall DEEP M&E system integrated under the DEEP MIS interactive database, consolidated progress reports, field visits, e-mail, skype and phone communication facilities with the field staff and stakeholders. These captured results will be used in a timely manner to inform the relevant stakeholders and the development of communication products. The project manager shall head the development of a clear communication strategy while ensuring that stakeholders and partners' roles are visible. The Project Manager under the supervision of Poverty Reduction Team Leader will perform the overall Programme assurance functions, below are the tools that will be utilized:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to	Annually	Areas of strength and weakness will be reviewed by project management and used to inform		

	inform management decision making to improve the project.		decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (State of Palestine) and UNDP, signed on (1978). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
 2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]²¹ [UNDP funds received pursuant to the Project Document]²² are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
 3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 4. The Implementing Partner shall: (a) conduct project and Programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or Programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
 6. Consistent with the Article III of the SBAA [*or the Supplemental Provisions*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of
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UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner.

To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
7. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]
8. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
9. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
10. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
11. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Risk Analysis.

Risk	Probability	Impact	Risk Response
Escalation of hostilities or armed conflict in the Gaza Strip and extreme increase in the divide between Ramallah and Gaza Strip will jeopardize Programme ability to implement the Programme activities,	Moderate	High	<ul style="list-style-type: none"> temporary suspension of programming activities during high crisis period, followed by negotiation with donors around any required changes
Programme staff unable to find sufficient employment/placements for selected Youth	Low	low	<ul style="list-style-type: none"> The Programme will solicit a call for expressions of interest through its many communication channels Needs of organizations will be matched with youth
Social and family pressure prevents some women from pursuing certain jobs	Low	Moderate	<ul style="list-style-type: none"> Familial/household/community involvement to ensure support women and youth.
Quality providers of certain technical services not available in Gaza	High	Low	<ul style="list-style-type: none"> In cases of mission critical activities, regional or international providers will be sourced In cases of non-mission-critical activities, activity design may be modified to fit with available technical resources
Insufficient numbers of qualified youth matching selection criteria to apply for highly specialized jobs	Moderate	Low	<ul style="list-style-type: none"> include a coaching/mentoring scheme to ensure transfer of skill to less qualified youth and better equip them to carry out tasks.
Budget allocations not sufficient for necessary expenditures	Moderate	Moderate	<ul style="list-style-type: none"> Costing of activities in detail during AWP development, based on real market assessment
Delays in transfer processes between partners impact youth	High	Moderate	<ul style="list-style-type: none"> Advance planning, including detailed budgeting with AWPs Local partners with fewer administrative requirements contracted to make transfers on Programme behalf
Youth do not have the means to pay expenses such as travel up front and wait for reimbursement	High	Moderate	<ul style="list-style-type: none"> Contracting of a local partner to support payment transfers
Youth performance and/or behaviour reflects negatively on UNDP/donor/local partner	Low	Moderate	<ul style="list-style-type: none"> Rigorous selection processes Close monitoring of all activities, and follow-up with partner focal points, by Programme staff Municipality disciplinary committee as a part of national role of employment offices.
Sub-contracted personnel not embodying the Programme principles for decent employment	Moderate	Moderate	<ul style="list-style-type: none"> Careful vetting of all personnel prior to contracting Close monitoring by PMU staff Anonymous complaint process for workers to express any concerns