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Country: State of Palestine

Programme Title: Promoting Women's Equal Access to Economic Opportunities and Decent Work in Palestine.

Programme Outcomes:

1. Increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings.
2. Promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination.

Programme Duration: one year	Total estimated budget: 500,000 € (equals 559,910\$)
Anticipated start/end dates: (September 2017-August 2018)	Sources of funded budget: Donor: Italian Agency for Development Cooperation

UN Organizations	National Coordinating Authorities
Name of Representative: Sabine Machl Signature: Name of Organization: UN Women, Palestine Country Office Date & Seal:	Name of Representative: Signature Name of Organization: Ministry of Labour (MoL) Date & Seal
Name of Representative: Mounir Kleibo (To be confirmed at a later stage) Signature: Name of Organization: International Labour Organization (MoL) Date & Seal	Name of Representative: Signature Name of Organization: Ministry of Women Affairs (MoWA) Date & Seal

1. Executive Summary

The Palestinian economy is one facing a variety of challenges through economic dependence on Israel as well as high dependency on foreign aid. The Palestinian economy has witnessed some significant changes to its economic structure over the years. Since 2000, there is a declining relative share of the agricultural sector and growth in the industrial and services sectors over time. Important sectors (contributing more than 5% of GDP in 2014) showing the largest growth rates since 2000 are the wholesale and retail trade sector, public administration and defence and ICT sectors. Given the current economic situation in Palestine, it is clear that prospects for future growth and structural change might look quite different for the West Bank and Gaza and that any such plans for growth and development must be seen within the broader context of political uncertainty and occupation.

The lack of economic growth combined with the Israeli closure policy and restrictions of movement, heavy reliance on the Israeli labour market and lack of viable alternatives have weakened the Palestinian labour market. The size of the Palestinian labour force reached over 1.3 million in 2015, with a labour force participation rate of 45 %, which is considered low (PCBS, 2015). A major factor influencing poverty in Palestine is unemployment. In 2015 unemployment affected 25.9% of the labour force in Palestine. Participation in the labour force was 19.1% for females in 2015, compared to 71.9% for males.

Palestinian women's limited access to decent work opportunities is a manifestation of the discrimination they face in labour markets. Research has also shown that deficiencies in skills training of educated and uneducated women hinder their access to decent jobs; where there is a mismatch between the skills needed and labour market requirements. Palestinian women continue to experience higher rates of unemployment than men at the national level. This gap widens with the absence of effective law reinforcement mechanisms by the government particularly through inspection of workplace conditions, policies against violence and sexual harassments in the work place and having in place mechanisms for holding employers accountable towards ensuring safe and decent working conditions for women in all economic sectors.

Empowering women in the economy and closing gender gaps at work are central to the 2030 Agenda for Sustainable Development (leaving no one behind) particularly goals 5 (Gender Equality) and 8 (Decent Work and Economic Growth), the Convention on the Elimination of all Forms of Discriminations Against Women (CEDAW), United Nations Security Resolution (UNSCR) 1325. In addition, it is in line with the new Palestinian National Policy Agenda 2017-2022 and relevant sector strategies' priorities (MoNE, MoL), the Cross Sectoral National Gender Strategy 2017-2022, specifically the Fourth Strategic Objective "Enhancing participation of women in the Economic Sector", the Palestine UNDAF priorities, specifically the Strategic Priority 3 "Supporting sustainable and inclusive economic development".

Within this context, the overarching goal of this programme is to enhance women's economic empowerment in Palestine through promoting their equal access to decent work opportunities. The programme will work towards enhancing the protection women's labour rights through reinforcement of equitable laws, legislations, policies and active labour market programmes, while engaging public, private and community actors. Based on these premises, this document outlines a results-oriented one year **Programme that is implemented in partnership between UN Women and ILO. The Programme was designed based on a dialogue between UN Women, ILO and the Italian Agency for Development Cooperation and the successful submission of a concept note that builds on the unique interventions and mandate of each agency in a manner that ensures synergies between their interventions.**

Outcome 1 on **Increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings** deals with strengthening the capacities of young women (employed and self-employed) in West Bank and Gaza Strip, especially the most excluded and marginalized, through equipping them with market oriented skills and confidence to enhance their livelihood potential and access to decent jobs.

Outcome 2 on **Promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination**, focuses on supporting national efforts and effective policy dialogue amongst the governmental, private, and non-governmental bodies to mainstream gender in West Bank and Gaza Strip, including unions, to promote gender responsive policies related to the world of work. It will support the inclusion of gender equality concerns in the existing ministry of labour functions and services provision, and Ministry of National Economy. It will, as well, enhance a gendered institutional awareness at the corporate level, for creating an enabling and supportive environment with improved working conditions for women.

The above will be undertaken through employing a participatory approach that seeks to join efforts with workers and employers' organizations, civil society, and public institutions to create an appropriate environment that promotes decent and productive job opportunities for women in Palestine.

2. Situation analysis

The protracted crisis in Palestine has had devastating consequences on the Palestinian population with differentiated impact on women, men, girls and boys. The situation has worsened in recent years due to deteriorated political conditions, as well as an increase in military attacks and restrictions including demolitions and evictions in the West Bank including East Jerusalem and Gaza Strip; increased access restrictions, search and arrest operations, land confiscation, expansion of settlements, while simultaneously limiting Palestinians' rights to freedom of movement. Israel has kept full control of Area C, which includes the most fertile lands of the West Bank and most of its natural resources. Women and children are suffering most from the economic slowdown in the aftermath of the recent escalations.

Palestine is ranked as a lower middle-income country, but across the territories there are vast internal disparities in gross domestic product (GDP) per capita, which in Gaza reaches only 60% of that in the West Bank (ILO, 2015). The economy is based on a weak foundation with low productive investment and a shrinking productive base. The Palestinian economy has witnessed some significant changes to its economic structure over the years. Focusing on the period since 2000, there is a declining relative share of the agricultural sector and growth in the industrial and services sectors over time. Important sectors (contributing more than 5% of GDP in 2014) showing the largest growth rates since 2000 are the wholesale and retail trade sector, public administration and defence and ICT sectors.

Given the current economic situation in Palestine, it is clear that prospects for future growth and structural change might look quite different for the West Bank and Gaza and that any such plans for growth and development must be seen within the broader context of political uncertainty and occupation. The new National Policy Agenda 2017-2022 of the State of Palestine accepts that the current drivers of growth, coming from aid-financed government spending (as witnessed by the large and growing public administration and defence sectors), as well as the services sectors, are not viable and have not generated

the much-needed decent jobs. External assessments¹ concur with this depiction of growth drivers to date, highlighting the need for political stability and an economic plan that can deliver job-rich growth². The lack of economic growth combined with the Israeli closure policy and restrictions of movement, heavy reliance on the Israeli labor market and lack of viable alternatives have weakened the Palestinian labor market. The size of the Palestinian labor force reached over 1.3 million in 2015, with a labor force participation rate of 45 %, which is considered low (PCBS, 2015). A major factor influencing poverty in Palestine is unemployment. In 2015 unemployment affected 25.9% of the labour force in Palestine. Participation in the labour force was 19.1% for females in 2015³, compared to 71.9% for males. While female participation in the labour market has increased over the past few years (19.1% in 2015 according to PCBS), females continue to have a higher unemployment rate than males. In 2015⁴, the unemployment rate among females was 39.2%: 25.3% in the West Bank compared to 22.5% for males. The extensive damage to agricultural and grazing land over the course of hostilities and confiscation of properties in Palestine has had a significant impact on the employment opportunities available to women. This is due to the large percentage of working women that were employed in the agriculture sector, including informal employment in herding, food processing and vegetable gardening. Additionally, due to structural barriers, only a negligible percentage of women involved in agriculture have ownership over land, thus increasing the risk of exclusion from agriculture-related assistance.

The most remarkable feature in the gender disparities of labour force participation is the sector of employment where much of the female labour force concentrates in low-skilled, low-income generating economic activities including part-time and casual work, creating a significant gap in quality of employment between men and women⁵. Women's economic activity in Palestine is highly concentrated in two sectors: agriculture and services. In 2015, women represent more than one fourth, 25.6%, of the employed persons in the agriculture sector compared to 62.9% of women employment is the services sector (PCBS, 2016). These rates indicate that there is significant horizontal segregation in the labor market⁶ and that women do not have equal access to all economic sectors. This means that the economy's structure is hostile to the broader participation of women in the labor market. Although this is a worldwide phenomenon, the Palestinian case tends to be extreme, indicating the importance of interventions on the demand side of the labor market⁷. Also, women's labor force participation trends have been characterized by disadvantageous features including lack of training, skills, access, opportunities etc. produced by the social cultural contexts catering to existing gender disparities⁸. Female labour market participants in general have relatively high levels of education, compared to other developing countries and compared to their male counterparts. However, this is not reflected in higher levels of employment, which could be due to the fact that the curriculum is not market-driven, hence women find themselves not involved in the labour market, due to a lack of market-related skills.

Whilst it is estimated that over 90 percent of the Palestinian economy is comprised of small and medium enterprises, female entrepreneurship is significantly low in Palestine. According to the Palestine Economic

¹ World Bank, 2016. Country Assistance Strategy FY2015-16. Report No. 89503 GZ. Washington D.C.: World Bank.

² IMF, 2016. West Bank and Gaza: Report to the Ad Hoc Liaison Committee. Washington D.C.: IMF.

³ PCBS. 2016. Men and Women in Palestine.

⁴ Ibid.

⁵ <http://www.un.org/womenwatch/daw/csw/csw55/panels/Panel2-Herath-Subhangi.pdf>

⁶ Horizontal segregation is the concentration of women in a few sectors of the economy.

⁷ Building Ties: Towards Integrated Strategies & Policies for Empowering Palestinian Women, UN Women (2014)

⁸ <http://www.un.org/womenwatch/daw/csw/csw55/panels/Panel2-Herath-Subhangi.pdf>

Policy Research Institute (MAS), female entrepreneurship in 2012 ranked 58th out of 67 studied countries in early-stage entrepreneurial activity (i.e., which has been in operation for less than 42 months) and the second lowest country for established-business female owners (i.e. which has been in operation for more than 42 months). In that year, the average female early-stage entrepreneurial activity was 3.4% of the female adult population in Palestine, compared to 16% of the male adult population. Political instability, conservative norms and societal attitudes regarding women and employment, have led to enormous challenges for women entrepreneurs, including the ability to access financial services⁹.

The gender gap in Palestine in key development sectors remains an impediment towards women participation and access to decent work in Palestine, these sectors are mainly, women participation in the economy and the labour market; adding to that the limited gender mainstreaming efforts in the private and public institutions, the lack of labour and cooperative laws that fights violations against women, pay equity and social security¹⁰. Between 1995 and 2000, women's participation rates were rising from 11.2% to 12.9% respectively¹¹. With the start of the second Intifada, the trend declined sharply. In the period between 2003 to 2010, participation rates for women resumed their pre-intifada rising trend from 12.8% to 14.7% respectively, and more significantly up to 2015 at a rate of 19.1%¹². These unstable and fluctuating trends of labor market participation have consequences that weaken the long-term interest of women in participating and remaining in the labor market. Despite the small rise in women's labor market participation rate in recent years, women's position in the labor market is becoming increasingly inferior. The situation indicates low participation rates, especially among educated women, who do not have the required market skills. Evidence has shown that a large number of female young graduates are unemployed or work in sectors that are not corresponding to their education.

This consequently resulted in concentration of women employment in informal and unprotected type of work. Despite the fact that these aspects are not limited to Palestinian women, Palestine tends to show weak indicators of women's labor market participation compared to women in the Middle East and the rest of the world in general¹³. Another obstacle to female labour force participation is the lack of implementation of gender-related laws, policies and strategies. According to the Palestinian Basic law, labour Laws and policies have been introduced on the basis of equality and non-discrimination¹⁴, as well as recent legislations that call for maternity protection and minimum wage setting were adopted and yet to be reinforced¹⁵. Despite all that, discrimination against women in workplaces predominantly exist, especially in the private sector, due to perceptions of employers for bearing additional costs when hiring women with family responsibilities. Furthermore, and mainly due to cultural and patriarchal norms, preferences are for hiring men as main providers for their families. When women are employed, they are paid less than men for work of equal value, despite the minimum wage legislation¹⁶.

Gender gaps in the economic sector remains based on the recent analysis provided by the Cross Sectoral National Gender Strategy, including ensuring decent work opportunities for women workers in the private

⁹ MAS 2014.

¹⁰ Cross Sectoral National Gender Strategy 2017-2022 (final draft December 2016).

¹¹ Al-Botmeh, Samia, Unlocking the Labour Market for Palestinian Women, 2015.

¹² PCBS, Labour Force Participation Rate 2000-2015.

¹³ Building Ties: Towards Integrated Strategies & Policies for Empowering Palestinian Women, UN Women (2014)

¹⁴ (Prime Minister Law no. 11, issued on 9/10/2012, article no.1) and the newly ratified Social Security Law in 2016

¹⁵ Ibid

¹⁶ Ibid.

and public sectors, and enhancing competitiveness of women MSME's and products at the national level, and the very limited gender mainstreamed policies and regulations that provide an enabling environment for women MSME's¹⁷.

Therefore, it is important to join efforts and support the government in promoting and implementing gender-related labour policies and gendered economic strategies and policies to put in place the necessary mechanisms for ensuring fair competitiveness for women products, access to equal opportunities and decent work conditions, pay equity, law reinforcement and compliance in the workplace for better protection of women. Additionally, the strategic interventions should also include raising awareness on the importance of women participation in the labour market, and targeting men, building the technical capacities of women business owners to have fair economic opportunities through enhanced quality production, and access to economic inputs and finance, enhancing women marketing skills and participation in exhibitions and better economic opportunities.

3. Strategies including lessons learned and the proposed programme

UN Women and ILO recognize that women's limited access to decent work is a direct reflection of the discrimination they face in labour markets, where also research has shown that deficiencies in skills training of educated and uneducated women hinder the access to decent work; where the gap appears mostly between education and labour market requirements. Palestinian women continue to experience higher rates of unemployment than men at the national level, with large regional variations. This gap widens with the absence of effective law reinforcement mechanisms by the government particularly through inspection of workplace conditions, policies against violence and sexual harassments in the work place and having in place mechanisms for holding employers accountable towards ensuring safe and decent working conditions for women in all economic sectors.

Empowering women in the economy and closing gender gaps at work are central to the 2030 Agenda for Sustainable Development (leaving no one behind) particularly goals 5 and 8, the Convention on the Elimination of all Forms of Discriminations Against Women (CEDAW), United Nations Security Resolution (UNSCR) 1325 and the Palestinian National Policy Agenda 2017-2022. The Programme responds directly to the following priorities of the Palestinian National Policy Agenda 2017-2022: **Priority 6:** Economic Independence: creating job opportunities; and improving Palestine's business environment; **Priority 7:** Social Justice and Rule of Law: Gender Equality and Women's Empowerment.

Within these parameters, and based on Lessons Learned globally and locally developed by the programme partners and based on the national consultation for this proposal that took place on 18/1/2017, an agenda for the economic empowerment of women in Palestine should be grounded on:

- Addressing the capacity constraints to women's entry to the labor market and decent work through improving technical and financial capacities of women with matching skills to market needs is key for their entry to the labor market. This also involves raising their awareness on their economic rights and decent work conditions as stipulated in national laws and legislations;
- Reforming discriminatory laws and fostering more gender responsive policies and legislative environment that is more protective is essential to accelerating women's economic empowerment.

¹⁷ Cross Sectoral National Gender Strategy 2017-2022 (final draft December 2016).

Advocacy and lobbying for equitable legislation and policies that are family friendly and gender responsive both at the government and corporate levels has proved to be a successful strategy to enable women to participate equally in the workforce;

- The private sector plays a crucial role in fostering growth and creating jobs in developing countries. Promoting adequate employment conditions for women is a win-win situation for employers and employees alike; bringing benefits to businesses, women, families and communities;
- The engagement at the community, governmental and corporate levels is key to create a better understanding of the importance of women's economic empowerment at home and at work. This entails the engagement of the gate keepers, these are traditional and religious leaders, as well as men and boys in the dialogue on the existing gender stereotypes about women's roles and careers, which is one of the main hindrances for women's economic participation; and
- Combining financial and business education, skills development and provision of financial resources has led to a greater uptake of loans and grants, and higher business revenues. It proved to be a good approach to improving access of marginalized women to economic opportunities.

Based on these premises, this document outlines a results-oriented collaborative programme Implemented jointly by UN Women and ILO that supports economic empowerment and promotes protection of labour rights of women workers in Palestine. The agencies bring a distinct comparative advantage to this subject:

UN Women has a longstanding technical knowledge on women's economic empowerment, its strong linkages with women's movements, and its leadership role for gender equality and women's empowerment within the UN system will help respond to the diversity of issues constraining women's economic empowerment in Palestine. UN Women has been operating in Palestine since 1994 (as UNIFEM), and has achieved significant successes in producing successful intervention models to enhancing women's economic empowerment at the grassroots and national levels by means of empowering women and equipping them with a variety of tools and resources thus enhancing their livelihood and sustainable income generation chances. Among the key models are the Sabaya model, The Women run School Canteen model and the One Stop Shop Approach to Sustainable Businesses, which this programme builds on.

ILO's specialized technical knowledge and policy assistance on decent work through its tripartite structure will enable the promotion of gender equality through a coherent set of interventions that aim to improve the policy environment for employment and contribute to promotion of social dialogue, standards, employment creation and social security.

Methodology of work:

This programme will build on the comparative advantage for both UN agencies for building synergies to promote women access to economic opportunities and decent work in Palestine through their previous expertise in Women Economic Empowerment and technical assistance on policy to promote decent work conditions for women in the labour market.

The programme implementation will employ a participatory approach that seeks to join efforts with workers and employers' organizations, and public institutions to create an appropriate environment that promotes decent and productive job opportunities for women in Palestine. It will involve the government, the Ministry of Labour, Women's Affairs and National Economy, private sector representatives such as the chambers of Commerce, trade unions, women organizations, in addition to national non-governmental organizations whom will be selected based on a competitive process as implementing partners for the JP.

This will include:

- Working at an individual, institutional and policy levels to promote women access to economic opportunities and decent work in Palestine; which will ensure engaging all the direct and indirect beneficiaries, partners and stakeholders and contribute to the ultimate goal of the programme.
- The institutionalization of the decent work and gender concepts within the skills, services and interventions of the target groups, which will be ensured through raising awareness, capacity building and coaching along with the technical expertise of the hired consultants and local NGOs, along with the technical expertise of the two UN agencies.
- Adopting the previously developed grants mechanism by UN Women, where it combines the capacity building on business development, hands-on coaching, and financial assistance responding to the needs of women and their socio-economic status as well as the existing and newly developed skills and experiences.
- Utilizing the tools and expertise of ILO related to decent work conditions, such as the regional and local technical consultants.

Expected Results

The programme's overall goal is "to promote women equal access to economic opportunities and decent work in Palestine, and protection of their labour rights through reinforcement of equitable laws, legislations, policies and active labour market programmes, while engaging public, private and community actors." The programme design is articulated around two **outcome areas**: (i) increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings; and (ii) promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination.

The programme will enhance the role of women by specifically targeting them throughout its two outcome areas and its activities, while also bringing in boys and men as key stakeholders and drivers for efforts towards achieving gender equality.

Outcome 1: Increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings.

This outcome area deals with strengthening the capacities of young women (employed and self-employed), especially the most excluded and marginalized in West Bank and Gaza Strip., through equipping them with market oriented skills and confidence to enhance their livelihood potential and access to decent jobs

Output 1.1_ Increased capacities of women through training, peer to peer learning, and skills development opportunities for women (UN Women)

Indicative activities

- 1.1.1 Conduct a detailed needs assessment to identify the capacity needs and knowledge gaps for women's employment.
- 1.1.2 Design and deliver a tailored training program using UN Women One Stop Shop Approach (the One Stop Shop Capacity Development Package), that will target a wider group of self-employed women using business development and peer training by professional trainers. This activity will target **25 women** that will be selected on the basis of pre-identified criteria.
- 1.1.3 Business Development and Marketing: This activity will include creating market linkages, networking with relevant stakeholders, participation in exhibitions, registration of businesses etc.

Output 1.2 Develop a grant mechanism for women to enhance their decent job opportunities and sustainable income generation through business development and entrepreneurship (UN Women)

Indicative activities

- 1.2.1 Identify the criteria for selection of women MSME's for the grants scheme, based on a needs assessment pre-designed for this intervention.
- 1.2.2 Through identified local partners, provision of a grants scheme for a selected group of women for small scale businesses. Small-scale income-generating women businesses will provide low-income households and women with sources of income. This activity will target **15 women** who will be selected on the basis of pre-identified selection criteria. The grants scheme will target:
 - Strengthening the organizational capacity development and coaching of women MSME's to enhance their businesses and access better economic opportunities.
 - Strengthening the product development component of the Women MSME's production capacity.

Outcome 2: Promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination.

This outcome will focus on supporting national consultation efforts and effective policy dialogue amongst the governmental, private, and non-governmental bodies in West Bank and Gaza Strip, including unions, to promote gender responsive policies related to the world of work. It will support the inclusion of gender equality concerns in the existing ministry of labour functions and services provision. It will, as well, enhance a gendered institutional awareness at the corporate level, for creating an enabling and supportive environment with improved working conditions for women.

Output 2.1 Awareness of women workers and advocates in private and public institutions for improved working conditions and protection of their rights strengthened (ILO and UN Women)

Indicative activities

- 2.1.1 A gender policy paper will be produced, on topics such women at work or other identified gender gaps to support women decent working conditions which will be identified through a national consultative process to be used as an advocacy tool. This paper will be followed by a policy

discussion, facilitated by key women advocates with the objective of reinforcing accountability and commitment by the private sector and other responsible bodies.

- 2.1.2 Review of labor laws and related policies from a gender perspective, , as an important entry point for promoting equal economic rights for women.
- 2.1.3 Through a consultative and capacity building process, propose changes in the laws and policies that restrict women’s full economic participation and ensure their alignment with International Standards.

Output 2.2 Capacity development of labour market governance institutions, and government regulations that promote better working conditions and earnings for women is improved (ILO)

Indicative activities

- 2.2.1 Through a nationally owned consultative process, strengthen the existing complaint mechanism to document and take action against violations of women’s rights in the workplace to be implemented jointly with the Ministry of Labour and the Workers Unions. Build capacity of Ministry of Labor Inspectors on gender and labor inspection tool, review of checklists, inspection planning and campaigning to ensure more effective inspection and reporting mechanisms on violations of women workers’ rights. This includes, building the capacity of Ministry of Labor Inspectors (42) on gender and labor inspection tools, review of checklists, inspection planning and campaigning to ensure more effective inspection and reporting mechanisms on violations of women workers’ rights.
- 2.2.2 Deliver capacity development initiatives targeting members of labor unions, governments, employers’ representatives and women’s machinery on key gender and labor standards topics for advocacy purposes. This will include training on International labor standards, particularly conventions on Equal Remuneration Convention, 1951, No. 100, and Recommendation No. 90, Discrimination (Employment & Occupation) Convention, 1958, No. 111, and Recommendation No. 111; Freedom of Association and Protection of the Right to Organize Convention, 1948, No. 87; Right to organize and Collective Bargaining Convention, 1949, No. 98; Maternity Protection Convention, 2000, No. 183, and Recommendation No. 191; Workers with Family Responsibilities Convention, 1981, No. 156, and Recommendation No. 165, and Convention 189 on Domestic Workers.
- 2.2.3 Implement gender advocacy initiatives through engaging women workers, associations, unions, and community members in discussions around discrimination and workplace violations, gaps in law reinforcement mechanisms, role of unions in fostering collective bargaining agreements and promotion of decent working conditions.
- 2.2.4 Launch an awareness raising campaign for women workers on their labor rights, wages, future social security schemes highlighting the key benefits for women workers, access to legal services, dispute settlement and complaint mechanisms etc.

Direct and Indirect beneficiaries: The programme will ensure the participation of a wide group of policy makers and key actors in the design and implementation of the programme components. However, for the implementation of the programme activities, a much smaller group of technical implementing partners, from local NGOs, Unions, governments and private sector representatives will be selected and trained for the implementation of the programme activities.

Direct beneficiaries:

- Women entrepreneurs and MSME’s (25 through capacity building and 15 through the Grants Scheme)

- members of labor unions, governments, employers' representatives and women's machinery
- women workers, and unions.

Indirect beneficiaries

Family members of the targeted women and their community members, research and statistics institutions, women machineries, policy makers, women advocates, and private companies.

- **Stakeholders:**

- Ministry of Women Affairs, Ministry of Labour
- Chambers of commerce, workers' unions, Cooperative Unions, Microfinance Institutions (MFIs) and Palestinian Fund for Employment and Social Protection (PFESP) and local NGO partners.
- National Policy making bodies and committees that are relevant to the programme components.

Sustainability:

Both UN Women and ILO have a good record in terms of ability to fund raise and implement programmes to promote Women Economic Empowerment. The proposed programme is building on the results of previous interventions implemented by both agencies; where this programme will create a joint intervention to promote WEE. The programme has a core focus on developing the technical and financial capacity of the direct beneficiaries to enable them sustain, transfer and utilize these capacities after the programme ends. The on-job coaching component is a crucial tool ensures sustaining these experiences and newly developed skills.

Women entrepreneurs will be able to utilize the technical skills and financial assistance in order to enhance their businesses, exchange and transfer to other women and reaching more economic opportunities, where they will be able to employ other women and explore better working conditions in the market. The targeted women will be linked to investors and private sectors, where they will be able to sustain their business links and deals, and invest in future business deals and opportunities.

At an institutional level, the programme will result in national ownership of knowledge and tools acquired, where the targeted workers in unions, ministries, women advocates, chambers of commerce etc. have the know-how on the gender issues and decent work concepts which will reflect on their work and service provision programmes, these experiences will be institutionalized, exchanged, transferred and adopted within their work and the similar existing institutions, which is an ultimate objective that the programme aims to achieve. Also, the policy and legal framework interventions of the programme will reflect on a better gendered environment that will ensure better decent working conditions for women in the work place.

Principles and rights of Decent Work for women at work will be embedded in the key labour market institutions mandated to promote and protect workers' rights. Using the social dialogue tool to ensure women have a voice in decisions related to the working conditions will also build a foundation for advancement of gender equality in the world of work. The awareness raising on labour rights provided to Women workers will increase their knowledge and realization of such rights and will have a multiplier effect that goes beyond their individual capacities trickling down to their family members, co-workers and communities.

At the socio-economic level, the indirect beneficiaries, including the families and communities where women live will benefit from the knowledge shared and transferred. Also, their economic status will be enhanced and will affect their income as breadwinners in their families, which will ensure better livelihoods for the women's families and children.

4. Management and coordination arrangements

The programme will be implemented in partnership and close cooperation between UN Women and ILO.

Throughout implementation, the programme will establish and nurture partnerships with relevant government institutions, civil society, particularly women organizations and local NGOs, as well as the chambers of commerce, unions of workers and the private sector. A memorandum of understanding (MOU) will be signed by the two agencies stipulating the responsibilities of each party with regard to programme management and implementation.

For the **implementation of the programme**, a Programme Manager will be hired by UN-WOMEN to oversee the entire programme. S/He will work in close collaboration with the ILO assigned team. The team represented by the two agencies will be responsible for the overall management and monitoring of the programme components, implementation according to the work plan, logframe and set indicators and targets.

A steering committee (SC) will be established with representation of the two UN agencies, the donor and national counterparts. The UN Women Programme Manager will serve as the secretary for the SC. The SC will be responsible for providing overall guidance of the programme as well as the provision of technical input. This will include reviewing and approving workplans, reviewing and approving funding streams, reviewing and approving any amendments to the programme document or timeline. The SC will meet twice a year to provide overall guidance to the programme team. Furthermore, regular coordination meetings will be organized involving all partners to ensure a high level of collaboration as well as consistency throughout.

Responsible Parties/Implementing partners: will be responsible for implementation of programme activities at the output/activity level, as described in the programme cooperation agreement(s) and for achieving the results in line with the work plan and budget. They will be responsible for regular cooperation among them through meetings and correspondence to ensure standardization of approaches and to avoid duplication. The Programme Team in each organization will be responsible for direct follow up on implementation. UN Women will be partnering with a local NGO as a technical expert organization to implement the first outcome of the programme, including technical support, training and ongoing follow up and monitoring from UN Women.

Synergies with the Italian Cooperation implemented programmes at a national level

The Programme will be building on the achievements of other programmes funded by the Italian Cooperation, such as (WELOD and IRADA) to network with the established Tawasol centers, through the awareness raising campaigns among other activities, also, the JP will coordinate with the IRADA programme initiatives at the level of MoL interventions.

6. Fund Management Arrangements

In terms of the contractual arrangements, UN Women will sign a Cost Sharing Agreement with the Government of Italy, and UN to UN agreement with ILO.

UN Women will receive the funds from the donor and, will transfer funds to the ILO to support activities as per the work plan and budget.

UN Women will be accountable for the effective management of this programme; where UN Women will be responsible for coordinating reporting, monitoring and evaluation of the programme with ILO, and will ensure achieving the goals of the programme.

To maximize efficiency in the implementation of the programme, UN Women will create a programme management team (PMT). While programme partners including UN, government and civil society organizations have their own technical experts and programme associates embedded within their offices, the PMT will help in ensuring the high quality and smooth implementation of different elements of the joint work.

7. Monitoring, Evaluation and Reporting

A joint Monitoring and Evaluation (M&E) Plan, incorporating elements of the Donor Committee for Enterprise Development (DCED) framework, will be developed by UN WOMEN and ILO for the results chain, which will specify indicators, both quantitative and qualitative, for the different levels in the results chain, projections for the key quantitative indicators, and how and when the indicators will be assessed. The approach will include use of secondary data to the extent available, but it is foreseen that a significant amount of primary data will need to be collected, through surveys, interviews, group discussions and other means.

A comprehensive Performance Monitoring Framework (PMF) will be developed as an integral part of the programme, highlighting the performance indicators, data sources, collection methods and frequency, responsible actors and baselines and targets for each result (goal, outcomes and outputs). It will be developed in collaboration with local partners and with technical support from the monitoring and evaluation sections of both entities.

Monitoring activities will involve both, the outcome and output levels: monitoring at output level will take place throughout the programme, while it will take place semi-annually at outcome level.

The programme will begin as per the date agreed by the steering committee (and to be based on the date of received donor funds, the approval of MOU's between the two organizations).

Regular reporting (Mid-term and final reports) will be an integral part of M&E for systematic and timely provision of information. Implementing partners will be reporting on progress on programme management and financial arrangements annually, which will be submitted to the steering committee and the programme donors.

Mid-term and final programme review meetings, including lessons learned sessions, will be organized, involving all the programme's staff and implementing partners, selected government officials from relevant ministries and relevant staff of the two entities.

A final evaluation of the programme is planned: the final external evaluation will be conducted at the end of the programme. The monitoring and evaluation information will be shared broadly with all stakeholders involved in the programme to inform and disseminate future initiatives.



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8. Management and Coordination arrangements (M&E framework)

Assumptions:

The programme assumes that the interventions provided for the direct beneficiaries will be designed to respond to their needs, and reflects a comprehensive intervention that will work at the individual, institutional and policy levels; which will ensure their commitment and willingness to develop their skills and acquire tools that will enhance their businesses and service provision, in addition to adopting gender-sensitive approaches at the services and policy levels. According to the programme outcomes and outputs, the assumptions are, respectively; 1) the capacity, production and resources of women entrepreneurs are increased; 2) training is designed based on a comprehensive learning needs assessment, trainings well designed and delivered, full attendance of participants; 3) Training is conceived, designed and implemented as a process, including coaching, rather than a single workshop or several sessions; 4) Grants are developed based on a comprehensive needs assessment of beneficiaries; 5) Public service providers and institutions have the willingness to enhance gender sensitive services provided for women. Monitoring will include the assessment of the identified risks to quickly mitigate and/or address such risks as necessary.

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risk & Assumptions
JP Outcome 1: Increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings.	Indicator: Overall increase of women employed and jobs created for the targeted women Target 2018: 5% increase	HR records, reports	Information gathered through field visits every two quarters and incorporated in annual intermediate reports	Programme team	Assumptions: Capacity and resources to increase production of targeted women Risks: Structural distortions of Palestinian economy and trade resulting from Israeli restrictions deepen halting economic activity in the production sector
JP Output 1.1: Increased capacities of women through training, peer to peer learning, and skills development opportunities for women	Indicator 1: % of participants with increased technical and managerial skills Target 2018: 20%	Target Group and specific questions for identifying skills development List of attendees	Pre and Post Self-Assessment by trainers during trainings and workshops ongoing basis	Programme team	Assumption: Training is designed based on a comprehensive learning needs assessment. Trainings well designed and delivered, full attendance of participants. Risks: Participants are not committed to training sessions



	<p>Indicator 2: % of participants who report using the skills they gained</p> <p>Target 2018: 20%</p>	<p>Target Group and specific questions on relevancy of training and satisfaction with training and skills were used</p>	<p>Beneficiaries Survey bi-annually</p> <p>Focus Group Discussion Quarterly</p>	<p>Programme team</p>	<p>Assumption: Training is conceived, designed and implemented as a process, including coaching, rather than a single workshop or several sessions. A Follow-up plan will be developed as part of designing the training.</p> <p>Risks: Gap between knowledge and application</p>
<p>JP Output 1.2: Develop a grant mechanism for women to enhance their decent job opportunities and sustainable income generation through business development and entrepreneurship</p>	<p>Indicator 3: Number of women benefiting from small-scale businesses</p> <p>Target 2018: 10 women</p>	<p>Target Group and specific questions on satisfaction with the programme</p> <p>List of attendees</p>	<p>Beneficiaries Survey, bi-Annually</p> <p>Focus Group Discussion quarterly</p> <p>Document review quarterly</p>	<p>Programme team</p>	<p>Assumptions: Targeted women are committed to develop and strengthen businesses</p> <p>Risks: Structural distortions of Palestinian economy and trade resulting from Israeli restrictions deepen halting economic activity in production sector</p>
	<p>Indicator 4: Number of women benefiting from small-scale grants.</p> <p>Target 2018: 15 women MSME's</p>	<p>Target Group and specific questions on satisfaction with the Programme Related Documents</p>	<p>Beneficiaries Survey, bi-Annually</p> <p>Focus Group Discussion quarterly</p> <p>Document review quarterly</p>	<p>Programme team</p>	<p>Assumptions: Grants are developed based on a comprehensive needs assessment of beneficiaries.</p> <p>Risks: Women beneficiaries do not have well-defined business plans.</p>
<p>JP Outcome 2: Promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination.</p>	<p>Indicator: Overall increase of gender sensitive public services provided to ensure decent working conditions for women</p> <p>Target 2018: 10 services provided</p>	<p>MoL records</p>	<p>Reports of targeted ministries, progress reports annually</p>	<p>Programme team</p>	<p>Assumptions: Public service providers and institutions have the willingness to enhance the services provided for women</p> <p>Risks: No financial resources available for service providers to effectively undertake their work</p>



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<p>JP Output 2.1: Awareness of women workers and advocates in private and public institutions for improved working conditions and protection of their rights strengthened</p>	<p>Indicator 5: % of trainees who report mainstreaming gender within their work</p> <p>Target 2018: 5%</p>	<p>Inspectors at MOL, labor unions' staff, women machinery</p> <p>Toolkits, Manuals, Reports</p>	<p>Assumptions: Public service providers and institutions have the willingness to enhance the services provided for women</p> <p>Risks: No financial resources available for service providers to effectively undertake their work</p>	<p>Programme team</p>	<p>Assumptions: Public service providers and institutions have the willingness to enhance the services provided for women</p> <p>Risks: No financial resources available for service providers to effectively undertake their work</p>
<p>JP Output 2.2: Capacity development of labour market governance institutions, and government regulations that promote better working conditions and earnings for women is improved</p>					

9. Work plans and budgets

Work plan: “Promoting Women’s Equal Access to Economic Opportunities and Decent Work in Palestine”

Period: September 2017- August 201

JP overall Objective: to promote women equal access to economic opportunities and decent work in Palestine, and protection of their labour rights through reinforcement of equitable laws, legislations, policies and active labour market programmes, while engaging public, private and community actors.													
	UN organization	Activities	timeframe Y1				Panned budget for year 1 (September 2017-August 2018)						Total cost Euro requested from donor
			Q 1	Q 2	Q 3	Q 4	Source of Funds	Unit Type	Months	Number of units	Cost per unit \$	Cost per unit Euro	
JP Outcome 1: Increased employment of women workers and access to decent and productive jobs through market-oriented skills trainings.													
JP Output 1.1: Increased capacities of women through training, peer to peer learning, and skills development opportunities for women													
	UN Women	Activity 1.1.1 Conduct a detailed needs assessment to identify the capacity needs and knowledge gaps for women’s employment.					icoop	Month	1	1	29,645	26,472.99	26,472.99



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		Activity 1.1.2 Design and deliver a tailored training program using UN Women One Stop Shop Approach (the One Stop Shop Capacity Development Package), that will target a wider group of self-employed women using business development and peer training by professional trainers. This activity will target 25 women that will be selected on the basis of pre-identified criteria.						Training workshops	8	10	500	446.50	35,720.00
		Activity 1.1.3 Business Development and Marketing: This activity will include creating market linkages, networking with relevant stakeholders, participation in exhibitions, registration of businesses etc.						Workshops	7	15	500	446.50	46,882.50
Output 1.1 subtotal													109,075
JP Output 1.2: Develop a grant mechanism for women to enhance their decent job opportunities and sustainable income generation through business development and entrepreneurship													
		Activity 1.2.1 Identify the criteria for selection of women MSME's for the grants scheme, based on a needs assessment pre-designed for this intervention.						Month	1	1	5,050	4,509.65	4,509.65
	UN Women	Activity 1.2.2 Through identified local partners, provision of a grants scheme for a selected group of women for small scale businesses. Small-scale income-generating women businesses will provide low-income households and women with sources of income. This activity will target 15 women who will be selected on the basis of pre-identified selection criteria.					icoop	Grants		15	6,330	5,652.69	84,790.35



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Output 1.2 subtotal											89,300		
JP Outcome 2: Promoting an environment that enables women's labour market participation on the basis of equal opportunity and non-discrimination.													
JP Output 2.1: Awareness of women workers and advocates in private and public institutions for improved working conditions and protection of their rights strengthened													
	ILO	Activity 2.1.1 A gender policy paper will be produced on topics such as pay gaps or other identified gender gaps to support women decent working conditions, with UN Women technical support.						Contractual services (individuals)	-	-	-	-	-
	ILO	Activity 2.1.2 Review of labor laws and related policies from a gender perspective as an important entry point for promoting equal economic rights for women, with UN Women technical support.					icoop	Consulting/lump sum	1	1	15,000	13,395.00	13,395.00
			Workshops/lump sum	1	1	5,000		4,465.00	4,465.00				
	ILO	Activity 2.1.3 Through a consultative and capacity building process, propose changes in the laws and policies that restrict women's full economic participation and ensure their alignment with International Standards.							-	-	-	-	-
Output 2.1 subtotal											17,860		
JP Output 2.2: Capacity development of labour market governance institutions, and government regulations that promote better working conditions and earnings for women is improved													



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	ILO	Activity 2.2.1 Build capacity of Ministry of Labor Inspectors on gender and labor inspection tool, review of checklists, inspection planning and campaigning to ensure more effective inspection and reporting mechanisms on violations of women workers' rights. This includes, building the capacity of Ministry of Labor Inspectors (42) on gender and labor inspection tools, review of checklists, inspection planning and campaigning to ensure more effective inspection and reporting mechanisms on violations of women workers' rights.					icoop	Consulting/lump sum	1	1	20,000	17,860.00	17,860.00
								workshops and missions /lump sum	1	1	20,000	17,860.00	17,860.00
		Activity 2.2.2 Deliver capacity development initiatives targeting labor unions, governments, employers' representatives and women's machinery on key gender and labor standards topics for advocacy purposes.						Consulting/lump sum	1	1	20,000	17,860.00	17,860.00
								workshops and missions /lump sum	1	1	20,000	17,860.00	17,860.00
		Activity 2.2.3 Implement gender advocacy initiatives through engaging women workers, associations, unions, and community members in discussions around discrimination and workplace violations, gaps in law reinforcement mechanisms, role of unions in fostering collective bargaining agreements and promotion of decent working conditions.								-	-	-	-



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		Activity 2.2.4 Launch an awareness raising campaign for women workers on their labor rights, wages, future social security schemes highlighting the key benefits for women workers, access to legal services, dispute settlement and complaint mechanisms etc.						Consulting/lump sum	1	1	15,000	13,395.00	13,395.00	
									contractual service/company /lump sum	1	1	20,000	17,860.00	17,860.00
Output 2.2subtotal													102,695	
Staff	UN Women							persons	12	2	3,750.00	3,348.75	80,370	
	ILO							person	12	1	2,667.00	2,381.63	28,580	
Direct Project Management Costs/operational costs (UN Women)	UN Women	Ttravel, fuel, maintenance, transportation and logistics						Month	12	1	140.00	125.02	1,500.24	
		Equipment and stationary						Month	12	1	150.00	133.95	1,607.40	
		Audit fees							lumpsum	1	1	7,000.00	6,251.00	6,251.00
		Programme Visibility							lumpsum	1	1	4,161.00	3,715.77	3,715.77
		Office Lease & Utilities							Month	12	1	350.00	312.55	3,750.60
		Programme Miscellaneous & Contingency - Currency Exchange Loss/Gain								lumpsum	1	1	10,000.00	8,930.00
	ILO	Security fees						lumpsum	1	1			19,822.00	



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Direct Project Management Costs (ILO)		Travel and Missions						lumpsum	1	1			
		Miscellaneous expenses						lumpsum	1	1			
Total DMC													36,647
Support Cost (UN Women)	UN Women							lumpsum	1	1	27,366	24,438	23,645.64
Support Cost (ILO)	ILO							lumpsum	1	1	13,139	11,733	11,827
Total SC													35,473
M&E	UN Women	Final Evaluation						lumpsum	1	1	0	0	-
UN Women Total													319,216
ILO Total													180,784
Grand Total													500,000



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