

COVER PAGE

Country: Occupied Palestinian Territory

UNDAF Outcome(s)/Indicator(s)¹:

Expected Outcome(s)/Indicator (s):

To reverse the 'brain-drain' phenomena currently affecting the development potentials of the occupied Palestinian territory as a result of the current social and political unrest.

Expected Output(s)/Annual Targets:

Filling critical gaps in the required human resources at the national institutions level by recruiting highly motivated, highly creative and highly experienced female and male Palestinian expatriate consultants (volunteers) for short durations ranging from three to six months under the TOKTEN Palestinian Programme.

Executing Entity:

UNDP/PAPP

Implementing agencies

This project will be implemented directly by UNDP/PAPP in cooperation with the relevant local, national and international agencies

Narrative

This project aims at establishing a strategic framework of intervention for the Transfer of Knowledge Through Expatriate Nationals (TOKTEN) program while at the same time capturing some of the experience of highly-skilled expatriate Palestinian professionals whose outstanding level of expertise in their fields of specialization renders them uniquely qualified to fill urgent knowledge and know-how gaps in order to develop the local human resource and strengthen the capacity of public, semi public and private sectors, Civil Society and Non Governmental Organizations that are involved in the socio-economic reconstruction and rehabilitation development processes in the occupied Palestinian territory. Scope of consultancies will depend upon the needs assessment of participating organizations and the availability of expatriate Palestinian consultants of adequate talent and qualifications including strategic planners, scientists, engineers, education and training experts, technical experts, doctors and other specialists.

Programme Period: 2008
Programme Component: _____
Project Title: **TOKTEN Consultants for Development**
Project ID: _____
Project Duration: 12 Months
Management Arrangement: UNDP Direct Execution

Total Budget	\$ 250,000
Allocated resources:	_____
• Government	_____
• Regular	_____
• Other:	_____
	• Donor _____
	• Donor _____
	• Donor _____
• In kind contributions	_____
Unfunded budget:	_____

Agreed by (Executing entity²): _____

Agreed by (UNDP): _____


Jens Toyberg-Frandzen

¹ For global/regional projects, this is not required

² If an NGO is the Executing entity, it would not sign this page, but rather the Project Cooperation Agreement

COMPONENT 2: SITUATION ANALYSIS

The occupied Palestinian territory has witnessed several waves of emigration since 1948 leaving the area with a reduced quantity and quality of human capital available towards sustainable development. According to the Palestine Bureau of Statistics, the total diasporas Palestinian population in 2000 was estimated at 4.4 million, which make up approximately 60% of the total Palestinian population. Many of these Palestinians living in the Diaspora have excelled in various fields of specialization and assisted in the development of many countries in the Middle East region. This brain drain phenomenon has created a formidable challenge in the efforts to embark on effective reconstruction and rehabilitation programs in the oPt. It is believed that strengthening human and institutional capacity is fundamental in order to address such a challenge and among the strategies opted for, was to use qualified expertise from the broad pool of Palestinian expatriate professionals living abroad.

The fragile period between 1994 and 2000 witnessed a significant boost in foreign investment in the Palestinian private sector, a concerted effort aimed at public institution-building, and above all, the return of educated and highly skilled Palestinian consultants back into the West Bank and the Gaza Strip. After all, this was the beginning of a desperately-needed nation-building process, a noble cause of which all wanted to take part. Today, more than 12 years after the establishment of the Palestinian Authority, 7 years after the outbreak of the Intifada, and 1 year after the winning of Hamas government in the 2006 legislative elections not only have most Palestinian expatriates abandoned their once-idealistic aspirations to contribute their skills and expertise to the development of their impoverished homeland, but tens of thousands of Palestinians born inside the occupied territories are pursuing the sanctuary of more secure social and economic conditions abroad. An overwhelming combination of relentless Israeli military occupation and internal Palestinian instability may have finally taken its toll on Palestinian professionals.

According to a recent survey conducted by Al-Najah University in the West Bank town of Nablus, one in three Palestinians are ready to emigrate out of Palestine. 10,000 Palestinians have already left the Palestinian territories since June 2006, and 45,000 have applied for emigration. The 1,350 people surveyed by Al-Najah clearly identify the deteriorating economic situation as the main trigger for their aspiration to emigrate, while the prevailing lawlessness in the West Bank and the Gaza Strip, internal political strife, and the continuing fear of potential civil war are cited as 2nd, 3rd, and 4th causes, respectively. What adds more concern to an already alarming trend is the fact that the overwhelming majority of those determined to pursuing better lives outside the Palestinian territories are considered among the most enlightened, most educated, most skilled, and most talented segments within Palestinian society, leaving Palestine with an increasingly challenged and fragile population of low-income earners, a scarcity of skills, and the absence of socio-economic stability traditionally sustained by a professional middle class.

While the development process must be undertaken regardless of the political and security conditions; the recent Israeli policy of denying tourist visas to internationals whose purpose of entering is to live and work in the o.PT, the security concerns, the challenges posed by the restriction of mobility to and within the o.PT, present more than just a logistical obstacle for the development process of o.PT. It is only the Transfer Of Knowledge Through Expatriate Nationals (TOKTEN) programme that is able to bring back the expatriate experts to contribute to the development of their homeland.

TOKTEN does not pretend to be the remedy for the brain drain phenomenon. However, it has been recognized that TOKTEN, through its capacity of promoting and temporarily mobilizing highly qualified Palestinian expatriate professionals, could contribute efficiently to the development of certain sectors and development activities.

COMPONENT 3: STRATEGY

The TOKTEN scheme is an additional expansion of UNDP's scope of cooperation in developing the occupied Palestinian territory's manpower and institutional capacity through its expatriate nationals. UNDP is responding to the pressing problem of the 'brain drain' with a highly development focused short term 'brain gain'. It plays a role of catalyst in increasing and restoring the oPt's absorption capacity in support of national economic and social recovery.

This TOKTEN project will provide an official framework of multidimensional and multi-sectoral umbrella to facilitate the return of motivated and talented female and male expatriate Palestinian nationals for short-term assignments to support the development efforts in the occupied Palestinian territory within an enabling environment guided and supported by the UNDP/PAPP. The consultants will be provided with travel costs, accommodation and a daily allowance during the period of their stay in the oPt. Special effort will be made through this project to identify and recruit expatriate professional Palestinian women.

The immediate objective of this project is to supply the occupied Palestinian territory with short-term expertise not readily and immediately available within the local human resource package, particularly in the socio-economic field.

The prime beneficiaries to the program will be the most pressing sectors where capacity development is critically needed. The direct beneficiaries of this project will be the public, semi-public and private institutions as well as NGOs, research centers and institutions of higher education in education and health sectors, local government authorities, agricultural- livestock, science and technology, information and communications technology, industrial applications and management, environment and natural resources and NGOs. Prime beneficiaries will receive a consultant who will work with them on achievable solutions concerning management, technical or organizational issues.

Indirectly, the civil society as a whole will benefit from the project as it will furnish the oPt with short-term expertise not immediately available in scientific, technological and socio-economic areas through the development of the human resources and ultimately leading to the development of the institutional capacity and the emerging of quality systems in oPt

This project will ensure a needs-based approach to the use of TOKTEN consultants and mainstreaming of TOKTEN into UNDP/PAPP's regular project development activities at a national level. This approach requires the development of a technologically advanced database/portal that maximizes the potentials of the use of TOKTEN. The database, which is part of the TOKTEN website www.toktenpalestine.org will be extensive and is updated regularly, in line with availability of candidates and changing national needs.

The needs assessment study which comprises a major part of this project will further analyze critical socio-economical professional needs resulting from the brain drain that directly effect the development process of occupied Palestinian territory.

Special attention will be given to the higher ³education sector.

³ The Palestinian territories is witnessing an increasing demand for higher education, and for university education, in particular. Unfortunately the quality of the higher education in the West Bank and Gaza has declined and this decline is a result of shortage in material capital and in human capital. In a need assessment study prepared by the USAID in 2005, 33% of participants considered the human capital problem as the most urgent and the main quandary of the higher education in the West Bank and Gaza. It is determent by the study that there is a specific lack of faculty specialization in certain areas that this project will focus into.

Preparatory actions to be taken under this project

1- TOKTEN Programme Review: the purpose of this review is to assess the contributions of the TOKTEN Palestinian Programme within the main areas of intervention and its' activities from 2000 through end of 2006 and to determine and document lessons learned with a focus on key success factors of the programme. Based on these factors, and in view of the current Palestinian situation, the review will help assess the impact of the TOKTEN Programme intervention and its' modalities and document any recommendations for near- and long-term future role in the oPt.

2- Needs assessment study: assess critical socio-economical professional needs resulting from the brain drain that directly effect the development process of oPt.

3- Workshop on a strategic framework for TOKTEN: hold a workshop with development stakeholders to layout the TOKTEN strategy based on the review and the needs assessment . A policy paper (concept paper) on the envisaged role of the Palestinian Diaspora consultants in the development of the oPt will be produced.

4- Identification of the professional human resource needs in public and semi public institutions, higher education, civil society and non governmental organizations, research centers and selected private sector firms.

5-Targeted outreach to the Palestinian Diaspora communities based on those needs and the establishment of a database for the Palestinian Diaspora consultants willing to take assignments in their home area.

6- Promote the TOKTEN Palestinian Programme.

Funding

This project will initially funded by UNDP with seed money from TRAC resources. Cost-sharing by recipient organizations also provides considerable supplementary foreign exchange financing for this project. Other beneficiary institutions and/or firms may also contribute to the project with local costs. For example, they may pay for: per diem of consultants who are asked to render services to private and non-government institutions not originally foreseen in their terms of reference; internal travel of consultants when the services to be rendered are partly or not at all located at the port of entry of the consultant; guest house facilities; etc. These contributions (local funds) will be submitted under the project as a separate activity. Moreover, this project document will be used as a base for the international community and other envisaged donors to generate direct fund for the project.

COMPONENT 4: RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Filling in critical gaps in the required human resources at the national institutions level by recruiting highly motivated, highly creative and highly experienced female and male Palestinian expatriate consultants (volunteers) for short durations ranging from three to six months under the TOKTEN Palestinian Programme.

Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.
Highly skilled expatriate Palestinians integrated into institutional capacity development. A framework and a strategy of integrating expatriate Palestinian expertise into the sustainable development are inexistent.

Applicable MYFF Service Line:

Partnership Strategy:

Project title and ID (ATLAS Award ID): TOKTEN Consultants for Development: Professional Palestinian Expatriates Building their Home Land

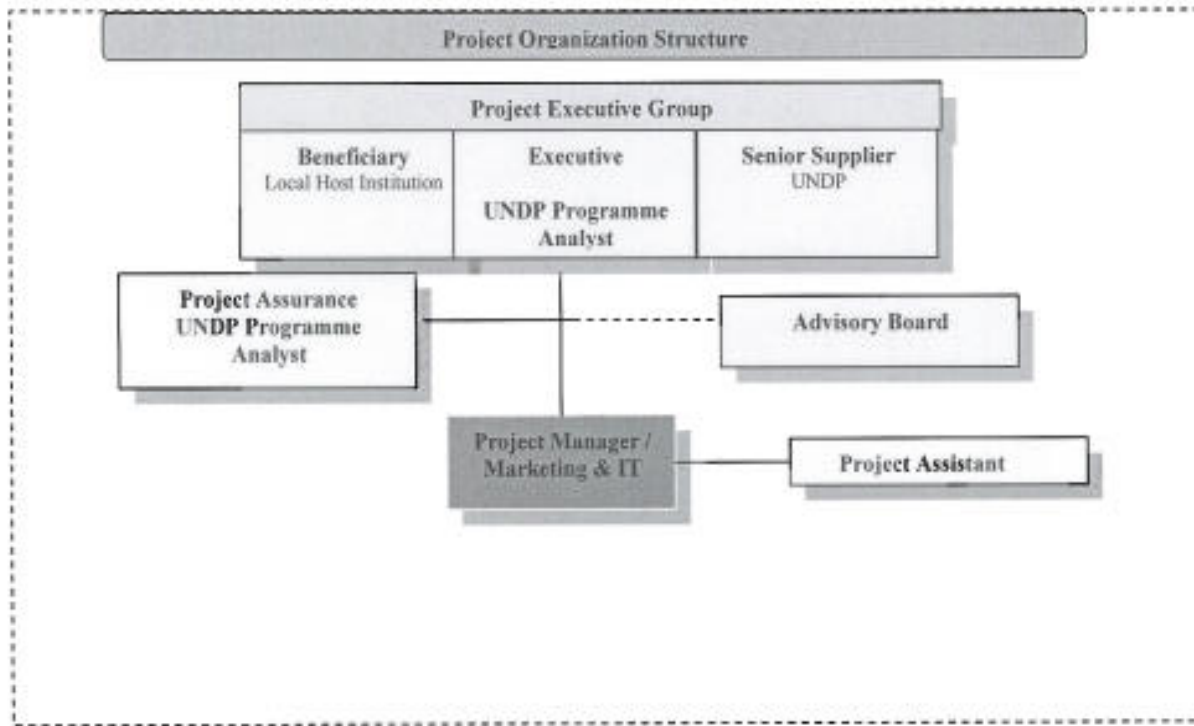
Intended Outputs	Indicative Activities	Responsible parties	Inputs
1.1 A Strategic framework for the TOKTEN Palestinian programme is established.	<p>1.1.1 Review the TOKTEN Palestinian Programme over the period 2000-2006.</p> <p>1.1.2 Hold a workshop to lay out the strategic framework.</p> <p>1.1.3 Establish of an advisory board for the project.</p> <p>1.1.4 A needs assessment study to measure the most critical socio-economical professional needs resulting from the brain drain that directly effect the development process of o.p.t.</p>	<p>The Continuing Education Center, Berziet University will review the programme.</p> <p>UNDP and the Palestine Initiative for the Promotion of Global Dialogue and Democracy (Miftah)</p> <p>TOKTEN Palestinian Programme</p> <p>To be determined by UNDP (A Local Consulting Institution will implement the needs assessment study).</p>	<p>UNDP: -Overall Management -Security Management -\$250,000 USD UNDP Seed Fund.</p>

<p>1.2 A computerized (electronic) data base (roster) for: 1) expatriate female and male Palestinian consultants willing to volunteer their services in the oPt is produced; 2) immediate needs from the expatriate consultants on a national level is produced (potential beneficiary organizations and institutions identified and categorized.</p> <p>1.3 Female and male professional Palestinian expatriates consultants deployed for selected national organizations in support of development to fill in critical gaps in the required human resources for short durations ranging</p>	<p>1.2.1 Update the TOKTEN data base as more candidates will become available and search for additional candidates through the TOKTEN portal. 1.2.2 Organize a brief and accessible information package on the type of skills available by category 1.2.3 Share this information on regular basis with partners including public, semi public, NGO's academia and other potential TOKTEN beneficiary on request. 1.2.4 Define selection criteria of potential beneficiary institutions according to UNDP and national priorities as well as to self sufficiently strategy for the TOKTEN project; 1.2.5 Update the roster of potential beneficiary institutions; 1.2.6 Prepare brief profiles of the potential beneficiary institutions; 1.2.7 Categorize identified institutions into sectors and sub sectors; 1.2.8 Develop and implement a communications strategy, develop a strategy for extending information on TOKTEN to countries of Palestinian Diaspora and for specific actions to be taken in support of the objective of encouraging highly specialized Palestinian expatriates to join effort; 1.2.9 Ensure TOKTEN publicity material is produced and distributed in appropriate manner world thru; 1.2.10 Ensure the technical aspects of developing and updating the TOKTEN web site.</p> <p>1.3.1 Update the TOKTEN data base as more candidates will become available and search for additional candidates through the TOKTEN portal;</p>	<p>The rest of the activities will be handled by the TOKTEN Manger / MKT& IT</p>
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<p>from three to six months under the TOKTEN Palestinian Programme</p>	<p>1.3.2 Use the TOKTEN website (portal) to request potential host institutions to upload their missions;</p> <p>1.3.3 Setup agreements with local beneficiary organizations where they fund the TOKTENs they receive as an activity under the project;</p> <p>1.3.4 Setup agreements with international donors to fund the project according to the sector they are interested in if not as the project as a whole;</p> <p>1.3.5 Deploy TOKTEN consultants based on the needs assessment study and SC recommendations, urgency, expected yield and impact;</p>		
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COMPONENT 6: MANAGEMENT ARRANGEMENTS

Project organizational structure



Management and Implementation

A major share of the responsibility for executing and implementing the TOKTEN is borne by the UNDP/PAPP office. This project will be executed and implemented by UNDP/PAPP. The project will take a participatory approach by which all the relevant stakeholders are involved in planning in order to reverse the brain drain phenomena. UNDP will ensure the smooth operation of the project, the project development and implementation, facilitation and evaluation responsibilities.

The project implementation will need the following functions which require the recruitment of a number of management and administrative staff pursuing UNDP recruitment procedures:

The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by the project.

The Project Board is the group responsible for making management decisions on a consensus basis for a project when guidance is required by the Project Manager, including approval of project revisions. Final decision making on project activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. The Project Manager is to report to the project assurance and the project board.

The Project Team:

The Project Manager: The project will be managed by a project manager under the direct supervision of the UNDP Programme Analyst. UNDP will recruit the PM in accordance with UNDP rules and regulations for competitive selection process.

Project Assistant (to be recruited as per UNDP guiding rules and regulations)

The various hosting agencies will act as the co-operating agency on the ground and provide the day to day support and management supervision of the consultants activities, as well as the documentation and reporting.

Advisory Board:

The advisory Board will advise on the development of strategic guidelines for effective implementation of the project. The Board will include representatives from UNDP (Team Leaders) and other representatives agencies i.e relevant PA and NGO's including private sector representatives could be invited to attend the Advisory Board in a position of advisors when needed.

Inputs from UNDP

- Provide guidance and support to the implementation of the TOKTEN project
- Maintain overall oversight responsibility for the project implementation and report on project progress and financial status
- Assist the TOKTEN programme to raise funds for the project from donor countries
- Participate in Steering Committee established for the project
- Facilitate the coming of the Palestinian TOKTEN consultants by supporting funding for travel; costs, logistical support, and living expenses.

Security Note: *The security situation in the oPt is constantly changing and development and aid workers need to regularly assess danger and act accordingly. All TOKTEN consultants must attend a security briefing on arrival to the oPt and complete the Basic Security on the Field training course. A tailored made security package will be formulated with the DSS and the UNDP Security Advisor for the safety and security of TOKTEN consultants serving in the oPt. This tailored package will include provision as special radio systems, modification in the field security hand book, which have to be agreed on by the Special Representative.*

COMPONENT 7: MONITORING AND EVALUATION

The monitoring and evaluation of the project will be in line with UNDP's official procedures, and will focus on outputs, outcome and development effectiveness.

At the beginning of the project, the Project Manager will submit an annual work plan to UNDP for approval.

To monitor progress toward results and facilitate the monitoring process, the Project Manager will share with all project partners the following documents:

- Key documents that define the main procedures of the project;
- Monthly progress reports in table format based on the annual work plan;
- At the end of each year, a more detailed activity report.

An annual project evaluation will be conducted by the Project Board during the fourth quarter of year as a basis for assessing the performance of the project. This evaluation will involve all key project stakeholders and the implementing partner, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. All evaluations of the project, or related outcomes should be considered, along with their respective management responses and action plans. Findings from these should inform the review. The evaluation will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This evaluation should update output targets and results achieved.

COMPONENT 8: LEGAL CONTEXT

If the country has not signed the SBAA, the following standard text is quoted: "The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto."