

## COVER PAGE

Country: The occupied Palestinian territory

UNDAF Outcome(s)/Indicator(s):

*(Link to UNDAF outcome., If no UNDAF, leave blank)*

Expected Outcome(s)/Indicator (s):

Improvement of access to social and economic services for women and their families in Nuseirat and Jabalia.

Expected Output(s)/Annual Targets:

Women in Jabalia and Nuseirat are trained in providing sustainable social and economic services

Executing Entity:

The United Nations Development Programme

Implementing agencies

### Narrative

The project contributes to empower women in Gaza through enhancing women's skills in organizing, addressing their own problems and increasing income. The outcome of the project is the improvement of access to social and economic services for women and their families in Nuseirat and Jabalia. It will be achieved through the training of women in Jabalia and Nuseirat in providing sustainable social and economic services.

Programme Period: \_\_\_\_\_

Programme Component: \_\_\_\_\_

Project Title: Community-based Women Empowerment in Gaza

Project ID: \_\_\_\_\_

Project Duration: 12 months (including project staff contracting and evaluation)


Management Arrangement: \_\_\_\_\_

Total Budget \$997,834 (CAN\$1,197,400)

Allocated resources:

- Government \_\_\_\_\_
  - Regular \_\_\_\_\_
  - Other:
    - Donor \$997,834 (CAN\$1,197,400)
    - Donor \_\_\_\_\_
    - Donor \_\_\_\_\_
  - In kind contributions \_\_\_\_\_
- Unfunded budget: \_\_\_\_\_

Agreed by (UNDP):

  
Jens Toyberg-Frandzen  
Special Representative

## I. SITUATION ANALYSIS

### 1.1 Background

This project will be built on the assets of the Technical and Vocational Training for Palestinian Women (TVTPW) project funded by the Canadian International Development Agency (CIDA) and implemented by a consortium of 2 Canadian executing agencies (CEA) composed of the World University Service of Canada (WUSC), acting as lead agency, and Alternatives in cooperation with the Palestinian Ministry of Social Affairs (MoSA). Although the project was planned in a pre-Intifada context with a five-year timeframe, its launching took place in the middle of the Al-Aqsa Intifada (Spring 2002). The project's goal, as stated in the Project Implementation Plan (PIP), agreed to by CIDA and MoSA in August 2003, was "to empower low-income women and their families, enabling them to improve their economic conditions and enhance their standard of living." The project purpose was to create new facilities and opportunities for poor women and their families through the provision of services and training in two centres in the Gaza Strip (Jabalia and Nuseirat), and to strengthen the capacity of MoSA to manage such services and training programmes. However, since March 2006, the component of institutional building of MoSA has been suspended until further notice in accordance with the change of Canadian policy.

According to the monitoring reports of CEA, the project succeeded to achieve progress in the short term, but failed to achieve sustainability at the managerial and financial level. As part of the changes in the international policy of funding to the Palestinian Authority after the legislative election in January 2006, new rules and regulations were imposed on CIDA and their activities in the occupied Palestinian territory (oPt), which hampered any real contact with MoSA. As a result, CIDA decided that the best means of supporting the project would be through a multilateral development agency.

Upon the change of the management of the project and situation, a revised project concept and management structure needed to be developed in order to address the needs of the beneficiaries on the ground and to integrate the project as part of the existing portfolio of the multilateral development agency based on the lessons learned during the project's life time.

### 1.2 Context of the oPt

The on-going humanitarian crisis in the oPt has further deteriorated the situation of the poor in Gaza and have deprived them from basic social services, including health, education and social security. Women are more vulnerable than any other groups because of their limited access to services and care under such situations. According to the United Nation Office for the Coordination of Humanitarian Affairs (OCHA) report of July 2006<sup>1</sup>, the prevalence of anemia amongst pregnant women in Gaza has increased to 43.1% as a result of low food intake and lack of appropriate care and services. Violence against women has also increased during the humanitarian crisis. A study on violence against women indicates that 1 out of 5 women in Gaza are exposed to physical violence from men in their households<sup>2</sup>. Moreover, the records of MoSA solidarity programme for the year 2006 indicates that the percentage of illness cases (physical and mental illness) constitutes around 33% out of the total number of families in hardship cases registered in the programme. In addition to the social services, economic situation surrounding women has declined, too. The percentage of female head of households registered in MoSA programme shares around 52% of the total number of families<sup>3</sup>. These indicators show that poor women are vulnerable and lack the basic needs of life that are essential to their access to productive activities and to be integrated in the market. Moreover, the lack of basic services for families has increased women's domestic work and has reduced the time available for public, social, and economic activities<sup>4</sup>. Although poor women's mobility in Gaza has recently increased, this is not an option taken by women of their own free will. It is rather a result of a

<sup>1</sup> A case study report on maternal death prepared by the ministry of Health in cooperation with UNFPA Nov. 2006

<sup>2</sup> A study on "Violence against women in Gaza", Women's Affairs Center, Nov. 2005

<sup>3</sup> Records of the ministry of Social Affairs solidarity program, Oct.2006

<sup>4</sup> As revealed from focus groups discussion conducted with the clients of the TVTPW project centers in Jabalia and Nusairat

more suppressing situation that pushed poor women to look for sources of survival, like food and financial assistance. Poor women in Gaza are only concerned about serving the needs of their families at the expense of any vision for the future. As a result, poor women have lost any hope for change and are not motivated to contribute to their own development.

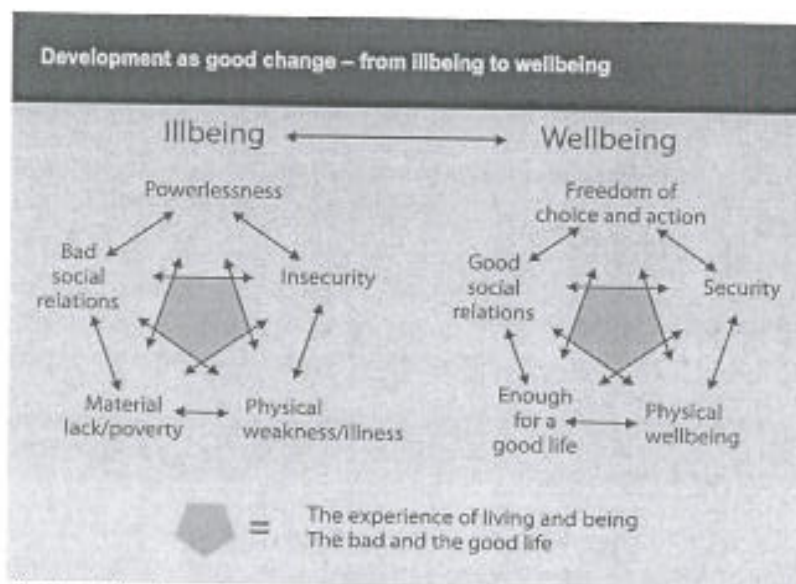
Experience shows that poverty reduction cannot be addressed through capacity development of women as individuals only. It requires changing the structure that constrains women at the community and national levels. Thus, in order for poor women to reduce their poverty, they undoubtedly need to acquire the technical marketable skills, but more importantly, to know how to network and organize in groups and advocate women's needs to the authorities at local and national levels.

## II. STRATEGY

### 2.1 Poverty Reduction and Women Empowerment

The project concept of women's empowerment<sup>5</sup> is based on the understanding of the local context of women in Gaza. It was revealed from previous experience of the TVTPW project and the experience of other women's development interventions in Gaza that poverty reduction for women is unlikely achieved without the creation of an empowering atmosphere for poor women. The poor are not only people who are under income or consumption poverty but also people who are in bad condition marginalized, vulnerable, excluded or deprived. In order to capture the commonality of poverty, the word *poverty* is often translated into *illbeing*, which includes the dimensions of poverty in addition to poverty as material lack<sup>6</sup>. Poverty reduction or development from illbeing to wellbeing needs to address the commonalities of illbeing illustrated below.

Women in Gaza are poor, not because of their household income is low, but because they are socially isolated and don't participate in the decision-making process. Income poverty is only one aspect of their impoverishment. Thus, for poor women in Gaza, in order to reduce their poverty, they need to be capable to take decisions responding to their problems and needs. They also need to learn the proper techniques to communicate with public institutions such as the market, the government, and community institutions.



Source: Robert Chamber, December 2006, "What is poverty? Who asks? Who answers?"

<sup>5</sup> "Empowerment" in the project document means the process that makes women capable to take proper and efficient actions, to make decisions to address their poverty and social isolation, and to achieve a recognized and valuable position in their own society

<sup>6</sup> Robert Chamber, December 2006, "What is poverty? Who asks? Who answers?" International Poverty Center, Poverty in Focus

## 2.2 Advantages of UNDP

UNDP's approach to development is based on Human Development. Human Development is about creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests. Development is thus about expanding the choices people have to lead lives that they value. Women's empowerment is central to human development<sup>7</sup>. UNDP promotes a hands-on approach linking women's associations and major local NGOs to governments to better consider women's voices in the process of local institutional building and community integration of marginalized groups.

In the context of the oPt, UNDP/PAPP has been addressing women's empowerment by providing vocational trainings, job opportunities, financial means, social services and networking with communities and other women organizations in the partnership with local authorities and civil society organizations. Thus, UNDP/PAPP is in a good position to contribute to the empowerment of women.

## 2.3 Project Description

### 2.3.1 Outcome

The outcome of the project is the improvement of access to social and economic services for women and their families in Nuseirat and Jabalia. It will contribute to women empowerment by enhancing their skills in organizing, networking, addressing their own problems and increasing income.

### 2.3.2 Expected Outputs

The output of the project is that women in Jabalia and Nuseirat are trained in providing sustainable social and economic services.

### 2.3.3 Project Activities

In order to achieve the outputs, the following two activities will be implemented.

#### **Activity 1: Developing capacity of Women groups in Jabalia and Nuseirat as social and economic actors in their communities**

This activity will help empower the women as social and economic actors in their community. For that purpose, the project will strengthen capacity of women in communities as social and economic actors, the centres and staff in order to provide effective services to the communities, and will help create an enabling environment through awareness raising activities. The activity consists of the following four sub-activities:

##### 1.1 Conducting training

First, women's groups will be identified in a participatory manner in Jabalia and Nuseirat; then their capacity will be developed social and economic actors in their communities. The training includes (a) needs assessment and diagnoses of existing capacity of women's groups in Jabalia and Nuseirat, (b) planning, management and accountability capacity, (c) gender training, and (d) leadership, creative thinking, life and professional skills, public speaking and communication.

##### 1.2 Developing an exit strategy

In order to ensure the sustainability of service provision, an exit strategy will be elaborated in the course of the project, which will consider the strategy developed during the TVTPW project. At the end of the project, the stakeholders will find a creative solution for handing over the equipment, in compliance with Canadian Policy, while considering national ownership of the project.

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<sup>7</sup> UNDP, 2002, Gender Equality (UNDP Practice Note)

### 1.3 Upgrading hosting centers

The capacity of women's centers in Jabalia and Nuseirat will be improved to provide better services. The activities were initiated under the ongoing TVTPW project and their completion is expected soon.

(a) Upgrading the information units with computers, database and Internet service in each center.

Information about poor women in the targeted communities will be disaggregated and entered into the database for future reference for project planning and implementation. Under the TVTPW project, the internal network for each centre was established and computers for Nuseirat Centre were purchased. Remaining activities include completion of the external network (and linkage between the two centres and central management) as well as procurement of computers for Jabalia Centre.

The Internet café will be on hold during this phase until further assessment of income generation opportunities.

### 1.4 Raising awareness

(a) Strengthening the network of women and their communities

Under the current situation, women are often faced with social restrictions, which impede their access to the community. Thus, strengthening the network among women, their communities and other international organizations is important for the sustainability of the women's groups. The followings are indicative and strategy for networking will be developed.

(i) Local authorities

(ii) The Friends of the Center Committees (FCC)<sup>8</sup>

FCC is composed of influential people from the local community (NGOs, schools, municipalities, private sectors, local leaders, etc), will be reactivated. FCC serves to enhance the community ownership and acts as a symbolic support body for the Centres' activities. FCC can also provide feedback on the centers activities and can motivate the private sector to financially support the centers. A monthly meeting should be conducted with the FCC in order to present the centers activities and to get feedback.

(iii) Women in decision making and business

Regular meetings will be implemented with women, decision makers in business to broaden their market opportunities and to strengthen their voice in the communities. Businessmen and women will also act as mentors, to help enhance the women's marketing skills and vision.

(b) Production of print and visual materials

### **Activity 2: Provision of Economic and social services to women and their families in Jabalia and Nuseirat**

In order to mitigate the economic hardships of women, the project will provide economic security activities (2 activities in each Centre) as well as social services. Economic and social service provision consists of the following sub-activities:

#### 2.1 Economic Services

(a) Formulation of women's group businesses

TVTPW project has provided vocational training to women in Jabalia and Nuseirat to help them start their own business or find employment. However, because of the situation in Gaza, both options were difficult to achieve. During the project period, trained women from the previous project will be encouraged to

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<sup>8</sup> FCC was established during TVTPW project.

form group businesses<sup>9</sup> (for Jabalia, wax and embroidery; for Nuseirat, soap making and food production) with the incentive of seed grants (\$3,000/group). Further on-the-job technical and vocational training (weekly), as well as training in business strategy, marketing and in managing seed grants and counselling (30 hours/ center) will be provided.

(b) Provision of equipment and raw material for the economic activities

Based on the assessment conducted during the TVTPW project, the project will complete the procurement of equipment needed in the Centers for the economic service provision (wax, embroidery, soap, and food production) and will purchase the raw material required for conducting the economic activities.

(c) Market assessment and feasibility studies for developing new economic activity sectors

The market assessments and feasibility studies for existing and potential sectors for women's group business will be implemented. These will be reflected in future economic activities.

(d) Development of a promotion strategy for women's products

Workshops and bazaars will be organized twice a year. An online promotion website will be developed. A permanent exhibition of women's products will be set up in Gaza and the West Bank. .

## 2.2 Social Services

The following social services will be provided. The details of the activities, courses or training provided will be developed based on needs:

- a) Childcare center, which has already been established in both Jabalia and Nusairat centers by the previous project.
- b) Women's club where women get together regularly, discuss their problems and needs, organize trainings (such as on nutrition, healthy food and flower arrangements<sup>10</sup>), and reinforce their sense of collectiveness and mutual learning.
- c) Adult Learning Programme (including literacy and remedial lessons).
- d) Psychosocial, legal and health counselling services, the needs of which were identified through the TVTPW project
- e) Creative club which offers cultural activities, specialized assistance for children and youth with behaviour and academic difficulties, after-school enhancement lessons for gifted and talented children as well as summer activities.
- f) Gym classes for which gym facilities were established under TVTPW project .
- g) Books and documents are purchased for the libraries, which were furnished during the TVTPW project.

### **2.3.4 Beneficiaries**

Women and families, particularly focusing on those who are under the social safety net programme from the North and Middle areas of the Gaza Strip.

### **2.3.5 Strategies**

The following crosscutting strategies upon implementing the activities will be considered:

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<sup>9</sup> The size of the group business will be determined among women, the project manager and the economic service coordinator. Taking into consideration of the capacity of the center and equipment, the size will be up to 20 people for each.

<sup>10</sup> Each training consists of up to 30 women for 2 months although it may vary depending on the courses

- Participatory approach – The project will encourage women in the communities to be involved at every step of the project implementation of planning, running and monitoring. In collaboration with MoSA Focal point, UNDP project staff will provide guidance and facilitate the process.
- Involvement of the women's families – Women's empowerment cannot be achieved by addressing only women. Involvement of their families through service provision will increase the support of center's activities, make it easier for women to participate in the centers' activities and lead to strengthen the voice of women.
- Networking – The project will encourage networks among women as well as between women and their communities, which will ensure the sustainability of the women's groups. UNDP project staff will cooperate with other women organizations, local authorities and other UNDP projects providing services for poor women. For example, *Sabaya*, a UNIFEM project that is implemented in Gaza is a good source of learning and services complementation. Linkage with *Deprived Families Empowerment Programme* (DEEP) will expand the potential of economic services conducted by women's groups.

### III: RESULTS AND RESOURCES FRAMEWORK

|   |   |  |  |
|---|---|--|--|
| <p><b>Project Intended Outcome:</b><br/>Improvement of access to social and economic services for women and their families in Nuseirat and Jabalia.</p>   |   |  |  |
| <p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>• The level of satisfaction of women and community regarding the services provided by women's centers</li> <li>• Household income of families whose women participate in business groups in Jabalia and Nuseirat</li> <li>• The number of women initiating income generating activities</li> <li>• The number of women's collective initiatives in and with the local community</li> <li>• The level of women's self-esteem and confidence</li> <li>• Increased feeling of empowerment regarding community decisions</li> <li>• Enhancement of women's decision-making power at home, workplaces and the community strategies and managerial capabilities</li> </ul> |   |  |  |
| <p>Applicable MYFF Service Line:</p>  |   |  |  |
| <p><b>Partnership Strategy</b></p>  |   |  |  |
| <p><b>Project title and ID (ATLAS Award ID): Community Based Women Empowerment in Gaza</b></p>  |   |  |  |
| <p><b>Intended Output</b><br/>Women in Jabalia and Nuseirat are trained in providing social and economic services</p>   | <p><b>Indicative Activities</b><br/>1. Capacity Building of Women groups in Jabalia and Nuseirat as social and economic service providers<br/>1.1 Conducting Training<br/>1.2 Developing Exit Strategy<br/>1.3 Upgrading Host Centers<br/>1.4 Raising Awareness</p> | <p><b>Responsible Parties</b><br/>UNDP</p> | <p><b>Inputs</b><br/>1. Activity 1 – Sub-total \$337,800<br/>1.1 Capacity assessment and training - \$50,000<br/>Training materials and supplies - \$70,000<br/>1.2 Exit Strategy - \$15,000<br/>1.3 Information Specialist (2 for 2 months) - \$6,000<br/>Upgrading information system - \$20,000<br/>Computers and equipment – \$13,200<br/>Furniture for IT unit - \$1,600<br/>Data unit officer - \$6,000<br/>Vehicle - \$30,000<br/>Operation costs - \$80,000<br/>Communication costs - \$40,000<br/>1.4 Community meetings - \$2,000<br/>Production of visual materials - \$4,000</p> |



2. Provision of Economic and social services to women and their families in Jabalia and Nuseirat

2.1 Providing economic activities

2.2 Providing social services

- Childcare day center
- Women's club
- Adult Learning Programme
- Psycho-social, legal and health counseling services
- Creative Club
- Gym classes
- Books and documents in libraries

2. Activity 2 – Sub-total \$394,796

2.1

Economic Service Coordinators (2 for 10 months) - \$22,000

Technical Supervisors (4 for once a week for 10 months) - \$33,600

Seed grants - \$12,000

Market Assessment and feasibility studies - \$10,000

Business strategy development and counseling - \$10,000

Promoting strategy - \$21,000

Raw materials for economic activities training - \$19,896

Supply for social and economic activities - \$ 30,000

2.2

Social Service Coordinators (2 for 10 months) - \$22,000

Child Care Activities (7 for 10 months) – \$39,500

Informal education training - \$24,000 (8 courses)

Women's Club Activity (coordination and training) - \$30,500

Capacity Building for Volunteer - \$8,000

Psycho-social counselling (2) - \$10,000

Sports classes - \$2,000

Social and Cultural activities - \$30,000

Equipment provision for economic services - \$33,000

Cafeteria equipment - \$8,700

Cafeteria management - \$10,000

Sports equipment - \$7,000

Child care equipment – 2,600

Books and documentation for library - \$9,000

Project manager (1 for 10 months) - \$15,000

Communication Officer (1 for 10 months) - \$11,000

Project Assistant (1 for 10 months) - \$9,000

Center Coordinators (2 for 10 months) - \$24,000

Center Administrative assistant (2 for 10 months) - \$13,500

Receptionists (2 for 10 months)- \$9,000

Guards (6 for 10 months) - \$36,000

Drivers (2 for 10 months) - \$12,000

Cleaners (2 for 10 months) - \$9,000

Final Evaluation - \$10,000

Miscellaneous - \$42,824

#### IV: ANNUAL WORK PLAN BUDGET SHEET

ANNEX for Annual Work Plan Budget Sheet

#### V: MANAGEMENT ARRANGEMENTS

##### 5.1 Project organizational structure

The project implementation will need the following functions, which requires the recruitment of a number of management and administrative staff:

(1) The Project Manager who is responsible for the day-to-day management of the project.

The project Manager will be working with:

- Project assistant (1)
- Communication Officer (1)

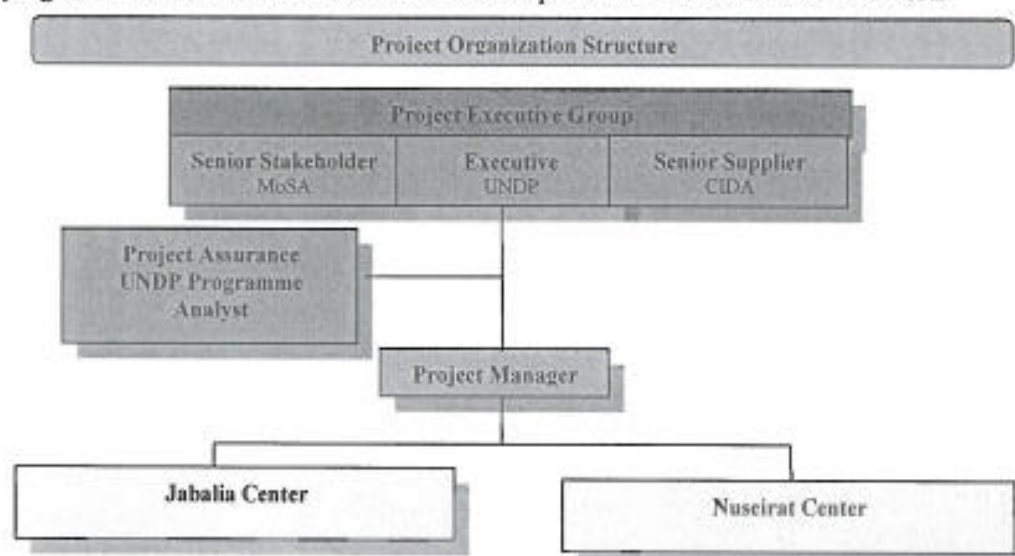
(2) The Project Teams in each center

- The Center Coordinator (1)
- The Activities' Coordinators (2): (Economic Activity and Social Activity)
- Administrative Staff (1)
- Receptionist (1)
- Security guards (3)
- Driver (1)
- Cleaner (1)

##### 5.2 Management

UNDP/PAPP is the executing and implementing agency of the project. The Implementing Partner/ Executing Entity is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs.

Because the two centers belong to MoSA, both parties will sign a Letter of Agreement (LoA) for managing the project. In consultation with the UNDP, MoSA will assign a focal point to the project/ programme and the role of MoSA and the focal point will be determined in the LoA.



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. MoSA could be a member of Project Executive Group as senior stakeholder<sup>11</sup>.

## **VI: MONITORING AND EVALUATION**

### **6.1 Monitoring**

The project will be monitored and evaluated according to UNDP procedures on monitoring and evaluation. Effective monitoring requires assessment of project progress against the plan and management of any exceptions. In carrying out such monitoring activities, the tools such as quality log, issues log, risks log, and lessons learnt log, are set up during the Initiating a Project process and will be updated in different timeframes.

### **6.2 Evaluation**

Because the management will be changed from the previous TVTPW project, the project will be evaluated upon the completion of the project in order to assess the approach of the project and plan the next phase.

The actual indicators to measure the results will be developed together with the project manager and community members in participatory way based on the context of communities. The following is a list of indicative indicators which could be utilized for monitoring and evaluation of the project. The baseline data will be collected before the activities start by questionnaires and interviews.

- The number of people who are trained through the project
- The change of level in understanding on the issues of management, planning, gender and leadership
- The number of participants in the center's activities
- The number of economic and social service activities provided
- The level of satisfaction about the upgrading equipment by the users of centers
- The level of clarification in the future vision of the centers and activities
- The understanding and awareness of the centers' activities in the communities

## **VII: ANNEXES**

### **ANNEX 1: Annual Work Plan Budget**

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<sup>11</sup> The Project Executive Group is responsible for the overall direction and management of the Project. The Executive is ultimately responsible for the Project supported by the Senior Beneficiary and the Senior Supplier. The Senior Beneficiary represents the interests of those who will ultimately use the programme and project management methods and practices, i.e., UNDP CO staff and project counterparts.