

# Palestinian Youth Employment Action Plan

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## Introduction

Youth empowerment at different levels and fields is a requirement to improve the quality of life for youth and promote their opportunities. Basically, this requires the realisation of institutional, legal, economic, social and political pre-conditions that will motivate the young people to participate in and influence various fields of activity. Young people will benefit especially through economic participation, which necessarily requires the provision of job opportunities based on competition and competence. It is clear that the creation of job opportunities and reduction of unemployment are the basis of youth economic empowerment. This can be achieved through developmental policies linking community needs and the labour market with the outputs of educational and vocational training processes. The objective being to qualify the largest possible number of young people to obtain adequate job opportunities and so ensure a decent life for them and their families.

Not only historical experiences but also numerous experiences in Palestine, the Arab world and internationally have proven that the concerns and life-issues facing society are intertwined with its national and political issues. It is impossible to separate what is societal and what is national. Social justice and freedom are two sides of the same coin. Both derive from every citizen's awareness of his or her rights without which humanity is incomplete.

In this context, the Arab Spring – most manifested in the Tunisian and Egyptian revolutions – carried demands for reform and radical change. In both cases, there was a need to reform or change the prevalent structures of oppression and exclusion in these communities that limited decent livelihoods, defined by freedom, dignity and social justice. Here, the voice of the youth has been loud, especially against the high unemployment rates, which impoverished and took them away from the center of activity, within the dominating relations and forces in their communities. The Arab youth in these communities have been rewriting their future, attempting to release themselves from discrimination,

marginalization, exclusion and imprisonment and shouting with full awareness that their future is dependent on their capability to obtain equal job opportunities, education, training, community participation and access to labour market.

In Palestine, it is not much different from the Arab context although the Israeli occupation is the most dominant of all other factors of oppression. The increasing awareness of youth has reached a level of maturity that has made them realize that this oppression is the same even though its titles and reasons are different. Hence, the political struggle against occupation is not confined to liberation and freedom in the national meaning but also includes the struggle against exploitation and unequal structures imbedded by occupation at all social and cultural levels. Youth awareness of their internal demands, deems that the strength and immunity of the Palestinian internal front basically relies on ending all forms of discrimination, exclusion and monopoly of wealth and authority in the hands of the few. It necessarily requires the empowerment of youth and other community groups to enlarge their options starting with ensuring basic needs and ending with individual and collective self-realization.

In this action plan, Sharek Youth Forum seeks to analyze challenges of youth economic participation within interactions between official and unofficial policies of labour market, education and other factors (such as production pattern, prevailing structures and discrepancy in economic participation according to gender). These factors form key data in our understanding and analysis of the priorities, necessities and ways of youth employment and the need to reduce their unemployment and economic marginalization. This action plan is considered an effort that opens doors for serious and responsible debate among the various players in Palestinian society, in the public, civil and private sectors to work together in an attempt to develop youth related policies and strategies, within a holistic developmental vision.

## Background

As a follow-up to the millennium declaration, the UN General Assembly adopted, in December 2002, a resolution entitled Promoting Youth Employment. The resolution encourages Members States to prepare national reviews and action plans on youth employment and to involve youth organisations and young people. While the Palestinian National Authority (PNA) is not a state, it is recognised as the representative of the Palestinian people, including the youth, and has committed to the Millennium Development Goals. This paper looks, therefore, to the PNA for leadership in following the recommendations of this resolution by developing and implementing a policy.

In the 2002 resolution, the international community recognised that Governments have primary responsibility to educate young women and men, to ensure equal access to all youth living in their country and to create an enabling environment that will promote youth employment.

It is also acknowledged, however, that governments alone cannot be expected to address these important issues. In particular in the Palestinian context, where the PA is unable to exercise full control over the economy. Youth organisations, employers' and workers' organisations, chambers of commerce, non-governmental organisations, community-based organisations and other civil society institutions have a key role to play in helping the PA to achieve these objectives. Meanwhile the occupying state, Israel, has an additional role to play in removing the barriers and restrictions to trade which severely constrain economic capacity.

While efforts from various actors have continued to create plans and strategies for youth, none has yet captured a comprehensive and action-oriented plan. Sharek, therefore, is instigating the process of the development of a comprehensive action plan in order to give every young Palestinian the opportunity to participate fully in the economy. Achieving this is a precursor to the creation of responsible, experienced leaders, a flourishing economy and resilience to external shocks.

## Objectives of this Action Plan

- Identify the main challenges, demonstrate the need for action and prompt an extensive review of the existing responses
- Provide a voice for youth on the issue of economic participation
- Recommend policies and actions
- Set priorities and focus stakeholders on the core issues
- Generate an accountability tool for youth
- Stimulate the harmonisation and coordination of related actions
- Provide a platform for sharing good practices
- Advocate for mainstreaming of youth employment as an issue throughout local and national institutions

## The Youth Employment Challenge

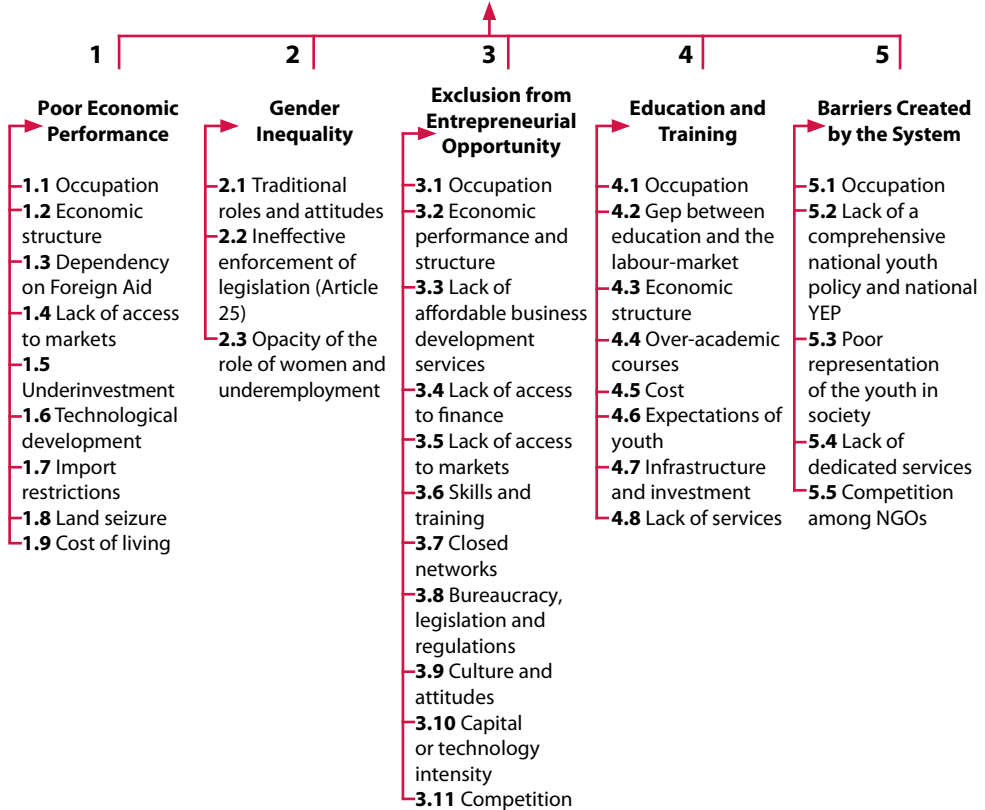
The unemployment rate in the Palestinian Territory in 2010 was 23.7% while among the youth (15-24) it was 38.8% (36.8% for males and 49.6% for females). These unemployment rates are among the highest in the world and with a fast growing population and a stifled economy, the challenge of reducing it is substantial. Indeed, since 2000 unemployment rates have been stubbornly high and the economy has struggled to create anything like enough jobs. Gender inequality is also evident with a clearly uneven distribution of quality jobs between men and women. For youth in particular, there are additional problems relating to enterprise and education and training that exacerbate the challenge for them. The lack of employment opportunities for youth has a spiral effect, dragging the poor into ever deeper poverty and driving migration of the best educated and highest skilled. Finally, political division and the lack of a well functioning system of institutions have meant these problems, among others, remain unsolved or overly politicized.

The picture as a whole is not hopeless. On the contrary, there are many strengths and notable achievements of the past years. Key problems remain unaddressed and key hurdles avoided. The current approach to youth employment is fragmented and poorly targeted. This action plan is aimed at prompting and promoting the discussions which will provide the solutions the youth need and so requires unity of purpose and action and a commitment from all actors to work together.

The following snapshot of the 5 central problems and their contributing factors provides a brief insight into the problems referred to throughout this paper. Where relevant, references have been provided to backup the statements and to provide routes to extended understanding of the issues.

**High unemployment among youth is a sign of peril ...** What have the Palestinian governments done to prepare for the future? Has development in Palestine sufficed with the current employees and the provision of their salaries? Where is sustainability and where are the rights of the next generations?

# Youth Unemployment



**Access to adequate job opportunities is the right of every young Palestinian ...**  
 What are the required policies to match up between education, the labour market and the developmental needs? How do young people perceive the practice of nepotism and favouritism that prevail over competence and eligibility criteria?



# 1. Poor Economic Performance

Poor economic performance alone does not necessarily create a problem for employment. If the population growth rate exceeds economic growth rates, however, as it does in the oPt, insufficient new jobs are created to absorb the new entrants to the job market – the youth. Many problems described below are shared with all labour-market participants. This merely re-emphasises the importance of addressing them, not just for the youth but for the entire population. Finally, while this is not the place for an in-depth economic analysis, the following factors play a big role in limiting economic growth and are briefly explored with an eye on youth.

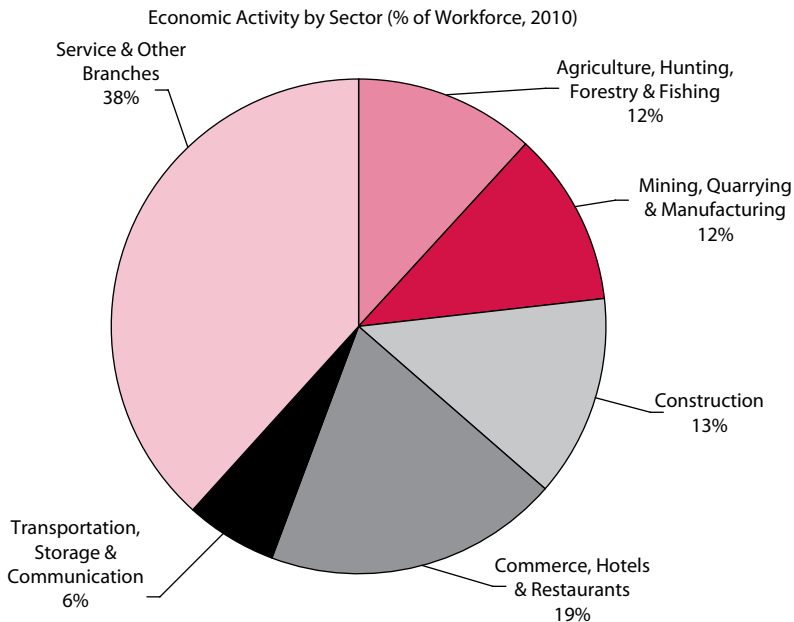
## Contributing Factors

### 1.1 Occupation

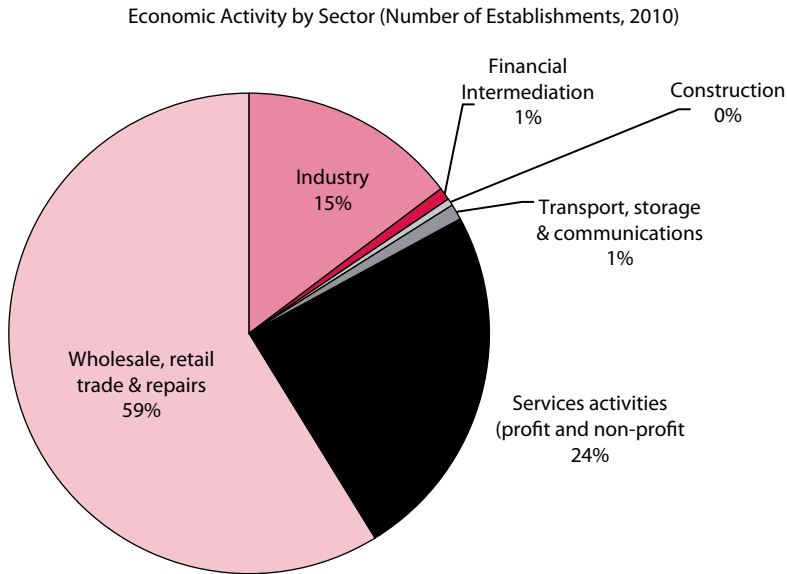
The occupation is the principal source of most of the economic problems that currently plague the Palestinian economy. The economic structure is precipitated by the prior and to an extent current dependence on work in Israel combined with the prevalence of aid to support the country as it is in limbo between occupation and self-rule. The lack of access to markets is partly a consequence of movement restrictions and partly of non-tariff barriers. These problems have knock-on effects as described below.

### 1.2 Economic Structure

The Palestinian economy is naturally small due to the population size. Its structural weaknesses lie in the lack of the diversity and the lack of a labour-intensive industrial base to absorb large numbers of new labour-market entrants.



Source: Adapted from "Palestine in Figures", 2010, PCBS, 2011



Source: Adapted from "Palestine in Figures", 2010;<sup>1</sup> PCBS, 2011

It is also important to note that while 14,797 industrial establishments employ around 11% of all employees<sup>2</sup>. This indicates a large number of small workshops and micro-factories form the industrial base, providing little room for job-creation. In contrast to this, the construction sector employs over 13% of employees in only 479 establishments. The causes of these problems are covered by factors 1.3 to 1.9. The consequence is that the economy is simply unable to absorb the growing numbers of young people. The structural weaknesses then reinforce the other factors in a downwards spiral of dependence, underinvestment and stunted growth.

### 1.3 Dependency on foreign aid

Net official development assistance and official aid received (current US\$) was \$3 billion in 2009, compared to only \$637 million in 2000 (an increase of 375%)<sup>3</sup>. This income from abroad does not represent any product or service and thus rarely represents sustainable or growing economic activity. It maintains high prices and high wages and of course is necessary to relieve poverty and human-rights abuses in the short run. The funds undermine normal economic activity and through this unsustainable dependency inevitably lead to real harm.

1 Calculations from PCBS Annual Statistics 2011, [http://www.pcbs.gov.ps/Portals/\\_PCBS/Downloads/book1749.pdf](http://www.pcbs.gov.ps/Portals/_PCBS/Downloads/book1749.pdf) (accessed 11/05/2011), PCBS, 2011

2 Calculations from PCBS Annual Statistics 2011, [http://www.pcbs.gov.ps/Portals/\\_PCBS/Downloads/book1749.pdf](http://www.pcbs.gov.ps/Portals/_PCBS/Downloads/book1749.pdf) (accessed 11/05/2011), PCBS, 2011

3 World Bank Data Profile, <http://data.worldbank.org/country/west-bank-and-gaza> (accessed 11/05/2011), World Bank 2011

## 1.4 Lack of access to markets

This factor works on two levels: national and international. On the national level markets are made inaccessible by security restrictions imposed by the occupation and consumer preference for imports. This preference for imports is emphasised by the fact that only 13.3% of industrial enterprises report competing with a foreign producer in their main product<sup>4</sup>. The implication is that they cannot compete so do not enter the market and that there is a poor perception of Palestinian products compared to foreign competitors, be they Israeli, European, American, Turkish or Chinese. International markets are also made inaccessible through a mixture of foreign import regulations including Israeli or Jordanian registration, extensive border-checks despite the customs union with Israel, technological requirements, cost and non-tariff barriers<sup>5</sup>. With businesses unable to access important markets, the private sector is stifled and unable to provide the necessary employment opportunities for youth.

## 1.5 Underinvestment

Palestinian manufacturers suffer from severe uncertainty (see 1.1), restrictions in access to resources such as land, water and ICT infrastructure and limitations on access to profitable markets (see 1.4). All three are caused primarily by the Israeli occupation. As a consequence of these problems, they cannot rationally invest in higher quality, advanced technology and general expansion of production. Without such investment, however, the private sector will never grow sufficiently large to employ the new entrants to the labour market. Meanwhile, with the Palestinian Authority holding limited jurisdiction across the territory, state investment in public infrastructure is neglected. Without such infrastructure and a strong, sustainable private sector which attracts and generates investment, providing sufficient employment for the growing numbers of young people is not possible.

## 1.6 Technological Development

Technology required to compete, even locally, is expensive and complex to operate. It also goes against traditional practices, particularly in agriculture and reduces the availability of less-skilled work for youth with limited experience. On the other hand, it provides an excellent opportunity if the necessary preconditions are in place (not least, a world class education and the lifting of import restrictions). On balance, a positive policy should embrace technological development but must also ensure the preconditions and devise clear strategies for avoiding the elimination of all labour-intensive industry.

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4 "Main findings of the Survey of the Perceptions of the Owners/Managers of Industries Regarding the Economic Situation Q1, 2011", <http://www.pcbs.gov.ps/DesktopModules/Articles/ArticlesView.aspx?tabID=0&lang=en&ItemID=1718&mid=12235>, PCBS, 2011

5 For a more detailed analysis refer to Economic Monitoring Report to the Ad Hoc Liaison Committee, World Bank, April 2011 (p. 13/14)

## 1.7 Import and Export Restrictions



This factor is a knock-on problem caused by the occupation and disproportionately affects the Gaza Strip. In Gaza, manufactured products require a majority of their raw materials to be imported. The Israeli siege and almost total restriction on imports has decimated the manufacturing sector in Gaza and made reconstruction after the war extremely difficult. Exports have now dropped to zero. In the West Bank, security restrictions on the import of certain goods, in particular IT and telecommunications equipment are stifling the opportunities in a potentially high-growth sector in which youth have a particular advantage as 'digital natives'. Many detailed analyses of these issues have been produced, not least by the World Bank and UNCTAD<sup>6</sup>. The West Bank and Gaza is ranked 111 out of 183 in 2011 (down 17 places since 2010) by the World Bank Doing Business survey for *ease of trading across borders*. Without a consistent ability to import raw materials, add value and export to profitable markets, industry and the private sector cannot expect to grow, making job-creation slow or impossible in the private sector.

## 1.8 Land seizure

With regard to agriculture and mining as sources of economic prosperity, the proportion of the West Bank explicitly or severely restricted for Palestinian use is 38.3%<sup>7</sup>. The 'lack of access to land and water resources in the Jordan Valley, for example, is costing the Palestinian economy an estimated US \$1 billion per year according to the World Bank<sup>8</sup>. Area C includes areas that are also some of the most productive, both with respect to agriculture and natural resources<sup>9</sup>. The World Bank has estimated that cost to the economy of the foregone opportunity in irrigated agriculture is as high as 10% of GDP and 110,000 jobs<sup>10</sup>. Without these opportunities the possibility of creating sufficient jobs for the growing youth labour-force is very small.

6 For example, *The economic dimensions of prolonged occupation: Continuity and change in Israeli policy towards the Palestinian economy*, UNCTAD, August 2009.

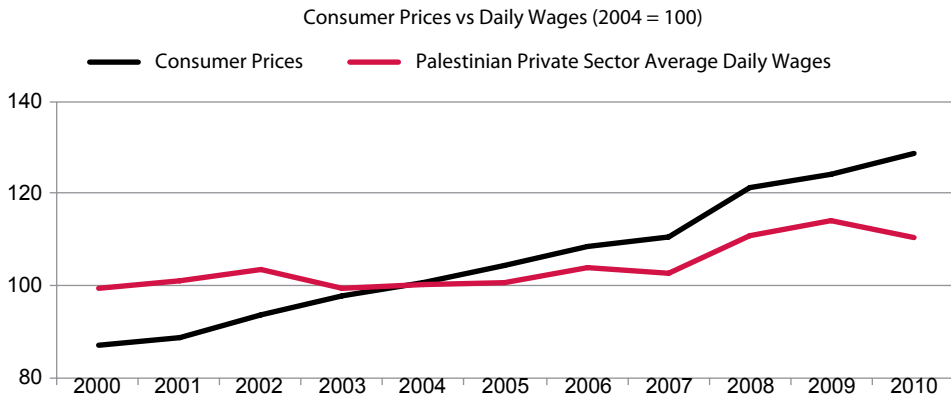
7 *"The Economic Effects of Restricted Access to Land in the West Bank"*, World Bank, 2008, p.7

8 *"Economic Monitoring Report to the Ad Hoc Liaison Committee"*, World Bank, September 2010

9 The value of seized land: "Some 170,000 dunums [(17,000km<sup>2</sup>)] of fertile agricultural lands are affected, or 10.2% of the total area cultivated in the West Bank, with an average economic value of US \$38 million – equal to roughly 8% of Palestinian agriculture product", World Bank, 2008, op. cit., p. 23

10 *"Assessment of Restrictions on Water Sector Development"*, World Bank, 2009

## 1.9 Cost of living



Source: Adapted from PCBS 2010 Consumer Price and Labour Force Surveys

Typical causes of inflation in the oPt are: the trade deficit, which subjects the economy to imported inflation; the lack of a domestic currency and consequent lack of control over monetary policy; and the influx of foreign aid and remittances, causing increases in the purchasing power of a limited number of individuals. As the cost of living rises, incomes stagnate and unemployment remains stubbornly high, the difficulties faced by all employing organisations are heightened. As a result the opportunity to create jobs for the expanding labour-force is further limited.

**Self-dependence is the basis of liberation and freedom from occupation and vulnerability to regional and international factors ...** Why are the service sectors expanding at the expense of the production sectors? Why are the agricultural and local manufacturing sectors marginalized? How can the youth lead and manage self-reliance economies rather than depending on foreign aid or on work in the occupying state?

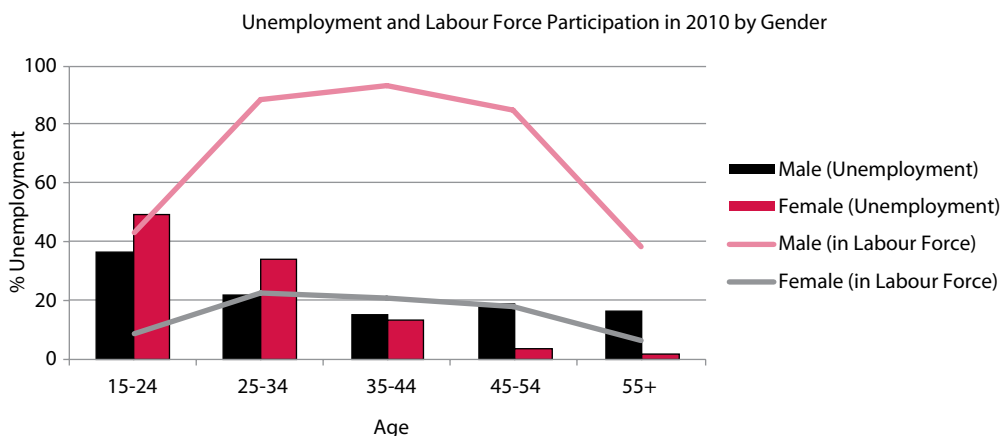
## 2. Gender Inequality

The inequality of opportunity between young men and women creates an imbalanced society. In the oPt, traditional roles often exclude women from the labour market the effect of which is disproportionately large on young women.

### Contributing Factors

#### 2.1 Traditional roles and attitudes

The traditions in the oPt require women to behave in very particular ways. The attitudes towards women are often severely affected by the perceptions created by the traditions. Young women restrict themselves: such is the strength of the traditions and attitudes, that 65% of young women oppose a woman president<sup>11</sup>. The result is that women do not pursue particular roles or are hindered in their application. Finally, this limit to the available work for women keeps unemployment of women high and wages low compared to men.



Source: PCBS 2010 Labour Force Survey

#### 2.2 Ineffective enforcement of legislation (Article 25)

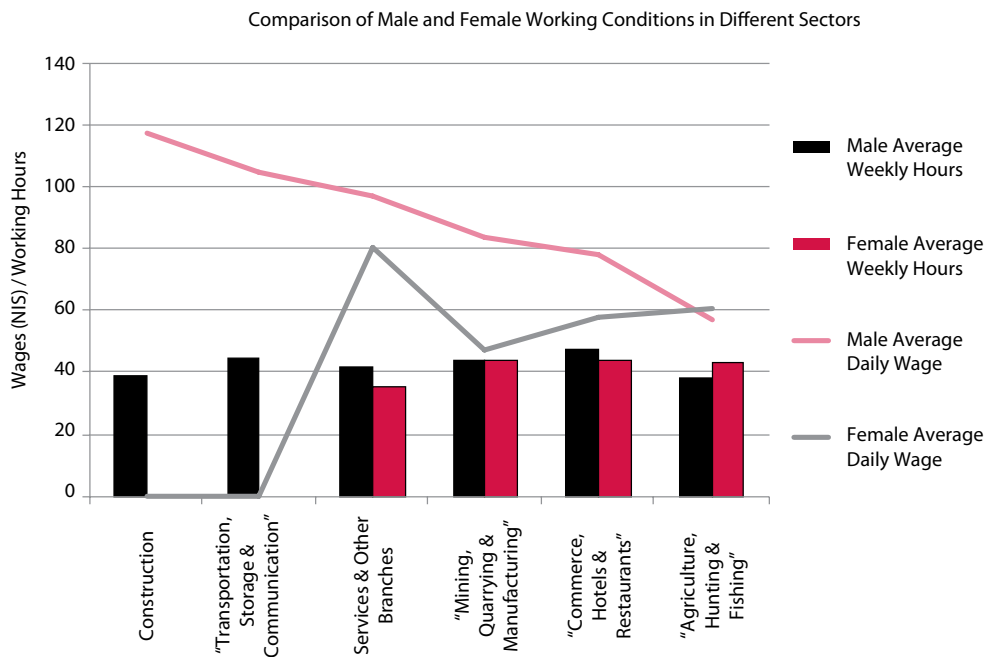
While the equal rights of women to work are enshrined in the legislative framework<sup>12</sup>, the PCBS statistics for 2010 demonstrate that while 43% of 15-24 year old men participate in the labour force, only 9.5% of women that age do. Meanwhile, of those 9.5% of young women seeking work, only 50% are working<sup>13</sup>. Put another way, out of every 100 young women, fewer than 10 are seeking work and of those 10, only 5 have jobs. This inequality dis-empowers women economically and points to an inability of the authorities to enforce the non-discrimination legislation in place. Considering another perspective, women acquire proportionately more education than men, yet average wages in every sector are

11 "The Youth Talk: Perceptions of the Palestinian youth on their living conditions", Sharek Youth Forum, 2008, p. 29

12 The Palestinian Basic Law, Article 25, 2003, <http://www.palestinianbasiclaw.org/2003-amended-basic-law> (accessed 15/07/2009)

13 2010 Labour Force Survey, PCBS, 2011, p. 58

lower for women despite the fact that they work almost the same number of hours<sup>14</sup>. It is evident that women are not simply under-represented generally, but also that *young* women are disproportionately under-represented compared to the average for women.



Source: PCBS 2010 Labour Force Survey

## 2.3 Opacity of the role of women

In 2010, only 0.2% of men with 13+ years of schooling did not participate in the labour market due to 'housekeeping'. In contrast for women with the same level of education, almost 38% were not in the labour force due to housekeeping. The difference is even more exaggerated among less educated groups. The point is also made by another measure: women marry on average 5.5 years earlier than men<sup>15</sup>. Unemployment among women is, therefore, hidden and opaque because they are less likely to participate in the labour force (in other words, look for a job) and more likely to be at home housekeeping. While the value of maintaining a household is not to be diminished, the contrast is stark. Unemployed young women are often excluded, therefore, from all but the most targeted assistance as they are kept busy and out of sight in the home.

14 "The overall rate of female enrolment in secondary education amounted to 75.7%, in comparison with 67.6% for males. Females constitute half the number of students enrolled in universities, as the rate of enrolment in higher education was 107 females for every 100 males in 2004-2005.", "Women in the Palestinian Labour Market", PWRDC, 2009

15 In 2009, the median age for marriage for women was 19.9 and for men 25.4. [http://www.pcbs.gov.ps/Portals/\\_pcbs/populati/demo8.htm](http://www.pcbs.gov.ps/Portals/_pcbs/populati/demo8.htm) (accessed 11/05/2011), PCBS

## 3. Exclusion from Entrepreneurial Opportunity

In almost all economies, small enterprises employ the vast majority of individuals. The youth in the oPt are largely excluded from entrepreneurial opportunities despite the fact that these offer the most interesting and beneficial options to them. Meanwhile entrepreneurial opportunities are not easily exploited as the West Bank and Gaza Strip is ranked 173 out of 183 in the world for *ease of starting a business* by the World Bank in 2011<sup>16</sup>.

### Contributing Factors & Barriers to Entry

#### 3.1 Occupation

The occupation is the central barrier for new businesses being started. In the Gaza Strip, in particular, the occupation prevents viable small businesses from starting up by making procurement of materials and machinery almost impossible. In the West Bank, such resources are available but the trading potential is limited and the economic decline caused by the fragmentation and security restrictions hinder the progress of start-up businesses. Finally, for young people in particular, travelling around for any reason is at best slow and unpredictable.

#### 3.2 Economic performance and structure

A volatile economy dependent on aid, stifled from the outside and between urban centres, Palestine is a difficult place to start a business and make a living. Few profitable opportunities exist locally and the export markets are extremely expensive and difficult to access. For the youth in particular, an economy focused on services (including government and NGO-provided ones) is restrictive and difficult to enter. Problem 1 (poor economic performance) describes the host of problems in the Palestinian economy. For young entrepreneurs, all of these become problems directly and disproportionately affecting them.

#### 3.3 Lack of affordable business development services

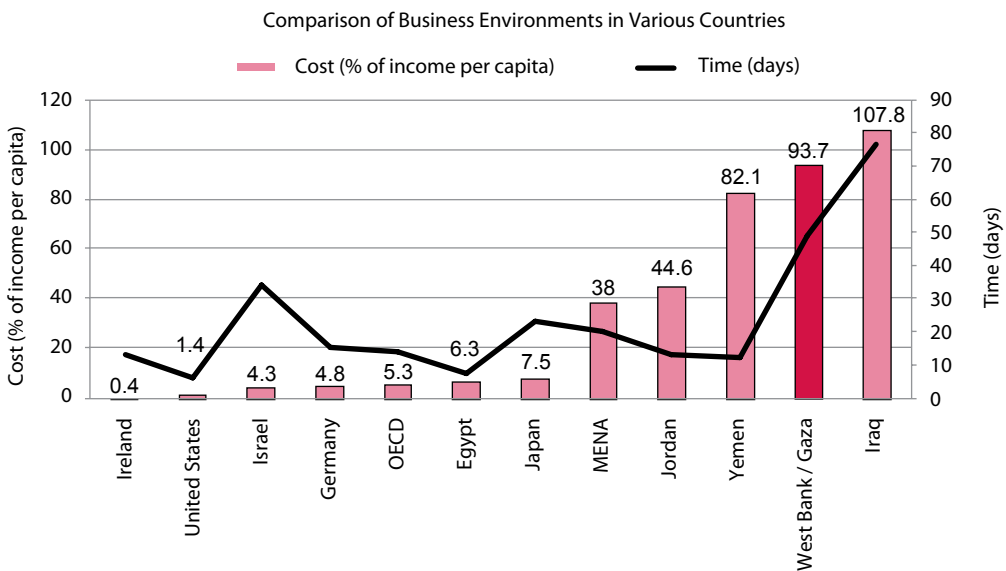
The youth, perhaps more than other groups, need support services to get their businesses started. They do not have experiences to draw on which will inform the way they operate, nor do they have established networks locally or internationally (including in Israel) which are essential to get started. At present, only those who are naturally skilled entrepreneurs with well-connected family or friends succeed in starting up their businesses. Support services that are not provided in sufficient quantity or quality include finance (see section 3.4), training (see also section 3.6), coaching, networking, marketing, research, innovation and legal services.

16 "Doing Business", <http://doingbusiness.org/data/exploreconomies/west-bank-and-gaza> (accessed 11/05/2011), World Bank, 2011



### 3.4 Lack of access to finance

To start a business, you need money. To access money you need collateral, contacts or proven experience. For the youth without other options who are considering entrepreneurship, therefore, the possibility of accessing finance is almost zero. Even microfinance schemes are mostly inaccessible due to collateral (physical or social), group lending, or background requirements. For youth without the opportunity to borrow from family members, this puts an effective stranglehold on their ambitions. Finally, it is important to note point 1.9, the rising cost of living. This means that despite the economic decline, the cost of starting a business still extremely high, at 93.7% of income per capita in 2011<sup>17</sup>. This creates an increasing number of young people who cannot afford, even with savings or family support, to start a business. In short, financing (including microfinance) is not available or insufficient to start a viable business for youth.



Source: 2011 World Bank Doing Business Survey

### 3.5 Lack of access to markets

Also covered in paragraph 1.4. This factor contributes directly to the exclusion of young people from entrepreneurial opportunities as well as to the general problem affecting existing businesses' ability to grow. With additional reference to youth enterprise, the absence of local and adaptable market infrastructure is a significant barrier to the success of new entrepreneurs. In particular the limited routes to market, the expensive or poor quality intermediary services and the poor quality or unaffordable marketing services available to new businesses.

<sup>17</sup> See graph. The cost of starting a business as a percentage of income per capita was 93.7% in 2011. This compares to 1.4% for the USA, 4.3% for Israel. "Doing Business", <http://doingbusiness.org/data/exploreconomies/west-bank-and-gaza> (accessed 11/05/2011), World Bank, 2011

### 3.6 Skills and training

In order to start a business an entrepreneur needs a product or service to offer. In an aid-dependent economy, however, services in particular are becoming ever more focused on the ecosystem around aid and young people are choosing to learn skills to service this sector. Meanwhile, the quality of vocational education and training is varied and in some cases poor. Without the skills and training to provide high quality products and services, young people can never expect to start profitable businesses. On top of this, skills for enterprise, such as financial management, marketing, people management, networking and innovation are rarely, if ever taught through the formal education system. Where these skills are provided by civil society, the quality is variable, even those of high quality are ineffective on a national scale due to the limited availability of funding for such work.

### 3.7 Closed networks

One of the advantages of a strong business network is the mutual support provided and in particular, the purchase of products or services from within the network. Exactly this advantage also creates a barrier to entry for new entrepreneurs. In the oPt, businesses are hierarchical and the heads of the businesses form a close, strong network that directs business to other members of the network. The main area of strength for the West Bank and Gaza in the World Bank's Doing Business (2011) survey, is protecting investors (ranked 44, comparable to Portugal), which emphasises the focus of the government and economic elites in protecting their interests rather than seeking a broad-based and dynamic economy led by young people innovating and 'shaking up' key markets. For a young person seeking to compete with these vested interests and big businesses, the task is made more difficult and in some cases impossible by the prevalence of closed business networks.

### 3.8 Bureaucracy, legislation and regulations

The World Bank's Doing Business report paints a picture of excessive red-tape in the West Bank and Gaza Strip. In 2011 it took 49 days to start a business in the oPt. This compares to 20 days for the Middle East & North Africa in general, 34 days in Israel and 6 days for the USA. Only 17 countries have a slower business-start-up process. There are 11 procedures required to start a business, compared to 1 in Canada. Only 27 countries have more procedures<sup>18</sup>. For a young Palestinian, each of these barriers is exacerbated by their age and inexperience. The result is an environment which makes it almost impossible to start-up unaided.

### 3.9 Culture and attitudes

It is difficult to place the expectation on youth that they are positive, dynamic and energetic towards work when the economic and political situation is so complex. Meanwhile, young Palestinians also have many opportunities including a relatively comprehensive education system, an extensive civil society and externally funded support programmes

18 "Doing Business", <http://doingbusiness.org/data/exploreconomies/west-bank-and-gaza> (accessed 11/05/2011), World Bank, 2011

to name a few. Anecdotal evidence from organisations like Sharek Youth Forum, suggest that youth often fail to take full advantage of these opportunities, in part due to their capacity or skills but also due to an attitude of entitlement or apathy borne out of the occupation and aid dependency. With economic opportunities so limited, enterprise is one option that young Palestinians can take which provide an income. Yet, with only 14%<sup>19</sup> of them interested in starting a business suggests that they prefer to work for a salary.

### 3.10 Capital and technology intensity

For most youth, the biggest barrier to starting a business is the financial cost. The biggest cost-hurdles are invariably the capital (including machinery, equipment, land and buildings) or the technology (including software, advanced machinery and specialised techniques). For youth, the demands in almost all markets (local and export) for uniform products, produced quickly and to a common standard are insurmountable due to the inability to acquire the necessary capital or technology. In short, the youth are unable to start businesses in a large number of profitable markets and so are limited to labour-intensive industries or simple services (such as retailing). This severely limits their ability to innovate and restricts their profit-making potential.

### 3.11 Competition

For Palestinian youth, dominant competition comes from four sources: Israeli imports, large local businesses with closed distribution networks, OECD imports and the rest of the world (including Turkey and China). The cost of competing with any one of these groups makes it almost impossible without personal connections or funding. Remaining opportunities are, therefore, limited to completely innovative products or ultra-competitive service sector niches such as grocery shops, mini-markets, micro-factories and agriculture. This is reflected in the economic structure (see 1.2).

**An imbalance in the labour market according to gender means disabling the actual capacities of the society ...** Where are the official and civil practices that invest in both male and female, on basis of equal opportunities? Why does our society rely on one portion of the population while young Palesinian women have proven their professional capabilities and excellence?

<sup>19</sup> Perceptions of Palestinian Youth Living Conditions, Sharek Youth Forum, 2010

## 4. Education and Training

Without a supply of the right skills, businesses will continue to avoid employing Palestinians for particular roles. In contrast with many countries, the oPt continues to produce young people who are, on paper, highly educated and well trained. The problem is not the quantity of education, therefore, but its relevance and quality.

### Contributing Factors

#### 4.1 Occupation

The most disruptive element of the occupation with respect to education is the security restrictions including movement restrictions. For a young person studying at a university only a few kilometres away, perhaps in a village near Jerusalem, the journey each day involves long detours and waits at checkpoints. This makes studying much harder and more expensive than it needs to be. Meanwhile, the difficulties faced in travelling to other countries, particularly from Gaza further hinders the quality of the education in the oPt. Finally, the occupation makes life unpleasant and forces those who can to study abroad. If they do return, these young people are better educated and more experienced. The same advantages of studying abroad are almost impossible to attain in the oPt and as such those who cannot afford to are faced with even more limited opportunities.

#### 4.2 Gap between education and the labour market

Historically, the oPt has had an excellent education system that has succeeded in producing a skilled labour force. A skilled labour force, however, must have the right skills to meet the needs of the economy in order for the young graduates to find productive work. In the oPt today, young people are being educated and trained to a high degree but choices and subject selections are rarely made with adequate information about the prospects for such careers. Meanwhile, vocational education and training has suffered from chronic underinvestment and is perceived as second rate by most parents, students and even universities. The result is a gap between education and employment that causes young people to spend time and money studying that will not help them get a job.

#### 4.3 Economic structure

The trend of the education system has followed that of countries developing highly skilled workforces that meet the needs of a technologically advanced and complex-service oriented economy. In the oPt, the economy has not changed structurally in the same way (see 1.2). As such, the education no longer meets the needs of the economy. Fields such as NGO administration, the exceptions to the rule, are providing young people skilled in work which is fundamentally unsustainable and thus increasing the dependency on foreign aid. With the economic structure fixed into its current form and the education system setup to meet another structure altogether, the likelihood of a young person participating successfully in the economy is falling annually.

## 4.4 Over-academic courses

While related to points 4.2 and 4.3, it is sufficiently important to separate this problem which relates in a large part to the technical and vocational education and training (TVET) sector. While the sector exists, it has very limited capacity both in terms of quantity and quality. Underinvestment and poor perceptions among parents and students make it a second-best option despite the potential for gaining useful work and business skills. Meanwhile the school and university courses lack the essential work-experience, apprenticeship and internship opportunities that should characterise them as practical and direct routes into gainful employment.

## 4.5 Cost

There are two central elements to the cost-challenge in the oPt. The first is the cost of higher education. Many families can afford to pay tuition fees, while many cannot. While proposals for universal free higher education have been made, the costs are prohibitive and there is a clear need to counter the widening inequality between rich and poor through education. The second element to the problem is the training and capacity building that dominates NGO interventions. While training budgets and the resulting industry that depends on them are inflated, the cost to trainees is almost always zero. This creates a skewed incentive to attend training and a skewed market for it both of which lead to low quality. Invariably, training has little or no long term impact on the trainees despite the vast costs associated with it.

## 4.6 Expectations of youth

Young Palestinians live in a complex environment. They have been born and grown up under occupation. They face factional divisions, aid dependency, increasing globalization, social tensions and limited opportunities. They also have unprecedented access to information from around the world: when looking for news, 44% use the internet and 31% use satellite TV<sup>20</sup>. Meanwhile, with 60% of youth on Facebook<sup>21</sup> and increased connectivity with cheap mobile phones, young Palestinians have never been more connected or aware of the world around them. One of their principle concerns is to see an improvement in living conditions<sup>22</sup>. But they do not trust any political movement and with the occupation showing no signs of ending, a sense of dissatisfaction has shown itself in the youth-led popular protests in March 2011. The difference between these desires and the real economic opportunities available in the oPt creates a dissatisfaction that is not being addressed.

## 4.7 Infrastructure and Investment

The question of educational quality for Palestinians is complex. While investment is much higher than 10 years ago<sup>23</sup>, teacher training has lagged, only emerging as a priority in the last 2-3 years with the establishment of the Commission for Developing the Teaching

20 Palestinian Youth Situation Report Opinion 2011, Sharek Youth Forum, April 2011

21 ibid

22 ibid

23 Statistical Indicators on the Achievements of MOEHE during 1994/1995 - 2006/2007, Ministry of Education and Higher Education, 2008 (<http://www.moehe.gov.ps/stats/200-2007E.pdf>)

Profession and the Teacher Education Strategy. Meanwhile strikes and political problems including donor 'boycotts' of the PA have led to major disruptions in teaching and are a serious disincentive for qualified young graduates to enter the teaching profession. TVET is a particularly important component of the system that suffers from aging and poor infrastructure and extremely limited opportunities as well as a poor reputation among students and parents. Higher education is a further issue with the quality of degree level education an unanswered question. Low salaries in universities lead staff to take up extra work, reducing standards, while the best students must leave the country.

## 4.8 Lack of services

In particular, services bridging the gap between education and work (careers services) are poor quality or non-existent<sup>24</sup>. These services are valuable in order to ensure that job-applicants can properly communicate their suitability for the job they are applying for. The absence of such services creates an imbalance between those people who can and those who cannot access them. Youth who have studied abroad have a significant advantage in the oPt itself having had access to careers services. Meanwhile, for youth competing abroad, the likelihood of success is even more affected given the quality of services available to those they are competing with.

**Youth employment is an investment in a better future and an essential threshold for steadfastness and resistance of weakness factors ...** Do the decision makers know that employing of youth and investing in them are more effective in confronting social disparity such as poverty, crime, delinquency and extremism? Are they aware that the society in which young people dedicate themselves creates a more resistant and resolute society, one more determined to confront with the occupation.

24 Supported by anecdotal evidence from Sharek Youth Forum's experience providing careers services in universities and Injaaz's experience providing careers services in secondary schools. Both are providing excellent services but are not able to offer sufficient coverage for all young people.

## 5. Barriers created by the failures in the system

The elements of society obligated to address social problems – families, local governance structures, national governments, non-state actors – are the source of solutions to the problems presented above. When they do not provide those solutions, however, they themselves become a barrier. If they acted according to their mandate the problems outlined in this paper would be eliminated. These systemic barriers, therefore, can be both part of the problem and pre-requisites to a solution.

### Contributing factors

#### 5.1 Occupation

While occupation is not the sole cause of any problem in the oPt, with respect to Youth Employment and the economy in general, the occupation is the most significant systemic barrier to a solution. Even when it does not directly create a problem, the occupation is hindering a solution. Specifically, it illegally creates barriers to economic development including settlements, settlement infrastructure and the separation wall<sup>25</sup>. It uses the tools of occupation to create economic barriers, including checkpoints, security restrictions and the blockade of Gaza. Finally, it creates uncertainty and dependency both of which stifle the private sector. Its removal would lead to significant self-generated improvements in the employment situation for youth.

#### 5.2 Lack of a comprehensive, cross-sectoral national youth employment action plan

While efforts to create a sectoral strategy for youth have been ongoing and strategies, of course, exist for the PA in many areas touched on by this analysis, the fact is that a comprehensive, joined-up and cross-sectoral action plan does not exist to address the youth employment time-bomb. This document seeks to prompt the resolution of this issue which until now has persisted. The lack of a coordinated strategy and deeper cooperation among civil society and governmental leads to duplication, poor targeting of programs and avoidance of the highest priority problems. If a comprehensive, cross-sectoral and strategic approach was adopted, many of the problems outlined in this paper would already have been addressed.

#### 5.3 Poor representation of the youth in politics

The youth are under-represented politically. On 15 March 2011, thousands of young people marched in Palestinian cities to call for an end to factional divisions. In Sharek's 2011 Situation of Youth Update, it was found that 62% of young Palestinians do not trust any faction<sup>26</sup>. While the situation is obvious on the national level, youth are under-represented at all levels in society from community service-providers to local government

<sup>25</sup> Settlements in occupied territory and any infrastructure created to serve those settlements are illegal according to International Humanitarian Law to which Israel is a signatory, UN Security Council, *Resolution 465*, 1980

<sup>26</sup> Palestinian Youth Situation Report Opinion 2011, Sharek Youth Forum, April 2011

and private business, there is always a lack of youth representing their needs. As a result, policies and actions lack understanding of the real issues that youth face and that concern them which limits the ability of institutions to identify tackle the problems that face youth.

## 5.4 Lack of dedicated services

With the lack of a comprehensive policy, government (among other) service-providers rarely focus on youth exclusively. Youth are often grouped with women and are poorly defined as a group with any number of age-ranges included. Youth are afforded a ministry and a minister but the concerns of youth are cross-sectoral and with respect to economic needs they have a strong need for services and support from ministries of education, economy, labour and finance. Meanwhile, civil society is not empowered by the existing structure of service provision. While on the one hand competing with government and each other for funding for services from donors, civil society must also perform other vital roles such as increasing representation and defending the rights of young people. The impact is that problems are not often solved and services fail to address the real needs of youth, particularly with respect to employment needs.

## 5.5 Competition among NGOs

The excess of donor funding in the oPt (see 1.3) has steadily encouraged a proliferation of NGOs providing services and assistance to the Palestinians. While these NGOs often perform a vital role in maintaining society and supporting progress, they are poorly coordinated and regularly replicate each others' projects with small changes. There is also competition with government and international NGOs and even private sector service providers. Rather than fostering creativity and innovation to improve services, the system as it stands is more disempowering, the more grass-roots and people-focused an organisation is. The result is a uniformity of approach and a domination by international NGOs over priorities and approach. Furthermore, replication wastes resources and competition leads to funds being spread out to sustain the large number of organisations. In the end, with youth unemployment stubbornly high, civil society must work cooperatively and embrace the priorities of youth themselves to address this challenge.



# Recommendations

## Introduction

It is with some hesitancy that Sharek Youth Forum takes on the vast task of putting forward recommendations to address the host of problems identified above. We are more than aware of the complexity of the task ahead but we face it with open eyes and open arms. We acknowledge our limitations in knowledge and capacity. We have not however, limited our ambition. We invite our colleagues in youth organisations, national and international NGOs, government ministries, national and international institutions and of course, the private sector to join us in setting out a clear action plan to take Palestinian youth forward. So, although we may have made mistakes, we hope that by beginning the discussion and continuing it together, we will reach the right conclusion.

## Structure

This section broadly reflects the problem analysis and the identifying numbers (such as 1.4 or 3.2) match up. The problem analysis is both an overview of the situation and a reference to inform the discussions on the recommendations. Where factors are omitted from the recommendations section, it indicates that no recommendations have been suggested. For example, with reference to occupation, no recommendations have been made since only the end of the occupation will solve the problem and this goes beyond the scope of this white paper.

Each factor is taken in turn. A rough estimate is given regarding the possible cost (where 1 is almost without cost and 10 is in excess of millions of dollars) and the time (where 1 is almost instant and 10 is on the 3-5 year timescale). Pre-requisite factors are those necessary to be solved prior to the implementation of the recommendations given. Dependent factors, on the other hand, are those which depend on the implementation of the recommendations connected with the factor under consideration. The numbers match those of factors listed in the problem analysis.

Recommendations are sorted by general responsibility for their implementation. Government recommendations include those for ministries, schools, the executive, legislature and the judiciary. The civil society recommendations are aimed principally at youth organisations but also at other Palestinian NGOs and community organisations. The private sector includes profit-making companies and private institutions. Finally, the international column refers to international NGOs, foreign governments, bilateral and multilateral donors and international institutions.

These points are summarised in Appendix 1.

# Problem (1): Poor Economic Performance

<b>1.1 - Occupation</b>	No recommendations
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<b>1.2 - Economic Structure</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>	
	9	9	1.1, 1.6, 1.8, 2.1	1.4, 1.5, 1.6, 1.9, 3.1, 4.3	
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>
	Conduct major macro-economic review and seek methods of increasing the labour-market absorption capacity		Conduct regular labour market assessments including migration and advocate for government action on increasing the labour-market absorption capacity	Respond positively to government and NGO recommendations on labour-market absorption capacity building measures	Support Palestinian entities in increasing labour-market absorption capacity
	Establish work-abroad programme				
Adopt a labour-intensive approach to investment		Develop sustainable local employment programmes			

<b>1.3 - Dependency on foreign aid</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>
	7	7	5.2, 5.5	1.5, 1.9
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>
Focus on sustainability of institutions and adopt strategies recommended to substitute foreign aid for government-generated revenue		Review funding strategies and create timelines for the final substitution of aid for government- and self-generated revenue	Support government revenue raising measures and provide voluntary commitments	Review aid policies with respect to no-harm and economic no-harm policies are adopted

<b>1.4 - Lack of access to markets</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>
	3	7	1.1, 1.2, 1.8	1.5, 3.5
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>
Revisit the Paris Protocol and implement recommendations		Provide extensive understanding (including recommendations to government and the private sector) of the features and impacts of lack of access to markets	Adopt strategies for improving perceptions of Palestinian products and accessing local and international markets	International monitoring of implementation of recommendations

1.5 - Under-investment	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	10	3	1.1, 1.2, 1.3, 1.4, 1.7, 1.10, 5.5	
	Government		Youth Organisations	Private Sector
	Support and improve the Palestinian Investment Promotion Agency (PIPA)	Advocate for and improve existing private sector investment mechanisms	Prioritise investment	Advocate for the removal of barriers to investment

1.6 - Technological Development	No recommendations			
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1.7 - Import restrictions	No recommendations			
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1.8 - Land seizure	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	1	7	1.1	1.2, 1.4
	Government		Youth Organisations	Private Sector
	Research and implement measures to develop despite the lack of access to land	Capacity building for legal challenges to land seizure		Hold the State of Israel to account with respect to international law

1.9 - Cost of living	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	7	5	1.1, 1.2, 1.3	
	Government		Youth Organisations	Private Sector
	Research and address the supply-side causes of inflation	Research and implement strategies to avoid creating inflation with foreign aid	Investment in efficiency measures to cut costs	Research into the most appropriate measures to reduce imported inflation

1.10 - Skills and Training	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	5	2		1.5
	Government		Youth Organisations	Private Sector
	Provide incentives for private businesses to invest in skills and training	Capacity building in private sector	Invest in skills and training	

## Problem (2): Gender Inequality

	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		4	9	2.3	1.2, 3.9
<b>2.1 - Traditional roles and attitudes</b>	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>
	Establish innovative non-traditional employment and self-employment programme for young women		Conduct baseline survey on attitudes towards women in non-traditional roles	Adopt positive discrimination policies for non-traditional roles	
	Incorporate best practices into government employment practice		Create financing products specifically targeted at young women.	Provide internship and work-experience programmes for young women in non-traditional roles	
	Support the promotion of non-traditional roles to young women		Provide additional training for young women	Develop a Gender-Sensitive Employer brand	
	Training for teachers to change attitudes		Develop acceptance of changing roles		
	Review educational curricula and materials		Provide gender-specific career guidance		

	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		6	2	5.1, 5.2, 5.5	
<b>2.2 - Ineffective enforcement of legislation (Article 25)</b>	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>
	Incorporate best practices into government employment practice		Empower workers' rights organisations to monitor and support enforcement	Public ranking of companies' adherence to legislation	
	Review curricula with respect to gender-sensitivity		Build awareness in the community of rights and obligations		
	Coordination between ministries responsible for youth and women		Provide legal aid for female workers	Public ranking for companies adherence to the legislation	
	Introduce clear penalties for breaking this law				
	Mainstream gender-sensitive education				

2.3 - Opacity of the role of women and underem- ployment	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	6	5	5.2, 5.3	2.1, 3.9
	Government	Youth Organisations	Private Sector	International
Review the classification of unemployment statistics	Establish two- way employment promotion service		Awareness raising campaign on the role of women in employment	
	Strengthen women's business networks			
	Organise forums for unemployed young women			Organise regular projects for unemployed and underemployed young women building their capacity
	Tracking graduates to identify ongoing needs			
	Use community networks to identify young women who would like to work			

## Problem (3): Exclusion from Entrepreneurial Opportunity

<b>3.1 - Occupation</b>	No recommendations
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<b>3.2 - Economic performance and structure</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>	
	9	9	1.2, 3.1	3.11	
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>
	Create incentives for sustainable youth employment in emerging sectors		Document real entrepreneurial experiences	Study good practices from similar business environments	Focus on economic stimulus projects
Wide-reaching macro-economic policy review		Regular youth-focused market assessment by student volunteers	Review aid policies with respect to no-harm and economic no-harm policies are adopted <1.3>		
Subsidise youth entrepreneurs in key industries					

<b>3.3 - Lack of affordable business development services</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>	
	6	5	5.3, 5.4, 5.5	3.4	
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>
	Oversee the merging of duplicated services		Conduct in depth assessment of capacity of existing services	Invest in services to compete with NGO sector	Build capacity among civil society and government to provide needed services
Undertake review of needed services and which services should be free or privatised		Provide support for privatised, youth focused business development services	Provide quality, affordable and youth-focused Business Development Services including business counselling, incubation and training		
Effective guidance of youth towards high potential sectors		Effective guidance of youth towards high potential sectors	Increase social responsibility activities and refocus towards provision of Business Development Services		

<b>3.4 – Lack of access to finance</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>		
	8	4	3.3, 3.6, 3.7, 3.8, 3.9, 5.2, 5.4	3.10		
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>	
	Establish a Youth Enterprise fund		Sharing of youth-specific good practices between MFIs	Develop commercial credit rating system	Support research into new funding models	
	Facilitate microfinance schemes		Encourage person-to-person (P2P) lending	Develop youth-specific credit financing products		
	Ease regulations		Creation of innovative financing schemes for youth business	Creation of a fund for youth to launch innovative businesses	Support research into community investment funds managed by professionals	
Introduce compulsory financial education in schools		Provide youth specific programmes to support access to micro- and commercial-finance				

<b>3.5 - Lack of access to markets</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>		
	4	3	1.4, 3.1	3.11		
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>	
	Review bureaucratic regulations and requirements considering exemptions for youth		Supporting enterprises in the development of product quality, marketing and pricing strategies	Organisation of supplier events to promote products	Support civil society	
Establish and build up local market infrastructure			International market access programmes for youth businesses			

3.6 - Skills and training	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	5	2	5.4, 5.5	3.4, 3.11
	Government	Youth Organisations	Private Sector	International
Sponsor independent review of entrepreneurship programmes	Training the trainers in youth enterprise development Build capacity in understanding and working with microfinance	Sponsor business plan competitions		
Add entrepreneurship and related skills into the school curricula at the primary and secondary levels	Improve efficiency of school-level enterprise training (including TVET colleges) Establish a mechanism for the review of entrepreneurship programmes	Provide quality, affordable and youth-focused Business Development Services including business counselling, incubation and training <3.3>		

3.7 - Closed networks	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	2	7	5.2, 5.3	3.4, 3.10, 3.11
	Government	Youth Organisations	Private Sector	International
	Support the foundation of peer-support networks for young entrepreneurs	Offer support for youth enterprise and youth business development Development of a women's enterprise network		

3.8 - Bureaucracy, legislation and regulations	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
	4	4		3.4
	Government	Youth Organisations	Private Sector	International
Introduce a new business regulation system	Establish a Youth Watchdog to assess existing legislation and propose changes focused on youth			
Introduce specific rules and incentives for youth businesses	Establish a monitoring system to monitor improvement and progress in improving the system			



3.9 - Culture and attitudes	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
	5	7	2.1, 2.3, 5.3	3.4	
	Government		Youth Organisations	Private Sector	International
	Incentives to start a business in marginalised areas		Organise campaigns to promote youth enterprise and support young entrepreneurs	Establish business networking clubs with membership open to youth	
	Campaign against work in illegal settlements		Motivational business-focused capacity building for apathetic youth	Establish entrepreneurs' volunteer mentor programme	
Introduce business and entrepreneurship elements at all education levels		Research and development of business ideas which capable youth can take up			

3.10 - Capital or technology intensity	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
	7	8	3.1, 3.4, 3.7		
	Government		Youth Organisations	Private Sector	International
	Improve access to finance for youth			Increase in specialisation and sub-contracting of smaller elements of production	Establish community projects with community ownership of capital and technology
	Reduce technical requirements on certain products				Advocate for the removal of non-tariff barriers on Palestinian imports
		Provision of capital and technology at favourable rates			

3.11 - Competition	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
	4	6	3.1, 3.2, 3.5, 3.6, 3.7		
	Government		Youth Organisations	Private Sector	International
	Infant industry support scheme				
	Youth entrepreneur incentive and exemptions schemes				

## Problem (4): Education and Training

<b>4.1 - Occupation</b>	No recommendations
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	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors
		4	5	4.4, 4.8, 5.2
<b>4.2 - Gap between education and the labour market</b>	Government	Youth Organisations	Private Sector	International
	Thorough review with respect to the education-work gap at all education sectors including higher education, secondary, primary and TVET	Training teachers and trainers in how to focus on market needs	Provide accurate and forthcoming information about private sector needs from the labour market	Undertake and disseminate findings of youth employment assessment
	Establish an education taskforce between the ministries of labour, national economy and education and higher education to continuously check market needs and match those needs with changes in curricula and educational activities and methods			
	Provision of systematic career guidance	Provide support and coordination mechanisms and participate actively in the government taskforce	Provide technical assistance, support and participate in government task force	Provide systemic, long-term support to the government taskforce
	Develop curriculum guidelines including good practices			
	Implement system to ensure there is no excess of graduates entering the market			

<b>4.3 - Economic structure</b>	No recommendations
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4.4 - Over- academic courses	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors		
	4	5	4.6, 5.2, 5.3	4.2		
	Government		Youth Organisations	Private Sector	International	
	Integrate entrepreneurship into curricula at all levels.		Increase the appreciation and remove the stigma attached to non-academic disciplines	Provide apprenticeships		
	Require apprenticeship and internships elements in the majority of courses					
Incentivised non-academic programmes		Pilot programmes to activate enterprise clubs				
Establish enterprise clubs in schools and universities						

4.5 - Cost	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors		
	5	3	5.3			
	Government		Youth Organisations	Private Sector	International	
	Urgently activate, establish and regulate a functioning and transparent student scholarship scheme covering places in universities both in the oPt and abroad		Establish a watchdog to assess and monitor the scholarship and loan schemes	Provide educational scholarships		
	Revisit and re-establish a properly functioning student loan scheme					
Nationally regulate costs and fees at universities		Initiate and promote community funding schemes to provide scholarships and loans to prospective students				

	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		5	5	4.1, 5.2, 5.4	4.4
4.6 - Expectations of youth and from youth	Government		Youth Organisations	Private Sector	International
	Support the creation of a national career guidance service		Raise awareness of labour law and set realistic expectations about salaries and career paths	Provide accurate and forthcoming information about private sector needs from the labour market <4.2>	
			Inform youth about labour market needs and potential		
			Assess the needs of youth		
Provide academic counselling and career education earlier in the secondary school system		Encourage youth to investigate opportunities			
		Heavily invest in the provision of career and academic counselling at the secondary and university levels			

	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		10	6	5.2, 5.3	
4.7 - Infrastructure and Investment	Government		Youth Organisations	Private Sector	International
	Provide better incentive systems for teachers, in particular, revisiting the low salary structure				
	Focus solely on addressing the salary structure in the short term				

<b>4.8 - Lack of services</b>	<b>Cost Band</b>	<b>Time Band</b>	<b>Pre-requisite Factors</b>	<b>Dependent Factors</b>		
	5	4	5.2, 5.3, 5.4, 5.5	4.2		
	<b>Government</b>		<b>Youth Organisations</b>	<b>Private Sector</b>	<b>International</b>	
	Support the creation of a national career guidance service <4.6>		Contribute to career and academic guidance and education		Build up existing services and service-infrastructure	
	Delegate responsibility for youth resources centres to civil society and provide continuing support		Create a skills database to inform the private sector about the availability of skills in the labour market			
Take responsibility for and activate youth centres, transforming them into youth resource centres						
Establish cash for training and work mechanisms (temporary placement opportunities)		Provide training to young women focused on non-traditional roles				
		Pilot and support innovative service delivery, information kiosks				

## Problem (5): Barriers created by failures in the system

<b>5.1 - Occupation</b>	No recommendations
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	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		1	1	5.3	1.3, 2.2, 2.3, 3.4, 3.7, 4.2, 4.4, 4.6, 4.7, 4.8, 5.4, 5.5
<b>5.2 - Lack of a comprehensive national youth strategy and in particular a national youth employment strategy</b>	Government		Youth Organisations	Private Sector	International
	Review and participate in the enhancement of this action plan		Participate in the review and enhancement of the youth action plan	Participate in the review and enhancement of the youth action plan	Participate in the review and enhancement of the youth action plan
	Adopt the newly created youth employment action plan				
	Review, develop and strengthen capacity of CSOs and state-actors with responsibility for youth		Introduce and pilot youth-sensitive employment programmes	Focus activity on providing emerging sector opportunities	
	Improve data collection				
	Incorporate youth perspective and needs into macroeconomic policies				

	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors	
		1	3		2.3, 3.3, 3.7, 3.9, 4.4, 4.5, 4.7, 4.8, 5.2, 5.4
<b>5.3 - Poor representation of the youth in politics</b>	Government		Youth Organisations	Private Sector	International
	Support the creation of a national career guidance service <4.6>		Carry out youth-employment impact analysis of macro-economic policies	Provide accurate and forthcoming information about private sector needs from the labour market <4.2>	
	Activate the inter-ministerial education taskforce with the participation of youth organisations				
	Mainstream youth employment at all levels of government		Assess specific needs of marginalised communities		
	Develop a media strategy to focus on youth employment				
	Establish dedicated data-collection unit				

5.4 - Lack of dedicated services	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors		
	6	5	5.2, 5.3, 5.5	3.3, 3.4, 3.6, 4.6, 4.8, 5.5		
	Government		Youth Organisations	Private Sector	International	
	Support, fund and monitor the creation of an independent educational commission		Support and monitor the newly created independent educational commission			
	Mainstream youth employment at all levels of government <5.3>		Identify youth service needs, review existing coverage and support main-streaming of youth employment in government			
	Provide dedicated, youth-sensitive services					
Establish and build up school councils to improve accountability		Develop competency based skills recognition system				

5.5 - Competition among NGOs	Cost Band	Time Band	Pre-requisite Factors	Dependent Factors		
	3	7	5.2, 5.4	1.3, 1.5, 2.2, 3.3, 3.6, 3.9, 4.8, 5.4		
	Government		Youth Organisations	Private Sector	International	
	Support, fund and monitor the creation of an independent NGO monitoring commission		Setup website and database to share ideas and pool knowledge and resources	Launch a youth think tank		
			Initiate regular communication focused meetings			
	Encourage NGOs to specialise by managing opportunities		Undertake and disseminate findings of regular market research			
Actively promote new ideas that cannot be implemented due to capacity issues						

# Appendix:

## Meaning of Items in Recommendations Section Tables:

### **Problem:**

The main problem to be addressed connected to the problem analysis.

### **Contributing factor:**

The element of the problem that the recommendations address connected to the problem analysis by the identifying number (eg. 3.2 or 1.4).

### **Cost Band:**

An estimate of the cost, where 1 is almost zero and 10 is in the millions of dollars.

### **Time Band:**

An estimate of the time needed to implement all of the recommendations, where 1 is almost immediate and 10 is 3-5 years.

### **Pre-requisite Factors:**

Contributing factors to this and other problems that are important or required to be solved before this contributing factor can be addressed comprehensively.

### **Dependent Factors:**

Contributing factors to this and other problems that depend on this factor being addressed.

### **Government:**

Includes the executive (including ministries), legislature and the judiciary as well as educational institutions or other government run institutions.

### **Civil Society:**

Includes community-based organisations, national NGOs and international NGOs that are working in the oPt.

### **Private Sector:**

Includes micro, small, medium-sized and national companies, private institutions and foundations.

### **International:**

Includes international NGOs, foreign governments, bilateral and multilateral donors and international institutions.