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PALESTINE RENEWABLE ENERGY PROJECT (PREP)

GENDER, YOUTH, CONFLICT, AND SUSTAINABILITY ANALYSIS

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GENDER, YOUTH, CONFLICT AND SUSTAINABILITY ANALYSIS

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Prepared by:

AECOM International Development

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ACRONYMS

CRDP	Community Resilience and Development Programme
DISCO	Distribution Company
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GYCS	Gender, Youth, Conflict, and Sustainability Analysis
HICD	Human and Institutional Capacity Development
JDECO	Jerusalem District Electricity Company
MW	Milliwat
PA	Palestinian Authority
PC	Professional Community
PCBS	Palestinian Authority Central Bureau of Statistics
PERC	Palestinian Electricity Regulatory Council
PENRA	Palestinian Energy and Natural Resources Authority
PETL	Palestinian Electricity and Transmission, Ltd
PEC	Palestinian Electricity Company
PEP	Palestinian Energy Project
PV	Photovoltaic
PWY	Partnerships with Youth
RE	Renewable Energy
RUWWAD	Palestinian Youth Empowerment Program
STEM	Science, Technology, Engineering, and Mathematics
TEDCO	Tubas Electricity and Distribution Company
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WBG	West Bank and Gaza
YDRC	Youth Development and Resource Centers

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EXECUTIVE SUMMARY

Energy policies relating to fuel choices, electricity generating capacity, and energy delivery systems have impacts on development that are not generally analyzed in all of their social and economic dimensions. Although decision-makers may view their energy related choices as gender neutral, men and women are impacted differently by energy policies wherever their roles differ – from the home to employment to the community. Attention to the myriad of differing interests is needed in order to achieve effective and equitable distribution of energy services. Energy needs should be considered within the overall context of community life. A well-formulated needs assessment should be undertaken prior to the project design stage so that an energy project can ensure that the approach is grounded in the specific reality of the people involved and take into account the differences between rural and urban groups, between rich and poor households, and between men and women.

The energy sector in the Palestinian territory faces a variety of significant challenges. First, it relies on external sources for the supply of electricity. According to a 2012 study, 86% of electricity consumed was imported from Israel.¹ Secondly, the costs of importing energy resources are exorbitantly high, which is then passed off to consumers. Thirdly, there are a host of environmental risks that arise from the use of traditional energy resources. These challenges represent a pressing need for Palestinian decision-makers in terms of advancing a strategy for finding reliable, usable alternative energy resources.

Maximizing energy access by vulnerable populations requires addressing non-physical or non-technical impediments related to poverty, social, and gender inequalities. The PEP approach to addressing dimensions related to gender, youth, conflict, and sustainability is embedded in addressing these impediments and identifying socially inclusive solutions for greater access to energy resources, services, and technologies for all. AECOM's approach to reaching the program's goals will be based on a comprehensive understanding of the challenges faced by Palestine's energy sector, experience working in complex, fragile environments, and a proven track record in the energy sector. Part of that understanding of the challenges faced in the energy sector corresponds to the unique constraints faced by men and women, how youth are impacted and exposed to opportunities, the dimensions of conflict, as well as how sustainability can be ensured.

High population growth, increasing living standards, and rapid industrial growth have all contributed to a significant rise in energy demand in the Palestinian territories in recent years. The energy debate in Palestine is highly different compared to other countries, given the non-availability of accessible natural resources as well as a highly unstable political context. In Palestine, the lack of access to reliable, affordable and high quality energy infrastructure is recognized as one of the major factors impeding overall socio-economic development and economic growth, employment and entrepreneurship. This deficit is likely to affect females disproportionately because of traditional roles and household responsibilities. Consequently, investment in high quality energy services has a high potential to improve the life of women and girls. The inclusion of gender-specific requirements in any energy project can also provide employment and income creation opportunities by increasing the number of women who work in the energy sector, own businesses related to the energy sector or act as partners in public-private partnership (PPP) initiatives.

¹ "Renewable Energy in the Palestinian Territory: Opportunities and Challenges", Palestine Economic Policy Research Institute, 2012

There are a number of unique constraints that face Palestine when it comes to the access to energy resources. Firstly, as a relatively small energy market with very little development of domestic commercial energy resources, Palestine is almost entirely dependent on imported energy supplies from Israel. Given the fact that energy resources are imported from Israel, a higher fiscal burden is passed onto the consumer in an already deteriorating Palestinian economy. Given political reasons, the Palestinian territories are prevented from open trade in electricity and petroleum products with other countries.

A second distinct challenge faced by the Palestinian territories is its fragmentation into two geographical zones with divergent economic characteristics. For example, the West Bank is the region where the majority of Palestinian economic activity takes place and where the greatest concentration of the population is located. However, the West Bank is landlocked and suffers from an absence of its own primary energy resources. Gaza's economy and populations are smaller, yet still quite substantial.

The Gender, Youth, Conflict, and Sustainability Analysis is a required contract deliverable under PREP. The objective of this report is to provide a comprehensive overview to USAID with respect to available literature on the links between energy access and the dimensions of gender, youth, conflict, and sustainability. This report has been prepared to help guide project design under the existing PEP contract, as well as to offer insight into best practices that can be applied in future renewable energy programming. In this report, complete analysis has been provided on available evidence on the linkages between gender and youth considerations in the energy sector in Palestine. Our goal, through PREP and through completion of this deliverable is to offer a thorough assessment of gender and youth considerations against the backdrop of protracted conflict, in order to specifically look at ways to reduce gender disparities in access to, control over, and benefit from resources, wealth, opportunities, and services.

This report has organized findings by each of the USAID analyses and associated templates – Gender, Youth, Conflict, and Sustainability. Sub-headings that are listed under each respective analysis have been organized based on the questions included in USAID templates which can also be found in Annex B. A series of recommendations are also included at the end of the report, specifically for consideration under the implementation schedule for PREP, as well as offerings for inclusive design in future programs.

PROJECT DESCRIPTION

USAID's Palestinian Energy Project (PEP) aims to advance the Palestinian energy sector to support affordable and sustainable energy independence in the West Bank and Gaza. The project is primarily tasked with working with the Palestinian Authority to advance efforts to modernize and diversify the Palestinian electricity sector. The project focuses on improving access to and reliability of electrical services by strategically incorporating renewable energy, which will increase the Palestinian Authority's control of its electrical supply and improve affordability over time. The transition to other sources of renewable energy in WBG, which will be supported through PEP, can create tangible benefits and opportunities for both women and men, such as employment generation, greater access to information through marketing and outreach opportunities, greater social cohesion across communities, and even improved health conditions.

METHODOLOGY

The Gender, Youth, Conflict, and Sustainability Analysis of the Palestine Energy Project (PEP) was conducted during the period of April 23 – 29, 2017, with interviews held in Ramallah, Jericho, Tubas, Jerusalem, Nablus, and Bethlehem. The primary technique used for data collection was one-on-one and group interviews with project staff,

beneficiaries and stakeholder institutions (as listed in Annex A). The topics discussed included perspectives on roles and responsibilities of men and women, access to information, capacity, training, participation, and constraints; as well as issues concerning other groups, such as youth and people with disabilities. All of the interviews were conducted by Dina Scippa, AECOM's Senior Gender and Social Inclusion Adviser, with support from PREP's Gender Specialist. A thorough literature review was also conducted to serve as the background context for the analysis.

As in any assessment of this kind, certain limitations arise. Fortunately, there is a significant amount of research on Palestine, dimensions of the conflict, constraints and opportunities for enhanced participation and leadership from women, and challenges facing youth in light of the conflict. Despite there being a significant amount of literature on the potential yield and benefit of renewable energy schemes, there is very little documented or researched in the Palestinian context. Even further, there are gaps in the literature about women's access to energy resources, particularly electricity. Thus, we have sought information through primary sources to gain information on the reality of access to energy and electricity for women in Palestine.

The primary limitation for this assessment was the short time frame for which the assessment needed to be conducted, limiting the number of interviews that could be a part of this study. Luckily, with support from our project staff, we were able to conduct a high number of interviews in a short time frame, accessing men and women who hold leadership roles within energy institutions across Palestine, and furthermore, from a diverse range of stakeholder organizations that are dedicated to women's issues and research on energy and environment. For the purposes of this assessment, and the youth analysis specifically, our team had intended to hold focus group discussions with young university students; however, given a number of scheduling constraints with the university, we were unable to conduct the FGD.

Informant interviews were semi-structured; which means that while we established a set number of questions we sought answers to when performing interviews, we allowed for space to ask additional follow-up questions as they come up in the discussion. This allows the interviewer to remain focused on the objectives of the interview and to use the interview time efficiently, while allowing the interviewer to ask questions about unforeseen issues and topics that arise in the discussion. We developed a core set of semi-structured interview questions in advance, taking into consideration questions recommended for inclusion from USAID. The questions put forward were open-ended and allowed interviewees the opportunity to answer at their own pace.

BACKGROUND

As the world transitions towards cleaner sources of energy, a heavier focus is being placed on renewable and, most importantly, sustainable sources of energy. Nevertheless, in order for energy to be truly sustainable, it has to be clean, reliable, and affordable for all. High population growth, increasing living standards, and rapid industrial growth have all contributed to a significant rise in energy demand in the Palestinian territories in recent years. However, the energy debate in Palestine is highly different compared to other countries, given the non-availability of natural resources as well as highly unstable political context.

In the West Bank, the energy sector acts as a key enabler across all industries. Access to a stable and reasonably priced energy supply is an important driver of economic growth: wastewater treatment plants, manufacturing sites, high-tech hubs, hotels, and many other facilities require reliable power in order to operate effectively. In addition, households require electricity for families to lead a comfortable life, schools need it to create a functional learning environment, and hospitals depend on it to provide a consistent quality of care for patients.

Renewable energy marks one of the key successes in the fight against climate change and energy poverty to date. Over the last several years, there has been a dramatic decrease in the production costs of photovoltaic (PV) solar panels in particular, and rapid technological advancements that have enabled a massive new wave of investment in and deployment of cleaner and cheaper energy around the world. Additionally, there have been a range of policies and incentives that have spurred the private sector, governments, and individuals to embrace this change, contributing to this extraordinarily rapid energy transition.

Despite rapid decreases in production costs that have helped spur dramatic economic growth, little of this investment and deployment of technology is actually reaching the areas most in need, like countries in conflict. Energy needs of the most vulnerable segments of the Palestinian population (such as the poor, youth, refugees, Bedouins, and women) tend to categorically get overlooked, leaving them with unique constraints when it comes to sufficient access to affordable, reliable, clean and safe energy. The lack of energy impedes income-generating activities and the provision of services such as health care and education.²

The literature around energy supply in conflict-risk settings supports that available energy resources tend to usually be diesel energy, relatively expensive, and susceptible to supply disruptions. The lack of reliable, affordable energy deters local small and medium enterprise development and contributes to perpetuating unemployment. Food insecurity and physical insecurity are often exacerbated by the absence of sufficient night time lighting in these settings, adding to a host of conflict triggers such as marginalization and disenfranchisement of communities.³

Unable to produce their own energy due to conflict-related restrictions, Palestine currently relies heavily on Israel as a near sole supplier of electricity, with 95% of their supply of electricity and petroleum coming from Israel.⁴ At a cost of approximately 400-500 million USD per year, imported electricity from Israel places a heavy financial burden on the Palestinian economy.⁵ In cases where Palestine is unable to pay their debt, electricity supply can be terminated and alternative methods of payment are sought by Israel.

The lack of electricity and exorbitantly high rates pose harsh impacts on the Palestinian economy, impacts that often roll over onto the consumer. By reducing dependency on energy imports and increasing utilization of renewable energy, ensuring resilient and sustainable energy supply, the Palestinian economy has an opportunity to produce up to 70% of its electricity needs domestically, with as much as 50% of production coming from renewable sources by 2030. In order to make this a reality, both the government and the private sector must collaborate closely internal constraints on the sector and implement initiatives around renewables and energy infrastructure.

² Achieving Universal Energy Access, 1

³ Renewable and Appropriate Energy Laboratory (RAEL), “Encouraging Renewable Energy Investment in Conflict Settings: The Peace Renewable Energy Credit”, April 2017

⁴ Conflict Analysis Summary Palestine, May 2016, 5.

⁵ Renewable Energy in the Palestinian Territory, 1.

OVERALL FINDINGS

GENDER ANALYSIS

The Israeli-Palestinian conflict has had far reaching effects on relations between men and women in the Palestinian territories. Traditional ideas of gender-specific roles and responsibilities persist both in West Bank and the Gaza Strip, as do the barriers they create. Over the course of interviews conducted for this study, there was overwhelming consensus over the fact that the deteriorating security situation has produced devastating effects for both Palestinian men and women when it comes to economic empowerment, their ability to seek alternative livelihoods, their coping strategies, their social and human investments (i.e. marriage, education) as well as their future aspirations.

In a strangely paradoxical relationship, female education has significantly improved as women make up almost 54% of students at universities, but this has not translated into higher participation in the labor force. While men's labour force participation rate has remained steady since 2000, registering 69 per cent in 2011, women's labour force participation rate has remained at less than a quarter of men's rate, albeit rising from 13 per cent in 2000 to 17 per cent in 2011. ⁶At first sight the persistence of this gap could be attributed to traditional gender norms, but further analysis of available evidence reveals that more complex issues are at play.⁷ Indeed, it is impossible to discuss women's employment status in the West Bank and Gaza Strip without taking into account the unique socio-economic context of the territories under Israeli occupation. Insufficient income earning opportunities, restricted access to land and natural resources, as well as movement restrictions exacerbate people's participation in the labour market; and this is even more so the case for women. In addition to lack of access to the labor market and wage discrepancies, gender-based constraints make women even more reluctant to even consider entering – among one of the greatest being that women's work is greatly undervalued and considered not worthy of remuneration.

There is a substantial gap in literature speaking to the nuances of the relationship between women and energy demand in Palestine. Although little Palestine-specific research exists on the linkages between women and energy, research from similar regions suggests that women have distinct energy demands compared to men, and gender inclusive energy interventions have extreme potential to benefit women. Traditional cook stoves burden women and youth due to the time spent collecting firewood. They also cause indoor air pollution which has serious health impacts. Lack of electricity limits the hours in which women are able to carry out their household duties to daylight hours. Electricity has the potential to free up women's time by increasing the efficiency with which women do their household duties, including cooking and cleaning. With this free time, opportunities for education and labor force participation become more readily available.⁸

Potential Project Impacts on Men/Women/Youth

What was made abundantly clear throughout the interviews conducted for this study was the widely accepted notion of the men's role as the primary provider and protector of the family, a traditional mainstay of Palestinian gender relations. However, this fundamental pillar of Palestinian society has been systematically undermined by economic

⁶ Women's Participation in the Palestinian Labor Force: 2000-2011, International Labor Organization

⁷ The rise in women's labor force participation mainly reflects the increasing participation rate of women who have more than 12 years of schooling. This is particularly true for young women aged 18-29 whose participation rate has increased from 32 to 47 per cent in the course of the last decade. In comparison, the participation rate of women with no more than 11 years of schooling remained low at about 10 per cent during the same period. The number of more educated women in the labor force increased by 150 percent between 2000 and 2011, as compared with 18 percent for women with less educational qualifications.

⁸ Energy, Gender and Development, WB, ix

collapse. There is a significant amount of literature linked to the gender-energy-economic development nexus. Access to modern energy facilitates opportunities for economic empowerment, however, very little exploration regarding under what conditions does gender equality rise with access to electricity.

In particularly marginalized areas in close proximity to the separation wall and Area C, the absence of modern sources of energy for lighting and cooking causes significant constraints. In these areas, women are likely to spend nearly 40 hours a month collecting fuel wood, which ironically, when used to cook over open fires causes her and her family to develop severe respiratory and lung diseases. On an average, women endure 14-hour long work days to fulfill just the basic needs of their families, such as, fetching water (which requires them to walk several miles every day) and providing food. With no time, energy or opportunity to pursue any developmental or livelihood activities, women remain confined to their homes, making it nearly impossible to break free from drudgery and poverty. Forced into lives of dependency and subordination, as non-earning members, they end up having limited or no decision-making powers and are allowed lesser and lesser access to education, credit, land, and power.

There are a number of projects operating in the West Bank from which gender-sensitive approaches in the Palestinian context could be drawn. During this assessment, our team met with the UNDP Community and Resilience Development Program (CRDP), which operates in East Jerusalem and Area C. The project is funded by UNDP, and they are looking to create linkages with other donors operating across the West Bank. Their approach focuses on promoting resiliency across Palestinian communities through the provision of coping mechanisms and conflict mitigation measures. This project works namely in the economic and social development, along with governance and human rights. They also have supported several initiatives on natural resources management, primarily in Area C.

CRDP has piloted a number of relevant innovations that could be applied and customized for the electricity and renewable energy sector. For example, the project has partnered with Al Najah University's Energy Resource Center in a number of pilot initiatives to install solar panels in some of the most marginalized communities in the West Bank. The project not only increased access to renewable, affordable energy in communities that were deprived of electricity, but it also gave young students solid experience within the launch of their renewable energy careers.

With the shrinking of the Israeli market for Palestinian labor and the contraction of productive sectors of the Palestinian economy experienced over the last decade, men have retreated from the labor market for lack of opportunities. With limited options available to them, many men have flocked to the informal sector, starting small businesses to make up for the loss of employment and income, but the success of this strategy has been limited. Restrictions on both movement and access have thwarted the absorptive capacity of the private sector in both the West Bank and Gaza, and the ability to trade, and as a result many of the businesses have been forced to close. Given the constraints faced by men in accessing employment in all sectors, let alone the energy sector, signals to a growing level of frustration and corresponding tension which in turn can negatively impact households.

Given the difficulties men have faced in accessing employment, women have had to look outside the household and employ strategies that prevent family destitution and dependence. Women across Palestine, both in urban and rural settings, have started to apply a range of diverse coping strategies.

Overall, the energy sector in Palestine is far more male dominated. Although women have made considerable achievements in education in the Palestinian territory and in many areas have reached parity with men, those gains are not being translated into jobs in the formal labor market, where women's participation is just 16 percent, one of the lowest rate in the region and the world. Furthermore, the labor market in the Palestinian Territory is gendered, insofar that most working women are found in non-growth sectors of the formal labor market. Instead, women tend to

be largely concentrated in the informal labor market or they are hidden workers; and as a result receive very few benefits and limited social protection.

In Palestine, there are inherent gaps in constraints and opportunities when it comes to power service providers in relation to employment, working environment of energy companies, institutional capacity and training needs, and representation in decision-making through committees, boards, and overall management.

Even in certain cases, where women and men are doing similar work at all status levels and sectors of employment, women suffer from wage discrimination. Pay differentials exist between Palestinian males and females, the exception being the agricultural sector, where women are paid more than men. The inherent belief that female wages only supplement that of a male breadwinner deflates women's wages throughout the economy, and also shows up in policies excluding female employees from insurance policies and family benefits.

Another gender-specific constraint is apparent for younger women, particularly between the ages of 15 and 24, is low labor market participation – for which Palestine happens to be the lowest in the region. Part of the argument that can explain the decreasing trend is the fact that young, single women seeking work are very much expected to work in “good” jobs. Given cultural barriers that influence what is deemed appropriate and acceptable for women's roles in the workforce in West Bank, women tend to be more oriented towards more socially-oriented professions. Although there is a small percentage of women working in the energy profession, women tend to shy away from engineering or technician jobs that require being in locations far from their homes or demand late night shifts. Any job that requires a woman to interact with a large undefined public or work within a very personal setting is not considered acceptable for young women. Effectively, the availability of jobs that are deemed acceptable for women to engage in is furthermore constricted by the slow growth of the formal economy and an already bloated public sector. Since “socially” acceptable jobs have become rather difficult to find, single women are faced with fewer opportunities of joining the labor market. The pursuit of higher education is one way to secure greater access to socially accepted jobs, but constraints and availability of jobs still exist.

During the course of this study, individuals interviewed shared that there is a noticeable transition underway in terms of gender roles and expectations. Growing numbers of youth and their families are beginning to see that the traditional roles of the man as the primary breadwinner and the woman as a housewife are no longer sufficient to provide a decent standard of living, given the presence of economic hardship. These attitudinal changes are reflected in the evolving patterns in education, marriage, and the workforce for both young men and women.

Gender Issues in the Energy Sector in West Bank

Within the context of the literature review, the cost of electricity was overwhelmingly cited as being one of the largest issues of contention within Palestinian households. It is easily a household's biggest expense, and has an impact on household budget, and can impact other expenditures. During periods where there is a significant upsurge in energy use (e.g. summer months where air conditioning is used more frequently), there are significant changes in household energy expenditure, which has differential impacts on both men and women. What we did learn was that decision-making around energy conservation tends to be a joint effort, and energy saving strategies are employed across the household.

During the interviews conducted for this study, we tried to elicit opinions on customer satisfaction and user knowledge of electricity access, as well as renewable energy technology. What we learned was that there were few differences when it comes to user knowledge and customer satisfaction. It was shared very widely that men maintain primary responsibilities of making the payment for the household and follow up with energy service providers should there be a technical issue. As a result, generally speaking, women and men in many Palestinian households

subscribe to their traditional roles where women are primarily concerned with household chores and caretaking, while men maintain responsibility of some of the more technical issues concerning the household.

When we met with different energy service providers, we asked whether there was a customer feedback system that existed to enable customers (either men or women) to provide regular feedback on how to improve services, and none of the energy service providers surveyed confirmed a customer feedback mechanism existed. It was considered to not be a priority at the present time.

There are not many local service providers that exist who provide skills for women to run or be employed within the energy sector. However, one extremely interesting model that we were able to learn more about was the suite of initiatives offered through the JDECO Training Center based in Jericho. The center provides a number of training workshops and resources for women-owned and youth-led SMEs who want to create a start-up to work in the energy sector.

Access to/Control over Assets, Resources, Opportunities and Services

When it comes to access to and control over assets and resources linked to energy, the overwhelming concern is linked with the supply and incredibly high electricity tariff in Palestine. According to PCBS 2013 data, with the exception of several residential West Bank communities that Israel deprives of connecting to the public power network, almost all Palestinian households are connected to the power grid. In the West Bank, more than 99 percent of households in the West Bank have 24-hour access to power. Recently, the PERC set up a uniform tariff schedule that was based off of four criteria: cost price from the supplier, loss, demands of low-income households, and demands of the productive sectors. The electricity tariff for residents in West Bank is significantly higher, compared to Jordan for example where the tariff is one-third of that in Palestine. The electricity tariff for residents in West Bank is the same as that in Israel, but it is important to distinguish the vast differences in the standard of living between Palestine and Israel.

One of the strategies put forward for consideration was for social protection schemes to be designed for female-headed households in the West Bank. In our discussions with energy stakeholder institutions, the idea was not positively received, as the energy sector is already facing significant issues with loss. Another source of contention is the amount of social programs for electricity access already dedicated to certain segments of the population, such as refugees, there is limited interest in designing more programs to grant free access.

Traditional cook stoves burden women and youth due to the time spent collecting firewood. They also cause indoor air pollution which has serious health impacts. Lack of electricity limits the hours in which women are able to carry out their household duties to daylight hours. Electricity has the potential to free up women's time by increasing the efficiency with which women do their household duties, including cooking and cleaning. With this free time, opportunities for education and labor force participation become more readily available.⁹

Roles, Responsibilities and Time Use

During interviews conducted, an overwhelming number of respondents confirmed that men typically maintain a primary role in maintenance and repair of electricity and energy technologies within the household. Additionally, when it comes to scheduling a technician to visit the household, technicians who work for DISCOs tend to be primarily men. There is an extremely small percentage of women who are technicians within DISCOs, given the stereotype

⁹ Energy, Gender and Development, WB, ix

that these jobs are not socially acceptable for women. However, during this study, we did meet with a young woman from TEDCO in Tubas who has been working as a technician and visits homes to inspect meters and address technical issues. Some people have expressed their aversion to her being in a job that is not socially acceptable. However, she has confronted these issues with confidence and has even impacted how people view women in the energy sector in Tubas, which is a governorate that is relatively conservative.

There is a small concentration of small enterprises that have sprouted that have begun to participate in the marketing and selling of electricity and energy technologies. One such example of a start-up has been supported by the JDECO Training Center in Jericho, who has been training a group of young engineers who are interested in marketing and selling PV solar panels, and whose primary task would be focused on installation. Representatives from JDECO Training Center highlighted that there would certainly be opportunities for women to get more involved in the marketing, selling, and specifically maintenance of solar panels. For example, representatives from JDECO mentioned that there is a niche market for maintenance and cleaning of solar panels that could be open for female entrepreneurs and SMEs.

There are a number of anecdotal stories that can be leveraged for programming in renewable energy, adapted either under PREP or in future programming. One such example comes from the Food and Agriculture Organization's (FAO) work in West Bank and Gaza, where they support nearly 90 women's associations in skills related to agricultural production, livestock management, and crop cultivation. Approximately 900 women farmers and members of women's associations have been trained. The model used is aimed at increasing the associations' possibility of enhancing their knowledge in agriculture and of trading their products nearby to other villages. The involvement of women's associations improves the collective power of women beneficiaries, enabling them to form cooperative links and marketing associations to trade products and skills. Where women have limited income-generating possibilities, this initiative gives them the opportunity to take control and to have a significant impact on the income levels of their households.

There is a strong social fabric of women's cooperatives across West Bank and Gaza Strip that have the potential for being tapped into as a resource, and can be leveraged for renewable energy programming initiatives to help women's income generation potential. This year, a number of young female activists from Palestine helped a women's cooperative in southern Lebanon install 12 solar photovoltaic (PV) panels, with a total peak production capacity of 3 kilowatts. Coupled with energy efficiency measures including LED lights, thermal insulation, and a solar water heating system, this will great savings, installing solar panels in this community can bring significant savings and more reliable energy. In this example of this best practice, the women's cooperative in southern Lebanon works to make rosewater, apple vinegar, orange sauce, apricot jam, crackers, and tomato paste. In the past, electricity shortages have hurt our productivity, working hours, and personal lives. The women from this cooperative understand that solar energy not only help by cutting down energy bills, but they also generate more income and improve their lives.

Laws, Policies, and Institutional Practices

Given a higher concentration of women in human resources and other administrative functions within the energy sector institutions; there are very few women who participate in energy sector policy and reform. There are significant gaps when it comes to balanced leadership and representation that influences operations, end-use, regulation and overall policy development. This is obviously a detriment to the energy sector as a whole, as perspectives are primarily male-dominated. The project has limited opportunities to influence this; however, can identify opportunities to support female leadership within institutions and ensure meaningful participation of women in training opportunities.

When it comes to the design, implementation, and monitoring of Palestinian power plans, women have very little influence. Communities in Palestine receive electricity from six distribution companies (5 in the West Bank and 1 in Gaza) in addition to the local councils not affiliated with any distribution company. Three of these companies have the legal form of joint stock private companies, while the other three (Southern Electricity company, Hebron Electric Power Company and Tubas District electricity Company) still work informally without proper registration at competent departments. The only level of influence into power plans would come from female local council members.

Given the limited presence that women have in the planning and implementation of energy policy in Palestine, there is absolutely a case to integrate gender perspectives. Improving on developments in technology, policies, as well as institutions in the short- and long-term can yield positive benefits that can help influence women's roles, rights, and opportunities in the power sector. However, currently there is not a significant degree of interest from energy sector institutions to integrate gender perspectives given the number of extremely high priority issues that are being negotiated, particularly with respect to transmission and power generation.

Leadership Roles and Decision-Making

This study highlights estimates of the number of women active in the electricity and energy sector, because sex-disaggregated data is not available. Given that actual sex-disaggregated data is unavailable with respect to energy use or even employment in the energy sector, decision-making does not reflect the unique priorities and perceptions of women and take into consideration how those needs are different from men.

During interviews, it was shared that despite the fact that traditional roles of men and women are on the whole respected, women do influence energy use in their households. The reason why women can exercise a certain degree of influence on energy use and decision-making to energy services is because they are tasked as being the primary end-users of electricity to household maintenance and chores that require electricity.

Access to energy does not only influence household burdens, but also provides the opportunity to enhance income generating activities as well as to improve gender relations and increase the welfare of both women and men. In the context of different household decision-making patterns and whether or not the male head of household is present, women may be better-positioned to differentiate the household's needs and demand for energy. They can also distinguish priorities in energy services and can speak better to the impact of energy services on their family lives.

YOUTH ANALYSIS

Youth comprise approximately one third of the Palestinian population and recent demographic trends indicate that, in the future, youth will constitute an ever increasing proportion of Palestinian society.^[3] According to the Palestinian Higher Council on Youth and Sports, they define the bracket of youth between the ages of 13-29, which is in line with USAID's Policy on Youth Development which shares the critical understanding that the transition from childhood to adulthood is neither finite nor linear. As a result of the current reality in Palestine – primarily attributed to Israel's longstanding occupation, but also related to internal division and societal norms – the reality of life for youth is beset by oppression, violence, and deprivation.

^[3] *The Status of Youth in Palestinian, 2009*

Similar to women, one of the most pressing issues experienced by Palestinian youth are exorbitant unemployment rates and barriers to accessing the labor force. The Palestinian youth unemployment rate in 2016 was 39%, some of the highest rates in the region. This particularly affects young women, who experience unemployment rates twice that of young men (54.8% versus 32.4%, respectively).^[4] Their unemployment tends to extend over long periods of time and increases with educational attainment; half of unemployed youth have university degrees. In regards to labor force participation rate, there is an even higher gender gap, with 61.8% of young men participating compared to only 15.6% of young women.^[5] The extended difficulties faced by youth when trying to enter the labor force lead to increasing frustration, but also have a severe effect on the development of the economy.

It cannot be overlooked the significant role that youth have played as drivers of change in Palestinian society – from their consolidation into political groups and activists following the Nakba¹⁰, to their key role in bringing Israel to the negotiating table in the aftermath of the first *intifadah*. Palestinian youth are perhaps the most politicized youth group in the world. In fact, every political party has a youth organization, youth voting remains very high, and still many young people continue to demonstrate daily against Israeli occupation, despite great personal risk.

In recognition of the specific nature of youth issues, and the interconnection between these issues and the overall political, economic and social challenges faced by Palestinian society, the Palestinian National Authority (PNA) and other national, regional and international organizations have noted that youth issues must be placed centrally on their agendas.

Youth organizations are particularly active in the Palestinian territories. In 2006, it was cited that there were over 500 youth clubs and centers and approximately 250 other youth organizations or organization which offer youth programs in the West Bank and Gaza Strip. In a 2008 survey of 500 youth organizations determined that they focus on social, women's cultural and sports issues and activities. Organizations prioritize sports and arts, followed by social services and capacity building. Many youth organizations are concentrated in major population centers such as Ramallah and typically are unable to reach youth living in isolated villages and small towns. The geographical concentration in major population centers affects girls and young women in particular since the outbreak of the second intifada their mobility has been severely restricted by relatives who are afraid for their safety.

Cultural norms also continue to restrict young people in general, and girls and women in particular, from participating in certain activities. Many youth clubs and centers serve only male youth and even when such facilities are mixed, many young women often find that the activities are dominated by male youth or are forbidden to attend by their families. A number of studies also offer that even within youth organizations, there are limited possibilities for young people to participate in the decision-making process. Several resources attribute these limitations to dominant patriarchal values which stipulate that youth should respect their elders and that is unthinkable for them to take an active role in the decision-making sphere. Therefore, in practice, many youth organizations continue to be exclusively run by much older males. For example, in youth centers in refugee camps, it is common to find an administrative committee composed of several men in their fifties with a few younger men taking a more junior role.

A consistent conclusion of available literature suggests that youth in Palestine are taught in an overly traditional manner, lacking in creative engagement. This means, that upon graduation, youth lack essential skills related to independent thinking, problem solving, and communication. Further, a lack of experience with, and exposure to,

^[4] Labor market transitions of young women and men, 2

^[5] Labor market transitions of young women and men, 3

¹⁰ The uprooting of the Palestinian people from their land in 1948 upon the creation of the State of Israel.

information technology during education means that youth lack essential computer literacy skills. In the literature reviewed for this initial study, it has been cited that one potential solution to the mismatch between graduate competencies and employer's requirements is increased private and public sector participation in the education system. If employers are given the opportunity to signal which skills they require (and thus will reward with employment, then universities will have the ability to tailor their courses and teaching methods, improving the overall quality of education and benefitting skill formation. One way that PREP can have an influence on preparing youth for potential employment in the energy sector is convene universities as well as the public and private sector institutions on skills needed. Universities also stand to be excellent entry points for engaging with youth for more inclusive stakeholder engagement. The symbolic power of Palestinian universities as 'national' institutions has been extended their role beyond providers of education to bearers of national consciousness. Some of the universities identified through an initial mapping exercise include:

- Najah University
- Birzeit University
- Al Quds University
- Palestine Polytechnic University
- Arab American University of Jenin
- Palestine Ahlia University

Design Process

Within the context of the design of activities for PREP, it would be highly advantageous to engage Palestinian youth organizations who can provide their inputs and perspectives to the design process. Youth organizations would provide formidable insight into the challenges they face when it comes to accessing employment within the energy sector, or how the exorbitant prices of energy can inhibit participation in other aspects of their life. Some of the youth organizations that PREP should consider engaging during the stakeholder consultation process are:

1. Targeted focus groups of youth within universities
2. Tomorrow's Youth Organization
3. Youth Development and Resource Centers (YDRCs)
4. Sharek Youth Forum

While a significant amount of systematic change needs to take place to allow youth, and especially women, more opportunities for employment, there are examples of best practices that come from International Youth Foundation (IYF) along with its The Center for Youth Economic Empowerment (CYEE). Through a three-year life skills and technical training initiative, IYF and CYEE are working closely with nine community-based organizations and vocational training centers to strengthen their capacity to implement positive youth development programming and deliver workshops on gender to young men and women plus private sector employers. These workshops have two goals: 1) expose Palestinian youth to successful women-led enterprises and organizations; and 2) Facilitate open discussion among youth, community leaders, and company representatives around gender-related issues, such as women being unable to stay out past dark or travel far from home to their places of employment. These are positive examples of which can be leveraged to better engage with youth.

Youth Access to Interventions

PREP will engage with local universities on specific activities to ensure that youth are better able to access economic and social opportunities share in economic growth. By improving access, reliability, and affordability of renewable energy, this project is indirectly contributing to overall wellbeing in the West Bank, which has direct impacts at the

household, community, and ultimately the national well-being. The project does not plan to support any activities that address improving health outcomes for youth.

The project is structured in a certain way that limits significant engagement with youth and does not address activities that directly target a broad spectrum to ensure that project activities benefit a broad spectrum of Palestinian youth no matter their gender, sexual orientation, ethnicity, religion, economic status, or disability status. PREP can engage a broad spectrum of youth in its stakeholder consultations in order to learn about the diverse range of perspectives that youth hold to better inform future programming.

PREP has a very specific geographic scope, and thus will not plan during the implementation period to deliver its work to communities directly. The project's technical assistance will work primarily with and through energy stakeholder institutions, rather than work directly within targeted geographical locations. Activities will not be differentiated to urban and rural areas, and communities in Areas A, B, and C will not be focused on through PREP.

Finally, there are limited opportunities to leverage technology to engage youth and integrate these types of innovative practices into the project. PREP's Communication Strategy, which will target disseminating information on progress made by the project can look to address social media to distribute information more readily and in an accessible format for youth. Despite limitations to employ technology solutions in the implementation period of PREP, there are opportunities to harness technology in follow-on programming.

Ensuring Youth Remain a Focus throughout the Life of the Project

Given the focus of this project on improving renewable energy resources, there are not specific host country stakeholders that PREP would need to engage with to continue meeting the needs of youth in this project and beyond.

The primary host country stakeholder dedicating to addressing the needs of youth in this project is the Ministry of Education and Higher Education. Unfortunately, there are limited opportunities to engage with this host country stakeholder, PREP plans to engage with youth through internship opportunities to gain more experience in project implementation. There may be opportunities to host different seminars at universities; but those would have to be explored on a case-by-case basis.

Targeting Youth in Different Aspects of their Lives

PREP will most likely not have a direct impact on youth in family, community, and work life dimensions. Through university partnerships engaged, PREP has the potential to influence youth by creating linkages with the project. The project will have limited opportunities to demonstrate differential impacts with youth from different age groups.

Monitoring, Evaluation, and Reporting

1. How does this project fit within the Mission's Youth Results Framework?
2. Which Youth Results Framework indicators will be incorporated or tracked for this project? Will these indicators be included in the project's Performance Monitoring Plan?
3. How can youth be engaged in the evaluation of projects to ensure lessons learned are included in the management of existing projects, or in the design of new ones?

Mission Coordination/Project Linkages

USAID supports the Palestinian Ministry of Education through programs that provide students with new and more learning opportunities. There are a number of programs dedicated to training teachers and principals with enhanced

teaching methodologies; increases student access to schools; improves school conditions; and works with universities on curriculum and career counseling for sustainable careers.

Given certain limitations in scope, there is little room to design activities that can engage with students directly on the benefits of renewable energy. Again, through stakeholder consultation and engagement, representatives from Youth Development and Resource Centers can be engaged; however, there are not specific activities that can be designed at this stage to strengthen linkages with these centers.

The USAID-funded Partnerships with Youth (PWY) Program expands educational and leadership opportunities for young people ages 14–29 throughout the West Bank by creating sustainable hubs for youth innovation and learning, called Youth Development Resource Centers (YDRCs). PWY supports YDRCs in each of the 11 governorates in the West Bank to offer otherwise unavailable services and programming for youth to prepare them for a successful transition to adulthood and catalyze economic and civic participation in their communities. This is the primary flagship program supported by USAID working on youth engagement. However, given the scope and nature of the project, there are limited entry points to engage with this program; but it lends itself to an opportunity to influence future programming.

Should USAID want to see stronger coordination between these resource centers, there will need to be discussion with the team on how to design these activities to respond to the needs of the project.

CONFLICT ANALYSIS

The Palestinian Authority (PA) has been working to improve and reform the environment for renewable energy, casting a spotlight on a crucial dimension to the Israeli-Palestinian conflict: the struggle over resources. Setting the Palestinian economy on a path of sustained growth requires a comprehensive understanding of the conditions that influence its long-term development prospects. Conflict dynamics impact an economy, along with the drivers of growth, in very different ways. It is, therefore, critical to understand how (violent and non-violent behaviors), in Palestinian society are structured and how the process for developing a more desirable human condition and socio-economic growth can be achieved.

Conflict can reverse development gains, deepen poverty, and eliminate employment opportunities and coping strategies. There have been a number of conflict-sensitivity tools and approaches developed to better understand the relationship between development and conflict, and to adapt and plan assistance so that the potential for violent conflict and abuse are reduced and the potential for positive outcomes is increased. Conflict-sensitive approaches deal with the impact an intervention might have on actions, structures and processes that can support the prospects for a peaceful coexistence and decrease the possibility of the outbreak, reoccurrence, or continuation, of a violent conflict.

The current context of vulnerability and protracted instability in the State of Palestine is rooted in the ongoing 70-year Israeli-Palestinian conflict, which is rather far from a politically-agreed and sustainable solution. While many of the manifestations of social fragmentation in Palestine can be traced to the Israeli occupation, decades of unresolved conflict has exposed dynamics within Palestinian society that have also contributed to the deterioration of social cohesion. One of the most researched and highlighted dimensions of the Israeli-Palestinian conflict, and one that has been extensively documented, concerns Israel's control over the movement of Palestinian people, goods, and resources. The security apparatus exercised and maintained by Israeli forces has affected every aspect of Palestinian life, including job opportunities, work, and earnings. Today, feelings of hopelessness, frustration, and desperation pervade Palestinian communities in both Gaza and the West Bank. This insecurity and lack of hope for

future opportunities has led to a negative cycle of instability at all levels of society and an underlying volatility that suggests an outbreak of violence could occur at any time.

Tensions between Israelis and Palestinians started in the late 1960s/early 1970s when right-wing Israeli groups, strongly influenced by the trauma of the Yom Kippur war in 1973, accelerated a program of settlement on the Palestinian territory, which Palestinians refer to as a de facto colonization. Over forty years of Israeli occupation and subsequent political developments has left an enormous impact on the socio-economic conditions of Palestinians in the occupied Palestinian territory (oPt). More recently, inter-Palestinian conflicts and tensions have added to the complexity of Palestinian-Israeli relations by creating additional obstacles to achieving lasting peace in the region. In the last ten years, three main events added to a further downward spiral of the socio-economic situation in the Palestinian territories, the second Intifada that began in 2000; the Hamas victory in the January 2006 national legislative elections, and the June 2007 Hamas take-over of the Gaza Strip.

Over the last several years, there has been a significant uptick in violence between Israelis and Palestinians that continues to garner international attention. The cause of Palestinian anger in the West Bank runs much deeper than history; rather it is fueled by the reality of life under a military occupation, including lack of access to modern comforts like the energy that powers their Israeli neighbors' homes.

Unemployment rates in West Bank and Gaza have been persistently high, and increased sharply since the start of the second Intifada when Palestinian day-labor permits to Israel were terminated. Currently, unemployment in the West Bank stands at 15.2 percent, while unemployment in Gaza is 39 percent. Underemployment affects an even larger percentage of the population caused by those turning to unpaid family labor or seasonal agriculture work.

Over the last several years, there has been a steady increase in incursions, raids on houses and refugee camps, the detention of children and youth, as well as clashes between Israeli security forces and unarmed Palestinians in recent years. Military incursions into cities, towns, villages, and refugee camps have continued almost daily, even in Area A, where the Palestinian Authority ostensibly holds full administrative and security control.

Below, we have completed a conflict analysis snapshot, based off of USAID's Conflict Analytical Framework template provided.

Figure 1: USAID Conflict Analytical Framework

Context	
<ul style="list-style-type: none"> • Palestinian territories history, geography, fundamental social and political institutions • Context of economic/financial structures, demographics, and international and external connections • A rise in the number of intra-family conflicts, domestic violence, school and community violence • Violence and internal conflicts have become accepted social norms within Palestinian society, triggering a fragmentation of the social fabric and a deterioration of social cohesion. 	
Conflict Dynamics	Trajectories
Grievances	Trends and Triggers

<p style="text-align: center;">Identities</p> <ul style="list-style-type: none"> ▪ <i>Isolation</i> ▪ <i>Separation</i> ▪ <i>Otherness</i> ▪ <i>Cultural Identity</i> ▪ <i>Religion</i> 	<p style="text-align: center;">Institutional Performance</p> <ul style="list-style-type: none"> ▪ <i>Land</i> ▪ <i>Water</i> ▪ <i>Energy</i> ▪ <i>Separation barrier and blockade</i> ▪ <i>Complex justice system</i> ▪ <i>Violence</i> 	<p style="text-align: center;">Social Patterns</p> <ul style="list-style-type: none"> ▪ <i>Violence</i> ▪ <i>Breakdown of Social Networks</i> ▪ <i>Hopelessness</i> ▪ <i>Fear</i> ▪ <i>Psycho-social issues</i> 	<ul style="list-style-type: none"> ▪ Frustration from lack of affordable energy resources speaks to lack of control over basic human needs ▪ Underlying volatility which could suggest an outbreak of violence to occur at any time ▪ Destruction of solar farms deemed illegal by Israeli government in the face of Israeli settlement solar farms fuels tension ▪ Lack of hope for opportunities in employment contributes to a negative cycle of instability at all levels, particularly amongst youth
<p style="font-size: 1.2em; margin: 0;">Resilience</p> <p style="font-size: 0.9em; margin: 0;">Interactions between identity groups and institutional performance that have produced enduring social patterns between Israelis & Palestinians.</p>			

The overall environment of conflict has permeated every aspect of Palestinian life and affected both men and women. Violence in the public sphere—through checkpoints, body searches, roadblocks, settler violence, and so forth—has intruded into the private sphere, and men and women have had to cope under conditions of tremendous anxiety and uncertainty to ensure survival of their families. And while men tend to be a larger proportion of direct recipients of violence, women have also had to bear its indirect costs. For instance, although most detainees are men, women must shoulder the responsibility of having and raising children, cooking, cleaning, running the household in the absence of the male figure, and working to secure the release of detained relatives (contacting human rights organizations, obtaining permits to visit the detainee, and so on), among other responsibilities.

What is becoming increasingly clear is that renewable energy development is driving a new wedge in the long standing Israeli-Palestinian conflict. For example, Israelis in settlements (of which international law says are illegal) are investing in solar farms to sell electricity to Israel's grid; meanwhile, the Israeli government that supports settlements places significant obstacles before Palestinians wanting to access electricity and employ alternative, renewable solutions in their homes, like solar energy. While Israeli settlements continue to benefit from selling electricity back to the Israeli electricity grid, Palestinians who hope to benefit from solar electricity have seen their installations damaged due to vandalism or threatened with destruction by Israeli authorities.

The question that needs to be addressed is how energy programming can effectively prevent, mitigate, and potentially help manage conflict dynamics. Both the literature review as well as interviews conducted for the purpose of the study support that the adoption of renewable energy technologies can help provide greater access to energy

security. Renewable energy also offers decentralized energy solutions, particularly in areas without direct connection to electricity grids. Declining costs in light of investments in these technologies can provide a credible alternative to fossil-fuels and help deliver the steep decline in global greenhouse gas emissions that is imperative to avoiding accelerated climate change. Long-term trends such as economic and population growth, environmental degradation and climate change affect the availability of renewable resources. Managing conflicts related to natural resources is therefore now more critical than ever before. As pressures on natural resources increase, competition between user groups to sustain livelihoods can lead to tensions and instability, particularly in the absence of effective resource governance frameworks and dispute resolution mechanisms. Renewable energy, however, has not been without its criticisms and must be implemented strategically, with an eye toward unintended consequences. Renewable energy and biofuels in particular, have been under scrutiny for their potential negative impacts on food security, the environment and also their proclivity to inadvertently exacerbate conflict dynamics.

Long term trends such as economic and population growth, environmental degradation, and climate change affect the availability of renewable resources. Managing conflicts related to natural resources is therefore now more critical than ever before. When pressures on natural resources increase, competition between user groups to sustain livelihoods can lead to tensions and instability - particularly in the absence of effective resource governance frameworks and dispute resolution mechanisms.

The benefits from renewable energy investments are expected to materialize in the form of employment and improved energy access. Nevertheless, specific considerations need to be taken into account to prevent renewable energy investments from igniting conflicts in local communities that are dependent on natural resources. For renewable energy to truly be effective while relying on resources, including those available in fragile and conflict affected contexts like Palestine, investments need to be conflict sensitive. Conflict sensitivity of renewable energy would mean, at a minimum, doing no harm. It would require guarding against increasing grievances and inequalities amongst different groups, and displacing poor and marginalized communities from land essential to their livelihoods.

Overall, programs working to support renewable energy initiatives that support greater job creation, income generating opportunities for marginalized groups, awareness and affordability campaigns, coupled with inclusive design of energy provision are all strategies that can be employed to mitigate, and effectively, prevent conflict. With end users being taken into primary consideration and their unique energy needs in mind, access to energy inputs (effectively energy poverty) can be meaningfully, and sustainably, addressed.

SUSTAINABILITY ANALYSIS

The purpose of Project Sustainability Analysis is to assess the ability of PA energy institutions and DISCOs to maintain the benefits of the project beyond its completion period, and highlight the obstacles to sustainability that are to be addressed during the project implementation phase.

The renewable energy industry is relatively young within the West Bank. There are current opportunities for women to enter institutions and receive professional renewable energy training at the college and or university level with many universities offering degrees and or majors in the field. However it should be noted that there is a lack of training opportunities at the operational level (site preparation and system installation) due to the absence of trade type schools offering this training to women and coupled with the training being conducted in an on-the-job setting approach versus a classroom/laboratory setting. The renewable energy industry has not yet experienced the growth needed to absorb the levels of professionally trained people, both male and female, technical and operational. However, as barriers to renewable energy development are solved and no longer pose a constraint to market expansion, workforce level requirements will be experienced in the sector and job opportunities will materialize for all

gender groups. The agreement inaugurated a new electrical substation near the West Bank city of Jenin, which will transmit 60 megawatts of electricity purchased from IEC. Unfortunately, a power boost for the West Bank coincides with an energy crisis in the Gaza Strip, where electricity flows only two to three hours a day and medical facilities and residents who can afford to buy fuel largely rely on generators. This has implications on the prospects for conflict mitigation in political context of Gaza.

For long-term success and stability, the PEP team has prioritized working with Palestinian energy institutions to develop capacity to continually improve through self-directed performance improvement processes. Based on the HICD Assessment completed this year, PEP plans to align all project activities and interventions with HICD methodologies. To the extent possible the team will work with our partners to develop stakeholder groups, to self-assess their current capacity, to identify gaps and opportunities, to prepare performance improvement solutions, to implement those solutions, and to monitor their progress. By empowering our partners to lead these efforts internally we will help them build both political will and functional capacity for continued HICD efforts. The PA energy sector is relatively young, and PETL has been established and operating for less than 4 years. Due to its relatively young age, the organization is experiencing management weakness as indicated above and will require assistance in developing its management capacity to operate effectively and support the growth of the PA energy sector. As the sector grows within the West Bank, demands for PETL's performance both strategically and operationally will increase and therefore changes in organization structure and resourcing will be required. Similar to many new management teams, PETL demonstrate opportunities to improve its organizational structure, staffing, leadership, communications and financial management. As part of PEP's scope, the project will be undertaking an analysis of the current organizational structure and staffing requirements and will be developing a restructuring strategy and staffing plan that may be used for the next few years to support PETL's growth. In addition, PEP will be implementing management tools and systems such as an enterprise resource system which will assist with the overall management of PETL. In addition PEP's HICD assessments and performance solution packages have identified improvement opportunities within general management skills which will be addressed through capacity building and management training initiatives.

For the purposes of this assessment, our team also met with local electricity companies, namely JDECO and TEDCO, to discuss constraints and opportunities related to employment for men and women. For example, at TEDCO in Tubas, the company has only 9 women out of a total 80 number of employees. Neither JDECO nor TEDCO have any specific targets or quotas for female employment. In fact, during interviews, representatives from both companies shared that it is rather difficult to attract women to work within a vast range of positions – from technicians to engineers to even managers.

During the assessment, we met with representatives from the JDECO Training Center. JDECO is considered to be one of the most developed and oldest electricity companies in Palestine, and has therefore invested considerable resources into promoting training opportunities for men and women in the energy sector. JDECO's Training Center, which is based in Jericho, has a long history of conducting significant outreach to both men and women, so that they can both have equal access to their training program and technical workshops. JDECO's Training Center has had a vested interest in being on the cutting edge of new technologies and opportunities related to solar energy. In 2012, JDECO opened its doors as the first renewable energy training center for Palestinian electrical engineers. Through its launch, it also offered incubation services for several businesses and organizations looking to build their expertise and establish market presence. Additionally, JDECO has a vested interest in promoting broad-based outreach to women who are end users of electricity, and provides workshops to women to learn more about electricity and renewable energy.

From our research and in-country interviews, there are several established university programs, young professional programs, and internships that are in place that serve as a useful starting point to engage more youth into the renewable energy sector. For example, the Al Najah National University Energy Research Center (ERC) center in Nablus, has provided opportunities for young Palestinian students to gain practical experience in their field.

Institutional Analysis

A separate sub-theme that was addressed as part of the Sustainability Analysis included an Institutional Analysis. This analysis applies to stakeholder organizations linked to the Palestinian Authority, private sector, or non-governmental institutions that are either major partners or beneficiaries of the project.

Fortunately, the Palestinian Authority has prioritized having the necessary framework and infrastructure to support renewable energy technology and service delivery. However, where gaps exist lie in an effective framework with relations between institutional actors. This is possibly one of the areas that the project must concentrate on most in order to sustain project benefits. The institutional actors (PERC, PETL, and PENRA) must forge ahead to build synergy and create efficiencies. These actors must also clarify the roadmap of short, medium, and long-term goals and arrive at a point where the vision behind renewable energy roll-out is communicated effectively. At this stage, PREP will be targeting technical assistance to bridge this gap through the work of 'professional communities' or PCs, in order to create better communications channels, knowledge exchange and improve planning between institutions.

With respect to leadership, organizational structure, and staffing, PEP has been able to identify a number of gaps and weaknesses, primarily achieved through the deployment of the HICD assessments with the four (4) institutions with whom the project will be working to improve capacity – PERC, PETL, JEDCO, and another DISCO that is still to be determined. It is worth mentioning that once the HICD assessment was completed for PETL, the evidence was clear that the organization is in dire need of organizational restructuring, a capacity building plan for staff, and targeted support to develop solutions packages to improve human performance.

Given its cross-sectorial impact, the energy sector requires particular support from the public sector and appropriate regulation. As one representative from an institutional partner shared, *"The sector cannot make significant and meaningful progress without the right public sector policies and support."* It will be important for PEP to concentrate on how to help improve regulations that can support the sector's growth and evolution, particularly regarding increasing domestic production and developing renewable resources (at the household and industrial scales).

Social and Cultural Analysis

PEP is both compatible and well-positioned within the socio-cultural environment in which the project is being introduced. Despite the significant constraints, both internal and external, the renewable energy sector has significant strengths that should and can be leveraged to create further opportunities. There are existing success stories, positive momentum, and a high level of public awareness of energy issues.

One success story worth highlighting is the adoption of solar water heaters placed on rooftops throughout the West Bank. High electricity prices have made traditional water heating systems extremely costly. As a result, about 80% of new buildings now use solar water heaters on their rooftops to capture the sun's natural heat, rather than paying for electricity. This particular success story signals to a high likelihood of adoption of alternative energy resource strategies to respond to other electricity needs in households.

Additionally, there is significant positive momentum that has been garnered over the past few years in the renewable energy sector. The number of companies dedicated to solar power, for instance, has increased from just a few to more than 20 in the last 2-3 years.

High electricity prices affect the entire population, from individual households to SMEs, and from government offices to large private sector firms. The public is well aware of the importance of stable electricity supply and pricing, and the need to improve this sector if there is to be an increase in the standard of living.

With respect to barriers that women face in accessing employment opportunities, or even further, professional development opportunities within energy stakeholder institutions, constraints lie namely in unconscious bias. In Palestine, the energy sector has been long regarded as a male dominated field. In turn, there is significant stigma associated with women working in the power sector in Palestine. For example, a family is relatively less inclined to support their daughter to pursue a career in the electricity sector which would expose her to danger as well as working in close contact with other men far from her families. Some men who have worked for decades in the power sector are more open than others to embrace attracting more women to the field, but change is slow.

As it stands today, the Palestinian energy institutions working with (like PERC, PENRA, and PETL) do not have specific target quotas that they are working to reach for female employment. Representatives with whom we met offered anecdotal evidence of the impact women are making within their respective institutions, and pointed to a handful of women who are indeed making a difference. Additionally, they have the potential of serving as critical role models for other women looking to work in the energy sector.

In our meetings with different companies serving the energy industry, we found that there were actually very few women employed with respect to their male counterparts. We know that on average, the sector hails to have approximately 15-20% of the energy workforce, and it is estimated that there is less than 1% of women in senior management positions.

Most studies associated with women in the workplace concentrate on securing women in senior management roles, particularly in executive positions or on boards. While we recognize and can appreciate the importance, both for women's value as role models and the diversity value they bring to organizations, efforts to attract more women in the workplace has significant meaning for the power sector. Certain studies have shown that women in STEM jobs earn 33 percent more than those in non-STEM occupations and experience a smaller wage gap relative to men.¹¹ Careers in the power sector offer women and other traditionally marginalized groups the opportunity to engage in some of the most exciting realms of discovery and technological innovation.

In fields like the power sector, and particularly in Palestine, women have been traditionally under-represented and do not have similar access to career entry points. Over the course of this assessment and through different interviews, it was made clear that men and women face different opportunities when it comes to accessing professional development opportunities within energy institutions. Despite there being a significant percentage of women who demonstrate an interest in pursuing a career in engineering in the Palestinian Territories, very few women actually access employment opportunities in the very sector they obtained their degree. According to a study completed by PCBS in 2010 for the most recent statistics identified; 16.9 per cent of engineers compared to 83.1 percent for men. (with the West Bank having 26.5 percent women engineers versus 73.5 per cent of engineers being men). Palestine, like many countries around the world, would benefit from productivity gains if more women have access to employment opportunities, particularly in the energy sector.

¹¹ White House Office of Science and Technology Policy

Disability Analysis

To date, project implementation modalities have not been designed to enhance the ability of the disabled to participate in projects and their benefits. However, there is significant opportunity for future programming to incorporate enhancements that better integrate people with disabilities. At a minimum, PREP can fully engage groups that work with organizations that represent the interests of people with disabilities.

PREP has certain limitations with respect to scope, and therefore, is not well-positioned to add more activities. Currently project implementation modalities are not designed to enhance the ability of the disabled to participate in projects and their benefits. PREP staff could evaluate opportunities to make certain enhancements with respect to physical design changes for infrastructure projects, hiring people with disabilities as project staff. PREP could work with energy stakeholder organizations to determine utility in changes in law or regulation which allow greater access by people with disabilities in the energy sector and energy services.

Based off of what PREP learns in terms of their priorities and perspectives of people with disabilities, USAID can incorporate these themes into future programming. As employment options arise in goods and services related to renewable energy, people with disabilities should have equitable employment opportunities in this growth sector of the Palestinian economy. A focused strategy to train and engage people with disabilities in the renewable energy sector has the potential to provide a talented and largely untapped segment of the workforce, as well as greater opportunities to participate in this growing employment sector than previously realized.

Technical/Sectoral Analysis

PREP was designed to function within the renewable energy sector, in direct response to constraints highlighted by energy stakeholders. Prior to the release of the solicitation, a renewable energy expert from USAID conducted a field mission to the Palestinian territories. For this mission, the RE expert provided feedback and suggestions to PREP team to incorporate into planned activities.

With respect to the technical complexity of the project and the availability of expertise in renewable energy, unfortunately, local expertise in the sector is limited. This has in turn created a huge gap with respect to building local capacity within institutions and accessing key decision-makers in the sector.

Cost Benefit Analysis

The overall benefits of this project certainly outweigh the costs. PREP presents a valuable, sustainable option for alternative energy resources that ultimately will lead to more affordable access to electricity. There will be certain up-front costs that will be shared by the project through USAID funding to support stakeholder organizations in driving growth of the energy sector, improving efficiency, and creating more enabling conditions for access. There are three primary pillars to be addressed for PREP that address the short, medium, and long-term goals of improving the renewable energy sector, which include:

- **Renewable energy:** The project must work closely with energy stakeholder institutions to develop and disseminate renewable sources of electricity (mostly solar, but also consider biomass and wind) to increase energy independence and supply resilience;
- **Power infrastructure:** Improve the existing infrastructure in order to reduce losses and improve production and distribution efficiencies;
- **Enabling environment:** Improvements in the policy environment would help positively impact all aspects of the energy sector and support the implementation of initiatives to help its growth.

RECOMMENDATIONS FOR PROGRAMMING

Based on the findings obtained through this assessment, there are a number of strategic entry points and opportunities to address these considerations effectively throughout the implementation of PREP. There are indeed broader opportunities to consider for future programming in renewable energy in Palestine, and ones that should certainly be strongly considered to maximize impact to men, women, and other disadvantaged groups more equitably. However, given certain limitations of the actual PREP project being implemented currently; (including, but not limited to size, scope, and implementation duration), broader recommendations will unlikely be able to be implemented over the life of the project.

Make Stakeholder Consultation and Coordination as Inclusive as Possible. In the context of the scope of work of PREP, it states that the implementing partner must demonstrate the establishment and maintenance of proactive, constructive, and inclusive information and data collection processes, systems, and reporting that will be needed to ensure that all relevant stakeholders, as described below, are kept apprised of and engaged in energy sector developments. PREP should ensure that establishment and maintenance of information and data collection processes are at a minimum, sex-disaggregated, to the greatest extent possible. Efforts should be made to make the stakeholder consultation process as inclusive as possible, by strategically engaging with as many organizations that reflect the priorities and opinions of women, youth, people with disabilities, refugee communities, and the Bedouin population. A list of organizations that should be invited to stakeholder consultations is included in the text box to the right. The project should be cognizant to ensure that perspectives from all stakeholders are captured, and a thorough level of engagement and follow-up is fully integrated into the process.

Identify Opportunities to Leverage Private Sector Investment to Support Women-Owned Businesses. PREP has committed to focusing on engaging with the private sector to secure investment to catalyze RE development. It is considered an important entry point to work with the public sector in order to create the necessary conditions for supporting and facilitating private sector-led energy investments. In its interventions and throughout project implementation, AECOM is required to demonstrate the inclusion of the private sector – including DISCOs - in a leading role, with continual feedback mechanisms to ensure maximum impact, which will include cooperation and consultation with the relevant industry, business, and civil society associations.

Based on this assessment, it is strongly recommended that the project also seek out opportunities that can support and facilitate private sector-led energy investments which also reach women-owned businesses. Consultations and efforts targeting soliciting feedback should also seek to engage women's business associations (i.e. Palestinian Business Women's Association and relevant women's' organizations active in civil society).

Design Performance Solutions that Address Gender-Specific Barriers. Under PREP, AECOM is required to incorporate "Human and Institutional Capacity Development" (HICD) as one of the core pillars of its implementation approach. HICD is a USAID model of structured and integrated processes designed to identify root causes of performance gaps in host country partner institutions, address those gaps through a wide array of performance solutions in the context of all human performance factors, and enable cyclical processes of continuous performance improvement through the establishment of performance monitoring systems. One of the key findings of this assessment is that women have a particularly difficult time accessing opportunities securing employment in the energy sector. Given the systemic barriers that face women in advancing professionally, coupled with the issues associated with energy being a male dominated field, it is strongly recommended that PREP apply a gender lens when determining the root causes of performance solutions in human performance. PREP has the opportunity to help

institutions attract top female talent and help female staff advance professionally within these institutions, as part of the performance solutions outlined.

Including Youth Perspectives in Energy Programming. Youth and other vulnerable groups often suffer the most when the economy is weak and jobs are scarce. These groups often have limited income-generating resources and are often faced with challenges in their ability to access or afford electricity given that the cost of electricity in WBG is high in relation to earning power. To address this issue, Palestinians need secure energy sources at affordable prices, which will contribute to an expanding private sector, job creation and improved livelihoods. AECOM must promote consultation with youth and other disadvantaged groups in energy sector decision-making, and promote their participation in energy sector workforce development. PREP has an opportunity to lead and promote youth-focused stakeholder consultation groups (also targeting other disadvantaged groups) to facilitate opportunities to share their perspectives in energy sector decision-making and promote their participation in energy sector workforce development.

Forge strategic partnerships with universities. Given the difficulty in attracting top female talent in the renewable energy sector, future programs should consider strategies to secure a diverse, qualified and locally sourced talent pipeline by turning commitments to women's empowerment into actions. One way to do this is to create smart alliances with universities and training institutes that source diverse human capital tailored to their energy sector's needs in Palestine.

OPPORTUNITIES TO ADDRESS GENDER AND SOCIAL INCLUSION IN FUTURE RE PROGRAMMING

Build capacity of women and encourage opportunities to promote opportunities for women in the energy sector: Gender approaches in energy development and planning are intended ultimately, to raise the visibility of women in the energy sector and in so doing enable women's views to be better taken into account and their needs addressed. By interacting with different organizations, private sector partners, and institutions, PEP has the potential to serve as a vehicle to raise awareness of the opportunities for both women and men to be involved in all aspects of energy. This involvement must cut across all levels of representation – both national and local – as well as different types and forms of energy. Furthermore, in West Bank, women are far under-represented professionally in the energy sector. In part, the low representation can be attributed to the low numbers of women graduating in technical fields that would enable them to pursue careers in the energy sector. The PEP team, along with other programs working in renewable energy, could work to identify female leaders in the energy sector in the Palestinian territories to participate in panel discussions to female students to encourage them to pursue their study in technical fields.

Ensure and strengthen active representation of women in energy sector interventions: Mentorship is key; particularly for women in the energy sector, who can seek and receive constructive advice to support their career growth from other mentors. PEP has a unique opportunity, through AECOM's tested principles for encouraging mentoring and leadership worldwide through the development of Mentoring Circles (mCircles). mCircles have worked to advance gender diversity through mentoring, networking, skills development, and career management. Through collaboration and shared insight, this framework could be used to link women currently employed in the energy sector to be linked with mentors to provide an opportunity for professional development and growth. The mentorship model also helps strengthen a platform for women in the energy sector to have increased visibility and to take a larger, more pronounced role in energy sector interventions. Women, alongside support and respect from their male counterparts, need to be supported to benefit from career opportunities to leverage their unique perspective.

Conduct targeted surveys and studies to address data gaps on impact of the renewable energy sector: It is critical that projects working in the renewable energy sector devote particular attention to the gendered impacts of the energy sector from a number of angles – from employment, to access, to affordability, to the feasibility of piloting innovations. It is also crucial to research and analyze the implications that other marginalized groups (people with disabilities, youth, Palestinian refugees) face when it comes to energy access and participation in the sector. Projects like PEP and others should look to Palestinian universities for partnerships on how to conduct more targeted research to address the data gaps, and to help the energy sector on how to respond to the diverse needs of both men and women, but also other groups as well.

Institute public awareness campaigns: Policies that help consumers enable net metering and feed-in-tariffs need to be supported by increased public awareness of the benefits of rooftop PV generation. Some examples of initiatives that could be rolled into future programming would be public awareness campaigns and initiatives that incorporate green-education public parks that could help create further awareness about energy issues, such as energy security and the use of renewables. The park would be supported by 100% green infrastructure and could help mobilize the population to push for improved public sector policies. Additionally, use of social media (like Facebook, Twitter, Instagram, and Snapchat) along with television and media campaigns could garner attention and create a national dialogue around the importance of solar energy.

Leverage best practices from the Palestinian Solar Initiative. Short term efforts to expand applying solar energy at the residential level could consider expanding the Palestinian Solar Initiative (to increase enrolment and applicability). By doing so, a project would have to consider measures to establish adequate regulation to allow net metering. By allowing a comprehensive framework for the development of public-private partnerships (PPPs), a longer term, broad scheme of incentives could be rolled out and the adoption of household and industrial renewable energy solutions could be put in place.

Small-scale solar plants or farms: From findings gathered from this study suggest that there is significant potential and opportunity that could be generated from building small solar plants (around 0.5-1 MW capacity) in industrial sites. This type of strategy would be an economically feasible way of providing the industrial sector with a source of electricity, and could help residential use as well. The plants would be best placed on unproductive land or on rooftops, in order not to take up valuable land.

Green loans for small-scale projects: Future programming could potentially leverage stronger partnerships with local banks for financing support for solar panels installation. For example, the Bank of Palestine has recently launched a 'green loans' program. A first wave of \$10m in soft loans (partially subsidized by the bank) aims to finance small- and medium-sized solar energy generation, wastewater treatment and recycling projects. This and other similar initiatives have the potential to result in positive impacts for local renewable energy businesses, (potentially women and youth) in order to raise awareness and gradually help progress towards greater energy independence.

Supporting the development of a model village: There is potential for future programming to consider the utility in engaging with a consortium of investors that could transform a village into a 'green village'. What this would entail is the installation of PV panels on rooftops and bi-directional meters to facilitate net metering. An appropriate village could be selected based on criteria such as: the prevailing solar insolation levels, potential social impact (e.g. villages where households spend a high percentage of their income on electricity bills), the availability of suitable rooftops, and any potential cultural impact. A successful green village would serve as proof of concept for the use of rooftop PV panels. If successful, this could help encourage the government to develop policies to facilitate large scale roll-out of net metering.

Support for incubation of women-owned enterprises in renewable energy: There are a number of opportunities to promote greater employment and participation from women-owned enterprises. If women could be supported through the creation of solar energy cooperatives to install small solar farms in remote locations, or even accessed for marketing and maintenance of solar energy PV installations, this would create a niche market for greater economic empowerment for women.

Incorporate technology solutions to better engage youth: There is significant potential in leveraging strategies that engage youth, either in schools or youth development centers. School-related activities that help youth understand the importance of solar energy and its application has the potential to shape attitudes, behavior, and understanding related to energy efficiency in their households, as well as create more dialogue across families of the practicality of solar energy.

CONCLUSION

As the renewable energy sector expands, it has incredible potential to address the extremely low participation of women and youth in the labor market. As mentioned earlier, reduced reliance on energy imports and greater utilization of renewables could add up to 17,000 new jobs and up to \$2.2bn to GDP by 2030. Additionally, implementing projects in the energy sector has the potential to reduce the cost of electricity for households and industries, freeing up income and capital, which could have a significant indirect impact on GDP. A strong Palestinian private sector, supported by the public sector, can lead the way to increased economic resilience. The road ahead will be challenging. It will require intense cooperation between private and public stakeholders and concerted action over many years. At stake is the future of the Palestinian economy, its resilience and independence. Secondly, improved and affordable energy resources can mitigate many of the issues that women face as a direct result of the current energy crisis in Palestine. With improved energy resources, electricity will be available, and affordable, in more communities and homes, increasing opportunities for paid labor, education, and health.

ANNEX A: RESOURCES

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ANNEX A: LIST OF INTERVIEWS

	Organization	Contact Details and Position	Location	Type of Organization
1.	Applied Research Institute of Jerusalem (ARIJ)		Jerusalem	CSO/Thinktank
2.	Al-Najah University		Ramallah	University
3.	Arab World for Research and Development (AWRAD)		Ramallah	CSO/Thinktank
4.	Energy Research Center, Al Najah University		Nablus	University
5.	Center for Youth Economic Empowerment		Ramallah	NGO
6.	Institute of Environmental and Water Studies, Birzeit University		Ramallah	University
7.	Jerusalem District Electricity Company (JDECO)		Jericho	Electricity Utility
8.	Ministry of Agriculture		Ramallah	Palestinian Institution
9.	Office of the Quartet (Shurook)		Ramallah	International Organization
10.	Palestine Electricity Company (PEC)		Ramallah	Palestinian Authority Institution
11.	Palestinian Electricity Transmission, Ltd. (PETL)		Ramallah	Palestinian Authority Institution

12.	Palestinian Electricity Regulatory Council (PERC)		Ramallah	Palestinian Authority Institution
13.	Palestinian Central Bureau of Statistics		Ramallah	Palestinian Authority Institution
14.	Tubas Electricity Distribution Company (TEDCO)		Tubas	Electricity Utility
15.	TAM			CSO/Think Tank
16.	Women's Studies Center, Birzeit University		Ramallah	University
17.	United Nations Development Programme (UNDP), Community Resilience and Development Program		Ramallah	International Organization
18.	Activist, Organizer, Politician		Ramallah	CSO/Think Tank

ANNEX B: INTERVIEW QUESTIONS

PROJECT GENDER ANALYSES

Gender Analysis (ADS 203)

Access to/Control over Assets, Resources, Opportunities and Services

1. What are the linkages between energy in general and gender equality, and women's empowerment?
2. What is the current status of access to various energy sources and services (e.g., electricity, and other locally available energy resources) by people to the targeted community? Any differential access patterns among different socio-economic status of households? What are the viable options to improve affordability for the poor households and those headed by women?
3. How will the types of opportunities for men and women differ with new energy investments
4. What are the gender barriers in the energy sector that contribute to women's poverty (time and resource poverty) and exacerbate health risks?

Gender Roles, Responsibilities and Time Use

5. Are there any anecdotal stories describing women's participation in the power sector? (e.g. career development, work environments, etc.)
6. Are women/men involved in the maintenance and repair of electricity and energy technologies?
7. Are women/men involved in marketing and selling electricity and energy technologies? Which are the end-use activities of this energy?
8. Can modern energy services improve women's socio-economic status by reducing the time and effort involved in household chores and alleviate the health risks associated with current energy practices?

Laws, Policies, Regulations, and Institutional Practices

9. What is the percentage of women that participate in electricity and energy sector policy & reform; operations and end-use; and regulation? Are there gaps? How can these gaps be narrowed?
10. How is gender considered in the design, implementation, and monitoring of Palestinian's power plans?
11. What are current and future developments (technologies, policies or Institutions) in the power sector that may influence women's roles, rights, and opportunities?
12. Is there a need and options for integrating gender perspectives into energy policy and development and the deployment of clean energy technologies?

Patterns of Power, Leadership Roles and Decision-Making

13. Is gender-disaggregated data collected frequently in the electricity and energy sector? Are these data used in decision making? Please provide examples
14. What is the percentage of women serving in management roles, on high-level committees, or board of directors in the electricity and energy sector?

15. How do women influence electricity and energy services and make decisions on energy use in households and communities?
16. What are the differences between men and women's needs for the type of energy, the difference in priorities for energy services and impact of energy services on their lives.

Potential Impacts of the Project Purpose on Men and Women

17. What are the major lessons from gender sensitive approaches (if any in the Palestinian context) in other sectors (like water, sanitation, health, microfinance), which could be relevant to electricity and energy sector?
18. What are the gender gaps and gender-differentiated opportunities and constraints for women and men as power service providers in relation to:
 - a. Employment
 - b. Working environment of energy companies
 - c. Institutional capacity and training needs
 - d. Representation in decision making through committees, board, or management
19. What are the gender gaps and gender-differentiated opportunities and constraints for women and men as users, customers, beneficiaries, and affected people in relation to
 - a. Energy access, use, and needs for improvement and new technology
 - b. Affordability
 - c. Customer satisfaction
 - d. User knowledge
 - e. Capacity to capture improved energy services (e.g., participation in decision making, opportunity and skills for energy-based livelihood and employment)
20. Are customers pleased with current power services? Are female consumers asked about service satisfaction, given their important role as household energy managers?
21. Does a customer feedback system exist (e.g., customer service desk, citizen's report card)? Are female customers requested to provide regular feedback to improve services?
22. Do any local service providers (e.g., nongovernment organizations) exist to provide skills for women to run or be employed by power (specially energy-based) enterprises and service providers?
23. How will the change in household energy expenditures impact men and women differently due to their roles in domestic decision making, and use of disposable income after paying for energy services?

PROJECT SUSTAINABILITY ANALYSES

Sustainability Analysis (ADS 200.3.1.5. and 201.3.15)

The purpose of Project Sustainability Analysis is to assess the ability of the host country to maintain the benefits of the project beyond its completion period and highlight the obstacles to sustainability that are to be addressed during the project implementation phase. The following components and associated questions form the framework for sustainability analysis for WBG projects until the completion of a CDCS for the Mission.

Institutional Analysis:

This analysis applies to Palestinian Authority, private sector, or non-governmental institutions that are either major partners or beneficiaries of the project.

- Does an adequate level of institutional capacity, and an effective framework of relations between relevant institutional actors, exist to assist in sustaining project benefits?
- If there are prevailing weaknesses in leadership, organizational structure, staffing, administrative management, financial management, or governance within the institution(s) which threaten financial sustainability and long-term sustainability of benefits, are project actions designed to correct weaknesses during project implementation?

Social and Cultural Analysis:

- Is the project compatible with the socio-cultural environment in which it is to be introduced?
- What is the likelihood that new practices introduced to the initial project target population will be diffused among other groups (the spread effect)?

Disability Analysis:

- Are project implementation modalities designed to enhance the ability of the disabled to participate in projects and their benefits? (Such enhancements may take the form of physical design changes for infrastructure projects, hiring the disabled as project staff, or changes in law or regulation which allow greater access by the disabled to education, health care or other benefits generally available to members of the society in which they live).

Technical/Sectoral Analysis: If the project is designed to function in a particular technical sector of the Palestinian economy (health, agriculture, water resources, education):

- Are the project's interventions technically sound, based on prevailing knowledge, science, and USAID's worldwide collective expertise as reflected in sectoral policy papers? Are the project's interventions technically sound in the context of sectoral conditions in the West Bank and Gaza?
- Is the technical complexity of the project in accord with the available level of expertise in the sector so that project outcomes can be maintained?

Cost Benefit Analysis: If the value of a stream of project benefits for a given project is readily identifiable and quantifiable:

- Does the value of the project's financial benefits outweigh the costs?
- If the benefits do not outweigh the costs, would an alternative mode of project implementation reduce costs or improve the flow of benefits in such a way as to make the project financially viable?

**THE PROJECT DESIGN PROCESS
PROJECT YOUTH ANALYSIS
(This appendix references ADS 201.3.15 and WBG Mission Youth Task Force Documents)**

Given the West Bank Gaza Mission's strategic emphasis on youth as a major cross-cutting focus in its projects, this youth analysis will be required as part of the project design process. The objective is to, whenever relevant, ensure that interventions that benefit youth be included in new project designs.

According to USAID's Policy on Youth Development released in October 2012, youth is defined as "a life stage, one that is neither finite nor linear." The policy states that while youth development projects often focus on individuals between the ages of 15-24, USAID projects should engage a broader cohort of individuals between the ages of 10 and 29, with the critical understanding that the transition from childhood to adulthood is neither finite nor linear and varies across and within countries.

To help identify opportunities within the project design process that could benefit youth, the Mission recommends that each Technical Office/COR/AOR refer to, but not be limited to, the documents below. These documents can be found on the PPD Intranet at awe2k3webtela01\intranet\PPD\Program Design\Program_Design_homepage.htm

- USAID Policy on Youth in Development, October 2012
- WBG's Youth Project Mapping Document
- Palestinian Authority's Ministry of Youth and Sports Strategy, 2011-2015
- WBG Mission's Youth Results Framework

Below are a set of questions that will create an effective youth analysis for the new project design. As many questions are to be answered as possible.

Design Process

1. Are there Palestinian youth, including representatives of youth organizations, who should be part of the project design process, either through consultation or as members of the design team? If so, who and how will they be engaged?
2. What lessons learned or best practices have been identified either here or in the region that can be incorporated into the implementation of this project to better engage and assist youth?

Youth Access to Interventions

3. What types of activities are being incorporated into the project to ensure that youth are better able to access economic and social opportunities, share in economic growth, live healthy lives, or contribute to household, community, and national wellbeing?
4. How can the project be structured to ensure that project activities benefit a broad spectrum of Palestinian youth no matter their gender, sexual orientation, ethnicity, religion, economic status, or disability status?
5. How can the project be designed to reach the youth in the targeted geographical locations (in urban and/or rural areas, on both sides of the separation barrier, and in Areas A, B, and C) of the project?
6. Whether it is the latest phone, tablet, or other technical innovation, today's youth are technology-focused. What forms of technology can be integrated into the project that will assist youth in achieving the best

results from project activities? What implementation mechanisms or partnerships are needed to incorporate such technology in the project?

Ensuring Youth Remain a Focus throughout the Life of the Project

7. What key host-country stakeholders are critical to meeting the continuing needs of youth in this project and beyond? How will they be involved?
8. How can youth themselves be involved in the process of project management so that their interests and views remain a focus during project implementation?
9. How can families and other mentors of youth become involved in the project to assist youth in receiving the full benefits of the project?

Targeting Youth in Different Aspects of their Lives

10. How will this project impact youth in different aspects of their lives (family, community, school/universities, and work life)?
11. If relevant, how will the project impact youth differently as they pass through different life stages?
 - a. Between the ages of 10 and 19?
(As youth transition from childhood, through puberty, and into early adulthood, they seek more of an independent identity as they spend less time with their families.)
 - b. Between the ages of 20 and 29?
(As youth transition from early childhood to adulthood they seek more personal and economic independence and perhaps build their own family.)

Monitoring, Evaluation, and Reporting

12. How does this project fit within the Mission's Youth Results Framework?
13. Which Youth Results Framework indicators will be incorporated or tracked for this project? Will these indicators be included in the project's Performance Monitoring Plan?
14. How can youth be engaged in the evaluation of projects to ensure lessons learned are included in the management of existing projects, or in the design of new ones?

Mission Coordination/Project Linkages

15. How will this project coordinate with other USAID projects targeting youth? How can this project benefit from the links created with the Youth Development and Resource Centers (YDRCs) and youth clubs? What actions will the COR/AOR take to ensure coordination occurs?

