



## 2021 Results Report

PZA 1804411 “Skilled Young Palestine –  
Improving Resilience and Job opportunities  
for Youth”

Palestinian Territory



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## 1 Abbreviations

<b>CBO</b>	Community Based Organisation
<b>CfP</b>	Call for Proposals
<b>COVID-19</b>	Coronavirus Disease 2019
<b>CSO</b>	Civil Society Organisation
<b>CVET</b>	Continuous Vocational Education and Training
<b>DigComp</b>	Digital Competence (Framework)
<b>ECIB</b>	Enhancing Capacities for Institution Building
<b>EJ</b>	East Jerusalem
<b>EntreComp</b>	Entrepreneurship Competence (Framework)
<b>FEF</b>	First Employment Facility
<b>GS</b>	Gaza Strip
<b>GDP</b>	Gross Domestic Product
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>ILO</b>	International Labour Organisation
<b>HCYS</b>	The Higher Council for Youth & Sport
<b>MOL</b>	Ministry of Labour
<b>MOF</b>	Ministry of Finance
<b>NGO</b>	Non-Governmental Organisation
<b>NPA</b>	National Policy Agenda
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>OHS</b>	Occupational Health and Safety
<b>OJT</b>	On the job training
<b>PA</b>	Palestinian Authority
<b>PCBS</b>	Palestinian Central Bureau for Statistics
<b>PES</b>	Public Employment Service
<b>PFE</b>	Palestinian Fund for Employment
<b>PPP</b>	Public Private Partnership
<b>PS(D)</b>	Private Sector (Development)
<b>PSUO</b>	Private Sector Umbrella Organisation
<b>RiSE</b>	Resilience in Schools in East Jerusalem
<b>ROF</b>	Results Oriented Framework
<b>SA</b>	Specific Agreement
<b>TFF</b>	Technical & Financial File
<b>ToT</b>	Training of Trainers
<b>(T)VET</b>	(Technical and) Vocational Education and Training
<b>VTC</b>	Vocational Training Centre
<b>WB</b>	West Bank
<b>WBL</b>	Work-Based Learning
<b>WHO</b>	World Health Organisation

## 2 Summary of the intervention

### 2.1 Intervention form

<b>Title of the intervention</b>	“Skilled Young Palestine – Improving Resilience and Job opportunities for Youth”
<b>Code of the intervention</b>	PZA1804411
<b>Location</b>	Palestine: West Bank, Gaza and East-Jerusalem
<b>Total budget</b>	7,500,000.00
<b>Partner institution</b>	Strategic partners: Ministry of Labour, Ministry of Finance and Planning Implementing partners: Private Sector Umbrella Organizations, Palestinian enterprises, TVET providers and Community Based Organizations.
<b>Start date of the Specific Agreement</b>	27 <sup>th</sup> of May 2019
<b>Start date of the intervention/ Opening steering committee</b>	1 <sup>st</sup> of January 2020 - 21 <sup>st</sup> of January 2020 (1 <sup>st</sup> Steering Committee)
<b>Expected end date of execution</b>	31 <sup>st</sup> of December 2023 (addendum SYP)
<b>End date of the Specific Agreement</b>	27 <sup>th</sup> of May 2024 (addendum SYP)
<b>Target groups</b>	Direct beneficiaries: Palestinian youth between 16 and 29, with a focus on vulnerable youth, including women, from disadvantaged areas.
<b>Impact<sup>1</sup></b>	Increased resilience of Palestinian youth in vulnerable areas in Palestine
<b>Outcome</b>	Improved transition of youth to employment and self-employment through improved skills and competences
<b>Outputs</b>	Increased labour market opportunities for youth by supporting technical skills development demanded by the labour market Young people have gained 21st century skills necessary for work and life
<b>Year covered by the report</b>	2021

<sup>1</sup> Impact regards the general objective; outcomes regard the specific objective; output regards the expected result



## 2.2 Self-evaluation of performance

### 1.1.1 Relevance

	<b>Performance</b>
<b>Relevance</b>	<b>A</b>

At **national** level: the intervention is highly relevant and responsive to context needs and priorities of stakeholders:

- The intervention is relevant to the National Policy Agenda 2017-2022 (NPA) as it meets the following priorities:
  - Economic independence (6th priority under the sustainability pillar), including the policies: Building a future economy, creating job opportunities, and improving Palestine’s business.
  - Social Justice and Rule of Law (7th priority) including policies on Gender Equality and Women’s empowerment, and ‘Our Youth, Our Future’
  - Quality Education for All (8<sup>th</sup> Priority) including the policy From Education to Employment.
- The intervention is relevant to the National Employment Strategy 2021-2025 as it meets the second policy priority to “Accelerate the improvement process of the TVET System in Palestine”.
- The intervention is relevant to Labour Sector Strategy (2021-2023) as it meets the Strategic Goal Two: “Rehabilitation and Preparation of Professionally Trained Labour Force”
- The intervention is relevant and responsive to the TVET Strategy (developed in 2010) as it meets the following:
  - Addressing the problem of social inclusion, the Palestinian authorities’ main aim is to tackle the situation of refugees and residents in area C.
  - Labour market relevancy and improving the employability of TVET graduates through the effective and efficient use of available resources according to a set of unified quality standards consistent at all levels with best international practice.
  - Engaging stakeholders, systematic frameworks for jobs and qualifications, the legislative basis, the TVET system, organisation, development of teaching and learning processes, human resource development, access and equity for target groups, financing TVET, and quality development and assurance.

At **international** level and the policy agenda

- The intervention is directly linked to Enabel strategy and priorities (reducing social and economic inequalities)
- The intervention is aligned with SDG4, SDG5, SDG8, and SDG10

### 1.1.2 Effectiveness

	<b>Performance</b>
<b>Effectiveness</b>	<b>A</b>

To a large extent, the intervention has progressed in an effective way of which objectives, results, and outcomes have high likelihood of achievement. It is very likely that the outcome will be fully achieved in terms of quality and coverage and negative results have been mitigated.

- Even though 2021 was a challenging year (Gaza war, Covid19, formulation of the new portfolio with limited resources etc.), mitigation measures and a flexible way of working ensured that the intervention was managed in an effective way:
  - Continuous follow up/support of the intervention's activities from the concerned team on both technical and financial aspects
  - Monitoring activities and outputs and deployment of needed tracking tools.
  - Regular team meetings that allow sharing the information and responding to changes and modifications on the ground

### 1.1.3 Efficiency

	<b>Performance</b>
<b>Efficiency</b>	<b>B</b>

Most outputs are available within a reasonable timeline and without any major budgetary adjustments and according to quality standards, with room for improvement on different levels.

- This owing to external factors: the build-up and the actual escalation of violence in May 2021 in Gaza and the aftermath in the entire Territory brought about challenges on different levels (availability of goods and services, tighter restrictions on mobility of staff, goods and services, etc.), and impacting the efficiency of the intervention – in terms of quality, timing and coverage.
- Certain activities have been delayed, such as the signing and the implementation of the several Grant Agreements, owing to the above-mentioned external factors as mentioned above on one hand, and owing to the internal organisation on the other hand. This delay, however, does not impact the delivery of the outputs on the long run, since mitigation actions were put in place so as to reach the set (end) objective in time.
- More efficient use of resources should be promoted within the intervention and at the level of Enabel Palestine (sufficient staff in place, clear division of labour, etc.) and with attention to sufficient segregation of duties. This is planned to be tackled with the start of the new portfolio and the initiation of service units/hubs.

### 1.1.4 Potential sustainability

	<b>Performance</b>
<b>Potential sustainability</b>	<b>B</b>


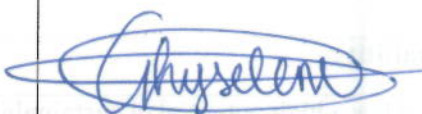
The SYP intervention has a high potential of sustainability due to the following:

- Overall investment in capacity building of all partners involved was high (in terms of both human and financial resources). A high number of workshops have been organised on different levels (technical, managerial, financial & contracting and monitoring level).
- Financial sustainability: The implementation methodology designed to create a high level of ownership by the project partners through having the SDF blueprint designed, validated, and disseminated by the different actors is the way towards SYP sustainability.
- Technical Sustainability:
  - The Steering Committee and other relevant local instances are strongly involved at all stages of the project inception and the MoL (the strategic partner) is committed to continue to produce and use the results.
  - The project is delegating the implementation responsibility to local CSOs and PSUO as key vehicles to deliver community-based activities.
  - Working with local PSUOs and CSOs has a significant advantage for the sustainability of the intervention and its results when knowledge and experience related to demand-driven skills development as key actors in the field of private sector and skills.

- SYP will capitalise on the capacities and experiences that the CSOs and PSUOs have and will further strengthen their capacities in the fields of WBL, SDF mechanisms and 21st century skills, this will ensure the sustainability of the project impact after the end of the project.

### 1.1.5 Conclusions

- SYP is highly relevant and responsive to context needs, priorities of stakeholders, Enabel internal strategy and the SDGs.
- To a large extent, the intervention has progressed in an effective way of which objectives, results, and outcomes have high likelihood of achievement.
- The unstable nature of the context did not affect the efficient implementation of the intervention, although there is room for improvement. Measures have been put into place to mitigate the risks
- SYP has a relatively good level of projected of sustainability on both financial and technical levels, owing to the high involvement of project partners in all stages of the project. External factors make it however difficult to have an accurate view on the projection after the project's lifetime.

National execution officer Hamdallah Saber – Ministry of Labour	Intervention Manager Enabel Shari Ghyselen
	



## 3 Monitoring of results

### 3.1 Evolution of the context

#### 3.1.1 General and institutional context

- **Political instability (relationship with Israel and situation inside the Palestinian Territory)**

The political situation remains fragile due to the Israeli occupation, the continuous threat of annexation of the West Bank (including East Jerusalem), the lack of Palestinian unity, regular escalations of violence and the financing crisis of the Palestinian Authority.

In May 2021 a breakout of violence took place in Gaza, resulting in a 10-day war in the Strip. The war was the result of political tensions in East-Jerusalem, owing to destruction of houses in the Sheikh Jarrah neighbourhood and violence by the IDF and settlers surrounding the Temple Mount and the Al-Aqsa Mosque. In parallel clashes broke out all over the West Bank and between the Palestinian and Jewish communities in parts of historic Palestine.

The PA has postponed the parliamentary and presidential elections which should have been implemented in May 2021, resulting in several Palestinian demonstrations and clashes in the West Bank refusing the postponement of the elections.

- **Impact of Covid-19 on the Palestinian Territory, the project planning, and the achievement of the project's results**

The WHO has declared the COVID-19 pandemic on March 11, 2020, spreading rapidly, leaving no country unaffected<sup>2</sup> and causing considerable human and economic losses. The economic impact of COVID-19 restrictions on the economy is severe. Unemployment rate has significantly risen (especially among young and vulnerable groups), and the economy and labour market show signs of severe distress. The prices of goods have increased, and the cost of living is at one of the highest points since a long time. The availability of material and (IT) equipment has also decreased, owing to the closure of the “internal” and external borders. The limitation on movement is already a struggle in the Territory but has increased with the pandemic: permits require triple vaccination, and the “internal” borders are more likely to be closed unannounced.

- **(Fragmented) team under pressure**

The restricted mobility of local and international staff and external expertise (due to Covid-19 and political situation) is leading to (further) fragmentation of teams (especially with Gaza), even though continuous efforts are made to keep in touch (professionally and private).

Since the formulation of Skilled Young Palestine in 2018 and the project launch in January 2020, the situation in the occupied Palestine Territory has thus changed significantly owing to the effects of COVID-19 on one hand, and to escalating political tensions on the other hand. Additionally, the project itself has undergone some changes due to the context and portfolio developments.

- **Portfolio developments**

- (1) *Youth Empowerment Project (YEP) - EU funding, 5 million Euro (2022-2024)*: a project to be implemented by Enabel has been formulated in the course of 2021 and was signed in December

<sup>2</sup> <https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>



2021. The project will be implemented in close coordination with the current SYP project and with SO3 (pillar 1) of the new portfolio.

- (2) *Enabel Portfolio - Specific Objective 3, Belgian funds, 12,5 Million Euro (2022-2026)*: following the Minister's letter of instructions dated March 19th, 2021, Enabel prepared a new Cooperation Portfolio for the years 2022-2026 with a budget of 70 MEUR. The development of the portfolio was done in a participatory and consultative manner, where Enabel team (HQ and field) engaged in a series of consultation meetings with national and international partners to identify the strategic orientation and the specific interventions for the new cooperation program. The new portfolio is composed of 2 main pillars and 2 global objectives that correspond to our 5 global challenges, and are in full alignment with the SDGs, national strategic priorities and priorities of the Belgian Minister of Development cooperation. The project under Specific Objective 3 will be implemented in close coordination with the current SYP project and the EU-funded YEP project.

### 3.1.2 Management context

#### 3.1.2.1 Partnership modalities

The following partnerships were formally established the second year, 2021, of the intervention:

- **National partnerships**
  - **23 Grant Agreements with**
    - **Private Sector Umbrella Organisations in the lead**, responsible for articulating the needs of the labour market to develop and provide labour market relevant training. Transversal themes are spearheaded in all projects (gender and inclusion), in addition to environment in some projects.
    - **TVET institutions supporting the PSUOs as co-applicants** and responsible for providing TVET training to youth
  - **1 Grant Agreement with**
    - **The Palestinian Employment Fund**, responsible for piloting a First Employment Facility, matching unemployed fresh graduates seeking a sustainable employment with a job opportunity in the IT and industrial sectors.
  - **5 Grant Agreements with**
    - **CSOs and CBOs** responsible for providing training in the field of 21<sup>st</sup> century skills, entrepreneurship, and community-based business development services
  - **Challenges encountered for national partnerships**
    - The limited capacities of several of the partners: since the intervention was designed to give more (formal) responsibility to the private sector (for the first time), it was expected that the capacities of most of our partners were to be developed. An organisational assessment was conducted at the start of the Grant Agreement, to develop a relevant capacity building plan and for controlling purposes. A lot of progress was made since the start of the Grant Agreements.
    - The duration of the Grant Agreements: due to Covid-19 and political instability and the limited internal capacities of the above-mentioned partners, the implementation of the activities is slower than expected. It is foreseen to extend several Grant Agreements via a **no-cost extension**.
- **International partnerships**
  - **Memorandum of Understanding with ETF** for working on the Torino Process, the Small Business Act in Palestine, the EntreComp, DigiComp and LifeComp frameworks. Support for dialogue on Skills Development Fund and financing of TVET

- **Specific Cooperation Agreement with UNESCO** for working on e-TVET, innovation hubs, Skills Forecasting and 21<sup>st</sup> century skills
- **General Cooperation Agreement with Syntra West (overall, for all Enabel countries)** for working on capacity building in TVET, entrepreneurship and innovation in learning. **In Palestine, a Specific Cooperation Agreement** was signed to build capacities in work-based learning of the National Expert team.
- **Informal partnership with GIZ** for working on the Dual studies program with Al-Quds University for scholarship fees and capacity building on WBL, experience with LET councils and one stop shops and career guidance and support for the further development of online platform of the innovation eco-system in Palestine.
- **Challenges encountered for international partnerships**
  - The partnerships with ETF and GIZ are running smoothly as expected.
  - The Cooperation Agreement with UNESCO has started officially in July 2021 but has faced some delays in the implementation of project activities. A new project officer was hired in October 2021 and activities are being implemented as foreseen.

### 3.1.2.2 Operational modalities

The governance of the project is as follows:

#### - **Steering Committee (SC)**

The roles and responsibilities of the SC remained unchanged from what was stipulated in the TFF. Terms of Reference for this Steering Committee, detailing the stipulations of the TFF, were developed and signed upon the onset of the project, at the first Steering Committee on January 21<sup>st</sup>, 2020. Five Steering Committees were organised since the start of the project (2 in the reporting year 2021), and no challenges were encountered during.

#### - **The Project Unit (PU)**

The project unit consists of the

- Intervention manager
- 2 national Skills Development Experts, one for each location
- Skills Development Fund Expert
- Contracting expert
- Communication officer
- Monitoring, Evaluation and Learning Officer
- Project assistant
- Financial controller
- Accountant
- Junior Expert education (50%)
- Support staff (driver and cleaner)

The project unit facilitates the daily management and coordination and reports to the Steering Committee. During 2021, the Project Unit has appeared very functional and effective, managing the preparation, implementation, and follow-up of project activities.

#### - **Project Technical Committees (PTC)**

The PTCs were established on regional bases, one for West Bank and East Jerusalem and one for Gaza Strip at the onset of the project in January 2020.

In the course of 2020, it became clear that these Technical Committees have a merely ceremonial role and are not directly contributing to the project's objectives. It was decided to work through one



(National) Technical Committee (an extended project unit, with representation of the Ministry of Labour through its Focal Point, and one representative from Gaza<sup>3</sup>). In 2021, several ad hoc national committees and/or support have taken place:

- Support the project unit in making strategic matters
- Support the implementing partners in the implementation of the projects (Grants)
- Participate in the evaluation of tenders

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<sup>3</sup> The project SYP is implemented throughout the entire Palestinian Territory: given the internal division of and within the Territory, it is important to have representation from Gaza and the West-Bank in the project (different realities). The no-contact policy with the de-facto Gazan Government, it was proposed to include a focal point from Gaza that was appointed by the PA.



## 3.2 Performance of outcome



### 3.2.1 Progress of indicators

<b>Outcome: Improved transition of youth to employment and self-employment through improved skills and competences</b>						
<b>Progress indicators/markers</b>	<b>Nr. In logframe</b>	<b>Base value</b>	<b>Value preceding year (2020)</b>	<b>Value reporting year (2021)</b>	<b>Target reporting year (2021)</b>	<b>Final target</b>
% of trained youth that are employed <sup>4</sup>	3	72% (ECIB)	0	0	0	+4% of youth trained
% of trained youth who became self-employed after the training <sup>5</sup>	4	0%	0	0	0	4% of employed youth under 3
Number of WBL graduates, who conduct more than 30% structured field training in the workplace	5	0 (2000 ECIB)	0	920 – ongoing <sup>6</sup>	550	1600
Level of satisfaction of youth with the services provided in the TVET track	6	N/a	0	0	0	80%
% of Innovation hubs budget that is co-financed by private sector and/or other sources of income	7	0%	0	0	0	30%
% of Skills Development Fund budget that is co-financed by private sector and/or other sources of income	8	0%	0	0	0	30%

#### 3.2.1.1 Analysis of progress made

<b>What</b>	<b>Indicator</b>	<b>Activity</b>
Overall	N/a	Portfolio developments, based on successes of SYP <ol style="list-style-type: none"> <li>1. Formulation of YEP, complementing and building on SYP</li> <li>2. Formulation of SO3 – pillar I of new Enabel Palestine</li> </ol>

<sup>4</sup> Employed: all those workers that hold paid employment jobs, who have an explicit (written or oral) or implicit contract of employment with an employer, for any amount of time (min. 1 hour) for the reference period (ILO definition of 1998, Guide on Measuring Decent jobs for Youth, ILO (2018))

<sup>5</sup> Self-employed: all those who are working on their own account where the remuneration is directly dependant upon the profits derived from the goods or services provided (ILO definition of 1998, Guide on Measuring Decent jobs for Youth, ILO (2018))

<sup>6</sup> As per Grant Agreement through the 23 partnerships with the Private Sector Umbrella Organisations

Portfolio, complementing and building on SYP		
MEL	N/a	<p>Upgrade monitoring system</p> <ol style="list-style-type: none"> <li>1. Revision exercise of the log frame resulted in updating the indicators, and monitoring tools in use. this included team workshops along with the PILOT system update.</li> <li>2. Partners and grantees participated in both physical and online workshops to build their capacity in the fields of monitoring, evaluation, and learning.</li> <li>3. Monitoring field visits to the locations of the activities took place aiming at providing individual support and ensuring the proper implementation and data collection.</li> <li>4. Each grant according to its nature was introduced to the needed monitoring tools. This facilitated the data collection process and enhanced the aggregation ability of the data.</li> </ol>
Audit	N/a	During October 2021, an external audit by E&Y was conducted for the period May 2019 until July 2021. The project received a zero-comment audit report.
Communication & Awareness Raising	6, 7, 8	<p>Communication Field visits and workshops to grantees in West Bank and Gaza were conducted to train the grantees under both results on communication, logos guidelines and procedures, coordinate the documentation of training, prepare success stories, sign Enabel consent forms, the use of social media, and the developing of success stories.</p> <p>Success stories: An introductory session to developing success stories were conducted, all grantees were asked to select the most promising and talented trainees and ask them a set of questions. The answers are now being collected to develop quotes and success stories, the stories will be followed up after the training to make sure of success stories and document them either in writing or in video.</p> <p>Online round table discussion for International Women's Day in March 2021, with participation of Civil Society Organisations and the Belgian Minister of Development Cooperation. The topic: «Women in leadership: Achieving an equal future in a COVID-19 world ». The event's overall objective is to raise <b>awareness on Palestinian women's leading role in times of crisis</b>, including:</p> <ul style="list-style-type: none"> <li>• Share success stories of inspirational women and their male allies in Palestine</li> <li>• Create a forum for discussion on the topic in the Palestinian community</li> <li>• Exchange experiences between Palestine and Belgium</li> </ul>

### 3.3 Performance of output 1



#### 3.3.1 Progress of indicators

**Output 1: Increased labour market opportunities for youth by supporting technical skills development demanded by the labour market**



Progress indicators/markers	Nr. In logframe	Base value	Value preceding year (2020)	Value reporting year (2021)	Target reporting year (2021)	Final target
# of Vocational Training Centres (VTCs) and companies capacitated in WBL	9	0 (182 under ECIB)	0	167	80	196
# of PSUOs established Skills Development Fund (SDF)	10	0	0	23	0	3
# of WBL trainings organized	11	0 (128 under ECIB)	0	50 - ongoing <sup>7</sup>	10	20 (148)
# of youth trained	12	0	0	Emp: 920 - ongoing <sup>8</sup> Res: 0	Emp: 550 Res: 220	2800 Emp: 1600 Res: 1200

### 3.3.2 State of progress of the main activities

State of progress of the <u>main</u> activities <sup>9</sup>	State of progress The activities are:			
	Ahead of time	Within deadline	Delayed	Seriously delayed
1. The SDF blueprint has been developed				
2. The SDF piloting through signing 23 grant agreements with PSUOs				
3. Direct grant agreement with PFESP to pilot the FEF				
4. Organisational assessments for 23 Grantees				
5. Capacity building workshops and sessions for the partners				
6. Implementation of the Grant Agreements under 2 and 3				
7. Field visits and follow-up				
8. Establishment of National Expert System on WBL				
9. Specific Cooperation Agreement with UNESCO to work on				

<sup>7</sup> As per Grant Agreement through the 23 partnerships with the Private Sector Umbrella Organisations

<sup>8</sup> As per Grant Agreement through the 23 partnerships with the Private Sector Umbrella Organisations

### 3.3.3 Analysis of progress made

Under this output, the project is building the technical and vocational skills of vulnerable youth through establishing public-private partnerships between Private Sector Umbrella Organisations and TVET Centers. In addition, and in order to formalise these partnerships, a Skills Development Fund (flexible tri-partite funding mechanism for skills development) will be designed and implemented.

To achieve output 1 of the intervention, the following activities were carried out during the year 2021:

Result 1	Description
1.1	<p><b>SDF blueprint developed</b></p> <p>Consultation with all key stakeholders has been conducted in addition to collecting information from previous research, TVET experience and international guidance with the objective of building a <b>Skills Development Fund Blueprint</b>.</p> <p>The purpose of this SDF is to finance actions for specific skills training initiatives proposed by a partnership of private sector partners &amp; training providers, based on labour market relevance. The blueprint will be tested and further finetuned in the project's lifetime.</p>
1.2	<p><b>The SDF piloting through 23 grants to the PSUOs</b></p> <p>23 grant agreements were signed with the PSUOs as lead applicant to implement training courses with the TVET centers (the co-applicants). The main objective of these grants is to improve the transition to employment and self-employment by enhancing the vocational skills and competences of youth employees or job seekers.</p> <p>Through these grants a total of 50 training program is being conducted and a total of 1075 expected beneficiary from these trainings.</p>
1.3	<p><b>The direct grant to Palestinian Fund for Employment to pilot the FEF</b></p> <p>A direct grant agreement has been signed with the Palestinian Fund for Employment with the aim to achieve the following:</p> <ol style="list-style-type: none"> <li>(1) Facilitating first time employment opportunity by reducing the skills gap of 75 young graduates (supply) and the demand of the private sector by promoting the dialogue between the private sector and HE and TVET education institutions.</li> <li>(2) promote inclusive employment opportunities and raise awareness on the principles of decent work among private sector companies.</li> <li>(3) Create a reference for information and data regarding the labor market and internship opportunities in general.</li> <li>(4) to support private sector companies in particular those in the manufacturing and ICT sectors to mitigate the impact of COVID-19 through job placement with wage subsidies.</li> </ol>
1.4	<p><b>Organisational assessments for partners</b></p> <p>Organizational assessment has been conducted for all partners under Result 1 to identify their strength and weakness to be able to provide the needed support in terms of financial, administrative, and technical aspects. This allowed the team to draft a capacity building plan, based on the actual gaps and needs of partners.</p>



1.5	<p><b>Capacity building workshops and sessions for the partners</b></p> <p>To ensure proper implementation of the grants and to enhance the capacities of the partners, a series of capacity building workshops have been conducted for the partners in finance, procurement, WBL, Action oriented learning, MEAL, Reporting and Communication. In addition to continuous field visits and follow up meetings.</p>
1.6	<p><b>Implementation of the Grant Agreements under Result 1</b></p> <p>Some delays have been encountered in the implementation of these Grant Agreements, owing to delay in signature, limited capacities of some of the partners and external factors (Covid-19, political instability). The Grant Agreements will be extended in the course of 2022 (no-cost extension), the change in duration will have no or limited on achieving the objectives.</p>
1.7	<p><b>Field visits and follow-up</b></p> <p>Continuous support to the grantees and follow up through field visits and meetings by SYP-team.</p>
1.8	<p><b>Establishment of National Expert team on WBL</b></p> <ol style="list-style-type: none"> <li>1. The Ministry of Labour was asked to identify a pool of national experts on Work-based Learning, according to a list of criteria provided by the project.</li> <li>2. As a result, a local core-team of 10 National Experts is appointed and selected jointly by the Ministry of Labour and Enabel Palestine <b>to work in collaboration with local and international consultants appointed by Enabel.</b></li> <li>3. These National Experts will implement specific activities and will ensure sustainability and further development of a well systemized “WBL approach” in Palestine.</li> </ol> <p>The activity is delayed because of delay in official signature on appointment letter for the national team.</p>
1.9	<p><b>Specific Cooperation Agreement with UNESCO</b></p> <p>An agreement has been signed between Enabel and UNESCO to implement activities in e-TVET, the establishment of 2 sector innovation hubs, the Labour Market Information System and Skills Forecasting model and 21st century skills. This agreement will help achieving both output 1 and output 2 of the intervention.</p> <p>This activity was delayed owing to a delay in the signature (negotiations started in July 2020, and agreement signed end of May 2021) and a delay in appointment of the project officer. This has been resolved at the end of 2021. Activities are foreseen to take place principally in 2022.</p> <p><i>This activity was initially not foreseen in the TFF.</i></p>

### 3.4 Performance of output 2



#### 3.4.1 Progress of indicators

Output 2: Young people have gained 21st century skills for work and life						
Progress indicators/markers	Nr. In logframe	Base value	Value preceding year (2020)	Value reporting year	Target reporting year	Final target

				(2021)	(2021)	
# of innovation hubs installed or supported	13	0	0	5	1	7
# of trainers and/or coaches capacitated in 21st Century and digital skills to use in innovation hubs	14	0	0	15 - ongoing <sup>10</sup>	0	<u>21</u>
# of youth (aged 15-29) benefited from or used the innovation hubs	15	0	0	0	750	<u>2800</u> Emp: 1600 Res: 1200

### 3.4.2 State of progress of the main activities

State of progress of the <u>main</u> activities <sup>11</sup>	State of progress The activities are:			
	Ahead of time	Within deadline	Delayed	Seriously delayed
1. Five grant agreements were signed with CSO's to support the installation of innovation hubs				
2. Development of a Manual for the 21 <sup>st</sup> century skills (SSD21) for employment and resilience track				
3. Training of Master-trainers of the innovation hubs on the SDD21				
4. Coaching sessions for master-trainers of the innovation hubs				
5. Upgrade of innovation hub equipment and infrastructure				
6. Cooperation with Kruit (Enabel North-program)				
7. Capacity building workshops				
8. Implementation of the Grant Agreements				
9. Field visits and follow up				
10. Specific Cooperation Agreement with UNESCO				

### 3.4.3 Analysis of progress made

<sup>10</sup> 3 staff per innovation hub have been identified, coaching and training is ongoing. Additional numbers will be trained by UNESCO



Under this output, the project is building the 21st century competences of vulnerable youth through establishing innovation hubs within civil society organizations. These hubs will be highly motivating places where young people receive training on 21st century skills (including entrepreneurship, digital skills and life skills), while being in a creative environment equipped with modern digital and technological equipment that connects to the world and interests of youth. Within this output, two main tracks will be promoted: the employment track (oriented towards building skills for (self-)employment) and the resilience track (building resilience skills).

To achieve output 2 of the intervention, the following activities were carried out during the first year of the project (2021):

<b>Result 2</b>	<b>Description</b>
2.1	<p><b>Five grant agreements signed</b></p> <p>Enabel has signed grant agreements with 5 CSO's (1 in East Jerusalem, 2 in West Bank and 2 in Gaza) to support existing innovation hubs in implementing trainings in 21<sup>st</sup> century skills and with the upgrade of their innovation hub (access, quality, equipment and space).</p>
2.2	<p><b>Development of a Manual for the 21<sup>st</sup> century skills (SSD21) for employment and resilience track</b></p> <p>A manual for the trainers has been developed to guide the trainers in the innovation hubs to implement the training in the 21st century skills. The manual has been developed by an external consultancy in close cooperation with the selected innovation hubs. The manual is based on existing training materials on 21<sup>st</sup> century skills and references are made to recognized European Skills Frameworks (EntreComp, DigiComp, LifeComp). This training manual will serve both the employment and the resilience track in the project.</p>
2.3	<p><b>Training of Master-trainers of the innovation hubs on the SDD21</b></p> <p>15 master-trainers have been selected by the 5 innovation hubs (3 per innovation hub) to be involved in activity 2.2 and eventually be trained on the use of the manual itself as master-trainers and follow a coaching trajectory as explained under 2.3</p>
2.4	<p><b>Coaching sessions for the master-trainers of the selected innovation hubs</b></p> <p>Online coaching sessions have been conducted by Bantani Education (Belgian partner) for all 15 identified master trainers of the innovation hubs in Entrecomp as part of the coaching and mentoring plan for these trainers. Support to the training and facilitation on site was foreseen by the developers of the SDD21 manual. This activity will continue in 2022, with collective and individual coaching on the teaching methods as well as sustainability and will be demand-driven.</p>
2.5	<p><b>Upgrade of innovation hub equipment and infrastructure</b></p> <p>All 5 innovation hubs have identified additional needs in terms of infrastructure and equipment (IT, furniture, small purchases etc.). In the last quarter of 2021, an external consultant supported the innovation hubs and Enabel with the verification of the needs and the specifications of required items.</p> <p>The activity is delayed because of the difficulties owing to delays in the identification of the needs and the availability of goods and interested contractors and suppliers in Gaza and the West Bank. Corrective measures have been taken and all contracts should be awarded in Q1 of 2022.</p>
2.6	<p><b>Cooperation with Belgian partners (Kruit)</b></p> <p>Preparation started for the exchange between trainers of innovation hubs in Palestine and Belgium under cooperation with Kruit.</p> <p><i>This activity was initially not foreseen in the TFF.</i></p>

2.7	<p><b>Capacity building workshops</b></p> <p>Capacity building workshops have been conducted for the partners in finance, procurement, MEAL, Reporting and Communication.</p>
2.8	<p><b>Implementation of the Grant Agreements under Result 2</b></p> <p>No delays in the implementation up to end of 2021.</p>
2.9	<p><b>Field visits and follow up</b></p> <p>Continuous support to the grantees and follow up through field visits and meetings by SYP-team.</p>
2.10	<p><b>Specific Cooperation Agreement with UNESCO</b></p> <p>An agreement has been signed between Enabel and UNESCO to implement activities in e-TVET, the establishment of 2 sector innovation hubs, the Labour Market Information System and Skills Forecasting model and 21st century skills. This agreement will help achieving both output 1 and output 2 of the intervention.</p> <p>This activity was delayed owing to a delay in the signature (negotiations started in July 2020, and agreement signed end of May 2021) and a delay in appointment of the project officer. This has been resolved at the end of 2021. Activities are foreseen to take place principally in 2022.</p> <p><i>This activity was initially not foreseen in the TFF.</i></p>



## 4 Budget monitoring

It should be noted that the budget (and targets and duration) of the project has increased as from January 2021. As from now, we will use the budget of 7.5 million Euro as a reference. In 2020, the disbursement rate was based on the initial budget of the project, being 4.5 million Euro.

This table gives an overview of 2020 so to be complete, but cannot be used as a reference or comparison for the updated budget of 7,5 million Euro:

	Original Budget	Expenditure		Balance	Rate of disbursement at the end of year (2020)
		Preceding years (2019)	Years covered by the report (2020)		
<b>Total sum</b>	4,000,000	48,807	498,445	3,452,748	14%
<b>Output 1</b>	1,374,780	3,260	93,624	1,294,896	6%
<b>Output 2</b>	1,312,820	-	28,324	1,267,496	3%
<b>GM</b>	1,312,400	45,547	376,497	890,356	32%

This table gives an overview of the reference year (2021) covered by the report:

	New Budget	Expenditure			Balance	Rate of disbursement at the end of year (2021)
		Preceding years (2019&2020)	Years covered by the report (2021)	Total overall (19, 20, 21)		
<b>Total sum</b>	7,500,000	547,252	2,915,497.22	3,461,246.61	4,038,753.39	46%
<b>Output 1</b>	3,101,500.00	96,884	1,865,734.77	1,962,618.29	1,138,881.71	63%
<b>Output 2</b>	2,174,650.00	28,324	571,463.48	599,787.53	1,574,862.47	28%
<b>GM</b>	1,960,016.00	422,044	478,298.97	898,840.79	1,061,175.21	46%
<b>Contingency<sup>12</sup></b>	263,834.00	0	0	0	263,834.00	-

<sup>12</sup> Was not foreseen under the initial budget

## 5 Risks and Issues

The below overview only mentions the risks that are considered high. All other risks are to be found in PILOT.

Risks	Likelihood	Impact	Mitigating measures
<b>Risks linked to the specific objective: improved transition of youth to employment and self-employment through improved skills and competences</b>			
Macro-economic situation worsens, leading to budget constraints and austerity policy	High	Medium	Demand driven approach will generate success on the individual level
Political tensions escalate in West Bank, Gaza, East Jerusalem, restricting movement	High	High	Human resources are allocated per area with two field officers, 1 for Gaza and 1 for West bank and East Jerusalem. Generally international staff (Intervention Manager) has no restrictions. Due to the pandemic however, restriction of movement impacts all staff and partners/beneficiaries. Virtual meetings and interaction can (partially) replace face-to-face activity.
<b>Reputational risks</b>			
Further questioning and arbitrate from de facto government in Gaza	High	High	Assigning focal person in MoL Gaza by MoL WB to facilitate the intervention in Gaza and avoid any arbitrate from de facto government in Gaza
<b>Operational risks</b>			
<b>Result 1. Increased labour market opportunities for youth by supporting technical skills development demanded by the labour market</b>			
Conflict between the ministry and the PS on hosting the SDF	High	High	The TVET commission (under development) could host the SDF on the long-term, just as well as the private sector. Through piloting both models, and bringing all stakeholders around the table, we estimate that the results and experience will lead to a common understanding and a shared approach/responsibility about the chair/the host. Currently, the position of the TVET Commission remains fragile.



Risks	Likelihood	Impact	Mitigating measures
As a result of mis-conceptual thinking by grantees toward the program, proposed, proposals may contain overestimated budgets and/or unrequired budget items, which could lead to misallocation of funds	High	High	<ul style="list-style-type: none"> <li>- Grantees to be aware about the accepted budget items and content which shall be set clearly in the proposal.</li> <li>- Proposed budgets to be well checked for compliance to requirements.</li> <li>- Check the proposed budgets regarding estimated costs.</li> </ul>
Delays in the capacity building on work-based learning, owing to the delay in official appointment and confirmation of the national expert team on work-based learning	High	High	<ul style="list-style-type: none"> <li>- Continuous dialogue with the Ministry of Labour</li> </ul>
<b>Result 2. Young people have gained 21<sup>st</sup> Century skills for work and life</b>			
Restrictions to import equipment and construction materials, particularly to Gaza	High	High	The bill of quantities is already prepared. From the start of the project, the import procedures will be examined. If restrictions persist, the trainings will be more focussed on digital skills rather than technological skills

Risks	Likelihood	Impact	Mitigating measures
<p>As a result of limited understanding of the objective behind the innovation hubs, the Grantees may use the majority of the fund for the purchase of required and/or unrequired equipment without giving an emphases to the operational side and sustainability of the hub, which would lead to having a well-equipped hub, however, weakly operated, which affects quality and sustainability</p>	High	High	<ul style="list-style-type: none"> <li>- A list of equipment and tools will be elaborated as a guideline for the applicants, based on the training needs and requirements</li> <li>- A clear understanding of the objective of an innovation hub shall be established and included in the guideline of the Call for Proposals</li> <li>- Operational plans to be requested and monitored.</li> <li>- Grantees to be aware about the accepted budget divisions and content which shall be set clearly in the proposal.</li> <li>- There will be a criterion in the Call for Proposals, indicating a maximum percentage of the budget to be used for purchase of equipment (depending on the level/development of the hub)</li> <li>- Proposed budgets to be well checked for compliance with criteria.</li> <li>- Monitoring shall be conducted for the implementation stage.</li> </ul>



## 6 Synergies and complementarities

### 6.1 With other interventions of the Portfolio

- **Crosscutting within the previous Enabel Palestine portfolio**, building on good practices and lessons learnt from BSIS, ECIB and JFA.
- **Crosscutting with the planned Enabel Palestine portfolio (start expected in 2022)**, building on lessons learned from previous and ongoing interventions with the objective of empowering youth in a green Palestine. More concretely, Skilled Young Palestine is aligned with Intervention 3: Pathways to Employment in Palestine “More young women and men in Palestine are employed in decent work conditions or have their own income-generating business”.
- **Wehubit (Enabel project in the North)** aims to support and enhance digitalisation as a tool to accelerate sustainable development, increase prosperity, reduce inequalities, and empower people and businesses in developing and emerging countries. Currently, there is one Wehubit-funded programs being implemented in Palestine, with a clear synergy to Skilled Young Palestine.
  - o **Breaking through barriers “digital community and connectivity in Palestine”** (implemented by Mercy Corps – Gaza Sky Geeks): The project intends to address the lack of employment opportunities for Palestinians by providing them with the skills and connections to earn an income in the digital economy and sidestep many of the current restrictions on the movement of people and physical goods in and out of Palestine. GSG is working not just to train individuals with the technical and professional skills to succeed in the global digital economy, but to create a sustainable ecosystem of these skilled coders, freelancers, outsourcers, and start-ups allowing Palestinians to harness the one strong piece of infrastructure - the internet - and sidestep physical restrictions to sustainably growing the economy for the foreseeable future.

### 6.2 With third-party assignments

Skilled Young Palestine will continue to create productive synergies with ongoing and planned third-party interventions within the Enabel portfolio:

- The ongoing **EU-funded ‘SAWA’ project, ending in 2022 (and the top-up of SAWA II, formulation started in 2022)**. The project focuses on start-ups in Gaza. The capacity of selected Community Based Organizations and Private Sector Umbrella Organizations is strengthened to select and coach aspiring entrepreneurs in Gaza towards viable start-ups. Young people in Gaza exiting the training program under ‘Skilled Young Palestine’ and have an interest in becoming self-employed will be directed to the SAWA program. The Skilled Young Palestine intervention will guide aspiring young talents to the incubator program of SAWA.
- The ongoing **EU-funded RiSE project (ending in 2023)** introduces in one of its results artistic projects for youth in combination with life skills and STEM training and the setup of STEAM (Science Technology Engineering Arts and Mathematics) labs in secondary schools in East Jerusalem. The intervention of Skilled Young Palestine will work closely together with the RiSE initiative through linking the school-based STEAM labs with the youth centre-based innovation hubs.



- The planned **EU-funded YEP project (Youth Empowerment Program)**, starting in **2022**, aiming at enhancing Palestinian young people's employability and economic empowerment." through the 2 following specific objectives:
  - o SO1: Young women and men are better equipped to access inclusive and decent employment opportunities.
  - o SO2: Resilience of Small and Medium Enterprises (SMEs) is enhanced

### 6.3 Other synergies and complementarities

- **More Job Opportunity for Palestinian Youth - The Dual Studies Program**, funded by BMZ and implemented by GIZ aiming at increasing employment for Palestinian youth after the completion of their labour market-oriented training.
  - o **Synergies**
    - Dual approach and apprenticeship schemes for graduates
    - Private sector is in the driving seat and involved in the training
    - Improving the quality and the relevance of the training programs (other educational level)
- **More job opportunities for Palestinian youth (PALM) project**, GIZ, aiming at improving employment opportunities for Palestinian youth through training in line with labour market needs.
  - o **Synergies**
    - Improving employment opportunities of youth through vocational training
    - Private sector is in the driving seat and involved in the training
    - Working with the Employment Fund
- **Pre-service and in-service training for vocational education teachers/Train the trainers (TTT) project that ended in 2021** and was implemented by GIZ, aiming at the improving the skills of vocational training professionals. (1) Focus on advice on the development of a legal and formal set of rules in the area, (2) professional preparations and further training of staff and managers and (3) a qualification system for in-company training of staff. **The follow-up project DO TVET** aiming at strengthening the TVET system and entire sector in Palestine, through direct support to the TVET Commission.
  - o **Synergies**
    - Improving employment opportunities of youth through vocational training
    - Private sector is in the driving seat and involved in the training
    - Improving the quality and the relevance of the training programs (other educational level)
    - Working with the TVET Commission
- **Increasing TVET Competencies for Youth in the Palestinian Labour Market**, implemented by UNESCO
  - o **Synergies**
    - Transversal themes in TVET: inclusion, digitization, gender, innovation and people with disabilities
    - TVET
- **Building the capacities of the PSUOs** by Colone Chamber of Crafts project (TVET Partnership Palestine - Handwerkskammer zu Köln)
  - o **Synergies**
    - Strengthen the partnership between the CCIs and MoL Development of a TVET System within the CCIs
    - Capacity building of TVET institutions and private sector

- Promoting a demand-driven trainings
- Avoid efforts duplication



## 7 Transversal themes

### 7.1 Environment and climate change

Skilled Young Palestine is taking place in a context where environment is an increasingly important issue both for Palestinian and Belgian authorities. When working with local organizations (TVET Centres, private sector companies or Civil Society), **initiatives that spearhead green solutions in training**, receive special consideration. When working through procurement, green procurement is promoted as well as digital submission of procurement files (with respect of procedures).

**Capacity building in the field of environment** is organised, for both public bodies and private partners. Exchanges and contacts with stakeholders related to green issues will be encouraged to facilitate the creation of networks and draw synergies. The intervention of green municipalities (funded by the Belgian Government) and the ongoing SAWA intervention (EU-funds) (both implemented by Enabel) served as an inspiration and source of exchange, just as other relevant initiatives in the field of green.

On the project level, we continued following environment friendly procedures implemented in 2020:

- 1- Virtual server and flexible, hybrid way of working: use of Sharepoint and digital filing system, working from the office is combined with working from home, reducing car movement of staff.
- 2- Environmentally friendly office: plastic disposables are not used. All staff received reusable drinking bottles and cups, reducing waste and use of water.

### 7.2 Gender

A gender check is applied throughout all the activities of the project including promotion of gender-neutral professions and the promotion of female employment. In the Call for proposals launched under the SYP project a priority was given to initiatives targeting women participation and including non-stereotypical professions for women. Throughout the project implementation there is a **specific focus on training vulnerable groups**, i.e. youth in general, women and people with disabilities, and people living in remote areas and NEETs. **Targeting vulnerable communities and reaching out to the most vulnerable, should lead to at least 35% female trainee's participation.**

### 7.3 Digitisation

Digital literacy skills are a priority key competence throughout the intervention. Digital skills are crucial in the TVET trainings targeting specific job-related digital skills and generic digital skills training will also be provided in the innovation hubs. These trainings will make use of available and free user-friendly software so the skills can be further developed at home.

Digital solutions for project management and implementation will be implemented, such as on-line application for students, online application procedures for Call for Proposals (submit.com was tested in 2020), virtual exchange of expertise with expertise with Belgian organizations and enterprises, digitalized tracer system for follow up with graduates – even more so in times of limited mobility.

### 7.4 Decent work

A particular effort has been made to raise awareness on the importance of the respect for decent work principles and minimum wage salaries, respect for Occupational Health and Safety standards both

with the employers as well as in the training centres and in the First Employment Facility. The project will continue to work on building the capacities of the implementing partners in the field of decent work and OHS.



## 8 Lessons learned

### 8.1 The successes

- **Community of practice workshops.** As a peer-learning activity, these workshops promoted the coordination and cooperation among the involved actors in the intervention.
- **Partner management and capacity building.** The project invested a lot of human and financial resources to build capacities of the partner organisations under the 2 results of the project. The partners have increased capacities and positively evaluate the support and partnership.
- **Private sector in the driving seat.** Grant Agreements were signed with Private Sector Umbrella Organisations aiming at improving the relevance and the quality of the training and the outputs. This is implemented for the first time in Palestine by the project, and changes the set-up from supply to demand-driven.
- **Establishment of international partnerships** with reputable organisations as UNESCO (partnership agreement for TVET, innovation and inclusion) and Syntra West (specific cooperation agreement on capacity building in the field of TVET).
- **Reputable organisation for skills development and entrepreneurship projects.** High registration numbers for the different training programs were noted, as well as high-level involvement in different working groups at institutional level and with donors.
- **Learning from experience.** Learning and good practices from the previous and ongoing TVET interventions (ECIB and SYP) lead to the successful formulation of YEP and components of the new Enabel Palestine portfolio (2022-2026).
- **Team and internal organisation.** Increased engagement within and across the teams owing to team building activities, missions from Gaza to the West Bank (and vice versa) and promoted a flexible and hybrid working environment throughout the pandemic. The project received an audit report with zero financial findings.
- **Digitisation (also a challenge).** Online and remote working showed the potential and necessity of technology in and for education&training as well as for the industry. It showed the potential of a global connection, is more environmental-friendly, easier to file and revisit for audits or further follow-up and it is the perfect way to attract young people, girls, to be engaged in society.
- **Increased visibility on social media and increased communication at project and country level.**

### 8.2 The Challenges

- **Covid-19.** Self-explanatory.
- **Political situation and its impact.** The political division between Gaza and West Bank, and the no contact policy with the local authorities in Gaza lead to challenges with the implementation (e.g. zero-VAT invoices). The limited mobility to Gaza and Jerusalem due to the Gaza siege and permits leading to a geographically fragmented team and difficulties with the implementation (e.g. entry restrictions of goods).
- **Digitization.** Working remotely, losing informal interactions and the division between work and private life, the switch to almost exclusively virtual meetings, workshops and activities.
- **Fragmented TVET sector.** The TVET is very fragmented, but this challenge should be addressed with the establishment of the TVET Commission, if this agency can take up its responsibilities in the foreseen timeline.



- **Partners capacities.** The experience and the capacities of project partners vary but are often weak leading to delays in project implementation (e.g. extension of almost all grant agreements, high staff turnover rates with project partners).
- **The high level of instability.** The Palestinian context is dynamic and fragile at the same time, given its context and owing to -mainly- external factors (e.g. steep price increase owing to instability and Covid, and strong Israeli Shekel).
- **Communication and requests from HQ.** Last-minute requests and unclear guidelines make the implementation and reporting challenging.

### 8.3 Strategic learning questions

No change, similar to last year.

- **Blue-print of the Skills Development Fund** is developed, including roles, responsibilities and functionalities. The blueprint and set-up are being tested and will be updated and finetuned in the course of the intervention.
- **Action research on the functioning of the Skills Development Fund**, including its (financial) sustainability will take place in the course of 2022.

### 8.4 Summary of lessons learned

Lessons learned	Target group
<b>Technical</b>	
The involvement of the private sector (through Private Sector Umbrella Organisations) should include management and strategic levels from the start	Intervention, implementing partners
The involvement of the private sector is critical to the development of the TVET system, but needs more extended dialogue at the country level with interested groups and various stakeholders	TVET sector (Country)
Start capacity building of partners before the start of the implementation (especially on MEL and finance)	Future intervention
Organise face-to-face induction workshops to present tips&tricks to improve proposals (also relevant for contracting) (in 2020, everything was conducted online)	Future intervention
Increase timespan for planning of the intervention (the inception period)	Future intervention
<b>Contracts</b>	
Externalisation of contract evaluations (especially Calls for Proposals)	Future intervention

Criteria for partner selection should be finetuned. To consider including the organizational assessment as a selection criterion in the process, rather than solely as a capacity building tool.	Future intervention
The duration of the signed Grant Agreements is too short. To consider the preparation stages from both Grantees and Enabel when preparing a Grant Agreement.	Intervention, implementing partners
Grant Monitoring and management is time and cost intense. To consider decreasing the number of Grant Agreements, whilst increasing the amount of the Grant Agreement in the future. For weak partners, include quarterly reporting in the Grant Agreements	Future intervention
Include the majority of the support to partners in Grant Agreements, rather than implementing additional activities in direct management (e.g. works and equipment installation in the innovation hubs).	Future intervention
<b>MEL</b>	
Individual support of the grantees is a more effective way of supporting the implementation of MEL activities	Implementing partners
Revision and modifications of the log-frame should take place when signing the grant agreements (at the inception phase)	Implementing partners
<b>Communication</b>	
A consent form should be included in the training contract between the grantee and the trainee to ensure that consent forms are included before the training starts.	Implementing partners and beneficiaries
A communication and visibility budget line should be included in the grant to ensure that the partner grantee gives more attention to communication, it might also include some equipment like a camera and/or a laptop.	Implementing partners and beneficiaries

## 9 Steering

### 9.1 Changes made to the intervention

Significant changes	Effect
Updated logical framework, in place as from 2021 (approved in 2020)	Change in Logframe on the level of the results (indicators)
Increased budget (from 4 million euro to 7,5 million euro) and timeline (from 3 to 4 years), in place as from 2021 (approved in 2020)	Increased overall budget and implementation period



## 9.2 Decisions to be taken by the Steering and monitoring committee

Action	Resp.	Period of identification	Follow-up	Status
Validation and closure of appointment of National Experts	Ministry of Labour	May 2021	Progress	

### 9.3 Considered strategic reorientations

Regular consultations and coordination with the TVET Commission will be required, given their role and mandate in the TVET sector, as well as their role in the upcoming Enabel projects.

### 9.4 Recommendations

For future interventions: see lessons learned under section 8.

Recommendations	Actor	Deadline	Status (end of 2021)
<b>From Year Report 2020</b>			
To consider the buy-in from the PSUs towards the idea of the SDF, then to utilize them in the needed advocacy and campaigning needed towards the local authorities	Intervention	Q2 2021	Done
Having a focal person from MoL – Gaza to be presented in the PTC will facilitate the implementation of project activities in Gaza	Steering Committee	Q1 2021	Done
Increase external synergies and coordination	Partner Country, Steering Committee, Technical Committee and the Intervention	2021	Done
<b>From Year Report 2021</b>			
Organise dedicated support to the private sector companies and the umbrella organisations on technical matters (WBL, SDF,..)	Intervention	Q1 2022	
Expand the dialogue and coordination with other actors to avoid duplication	Intervention, Partner Country	2022	



## 10 Annexes

### 10.1 Quality criteria

For each of the criteria (Relevance, Efficiency, Effectivity and Potential sustainability) several sub-criteria and statements regarding the latter have been formulated. By choosing the formulation that best corresponds to your intervention (add an 'X' to select a formulation) you can calculate the total score applicable to that specific criterion (see *infra* for calculation instructions).

#### 1. RELEVANCE: The extent to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries.

Do as follows to calculate the total score for this quality criterion: At least one 'A', no 'C' or 'D' = A; two 'B's = B; at least one 'C, no 'D' = C; at least one 'D' = D

Appraisal of RELEVANCE: Total score	A	B	C	D

##### 1.1 What is the current degree of relevance of the intervention?

...	<b>A</b>	Clearly still anchored in national policies and the Belgian strategy, meets the commitments on aid effectiveness, extremely relevant for the needs of the target group.
...	<b>B</b>	Still embedded in national policies and the Belgian strategy (even though not always explicitly so), relatively compatible with the commitments on aid effectiveness, relevant for the needs of the target group.
...	<b>C</b>	A few questions on consistency with national policies and the Belgian strategy, aid effectiveness or relevance.
...	<b>D</b>	Contradictions with national policies and the Belgian strategy, the commitments on aid effectiveness; doubts arise as to the relevance vis-à-vis the needs. Major changes are required.

##### 1.2 Is the intervention logic as currently designed still the good one?

	<b>A</b>	Clear and well-structured intervention logic; vertical logic of objectives is achievable and coherent; appropriate indicators; risks and hypotheses clearly identified and managed;
	<b>B</b>	Appropriate intervention logic even though it could need certain improvement in terms of hierarchy of objectives, indicators, risks and hypotheses.
	<b>C</b>	Problems pertaining to the intervention logic could affect performance of an intervention and its capacity to control and evaluate progress; improvements required.
	<b>D</b>	The intervention logic is faulty and requires an in-depth review for the intervention to possibly come to a good end.

#### 2. EFFICIENCY OF IMPLEMENTATION TO DATE: A measure of how economically resources of the intervention (funds, expertise, time, etc.) are converted in results.

Do as follows to calculate the total score for this quality criterion: At least two 'A's, no 'C' or 'D' = A; two 'B's = B, no 'C' or 'D' = B; at least one 'C, no 'D' = C; at least one 'D' = D

Appraisal of the EFFICIENCY: Total	A	B	C	D



score				
<b>2.1 To what extent have the inputs (finances, HR, goods &amp; equipment) been managed correctly?</b>				
<b>A</b>	All inputs are available in time and within budget limits.			
<b>B</b>	Most inputs are available within reasonable time and do not require considerable budgetary adjustments. Yet, there is still a certain margin for improvement possible.			
<b>C</b>	The availability and use of inputs pose problems that must be resolved, otherwise the results could be at risk.			
<b>D</b>	The availability and management of the inputs is seriously lacking and threaten the achievement of the results. Considerable changes are required.			
<b>2.2 To what extent has the implementation of activities been managed correctly?</b>				
<b>A</b>	Activities are implemented within timeframe.			
<b>B</b>	Most activities are on schedule. Certain activities are delayed, but this has no impact on the delivery of outputs.			
<b>C</b>	The activities are delayed. Corrective measures are required to allow delivery with not too much delay.			
<b>D</b>	The activities are seriously behind schedule. Outputs can only be delivered if major changes are made to planning.			
<b>2.3 To what extent are the outputs correctly achieved?</b>				
<b>A</b>	All outputs have been and will most likely be delivered on time and in good quality, which will contribute to the planned outcomes.			
<b>B</b>	The outputs are and will most likely be delivered on time, but a certain margin for improvement is possible in terms of quality, coverage and timing.			
<b>C</b>	Certain outputs will not be delivered on time or in good quality. Adjustments are required.			
<b>D</b>	The quality and delivery of the outputs most likely include and will include serious shortcomings. Considerable adjustments are required to guarantee at least that the key outputs are delivered on time.			

**3. EFFECTIVENESS TO DATE: Extent to which the outcome (specific objective) is achieved as planned at the end of year N**

*Do as follows to calculate the total score for this quality criterion: At least one 'A', no 'C' or 'D' = A; two 'B's = B; at least one 'C, no 'D' = C; at least one 'D' = D*

<b>Appraisal of EFFECTIVENESS:</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Total score</b>				

**3.1 At the current stage of implementation, how likely is the outcome to be realised?**

<b>A</b>	It is very likely that the outcome will be fully achieved in terms of quality and coverage. Negative results (if any) have been mitigated.
<b>B</b>	The outcome will be achieved with a few minor restrictions; the negative effects (if any) have not had much of an impact.

## 10.2 Updated Logical framework and/or Theory of Change

Attachment of the updated Logical Framework-approved in 2020.

## 10.3 Summary of MoRe Results

Results or indicators of the logical framework changed during the last 12 months?	Yes
Report of the Baseline registered in PIT?	No
MTR Planning (registered report)	02/2022 (estimate)
ETR Planning (registered report)	12/2023 (estimate)
Backstopping missions since 01/01/2012	None

## 10.4 'Budget versus Actuals (y – m)' Report

Deliver the 'Budget versus Actuals (y – m)' Report.

Attachment UBW extract.