

## Palestine

### Contracting authority: ENABEL

Call for Proposals under the intervention:

Youth Economic Empowerment in Palestine (YEP) **as part of the EU-funded Youth Empowerment Program (WBL)**

PSE21002

Guidelines for Applicants

Reference: PSE21002-10012

Deadline for submission of proposal: 7<sup>th</sup> June 2023 before  
15:00pm.

**Note**

This is a one-phase call for proposals, without a concept note. The documents must be submitted at the same time (proposal and its annexes).

## 1 Youth Economic Empowerment in Palestine (YEP) as part of the EU-funded Youth Empowerment Program - Work-Based Learning (WBL) component

### 1.1 Context

This invitation to elaborate an action proposal is part of the intervention “Youth Economic Empowerment in Palestine (YEP)”, financed by the European Union and executed through the Belgian Development Agency, Enabel.

The environment for youth employment in Palestine is highly constrained by its political and socio-economic context. On the one hand, important gaps in the education system, lack of an adequate public employment service, economic and policy related constraints to business development, as well as sociocultural aspects directly affect youth’s employability and access to (self-) employment. Although some of these constraints affect workers across all age groups, they are often more severely binding for youth who have little or no work experience and more limited social networks. In particular, young women and vulnerable youth face higher barriers to employment. On the other hand, the private sector is highly constrained, mainly as a result of occupation-related restrictions on mobility and access to resources but also due to the presence of internal challenges constituting a poor business environment that is not capable to generate sufficient employment opportunities to absorb the growing number of youth entering the labour market.

Liquidity gaps in the public budget, the outbreak of the Covid-19 pandemic and escalating political tensions, have resulted in a socio-economic crisis in Palestine, witnessed by a sharp decline in domestic economic activity and a rise in already high unemployment and inactivity rates, in particular, among youth and women.

The high and increasing levels of vulnerability resulting from political, security and economic crises have impacted households’ - and in particular youth’s - ability to cope with or recover from re-emerging shocks and consequently their abilities to maintain, sustain or develop their livelihoods and survive.

The **Youth Economic Empowerment in Palestine (YEP)** intervention aims to address the lack of economic prospects for Palestinian youth, including vulnerable youth and young women, by empowering them to access decent employment opportunities.

The Intervention is part of the larger “Palestinian Youth Empowerment Programme”, funded by the EU Neighbourhood Instrument and to be implemented through complementary interventions led by UNFPA, Sharek Youth Forum in partnership with the Centre for Youth Economic Empowerment, and Enabel in Palestine. The Overall Objective of the Palestinian Youth Empowerment Programme is to improve Palestinian youth’s contribution to economic, social and public life.

### The general objective

“Enhance Palestinian young people's employability and economic empowerment.”

## The specific objective

“Young women and men are better equipped to access inclusive and decent employment opportunities.”

Contribution to the specific objective will be achieved through three result areas focusing on enhancing youth’s capacities to access wage- and self-employment opportunities.

The **first result area** is related to the development and operation of a First Employment Facility (job placements accompanied/supported by a private sector led Work Readiness Program), a private sector-led work readiness programme (WRP) allowing to enhance the employability of graduates of vocational training and higher education entering the labour market. As such the first component addresses the high levels of unemployment that increase with higher educational attainment, in particular, for women graduates, and mainly resulting from a skills mismatch between the education system and the labour market, and lacking services that help fresh graduates find their way in the labour market. At the same time the mechanism supports direct employment through matching and support to matching services connecting unemployed graduates with employers seeking workers. It also provides incentives for employers to recruit fresh graduates with initial low productivity through compensation of salary costs.

Under **the second result area** - which is the *focus of this call* - **continuous learning opportunities** will be implemented to enhance the employability of *unemployed* graduates of vocational training and higher education institutions, as well as of *employed* youth. Short-term, specialized TVET-courses adapted to the needs of the labour market, will create **new technical/vocational upskilling and reskilling pathways**; allowing youth/recent graduates and workers to acquire specific, new or complementary technical competencies and transversal skills, and ultimately to increase their career opportunities. As such, the intervention aims to address persistent and specific skill gaps in the labour force and help youth to better adapt to fast-changing work environments and occupational requirements characterizing the 21st century economy.

A **third result area** addresses business development that aims to enhance access to self-employment. The type of support and changes this component aims to bring about are prompted by the high levels of vulnerability facing Palestinian youth, particularly in disadvantaged regions (Gaza, East-Jerusalem, Area C), which is further increased because of the health crisis and the recent escalation of political conflict. As such, vulnerable young women and men will be supported to establish sustainable micro- or small businesses that are viable in their local economies and generate sufficient income to meet their livelihood needs and improve their individual resilience. The approach allows to address priority needs of vulnerable youth (especially young women) from different skill levels, who face additional barriers or are usually not sufficiently equipped to benefit from job placement programmes, or entrepreneurship programmes that aim to develop innovative start-ups with higher growth potential.

## 1.2 Background of up- and re-skilling opportunities in Palestine

There is broad evidence worldwide that private sector-led training programs focusing on the work-readiness of young graduates contribute significantly to the employability of youth. The Palestinian TVET strategy, the Labour sector strategy, the Employment Strategy, and other related stakeholders' strategies, all agreed on a main objective "to provide a professional and well-trained workforce relevant to the needs of the labour market".

A wide range of continuing education and training does exist in Palestine, creating up- and reskilling opportunities for the workforce which could bear the potential to bridge skill gaps in the labour market. Training in continuing education is however offered by a wide variety of providers and through various modalities – either ad-hoc or on a permanent basis, either formal, non-formal or on-the-job, etc – and efforts are not coordinated or embedded in a broader vision of lifelong learning. The training offer is not usually based on a systematic analysis of training needs (demand-driven) and structural linkages with the *world of work* are often missing. Moreover, due to the limited information that is available on continuous learning opportunities in Palestine, young graduates do not seem to be able to identify training opportunities to enhance their employability through up- or reskilling. In a recent assessment of policies for Human Capital Development (HCD) in Palestine, the European Training Foundation (ETF) therefore recommends to approach HCD with a lifelong learning lens by shifting the focus to supporting up- and reskilling programmes and on guidance of individuals in (lifelong) learning or career pathways, rather than supporting institutions, and hence allow talent management and generation of key competences required in a 21st century economy<sup>1</sup>.

**In this project, continuous learning** opportunities will be supported to enhance the employability potential of unemployed graduates of vocational training and higher education institutions, and to improve the potential of employed youth as well. Short-term specialized TVET courses adapted to the labour market needs will create new technical/vocational upskilling and reskilling pathways, allowing youth graduates and workers to acquire specific, new or complementary technical competencies and transversal skills, which ultimately increase their career opportunities.

Under this call, **upskilling** targets employees that are already working in a similar field, but through upskilling they want to increase the sustainability of their employment and/or improve their career options. **Reskilling** targets unemployed (or employed) youth (including those graduated from higher education and TVET institutions) in changing career tracks by broadening their current skills-set with a new skills-set.

As such, the project addresses persistent and specific skill gaps in the labour force and helps youth to better adapt to fast-changing work environments and occupational requirements characterizing the 21st century economy. The project supports a **strong involvement of the private sector in identifying training needs**, as well as the **design, implementation and evaluation** of the training programmes, while promoting coordination of lifelong learning opportunities at the policy level through advocacy and collaboration with the National TVET Commission, its board members and other development partners.

The **Work-Based Learning approach** should be used to design and implement the activities under this call. Work-based learning is a set of instructional strategies that engages employers and training institutes in providing learning experiences for students. WBL activities are

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<sup>1</sup> Policies for Human Capital Development – PALESTINE (Torino Process assessment), ETF, 2021

structured opportunities for trainees to interact with employers or community partners either at a TVET center, a worksite or virtually, using technology to link students and employers in different locations.

The objectives of WBL under this call are to provide an opportunity for trainees to practice their learnt skills in the workplace, build student awareness of potential careers, facilitate student exploration of career opportunities and begin student preparation for careers. WBL should be **integrated/interlaced with classroom learning**<sup>2</sup> to help students draw connections between coursework and future careers.

It is crucial that applicants identify the employers they would be working with from the proposal design stage to ensure all parties involved are fully committed to participating in this WBL-project. Applications should outline a list of planned partners. MoUs or other agreements between different parties (including the employers) in this WBL project should be signed between the parties by the proposal stage of the application.

During the implementation of the project, the selected partners will need to foresee sufficient time and possibly external support to prepare for the WBL activities, as well as opportunity to reflect on the activities afterward. Quality WBL should include the following elements:

- A sequence of experiences that begins with awareness of and moves on to exploration and hands-on preparation and execution of the different aspects of the tasks at hand.
- Clearly defined learning objectives related to classroom curricula.
- Alignment with students' career interests.
- Alignment with curricula standards and industry/occupational standards.
- Collaboration between employers and educators, with clearly defined roles for each.
- Activities with a range of levels of intensity and duration.
- Intensive student preparation, follow-up and mentoring, including opportunities for (self-) reflection.

Selected applicants will receive capacity building from Enabel on how to implement the WBL approach through the trained national experts under the Skilled Young Palestine (SYP) project.

### 1.3 Objectives and Expected results of this call for proposals.

The **General Objective** of this call is: “Young women and men are better equipped to access inclusive and decent employment opportunities.”

The **Specific Objective** of this call is “Young women and men are equipped with demand-driven, quality skills”.

The results will be measured through at least these indicators:

- Number of unemployed graduates and employed youth having participated in up- or reskilling for TVET through a **work-based learning approach** (of which at least 40% women).

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<sup>2</sup> During the implementation, it is expected that the technical training at VTC is interlaced with practical training (WBL) at the employer's site. Gradually, the number of VTC training hours decreases while the number of practical training (WBL) increases.

- Please note that based on the minimum and maximum accepted grant request under this call for proposals, the minimum accepted grant request is **70,000** euro with the target of **at least 100 youth**, while the maximum is **90,000** euro with the target of **at least 129 youth**. The applicant can choose to address only upskilling or only reskilling or combine both under the target that matches their requested budget, but the costing must be logical.
- Number of curricula upgraded (or developed, in case it is needed to develop new ones), integrating and applying the Complex-Task-Approach principles, and accredited by the MoL, when relevant (at least two curricula shall be achieved by each successful applicant)
- Number of trainers trained on upgraded (or new) curricula (at least three trainers shall be targeted by each applicant based on the targeted fields)
- The percentage of beneficiary youth absorbed in the labour market six months after completing a training programme (at least 80%). A tracer study will be conducted by Enabel to measure this indicator.
- The percentage of beneficiary youth participating in the up- and reskilling training programmes obtain a recognized certificate (at least 90%).
- Satisfaction of the stakeholders (at least 80%).

In addition, under this call, it is expected that: knowledge on **decent work, inclusion and environmental considerations** of private sector companies in the targeted sectors of selected private sector companies is increased, as well as included in the developed/ upgraded curricula and in the Training of Trainers' program. This training is essential for all targeted youth.

- **Occupational Health and Safety** training is delivered to youth if needed, depending on the proposed sector.
- All beneficiaries shall be introduced to the **21<sup>st</sup> Century Skills** in cooperation with Enabel supported innovation hubs. Topics and number of hours shall be determined based on the target group's background and need.

Attached to this call is Annex Z with the main expected results from the second overarching project result area.

### Guiding Principles

- **Employability**

Palestine has one of the highest literacy rates in the world amongst its population, yet young people are facing high unemployment rates. The YEP project aims at enhancing Palestinian young people's employability and economic empowerment. To be able to do so, the technical, vocational and the 21st century skills of the youth need to be advanced by providing the necessary training and coaching. Therefore, the training under this call should lead to employment or self-employment, **within 6 months after the training**.

- **Demand driven training.**

To effectively reduce the skills mismatch, the skills needed in the labour market should be primarily defined by the private sector. **Applicants should showcase their own analysis of labour market needs, with the private sector in the driver's seat.** This should include a clear overview of relevant vacancies in the private sector, the skills needed to fill those vacancies and the skills needed to improve private sector productivity.

- **Public-private partnership**

The call will focus **on sustainable and efficient partnerships between private sector companies and training providers** which includes a meaningful participation of the private sector in curriculum development or adjustment; exchanging technical knowledge and expertise with trainers; designing or preparing the content of career guidance sessions and/or transversal skills trainings; and in the (final) assessment of trainees' competences. This is in line with the main objective of the Skills Development Fund (see annex Y) that Enabel supports of stimulating bottom-up initiatives and partnerships between training institutions (public or private not-for-profit training providers) and the private sector. As mentioned above, a tri-partite partnership will be promoted throughout the training implementation and by the actors involved.

Lead applicants are expected to develop their proposal together with the co-applicants (vocational training centers) and with the private sector companies that they aim to partner with in the project to ensure a transparent approach, including all partners' needs and knowledge of the labour market and skills development dynamics. A preliminary list of private sector companies who will host trainees should be identified in the proposal document with a clear description of their roles and responsibilities in the training provision process. The strength of the partnership and level of cooperation between partners will be evaluated and will contribute to decision making on successful applications.

- **Social inclusion**

Social inclusion is the process of improving the terms for individuals and groups to take part in society and the process of improving the ability, opportunity, and dignity of those disadvantaged based on their identity<sup>3</sup>. The benefits of social inclusion are threefold; employers gain a broader pool of available skills, co-workers learn from more diverse environments, governments and societies would otherwise shoulder the costs of exclusion. Everyone should have the opportunity to participate and benefit equally from skills development programs to empower them and give them the needed support through training and coaching on technical skills and entrepreneurial skills that will help them start their own business or find decent employment opportunities.

Skills development training thus needs to cater to a range of groups and individuals such as women, persons with disabilities, NEETs<sup>4</sup>, people living in rural areas, refugees and people working in the informal sector.

The Call will prioritize flexible training programmes and will be attentive to the specific needs of both vulnerable youth/NEETs and women. The Call therefore intends to support actions that adopt social inclusion strategies and services to address these needs, and as such support participation of vulnerable youth and women in the training initiatives. Under this call there will

<sup>3</sup> World Bank. Inclusion matters: The foundation for shared prosperity (Washington DC, 2013).

<sup>4</sup> Young people Not in Employment, Education or Training.



be a **specific focus on training vulnerable groups**. At least 50 % should be classified as vulnerable youth<sup>5</sup>. Targeting vulnerable communities and reaching out to the most vulnerable, should lead to at least 40% female trainees' participation. Initiatives and proposals that encourage and promote inclusion of People with Disabilities (PWD) will be prioritized.

## 1.4 Amount of the financial allocation provided by the contracting authority

The total indicative amount available under this Call for Proposals is **386,500 EUR**. The contracting authority reserves the right not to award all of the available funds.

Given the particularity of Palestine and the different characteristics of each of its localities, a regional approach is inevitable. This means that the fund will be divided into 3 geographical regions (in line with the regions: East-Jerusalem, Gaza and the West-Bank) through this call for proposals, according to the following distribution:

An application (one proposal) **cannot** target more than 1 region.

- East-Jerusalem: (20% of the total budget)
- Gaza: (40% of the total budget)
- West-Bank: (40% of the total budget)

If the financial allocation indicated for a specific region cannot be used due to the insufficient number of proposals received or due to their insufficient quality, the contracting authority reserves the right to reallocate any unused funds to another region.

### Grant amount

Any grant application under this Call for Proposals must fall between the following amounts:

- Minimum 70.000 EURO (seventy thousand euro)
- Maximum of 90.000 EURO (ninety thousand euro)

During execution, Enabel reserves the right to modify the minimum and maximum amounts applicable to the requests in agreement with the applicant, and to award additional amounts to the beneficiaries having been awarded grants within the framework of this call for proposals.

## 2 Rules applicable to this Call for Proposals

*These guidelines specify the rules of submission, selection and implementation of actions*

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<sup>5</sup> The Ministry of Social Development (MoSD) is using a Multidimensional Poverty Index to help the ministry identify marginalized and vulnerable population for its social protection services. The Index (or framework as it is also called) consists of two sections: economic well-being and social well-being. The economic well-being is captured by one dimension and one indicator: the usual national monetary poverty line. The social well-being component consists of 21 indicators grouped into 6 dimensions: education (4 indicators); health (4 indicators); employment (4 indicators); housing (4 indicators); safety and use of assets (3 indicators); and personal freedom (2 indicators). The discussion with MoSD during the baseline development process, indicated the possibility of utilizing the database of the ministry to identify youth from vulnerable families and communities. We suggest continuing this discussion with the MoSD prior to the selection of the trainees to benefit from their database to guide the selection process of trainees/youth particularly those from vulnerable families.

*financed under this Call for Proposals.*

## 2.1 Admissibility criteria

There are three categories of admissibility criteria, which concern, respectively:

(1) The actors:

the applicant, i.e. the entity submitting the application form (2.1.1)

where applicable, its co-applicant(s) [unless otherwise provided, the applicant and co-applicant(s) will hereinafter be jointly referred to as the “*applicants*”] (2.1.1),

(2) The actions:

actions admissible for grants (2.1.3);

(3) The costs:

The types of costs that may be included in the calculation of the grant amount (2.1.4).

### 2.1.1 Admissibility of applicants [applicant and co-applicant(s)]

#### Applicant

(1) To be admissible for grants, the applicant must satisfy the following conditions:

- a) be a legal person; and
- b) be a local non-profit private entity or a foundation; and
- c) be a Private Sector Umbrella Organization (PSUO); and
- d) be established in Palestine; and
- e) be directly responsible for the preparation and management of the action with the co-applicant(s) and not be acting as an intermediary; and
- f) must have an active bank account for the past 24 months; and
- g) must have audited financial statements (income statement and balance sheet) of the last two closed financial years

The applicant must act with at least and only **one co-applicant** in accordance with the requirements below:

(2) The potential applicant cannot participate in Enabel or this call for proposals, nor be the beneficiary of grants if they are in one of the exclusion situations described in Annex VII of the model grant agreement provided in Annex E of these guidelines:

In section 2.8 of the grant application file (“applicant’s declaration”), the applicant must declare that neither itself nor its co-applicant(s) fall under any of these situations and that they will be able to provide the following supporting documents:

Document 1: Public Law Legal Entity Form or Private Company Legal Entity Form

Document 2: Financial Identification Form

Document 3: Registration Certificate (applicant and co-applicant)

Document 4: Deduction at source Certificate (applicant and co-applicant)

Document 5: Active bank account for the past 24 months

Document 6: Audited financial statements (income statement and balance sheet) of the last **two** closed financial years

Document 7: Declaration from a competent authority of not being in a situation of bankruptcy or insolvency.

Document 8: Non-sentence Certificate from the Ministry of Justice (for board members).

Document 9: The Ministry of Interior registration of the Board.

Document 10: Declaration on Honour form (signed and stamped by applicant and co-applicant).

Document 11: The Integrity statement form (signed and stamped by applicant and co-applicant).

If the grant is awarded to it, the applicant becomes the Contracting-Beneficiary identified in Annex E (Grant Agreement). The Contracting-Beneficiary is the main point of contact for the contracting authority. It shall represent any other beneficiaries and act in their name. It shall design and coordinate implementation of the action.

In addition, Enabel will complete an **organisational assessment** following proposal selection and prior to contracting. The results of this analysis will be used, among other things to determine the risk management measures to be included in the grant agreement and to specify Enabel's posture in monitoring and controlling the implementation of the grant. In the event of the "organizational analysis" indicates deficiencies such that the proper execution of the grant cannot be guaranteed, the corresponding proposal may be rejected at this stage. The organizational assessment focuses primarily on finance, procurement, organizational and administrative processes and provides a clear view on the performance of the assessed organizations in these areas, and more specifically on the following:

- a. Legal Framework and Governance
- b. Organizational Structure
- c. Technical capacities
- d. Human resources
- e. Financial management
- f. Audit
- g. Procurement

## Co-applicant(s)

The call for proposal must be submitted by two actors: **one lead applicant** who applies together with **one selected training provider** as co-applicant. The proposal can target only one geographical region (see 2.1.3 Admissibility of the actions – Number of requests...).

The co-applicant shall participate in specifying the implementation of the action, and the costs that they incur shall be eligible in the same way as those incurred by the applicant.

The co-applicant must satisfy the admissibility criteria which apply to the applicant itself. However, instead of the categories cited under "applicants" "(c), (f), (g)", they must also belong to the following categories:

- a) be a legal person; and
- b) be a local non-profit private entity or a foundation; and
- d) be established in Palestine; and
- e) be directly responsible for the preparation and management of the action with the co-applicant(s) and not be acting as an intermediary; and
- h) The co-applicant must be a TVET provider<sup>6</sup>, accredited by the Ministry of Labour

**The co-applicants must sign the declaration in part B, section 2.6 of the grant application file.**

If the grants are awarded to them, any co-applicants will become the beneficiaries of the action, with the Contracting-Beneficiary.

**2.1.2 Associates and contractors**

The following persons are not co-applicants. They do not need to sign the “mandate” statement:

**Associates**

Other organisations may be associated with the action. Associates actively participate in the action, but cannot be eligible for grants, except for daily allowances and travelling expenses. These associates do not need to satisfy the admissibility criteria mentioned in point 2.1.1. The associates must be mentioned in part B, section 2.7 of the grant application file, entitled “Associates of the applicant participating in the action”.

**Contractors**

Contracting beneficiaries may award contracts to contractors. Associates cannot at the same time be contractors (services, works, equipment) for the project. Contractors shall be subject to public procurement rules (if Contracting Beneficiary is public) or the rules set forth in Annex VIII of the Grant Agreement template (if Contracting Beneficiary is private).

**2.1.3 Admissible actions: for what actions may an application be submitted?**

**Definition**

An action comprises a series of activities.

**Duration**

The initial planned duration of an action may not be less than 8 months, nor exceed 10 months.<sup>7</sup>

**Sectors or themes**

Targeted sectors will include priority production sectors and growth sectors that are labour-intensive and can contribute significantly to formal employment creation. Proposed target sectors need to be based on the applicant's shared assessment of the labour market involving participation of all key stakeholders in the proposed project (PSUO, private sector companies and VTCs).

**Target groups**

<sup>6</sup> The TVET provider can be a Vocational Training Centre (VTC) or non-profit training providers or NGO that has a TVET center accredited by the MoL.

<sup>7</sup> Please note that based on the minimum and maximum accepted grant request under this call for proposals, the minimum accepted grant request is 70,000 euro with the target of at least 100 youth while the maximum is 90,000 euro with the target of at least 129 youth.

The direct beneficiaries of the project are youth between **18 and 29 years old**, including vulnerable youth, especially young women.

Please note that based on the minimum and maximum accepted grant request under this call for proposals, the minimum accepted grant request is 70,000 euro with the target of at least 100 youth, while the maximum is 90,000 euro with the target of at least 129 youth. The applicant can choose to address only upskilling or only reskilling or combine both under the target that matching their requested budget, but the costing must be logical.

## **Reskilling**

Reskilling actions should target unemployed (or employed) youth (including those graduated from higher education and TVET institutions) in changing careers tracks by broadening their current skills-set with a new skills-set.

## **Upskilling**

Upskilling actions should target employed youth who want to improve their employment quality and security by reinforcing their current skills.

As this is a reskilling and upskilling training program; participants are expected to have a clear interest and potential relevant and realistic to the training and economic sector that they will join.

The project needs to ensure the participation of at least 50% of graduates classified as vulnerable youth, and at least 40% women.

Vulnerable youth are those who face additional barriers to employment or are usually not sufficiently equipped to benefit from job placement programmes or entrepreneurship programmes. While the final selection criteria will be further finetuned by the implementing partners and Enabel during the implementation of each of the respective projects through developing a targeting strategy for selected the beneficiaries, the following selection criteria for beneficiaries are proposed:

- Age and family size and structure (women breadwinners) and number of dependents
- Geographical location
- Economic vulnerability and poverty levels

The projects need to provide attention to gender-neutrality of the proposals to assure that the profiles envisaged are gender neutral and/or are stimulating female employment. At least 40% of the beneficiaries should be female.

## **Geographical coverage**

The actions must be implemented in Palestine covering one of the following regions:

- East-Jerusalem
- Gaza
- West Bank

## Types of action

This Call for Proposals for **up- and/or re-skilling opportunities** intends to support types of action that are relevant to the needs of targeted beneficiaries and the local economy, and meet the following criteria:

- Demonstrate a **concrete, formal and sustainable partnership** between the PSUOs and VTCs (for example through an MoU outlining roles and responsibilities);
- Provide a **needs analysis** of labour market needs and relevant skills required to demonstrate the relevancy of the proposed programme/ training; **the assessment needs to be attached to the proposal**
- **Demonstrate the absorption capacity** of the proposed private sector companies in targeted sectors. Therefore, we expect a list of potential companies/ host employers with vacancies to be attached ensuring the trainees/graduates can be absorbed both for the WBL, as well as for employment after the training.
- Propose a number of graduates enrolled in the programme that is realistic and has an acceptable **cost-ratio per graduate**. The expected average (taking both reskilling and upskilling participants into account, though one is likely cheaper than the other) maximum cost per participant is 700 Euro from the total budget. So, for example, if you are requesting 70,000 Euro (total budget including management and structure cost), this means that the applicant must target at least 100 beneficiaries (700 euro / beneficiary)
- Demonstrate the **capacity** of the PSUO (and VTC) to **manage the up- and/or re-skilling trainings** (from selection to preparation, matching and actual implementation and coaching), and more specifically attention for:
  - Experience in project cycle management, including a **dedicated** project manager/coordinator for the project. The roles and responsibilities of the proposed team must be clearly developed and shared.
  - **Sufficient and competent Human Resources** and a clear organisational set-up, especially for the finance and accounting department, and ensuring an overall segregation of duties. As well as for ensuring overarching trainee follow-up, ideally by one and the same coach or mentor throughout all parts of the training for maximal trust building and support, especially for the vulnerable trainees.
  - Fair and transparent HR recruitment practices. **The process of the recruitment shall be clearly defined in the proposal for each proposed position and if the staff member is already employed, the CV must be attached to the proposal.**
  - Focus on up- and re-skilling training that matches labour market needs in the targeted regions.
  - The participants (unemployed and employed youth) need to be selected in such a way that they **have sufficient skills at the start** to allow them to reach the up- or reskilling objectives within the limited number training hours foreseen for these niche-trainings.
  - Focus on capacity building of the participants and those supporting (training, coaching, mentoring...) them in this process.
  - Integrate labour rights and Occupational Health and Safety (OHS) measures.
  - Be in line with the national plans.
  - Lead to accreditation/certification of the training by relevant authority (MoL or equivalent), if applicable.

- Integrate new technology and/or innovations within different fields, if relevant and possible.
- Include digitization aspects if applicable. **We highly encourage targeting focused digital skills such as graphic design, quality assurance, facility planning, warehouse management among others that would enhance the performance of the private sector.**
- Prioritize environmental jobs or green jobs if promising in the sector.
- The existence of an anti-corruption and -fraud policy.
- Detail the relevant and **fair selection of graduates** (targeting strategy) while ensuring meeting the vulnerability and age range;
- Ensure attention for **inclusion**:
  - Ensure gender-neutrality of the proposal to assure that the profiles envisaged are gender neutral and/or stimulating female employment. **At least 40% of the graduates should be women.**
  - Attention for vulnerable youth in the proposal and in the targeting strategy for graduates, as well as a strategy for preventing/mitigating the risk of dropping out of the program e.g. more intense and longer follow-up and mentoring. At least 50% of the graduates should be vulnerable youth.
  - Attention to the access and sustainable employment of **people with disabilities.**
  - Securing **decent work** conditions for trainees during the WBL, ensuring that the place of training is of quality and promotes safety, security and protection, as well as tends to the specific needs of females and persons with disabilities.

**The following types of action are not admissible:**

- Actions consisting exclusively or primarily of sponsoring the participation of individuals in workshops, seminars, conferences, or conventions.
- Actions consisting exclusively or primarily of financing individual scholarships for studies or- training.

**Types of activities**

Types of activity admissible for financing under this direct grant:

- **Outreach and awareness campaigns.** The applicant and its partnering VTC shall mobilise targeted unemployed and employed youth to participate in the training opportunities through outreach and awareness. They can e.g., us their existing networks, involve the career guidance and counselling platforms operated by the Employment Offices governed by the MoL, the Enabel innovation hubs, as well as reaching out through alumni networks and community awareness sessions. Essential is to deploy strategies to ensure mobilization of vulnerable youth groups and young women. PSUOs need to ensure proper outreach to private sector companies whose workers are in need of up- or reskilling.
- **Implementation of short-term TVET reskilling and upskilling training programmes**  
**What**



- The training programme for all selected participants should start with the **21st Century Skills training**. This training must be delivered for selected beneficiaries/youth in cooperation with Enabel supported innovation hubs. The applicant is supposed to coordinate and budget this activity during the proposal writing and prior to proposal submission. We recommend an average of 10 training hours in selected topics based on the need of the target group. Annex U has the detailed contact information.
- **Selected youth will consequently access short-term technical training programmes of 30 to 70 hours** in the technical and vocational areas identified based on labour market needs with 15-20 trainees per group. The training should be organized by those VTCs that have expertise in delivering the training content.
- The technical training at the VTC needs to be enriched by the **employer-based training part**. The two training parts (one part at the VTC and one part at the employer) are interlaced to allow maximal cross-fertilisation between the two training locations<sup>8</sup>, if the situation allows.
- Employed trainees can do their employer-based training with their own employer, if possible.
- Training on decent work should be included for all trainees and employers.
- Training on Occupational Health and Safety should be provided depending on the proposed sector.

#### How

- Ensuring competent coaches and trainers for the different types of training, coaching and follow-up - with experience in working with vulnerable groups - is essential.
- Specific services supporting social inclusion and equitable access (i.e. services responding to specific needs of vulnerable graduates such as additional transportation arrangements, flexible working hours, day care services for young mothers, specialized counselling or psychosocial support preventing/mitigating the risk of drop-out, community sensitization, accessibility...).
- Ensuring a meaningful participation of the private sector in all stages (identification, design, implementation and assessment) of the training programme.
- Provision of insurance against accidents and work-related injuries for graduates and on-the-job trainers and coaches, provision of protective wear, Occupational Health and Safety trainings, knowledge of decent work concept, equipment and other measures adhering to the national standards.
- Ensuring proper financial management of the grant.
- Regular overarching monitoring of the quality and progress of the different parts of the training programmes, as well as of the satisfaction of the trainees, employers and other stakeholders. Develop evaluation tools and plan to support this process. Analyse the results in function of adjustments to the running process, as well as for collecting lessons learned for future projects.

<sup>8</sup> When the trainee has encounters with the employment reality early on in the training, their perspective and motivation are positively increased. In addition, the questions the trainees bring back to the VTC will help the VTC to stay connected with current employment reality in the training field and even adjust their training programme if needed.



- Develop a brief **communication plan** that covers the proposed communication activities. Please ensure accommodating your plan about how you will utilize communication to contribute to achieving your end objective. This is expected to be **shared by those selected before signing**.
- **Curricula development or upgrading, and Training of Trainers** on the curricula, need to be budgeted by the grantees if needed. It should be clear in the proposal what the status of the curricula of the proposed fields is if it follows the CTA (Complex Task Approach) and whether it requires modification. The applicant should identify the most relevant courses in their application, as well as the VTCs that have the capacities to offer these courses.
- **Assessment, certification and accreditation:** As the accreditation of training programmes of this nature fall under the responsibility of the MoL, the MoL TVET Directorate or equivalent should be mobilized to provide licensing, if relevant and possible for the training involved. Official MoL accreditation of curricula and certification of trainees should be achieved, following the ‘comply or explain’ principle: the PSUO-VTC takes care of accreditation and certification in consultation with the other stakeholders, unless there is a valid reason not to. If not possible, a reasonable alternative should be offered that does not limit the trainees’ chances of sustainable (self-)employment.  
The PSUOs and their VTC-partner need to explore the assessment criteria and procedure, as well as the certification process in collaboration with the private sector representatives, and in consultation with the TVET commission to ensure harmonization with other qualification frameworks and joint evaluation.

## **Annex L in short (see Annex L for full version): Brief on the call for proposal and Points to consider during the development of the proposal**

### **Sub-grants to sub-beneficiaries<sup>9</sup>**

Applicants cannot propose sub-grants to sub-beneficiaries to help achieve the objectives of the action.

### **Visibility**

Applicants must take all measures necessary to ensure the visibility of the financing or co-financing by the European Union, and the Belgian development Agency (Enabel). The contracting beneficiary always mentions “The European Union” as donor or co-donor in the public communications relating to the subsidized action.

Visibility is ensured by effective communication, hence, while drafting your concept papers, please ensure accommodating your perspectives about how you will utilize communication to contribute to achieving your end objective. Your budget should also reflect the costs related to the HR and other communication costs you foresee to ensure qualitative

<sup>9</sup> These sub-beneficiaries are neither associates nor contractors

communication/visibility for your project proposal.

Selected applicants must provide a brief communication plan ahead of contract signing.

### **Number of requests and Grant Agreements per applicant**

- The lead applicant may not submit an application targeting multiple regions under this Call for proposals
- The lead applicant may not submit more than one application under this Call for Proposals
- The lead applicant may not be awarded more than one Grant Agreement under this Call for proposals
- The lead applicant may not be at the same time a co-applicant in another application
- A co-applicant may be co-applicant in more than one application under this Call for proposals
- A co-applicant may be awarded more than one Grant Agreement(s) per geographical area under this Call for Proposals.

### **2.1.4 Eligibility of costs: what costs may be included?**

Only “eligible costs” may be covered by grants. The types of eligible and ineligible costs are indicated below. The budget is both an estimate of costs and an overall cap on “eligible costs”.

The reimbursement of eligible costs may be based on one of the following formats, or any combination of these:

- Direct costs (management costs and operational costs) borne by the Contracting-Beneficiary;

To be eligible for the purposes of the Call for Proposals, the costs must comply with the conditions provided for in Article 4 of the Grant Agreement template (see Annex E of these guidelines).

- Structure costs (overheads): these are maximum 7% of the Operational Costs.

The structure costs are calculated based on actual expenditure. Once accepted, the structure costs are lump sums and do not need to be justified. Enabel may use an outside agency to estimate the actual structure costs of an organization.

### **Reserve for contingencies**

The budget may include a contingency reserve up to a maximum of 5% of the estimated eligible direct costs. It may only be used **with the prior written authorization** of Enabel.

### **Contributions in kind**

“Contributions in kind” means goods or services provided free of charge by a third party to the Contracting-Beneficiary. As contributions in kind do not involve any expenditure on the part of the Contracting-Beneficiary, they shall not constitute eligible costs.

### **Ineligible costs**

The following costs shall not be eligible:

- Accounting entries not leading to payments;
- Provisions for liabilities and charges, losses, debts or possible future debts;
- Debts and debit interests;
- Doubtful debts;
- Currency exchange losses;
- Loans to third parties;
- Guarantees and securities,
- Costs already financed by another grant;
- Invoices made out by other organisations for goods and services already subsidised;
- Subcontracting by means of service or consultancy contracts to personnel members, Board members or General Assembly members of the organisation subsidised;
- Any sub-letting to oneself;
- Purchases of land or buildings
- Compensation for damage falling under the civil liability of the organisation;
- Employment termination compensation for the term of notice not performed;
- Purchase of alcoholic beverages, tobacco, and derived products thereof.
- Grants to sub-beneficiaries

The contracting-beneficiary may use the grant for the following three main cost categories:

- **‘Operational costs’**, which are the necessary and indispensable costs for achieving the objectives and results of the action, including the cost for achieving verifiable deliverables. It concerns services, goods, staff, equipment and infrastructure needed for executing the action, including training, awareness-raising, study trips, workshops, studies and/or consultancy.
- **‘Management costs’**, which are identifiable costs related to management, supervision, coordination, monitoring, control, reporting, evaluation and financial audit which specifically originate in the implementation of the action or the justification of the grant;
- **‘Structure costs’**, which are costs that are related to the achievement of the social purpose of the beneficiary, which even though they are influenced by the implementation of the action are neither identifiable nor attributable to the budget of this action. Structure costs are lump-sum and amount to maximum seven per cent (7 %) of operational costs. The structure costs are calculated on the basis of actual expenditure. Once accepted, the structure costs are lump sums and do not need to be justified.

Under this framework, the following **direct costs** of the contracting beneficiary are eligible as **operational costs** or **management costs**:

- The cost of staff assigned to the action, corresponding to actual gross remuneration and salaries, comprising social security charges and other statutory costs included in the remuneration; provided that this does not exceed the average rates corresponding to

- the contracting beneficiary's usual policy on remuneration unless justification is provided that the excess is indispensable for the achievement of the activity;
- Travel and subsistence allowances, provided that they are in line with the contracting beneficiary's usual practices and do not exceed the applicable scale at Enabel;
  - The costs for services, works and purchase of equipment specifically destined for the needs of the action (public procurement within the meaning of Article 7.3.);
  - The costs arising from other contracts substantiated by supportive documents of the contracting beneficiary for the purposes of carrying out the activity;
  - The costs arising directly from requirements imposed by the agreement (dissemination of information, specific evaluation of the activity, audits, translations, reproduction, insurance, etc.), including the costs of any financial services (especially the cost of transfers and financial guarantees where required under the agreement);
  - Duties, levies and any other charges, including the value-added taxes, which have been paid and cannot be recovered by the contracting beneficiary;
  - Meals, drinks and snacks are accepted for the activities in the partner country if they are part of and required for these activities, justified and of a reasonable amount.

## 2.2 Presentation of application and procedures to be followed

The applicant transmits **at the same time the proposal and all its annexes.**

### 2.2.1 Content of the proposal

Proposals must be submitted in accordance with the instructions in the application form attached to these guidelines (Annex A).

Applicants must submit their proposal in English.

Applicants must scrupulously respect the format of the proposal and complete paragraphs and pages in order.

Applicants must complete the proposal as carefully and clearly as possible to facilitate its evaluation.

**Any major errors or inconsistencies in the proposal (inconsistency of amounts included in the budget calculation sheets, for example) may lead to immediate rejection of the proposal.**

Clarifications will only be sought when the information provided is unclear and thus prevents the contracting authority from making an objective assessment.

Handwritten proposals will not be accepted.

The **following annexes must be attached to the proposal:**

1. The statutes or articles of association of the applicant and any co-applicants
2. A copy of the applicant's most recent financial statements (income statement and balance sheet for the last **two** closed financial year). Any co-applicants are not required to submit a copy of their financial statements.
3. The legal entity sheet (see Annex D of these guidelines) duly completed and signed by each of the applicants (ie the applicant and each of the possible co-applicants), accompanied by the supporting documents requested.

It should be noted that only the proposal - including the declaration of the applicant -, the annexes which must be completed (budget, logical framework) and the 3 annexes identified above will be evaluated. It is therefore very important that these documents contain ALL the relevant information concerning the action. **No additional annexes should be sent.**

### 2.2.2 *Where and how to send proposals*

Proposals must be submitted in one paper original in A4 format.

An electronic version of the proposal must also be provided. A **USB** containing this document and annexes will be placed, with the paper version, in a sealed envelope as indicated below. **The electronic file must be exactly the same as the attached paper version.**

When applicants send several proposals (if allowed in the guidelines of the relevant call for proposals), each must be sent separately.

The **outer envelope** must bear **the reference number and the title of the call for proposals**, the full name and address of the applicant, and the words "Do not open before the opening session "

Proposals must be submitted in a sealed envelope, sent by registered mail or by private express courier or delivered by hand (a signed and dated acknowledgment of receipt will be issued to the bearer in the latter case) at the address indicated below:

- East Jerusalem office: 5 Baibars Street, Sheikh Jarrah
- Ramallah office: Royal Center, 7<sup>th</sup> Floor, Al Balou', Mecca Street, Al Bireh – Ramallah and Al Bireh Governorate
- Gaza office: Al Rayes Plaza Building, 4<sup>th</sup> floor Vector Hugo street

Proposals sent by other means (e.g. by fax or e-mail) or delivered to other addresses will be rejected.

**Applicants must ensure that their files are complete. Incomplete files may be rejected.**

### 2.2.3 *Deadline date for submission of proposals*

The deadline for submission of proposals is **7<sup>th</sup> June 2023 at 15:00pm** as evidenced by the date of dispatch, the postmark or the date of the acknowledgment of receipt. Any proposal submitted after the deadline will be rejected.

### 2.2.4 *Other information on the Call for Proposals*

Applicants may send their questions by e-mail, at the latest 21 days before the proposals submission deadline, to the address(es) set out below, making sure that they clearly indicate the Call for Proposals reference:

E-mail address: bartelijne.vandenboogert@enabel.be

An information session on this Call for Proposals will be hosted online on **16<sup>th</sup> May 2023 11-12h.**

The contracting authority will not be obliged to provide clarification on questions received after this date.

Answers to all questions will be answered in written and published online at the latest 16 days before the proposals submission deadline.

In order to ensure the equal treatment of applicants, the contracting authority cannot give a prior opinion on the admissibility of applicants, an action or specific activities.

The answers to these questions and other important information communicated during the evaluation procedure will be published in due course on [www.enabel.be](http://www.enabel.be). As such, regular consultation of this website is recommended in order to be informed of the questions and answers published.

## 2.3 Evaluation and selection of proposals

Proposals will be examined and evaluated by the contracting authority with the help, where applicable, of external evaluators. All actions submitted by the applicants will be evaluated according to the stages and criteria described below.

If the examination of the proposal shows that the proposed action does not satisfy the admissibility criteria described in point 2.1.3, the request will be rejected on this sole basis.

The following elements will be examined:

### Opening:

- Compliance with the submission deadline. If the deadline date is not observed, the proposal will be automatically rejected.

### Administrative and admissibility checks

- The proposal satisfies all the criteria specified in points 1 to 17 of the verification and evaluation grid provided in Annex F2b.
- If any of the information is missing or incorrect, the proposal may be rejected on this sole basis and it will not be evaluated.

### Evaluation

**Step 1:** Proposals satisfying the conditions of the administrative and admissibility check will be evaluated.

The quality of the proposals, including the proposed budget and the capacity of the applicants, will be assigned a score out of 100 based on evaluation criteria 18 to 34 of the verification and evaluation grid provided in Annex F2b. The evaluation criteria are broken down into selection criteria and award criteria.

The selection criteria aim to ensure that the applicants:

- have stable and sufficient sources of financing to maintain their activity for the duration of the proposed action and, if necessary, to participate in its financing;
- have the management capacity and professional skills and qualifications required to successfully carry out the proposed action.

The award criteria also help evaluate the quality of the proposals against the objectives and priorities set, and to award grants to projects that maximise the overall effectiveness of the Call for Proposals. They concern the relevance of the action and its consistency with the Call for Proposal's objectives, its quality, its intended effect, the sustainability of the action and its cost-effectiveness.

The evaluation criteria are divided into headings and sub-headings. Each sub-section will be

assigned a score between 1 and 5 as follows: 1 = very poor, 2 = poor, 3 = average, 4 = good, 5 = very good.

**Only proposals that have achieved a score of 6/10 for criterion 22 and an overall score of 60/100 will be shortlisted.**

The best proposals will be listed in a provisional allocation table, ranked according to their score and within the limits of available funds. The other shortlisted proposals will be placed on a reserve list.

**Step 2:** Supporting documents relating to the grounds for exclusion will be requested from applicants appearing in the provisional allocation table. If unable to provide these documents within 15 days, the corresponding proposals will not be accepted.

### **Step 3**

**As part of the assessment process, Enabel will then conduct an in situ organizational analysis of the applicants included in the provisional allocation table in order to confirm that these applicants have the required capacities to complete the action.** The results of this analysis will be used, among other things, to determine the risk management measures to be included in the grant agreement and to specify Enabel's posture in monitoring and controlling the implementation of the grant. In the event that the organizational analysis indicates deficiencies such that the proper execution of the grant cannot be guaranteed, the corresponding proposal may be rejected at this stage. In which case the first proposal on the reserve list will be considered for the same process

### ***Selection***

At the end of steps 2 and 3, the allocation table will be considered final. It includes all the proposals selected according to their score and within the limits of available funds.

Please note that applicants who may be picked up from the reserve list at a later date, if additional funds become available, will also have to go through steps 2 and 3 described above.

## **2.4 Notification of the contracting authority's decision**

### **2.4.1**      *Content of the decision*

The applicant will be notified in writing of the decision taken by the contracting authority concerning its proposal and, in case of rejection, the grounds for this negative decision.

If an applicant feels that it has been adversely affected by an error or mistake allegedly committed in an award procedure or believes that the procedure has been vitiated by an instance of maladministration, it may file a complaint with the contracting authority.

In this case, the complaint will be sent to the person who made the disputed decision, who will endeavour to deal with the complaint and give a reply within 15 working days. Alternatively, or in case the reply is deemed unsatisfactory by the applicant, this latter may contact the competent Operations Manager at Enabel's head office, via the mailbox [complaints@enabel.be](mailto:complaints@enabel.be)

See <https://www.enabel.be/content/complaints-management>

Complaints relating to issues of integrity (fraud, corruption, etc.) should be sent to the Integrity

Office through the Internet address [www.enabelintegrity.be](http://www.enabelintegrity.be).

The purpose of the complaint cannot be to request a second evaluation of the Proposals without any other grounds than that the applicant disagrees with the award decision.

#### 2.4.2 Indicative timetable

	Date	Time*
Information meeting online	16 <sup>th</sup> May 2023	11-12h
Deadline for clarification requests to the contracting authority	12 <sup>th</sup> May 2023	15h
Last date on which clarifications are given by the contracting authority	18 <sup>th</sup> May 2023	15h
Proposal Submission deadline	7 <sup>th</sup> June 2023	15h
Request certificates and supporting documents relating to the grounds for exclusion (see 2.1.1 (2))	11 <sup>th</sup> June 2023	15h
Receipt of certificates and supporting documents relating to the grounds for exclusion	18 <sup>th</sup> of June 2023	15h
Organizational analysis of applicants whose proposal has been shortlisted.	Second half of June	-
Notification of the award decision and transmission of signed grant agreement	July 2023	-
Signature of the Agreement by contracting beneficiary	No later than 15 days after notification of the grant	-

\* **Provisional date.** All times are in the local time of the contracting authority.

This indicative timetable may be updated by the contracting authority during the procedure. In this case, the updated timetable will be published on the [Enabel website](#).

## 2.5 Implementation conditions following the grant award decision of the contracting authority

Following the grant award decision, contracting beneficiaries will be offered an agreement based on the contracting authority's Grant Agreement template (Annex E of these guidelines). By signing the proposal (Annex AB of these guidelines), applicants accept the contractual conditions of the Grant Agreement template, should the grants be awarded to them.

### 2.5.1 Implementation contracts

Where the implementation of an action requires public procurement by the Contracting-Beneficiary, contracts must be awarded in accordance with:



Annex VIII of the Grant Agreement template for private sector Contracting-Beneficiaries.

Or

Belgian or partner country public procurement law or own regulation for public sector Contracting-Beneficiaries.

For private Contracting-Beneficiaries, it is not permitted to subcontract all of an action by means of a contract. In addition, the budget of each contract financed by means of the grant awarded may only correspond to a limited part of the total amount of the grant.

### 2.5.2 *Separate bank account*

In case a grant award, the contracting beneficiary shall open a separate bank account (or a separate sub-account allowing for the identification of the funds received). This account will be in euros, if this is possible in the country.

This account or sub-account must allow to:

- Identify the funds transferred by Enabel;
- Identify and follow up the operations performed with third parties;
- Distinguish between the operations performed under this agreement and other operations.

The financial identification form (Annex VI of the Grant Agreement) relating to this separate bank account, certified by the bank<sup>10</sup>, will be sent by the contracting beneficiary to Enabel at the same time as the signed copies of the Grant Agreement after it has been notified the award decision.

The account will be closed once any reimbursements owed to Enabel have been made (and after settling the final amount of the funds used).

### 2.5.3 *Processing of personal data*

Enabel undertakes to treat the personal data communicated in response to this call for proposals with the greatest care, in accordance with the legislation on the protection of personal data (the General Data Protection Regulation, GDPR). In cases where the Belgian law of July 30, 2018 on the protection of individuals with regard to the processing of personal data contains more stringent requirements, the adjudicator will act in accordance with this legislation.

More specifically, when you participate in a call for proposals within the framework of the allocation of grants by Enabel, we collect the details of the contact persons ("authorized representative") of the entity submitting the grant application, such as the name, first name, professional telephone number, professional e-mail address, professional function and name of the organization represented. In some cases, we must also collect the extract from the criminal record (or equivalent) of the leader of the organization applying for the grant.

We process this information because we have a legal obligation to collect this information in the context of the administration and award of our grants.

For more information on this subject, please consult Enabel's privacy statement at the following link: <https://www.enabel.be/content/privacy-notice-enabel>

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<sup>10</sup> This bank must be situated in the country where the applicant is established.

## 2.5.4 *Transparency*

For the sake of transparency, Enabel undertakes to publish an annual list of contracting-beneficiaries. By signing the Grant Agreement, the contracting-beneficiary declares that he agrees with the publication of the title of the contract, the nature and object of the contract, its name and location, and the amount of the contract.

## List of Annexes

### DOCUMENTS TO BE COMPLETED

ANNEX AB: GRANT APPLICATION FILE (WORD FORMAT)

ANNEX B: BUDGET (EXCEL FORMAT)

ANNEX C: LOGICAL FRAMEWORK (WORD FORMAT)

ANNEX D: LEGAL ENTITY FORM (WORD FORMAT)

ANNEX VI: FINANCIAL IDENTIFICATION FORM

### DOCUMENTS FOR INFORMATION

ANNEX E: GRANT AGREEMENT TEMPLATE

Annex III	Payment request template
Annex IV	Transfer of ownership of assets template
Annex VII	Exclusion grounds
Annex VIII	Procurement principles (in the case of a private Contracting-Beneficiary)
Annex L	Brief on the call for proposal and points to consider during the development of the proposal
Annex U	Innovation hubs contact information
Annex Y	Skills Development Fund brief
Annex Z	Logical framework for YEP result area 2
Annex F2b	Proposal verification and evaluation grid