



PEACEBUILDING FUND
Lebanon

MIDTERM EVALUATION

FINAL REPORT

*‘EMPOWERMENT OF YOUTH AT RISK THROUGH JOB CREATION
PROGRAMS IN AREAS OF TENSION IN LEBANON’*

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unrwa
الونروا

the un agency for
palestine refugees
ألمم المتحدة
الفلسطينيين



LIST OF ABBREVIATIONS & ACRONYMS USED IN THIS REPORT

ASG	Assistant Secretary General (of the UN)
AUB	American University of Beirut
CBO	Community Based Organisation
CEP	Committee for the Employment of Palestinians
CMF	Community Management Fund
CRI	Consultation and Research Institute
DRU	Donor relations Unit (UNRWA)
DUAL	Director of UNRWA Affairs Lebanon
EPEP	Ecumenical Popular Education Training or Arab Network for Popular Education
ESC	Employment Services Centre
EU	European Union
GDTVET	General Directorate of Technical and Vocational Education and Training
GUPW	General Union of Palestinian Women
ILO	International labour Organisation
IRF	Immediate Response Facility (of the PBF)
JS	Job Seekers
JSC	Joint Steering Committee
LAF	Lebanese Armed Forces
LFS	Labour Force Survey
LMI	Labour Market Information
LPDC	Lebanese Palestinian Dialogue Committee
MoE	(Lebanese) Ministry of Education
MoL	(Lebanese) Ministry of Labour
MPTF	Multi-Partner Trust Fund
M&E	Monitoring and Evaluation
NAVTS	National Association for Vocational Training and Social Services
NBC	Naher Al Bared Camp
NDU	Notre Dame University
NGO	Non-Governmental Organization
NLA	North Lebanon Area

PBC	Peace-Building Commission
PBF	Peace-Building Fund
PBSO	Peace-Building Support Office
PCA	Programme Cooperation Agreement
PRF	Peace-building and Recovery Facility (of the PBF)
PSO	(UNRWA) Programme Support Office
PSS	Psycho-Social Support
SDC	Swiss Agency for Development and Cooperation
SG	Secretary General (of the UN)
SLA	South Lebanon Area
SOP	Standard Operation Procedures
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nation Development Programme
UNICEF	United Nations Children's Fund (formerly United Nations International Children's Emergency Fund)
UNRWA	UN Relief & Works Agency
USD	United States Dollar
WPA	Women Programme Association, former CBO

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ABOUT THIS REPORT

This Evaluation Report is closely correlated with the objectives and conditions specified in the Terms of Reference (ToR) for the Mid-term Evaluation of the '*Empowerment of Youth at Risk through Job Creation Programme in Areas of Tension in Lebanon*' project and in particular the recommended Table of Contents suggested therein.

The main purpose of this report is to outline:

- (a) Relevance, Effectiveness, Efficiency, Prospective Impact and Sustainability of project activities up to 31 October 2012;
- (b) Corrective Measures identified as required to bring the various project components into alignment with specific project goals; and
- (c) Recommendations on how to enhance the impact of the project going forward

This report is aimed at the following users:

- (a) Management and technical personnel with responsibility for the operation of the Peace-Building Fund (PBF) in Lebanon;
- (b) Management and technical personnel with responsibility for or involvement with individual project components at the Recipient United Nations (UN) organisations:–
 - the UN Relief and Works Agency – UNRWA;
 - the UN Children's Fund – UNICEF; and
 - the International Labour Organisation – ILO;
- (c) Management and technical personnel at Non-Governmental Organisation (NGO) partners of UNRWA, UNICEF and ILO who have operational involvement or interest in the outcome of this project; and
- (d) Other persons and organisations which have operational involvement with or interest in the Palestine Refugee community in Lebanon.

It is intended to be used:

- (a) by project partner implementing staff as a guide for planning and implementing the project for the final months of the project; and
- (b) by project partner management staff, NGO partners and other interested stakeholders as a reference document for designing successor actions or policies that will sustain the achievements of the project and enhance its impact on stakeholders and beneficiaries.

EXECUTIVE SUMMARY

CONTEXT AND PURPOSE OF THE EVALUATION

Lebanon is one of the most politically complex and divided countries in the Middle East, with its political context strongly linked to the Israel-Palestine conflict. Conflict and violence in Lebanon have periodically devastated the country and Palestine refugees have often been caught up in these broader local and regional dynamics. Decades of strife contributed to a substantial deterioration in Lebanese-Palestinian relations and consequently the Lebanese government's policy towards the Palestine refugee population remains very sensitive.

Despite the recent amendments to the Labour Law and Social security Law (approved by the Parliament on 17 August 2010), they are still barred from owning property, practicing in more than thirty professions and/or unionised occupations, among which are all liberal professions. This, together with the continued presence of arms in the Palestine refugee camps has left them exposed to increasing risks of instability.

Palestine refugee youth in particular are often left with little prospect for a better future. They are frustrated, feel disillusioned and often see little purpose in continuing their education in the absence of opportunities to work afterwards. This triggers further tensions and constitutes fertile ground for political mobilization.

The PBF - a Multi-Partner Trust Fund (MPTF) of the Secretary-General (SG) - is a flexible peace-building tool that supports the UN's broader peace-building objectives in countries at risk of relapsing into conflict.

This project falls under the PBF Priority 3 *'Activities undertaken in support of efforts to revitalise the economy and realise immediate peace dividends'*, which supports employment schemes and economic growth initiatives that would provide a 'Peace Dividend' which deters the population from engaging in conflict.

In particular it is specifically targeted at IRF Outcome (13): *'Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.'* This peace-building intervention therefore targets the Palestine refugee youth between 15 and 24 affected by joblessness, underemployment and with low education levels.

The project also is compatible with the (PBF) Priority Plan's Priority 2 targeting 'Areas of Tension'. In this regard the Palestine refugee camps in Lebanon have been identified as areas suffering chronic instability with a high potential of further deterioration. It thus targets Palestine refugee youth that are living in areas of tension in Lebanon, where they are at risk of joining armed groups and political mobilization.

The primary objective of the UNRWA, ILO and UNICEF cooperation on Palestine refugee employment in this project is therefore to mitigate the risk of violent conflict involving Palestine refugees through promotion of socio-economic development and peace building.

By funding high impact project initiatives which would stabilise their socio-economic environment, the partner recipient UN Organisations are aiming to maintain vulnerable Palestinian youth away from violent paths by having them gainfully occupied.

The project also aims to promote both dialogue and improved interactions between Palestine refugees and the Lebanese community.

Specific outcomes desired of this project include:

- Outcome 1: Improved employability of Palestine refugees;
- Outcome 2: Increased access to job and self-employment opportunities;
- Outcome 3: Information gap on the labour market supply and demand concerning Palestine refugees in Lebanon addressed; and
- Outcome 4: Cost and feasibility of providing social protection to Palestinians in Lebanon is assessed.

EVALUATION OBJECTIVES

The primary objectives of the mid-term evaluation were as follows:

- a) To assess the Relevance, Effectiveness, Efficiency, Prospective Impact and Sustainability of project activities;
- b) To identify any Corrective Measures necessary to achieve projective goals within the remaining timeframe of the project;
- c) To provide Recommendations on how to improve project activities and enhance the impact of project activities; and
- d) To consider the Stabilisation Effects of the project.

The following specific evaluation tasks identified in the ToR set the scope of the evaluation:

1. Determine/assess if the project achievements so far are in line with its stated objectives, outcomes, and outputs;
2. Assess the proper use of resources against its listed outcomes (including ToRs and contracts: are they in line with the project documents);
3. Assess the project implementation procedure;
4. Examine the UN joint fund model mainly the coordination between UNRWA, UNICEF and ILO;
5. Document lessons learned, success stories, and good practice;

6. Provide recommendations on how to build on the progress achieved for this period and ensure that it is going to be sustained; and
7. Assess the sustainability measures in place that should ensure the benefits of the project's intervention, are going to be continued in the long term.

IMPLEMENTATION OF THE EVALUATION

The Evaluator was contracted to conduct an evaluation mission of 22 workdays between Mon 05 Nov 2012 and Wed 05 Dec 2012.

As the UN Development Programme (UNDP) is the administrative agent for the MPTF and planned project activities are identified as project outcomes, the approach chosen by the Evaluator in conducting this evaluation aimed to be consistent with the Managing for Development Results (MfDR) concept and the guidelines contained in the following documents:

- 'UNDP Handbook On Planning, Monitoring And Evaluating For Development Results' and
- UNDP 'Guidelines for Outcome Evaluators'.

The MfDR concept is Results Based Management (RBM) in action, but it **is oriented more towards the external environment and results that are important to programme beneficiaries and less towards an agency's internal performance.**

The UNDP guidelines recognise that while ***"there is no official blueprint for how to conduct an outcome evaluation"***, that ***"each outcome evaluation must be tailored to the nature of the individual outcome under review, as well as the realities of time and data limitations"***.

Accordingly the UNDP guidelines set the role of an evaluator as being ***"not to collect large volumes of primary data or conduct methodologically perfect academic research"*** but ***"to pass judgement based on his/her best professional opinion"***, using a ***"a rough but universal logic of analysis and reporting"***.

To this end in conducting this mid-term evaluation a four phased approach was adopted in which parallel planning, design, information gathering, analysis and reporting activities were planned so as to achieve mission objectives in a timely and efficient manner.

The ability to complete the implementation framework within the timeframe as planned was contingent on the cooperation and effective engagement of the project partners and the availability of local logistical support in arranging meetings, field visits and focus groups.

Notwithstanding some difficulties in this regard, the evaluator was eventually able to meet with all personnel with a significant implementing role in the project, conduct field visits to centres of project activity and hold focus groups with beneficiaries relevant to each project component.

However it is identified that while it is possible in such circumstances to get a good summary impression of the situation on the ground and the relative impact of project components, that accurate detailed analysis of specific project activities is unlikely.

Due to the complexity of the project and the volume of information provided by the partners, the completion of the analysis and reporting phases took significantly longer than intended.

GENERAL FINDINGS

The activities being completed under Outcomes 1 and 2 by UNRWA are positively contributing towards improving the employability of Palestine refugees in Lebanon, and will provide increased access to job and self-employment opportunities for them. Similarly the activities being undertaken by UNICEF under these components should also address the needs of the most marginalised members of the Palestine community in this regard.

The activities being completed under Outcomes 3 and 4 by the ILO are similarly very important elements in promoting the removal of restrictions on the rights of the Palestine community in Lebanon to work and participate in the economy on an equivalent basis with their Lebanese neighbours.

All activities support the PBF objectives to overcome persistent and pervasive unemployment that poses an ominous threat to the stability of post-conflict societies, to target Areas of Tension and to produce a peace dividend that will lower the risk of relapse into conflict.

The project is clearly well managed and appears generally to be on target. While there are delays in some project sub-components, it is evident that all project partners are working hard to successfully achieve all stated project objectives, outcomes and outputs during the lifetime of the project.

While all activities were worthwhile, very necessary and will contribute towards meeting PBF goals, the additional impact of this project is difficult to determine.

This evaluation identifies that the sustainability of project activities is largely predicated on the ability of the project partners to source follow-on funding after the end of the project. Other issues impacting on sustainability include improving the effectiveness of NGO partners and the ability of project partners to keep up to date with the changing nature of education and training in general, and cope with the impact of ICT in particular.

It is difficult to determine the stabilisation impact of this project, as this project is small in scale relative to the size of the problem it is seeking to address, and so the impact must also be relatively small.

The impact on those individuals most likely to be the first to engage in violent activity is unclear. There is evidence to suggest that instability resulting from spill-over effects from

the Syrian conflict is undermining efforts in this project to foster improved engagement between the Palestine refugee community and their Lebanese neighbours.

Likewise this evaluation identified the importance of mitigating the stress being experienced by beneficiaries due to their life-circumstances and tensions arising from the Lebanese legislations related to Palestine refugees' employment and ensuing restrictions on their access to the Lebanese formal labour market, to achieving PBF stabilisation objectives and sustaining the achievements of this project into the future.

Further the potential for using the internet and ICT to address these problems is highlighted, as is the danger of ceding these progressive new technologies to subversive elements for use in encouraging beneficiaries to engage in radical or violent actions.

LESSONS LEARNED

This evaluation identified excellent initiatives which were developed by project implementing personnel to achieve project objectives that could be further developed and mainstreamed in the suite of educational and employment services being provided by UNRWA to the Palestine refugee community.

Another important lesson learned from the activities conducted under this project is the requirement for a unified, coordinated response to dealing with illiteracy that is complementary to available remedial education services. While beyond the scope of this project to achieve such a unified response, the lessons learned by UNICEF in improving literacy improvement services to functionally illiterate beneficiaries will be important in developing an enhanced response to the challenges faced by the Palestine refugee community in this regard.

This project is one of the first takes a holistic approach to tackling pervasive unemployment among the Palestine refugee community, combining initiatives to - tackle educational gaps, - address labour market access problems, - encourage self employment and entrepreneurship, with advocacy initiatives to improve the rights of Palestine refugee workers and research into the labour market. An important lesson learned from this project is that the problem of unemployment among the Palestine refugee community is systemic and must be addressed in a systemic and coordinated manner similar to the design of this project.

To improve the impact of future projects and enhance the efficiency of the project evaluation process, an important lesson learned is that the project evaluators' should be involved at the start of a project in designing the Measurable Indicators/Targets and Means of Verification required to evaluate the impact of project activities and that these should be aligned from the start with the monitoring and reporting requirements for project management purposes.

CORRECTIVE ACTIONS

While the project is well managed, this evaluation identifies that the role and independence of the PBF coordinator might usefully be clarified so as to assure efficient and effective co-operation between the project partners for the duration of the project.

In view of difficulties encountered during the mid-term evaluation, this evaluation identified that the project partners should proceed immediately to jointly appoint the final evaluator, in order that the final project evaluation might be completed expeditiously and efficiently, and with the agreement of all the project partners.

This evaluation did not detect much enhanced cooperation or integrational impact between the Recipient UN Organisations participating in this project, but identified the opportunity during the remaining lifetime of the project to enhance existing cooperative mechanisms between the project partners, so as to enhance future cooperation between them.

This evaluation highlighted the lack of visibility of PBF funding of some project activities to implementing, personnel, beneficiaries and other stakeholders and identified where improvements should be made during the lifetime of the project. Specifically ILO outputs relating to Outcome 3 and Outcome 4 should be revised where necessary to clearly identify that they were funded by the PBF.

While the engagement of stakeholders is generally as good as can be expected, the absence of motivational and recreational project elements, and better tie-ins with community liaison activities is identified as an area for improvement.

In summary UNRWA, UNICEF and ILO through the auspices of this project are making a valuable contribution to reducing the poverty and marginalization of the Palestinian beneficiary community, whilst enhancing the cause of peace in areas of tension between the Palestine Refugee community and their Lebanese hosts.

SUMMARY OF RECOMMENDATIONS

GENERAL RECOMMENDATIONS

RECOMMENDATION 1: It is recommended that in order to better assess the impact of the project on beneficiaries, that consideration be given to enhancing the Measurable Indicators/Targets and Means of Verification to be utilised in the Final Evaluation to include some or all of the Additional Measurable Indicators and Additional Means of Verification proposed in Appendix 7.

RECOMMENDATION 2: To avoid replication of the difficulties encountered by the Evaluator during the Mid-term Evaluation, it is recommended that as a matter of urgency:

- (a) that the project partners agree the ToR for the Final Evaluation and proceed to recruit that individual immediately;
- (b) that the methodology to be used to conduct that evaluation be agreed in advance of the Final Evaluator's mission;
- (c) that the Final Evaluator be tasked to identify his/her information, field visit, interview and focus groups requirements in advance of his/her mission so as to minimise delays; and
- (d) that the project partners assume responsibility for arranging field visits, interviews and focus groups relevant to their components.

RECOMMENDATION 3: To improve the efficiency and effectiveness of the M&E process in future PBF funded projects, the M&E consultant should be engaged for a short period at the start of a project, in addition to his/her mid-term M&E mission in order to:

- (a) write the M&E plan in conjunction with project partners (which would explicitly outline information requirements of evaluator);
- (b) align management and reporting outputs with requirements of M&E plan;
- (c) enable project partners to have early knowledge of M&E consultant expectations and information requirements; and
- (d) allow the M&E consultant gain early knowledge of project design and objectives.

RECOMMENDATION 4: It is recommended that the project partners before the end of this project should establish sustainable cooperation and liaison mechanisms that would result in improved effective cooperation between them on common activities such as advocacy programmes, literacy and remedial education programmes, community service centre offerings, micro-finance and self-employment programmes and capacity building for NGO partner.

RECOMMENDATION 5: It is recommended that consideration be given by the PBF and/or the project partners to funding the development of a motivation and recreation strategy that would complement educational, employment, entrepreneurship and peace-building initiatives of the project partners.

RECOMMENDATION 6: It is recommended that measures to efficiently and effectively engage with older relatives of young trainees and community elders, be devised, so as to address cultural issues inhibiting employability of Palestine refugees and to recruit these major influencers on young people as persuaders against radicalisation or participation in violence.

RECOMMENDATION 7: It is recommended that the PBF and/or the project partners investigate options for providing safe and culturally acceptable internet access to females for use in education and in accessing employment services.

RECOMMENDATION 8: As access to the internet via mobile phones and public access WiFi will definitely become more pervasive even in marginalized and disadvantaged communities such as the Palestine refugees in Lebanon, it is recommended that project partners plan for this reality and how they might utilise the internet, social media and mobile communications applications in the future to improve and/or expand the educational and employment services they offer to young Palestine refugees in the future.

RECOMMENDATION 9: It is recommended that UNRWA and UNICEF engage with partner NGOs to devise strategies for reducing the turnover of teaching and counselling staff, and for mitigating the effects of staff movements on beneficiaries of training, counselling and other support programmes.

RECOMMENDATION 10: It is recommended that under the aegis of the ESC initiatives to engage with employers, that consideration be given to offering HRM training to employers of Palestine refugees, with the objective of encouraging better employment practices and consequently reducing tension.

RECOMMENDATION 11: To reduce the attraction of radical groups to vulnerable young people it is highly recommended that urgent attention be given to:

- (a) establishing recreational programmes to encourage and motivate young people, but also to allow them an opportunity to de-stress and relax, while diverting their energy and attention from negative activities; and
- (b) establishing Study Hall facilities at VTCs and/or in NGO premises in camps where young people can self-study, do homework or use the internet for educational purposes in a safe and supervised environment that is compatible with learning.

RECOMMENDATION 12: It is recommended that the project partners cooperate to critically analyse the results of the Labour Force Survey to develop advocacy materials that support PBF goals in general and project objectives in particular.

RECOMMENDATION 13: Personnel who are implementing project activities and those who will have responsibility for sustaining project activities after the end of the project, should receive an appropriate, customised briefing on PBF priorities, objectives and goals.

OUTCOME 1.1 RECOMMENDATIONS

RECOMMENDATION 14: It is recommended that mainstreaming of motivational initiatives within the UNRWA system be progressed urgently so as to tackle problems with low morale among the students, and encourage participation and attendance rates.

RECOMMENDATION 15: It is highly recommended that donor funding be sought for graduation packs comprising a set of tools/work equipment and appropriate work clothing for each job type taught so as to improve attractiveness to employers of Palestine refugee graduates and also as an incentive to Palestine refugee students to continue their studies.

RECOMMENDATION 16: It is further recommended that a series of monthly visits and talks by employers or experienced professionals in the discipline being taught, be organised each year in order to give students a real world perspective of the industry they are training for and the workplace they will enter. This may necessitate providing incentives for employers and professionals to participate.

RECOMMENDATION 17: Where possible all teachers should be assisted to develop case studies and design project/homework assignments that are more relevant to the likely circumstances in which students will apply the knowledge and training they are receiving, so as to reinforce learning and improve their ability to apply their education and training when they enter the workplace.

RECOMMENDATION 18: In order to improve the employability of VTC graduates and trainees, it is recommended that UNRWA continue to acquire or develop a suite of certifiable Computer Based Training Modules to supplement all courses offered with training on personal skills, soft-skills, time-management skills, office and computing skills.

RECOMMENDATION 19: The feasibility of provision of English/French language supplementary training for trainees via CBT (arguably the most effective language training method) to complement or supplement existing teaching should be investigated.

RECOMMENDATION 20: If UNRWA is to outsource training to NGOs then sustainable, cooperative mechanisms to update workshops, train teachers and improve courses with project partners are essential.

RECOMMENDATION 21: It is recommended that teachers be provided with a contract for at least the length of time to deliver a course to one group of students so as to minimise the potential for disruption in the middle of the training cycle.

RECOMMENDATION 22: It is recommended that UNRWA HQ conduct exit interviews with departing Daily Paid teaching staff, to provide a basic protection for teachers in a vulnerable situation and also to ensure a smooth handover to replacement teachers.

RECOMMENDATION 23: It is recommended that in the context of the Daily Payment system, that UNRWA give consideration to the establishment of a formal Continuing Professional Development programme comprising certified online, self-study and taught courses, that would assist all UNRWA teachers to upgrade their skills and reward them with validation of their efforts and certification as applicable.

RECOMMENDATION 24: It is recommended that consideration be given to organising the VTC teaching system on a department/faculty basis lead by teachers on permanent contracts, who would assume responsibility for maintaining, standards, developing curriculums and capturing the knowledge and experience of teachers who are employed on a more irregular basis.

RECOMMENDATION 25: It is recommended that consideration be given to developing an internship program at UNRWA and other UN agencies in Lebanon for semi-professional graduates and trade skills trainees that would offer the opportunity to get certifiable experience, while providing UNRWA with some additional resources at a relatively low cost.

RECOMMENDATION 26: In particular it is recommended that an internship program be developed at STC/NTC for graduates to develop training skills and training practice, as well as helping to provide tutoring and mentoring services to students and trainees.

RECOMMENDATION 27: It is recommended that donor funding be sought for a scholarship program that would assist VTC graduates get Industry Standard Qualifications typically provided by international equipment manufacturers (such as Cisco Training Certificates for IT graduates) that would improve the employability of Palestine refugees in Lebanon.

RECOMMENDATION 28: In the context of the chronic electricity shortages and the shortage of library books, it is recommended that consideration be given to the purchase of e-Book (back lit) Readers (such as the Amazon Kindle) that could be lent to students either for the length of their studies or on a timeshare basis as appropriate.

RECOMMENDATION 29: It is recommended that consideration be given to establishing Study Hall facilities at VTCs and/or in NGO premises in camps where young people can self-study, do homework or use the internet for educational purposes in a safe and supervised environment that is compatible with learning.

RECOMMENDATION 30: It is recommended that consideration be given to operating NTC and STC on a dual shift basis, which would improve student throughput and improved the efficiency of utilisation of these facilities.

RECOMMENDATION 31: It is recommended that NTC and STC be respectively rebranded as Sibling Training College – North Campus and Sibling Training College – South Campus in order to confer the benefit of the good reputation of STC on all graduates of the UNRWA VTC system.

OUTCOME 1.2 RECOMMENDATIONS

RECOMMENDATION 32: In the context of equipping teachers to cope with the rapidly changed nature of education and training it is recommended that up-skilling courses provided to teachers include - addressing multiple intelligence types (e.g. Logical-mathematical, spatial, linguistic, Interpersonal etc.), the use of multiple teaching formats, - and multiple assessment techniques.

RECOMMENDATION 33: It is recommended that UNRWA STC/NTC should consider more active guidance of NGO training providers in harmonising course designs and formats across different NGOs training facilities, and possibly assuming a role as a certifying authority for such courses.

OUTCOME 1.3 RECOMMENDATIONS

RECOMMENDATION 34: It is recommended that as a matter of urgency that UNRWA and UNICEF cooperate to identify literacy training courses formats, curriculums and training materials already in use in other Arabic speaking countries, so that a rapid solution to improving the training provided under this component can be effected.

RECOMMENDATION 35: It is recommended that in the context of the inadequate teaching facilities prevalent in the Community Service Centres and the obvious attractiveness of computer based solutions to the beneficiaries, that UNICEF seek to identify computer based solutions used in other countries for possible re-use in Lebanon. (Seeking cooperation with the UNESCO funded project in Lebanon - Adult Literacy Using Information Technology (ALIT) would seem appropriate.)

RECOMMENDATION 36: It is recommended that more robust oversight and technical support mechanisms to be employed by UNICEF to minimise staff turnover at partner NGOs.

OUTCOME 2.1 RECOMMENDATIONS

Recommendation 37: It is recommended that ESCs aim to further automate the registration and profile maintenance functionality, so as allow jobseekers to pre-input (via the internet or at self-service PCs at the ESC premises and UNRWA VTCs) registration data themselves prior to meeting with the Registration Officer and to subsequently update their profile themselves as their circumstances change.

RECOMMENDATION 38: It is recommended that the registration process should result in Jobseekers being provided with a Registration pack comprising:

- (a) A copy of their registration form for their reference;
- (b) A basic CV comprising information collected during the Registration Process which could be used as the basis for the job-seeker developing and improving their CV under the guidance of the ESC counsellor; and
- (c) Printed guidance material on searching for jobs, interview skills, negotiating wages, employers and employees' rights and duties, how to assess one's skills, abilities, and knowledge, how to plan for one's career etc.

RECOMMENDATION 39: It is recommended that the ESCs adopt the use of SMS and social media tools such as Twitter in order to more efficiently contact jobseekers regarding job opportunities and training place referrals.

RECOMMENDATION 40: It is recommended that when the new database is deployed that the Employment Unit staff at LFO take over the task of creating and generating management reports so as to free up centre staff from providing personal support services to jobseekers.

RECOMMENDATION 41: It is recommended that performance metrics be re-focussed to include qualitative measures such as:

- (a) Placements as a result of ESC referral, and what level of quality jobs are placed; and
- (b) Placements in jobs associated with education or training.

RECOMMENDATION 42: It is recommended that a strategy for ESCs liaising with larger enterprises should be developed, possibly involving a single ESC located at UNRWA LFO interfacing with larger Lebanese enterprises and foreign companies, with local ESCs dealing with SMEs.

RECOMMENDATION 43: It is further recommended UNRWA, UNICEF and ILO cooperate during the remaining lifetime of this project to advocate that all UN agencies in Lebanon use their privileged access to the business community in Lebanon and in particular the branches of international companies in Lebanon, to open new avenue of quality job opportunities for Palestine refugees.

RECOMMENDATION 44: It is also recommended that UNRWA, UNICEF and ILO cooperate during the remaining lifetime of this project to advocate that all UN agencies in Lebanon actively encourage employment of Palestine refugees to social contacts, suppliers & contractors.

RECOMMENDATION 45: It is recommended that the ESCs develop a process so that all VTC and NGO students and trainees are registered with the ESCs before they complete their education or training.

RECOMMENDATION 46: It is recommended that an internship programme be established at the ESCs so as to allow suitably qualified VTC graduates get work experience and provide additional resources to the ESCs.

OUTCOME 2.2 RECOMMENDATIONS

RECOMMENDATION 47: It is recommended that training should be mandatory before drawdown of microfinance loans.

RECOMMENDATION 48: It is further recommended that the design of all training activities and assignments should be focused on micro-business ideas of trainees, so as to reinforce the impact of the training, and should re-use free online training material where possible to supplement training.

RECOMMENDATION 49: It is recommended that UNRWA and UNICEF proactively identify viable social-entrepreneurship opportunities and match with high capacity individuals (university/VTC/short skills training graduates etc. and jobseekers) interested in starting own businesses and back up with intensive coaching.

OUTCOME 2.3 RECOMMENDATIONS

RECOMMENDATION 50: Enhanced oversight of the operation of the revolving funds is recommended, so as to ensure that the funds are operated in an appropriately transparent and accountable manner to include:

- (a) vesting the revolving microfinance fund in a more transparently independent grouping which would include the existing local partner but also other stakeholders;
- (b) The operation of accounts linked to these funds should follow the norms prevalent in clubs and societies everywhere:
 - Multiple signatories on bank accounts
 - Simple prudent accounting measures
 - Regular independent audit of finances
- (c) For transparency and personal security reasons, large amounts of cash belonging to the fund should not be held by individual personnel (appears to be current practice, according to interviewed personnel).
- (d) The loans provided should be contingent on potential loan beneficiaries completing the training.
- (e) The training provided should address beneficiary needs at both a group level and at an individual level.

RECOMMENDATION 51: The donors to the fund should ensure that the interest rate charged is only that required to cover losses (from bad loans) and legitimate expenses.

OUTCOME 3.1 RECOMMENDATIONS

RECOMMENDATION 52: It is recommended that in future PBF projects, where components are part-funded or jointly funded with other Donors that in the interests of transparency and accountability there should be an agreement between the Donors as to the demarcation between those components funded by the PBF and the other Donors.

RECOMMENDATION 53: It is recommended that ILO provide to the Final Evaluator a summary of the mechanisms employed to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.)

RECOMMENDATION 54: If it is possible and permitted to conduct future surveys it would be useful if more detailed questions were included that would complement the UNRWA and UNICEF components of this project including:

- (a) Questions probing the link between educational attainment and the type of education and employment taken, so as to better establish to what extent education influences employment chances and choices.
- (b) Questions regarding the dynamics of the labour market for Palestine refugees such as:

- Questions which highlight more explicitly why employees leave jobs; and
- Questions which better indicate the employers' treatment of employees in the workplace.

OUTCOME 3.2 RECOMMENDATIONS

Recommendation 55: It is recommended that consideration be given by ILO and/or the UNRWA Donor Relations Unit (DRU) to establishing a register of all previous and currently active UN and donor funded projects for Palestine refugee beneficiaries, and a library of deliverables produced by these projects for use by UNRWA, UNICEF, ILO and NGO personnel in designing future developmental interventions, research or policy development.

RECOMMENDATION 56: It is recommended that as a matter of urgency that a liaison meeting be held with relevant UNRWA staff to maximise the utility of the Labour market Analysis to operational UNRWA staff and also to allow UNRWA staff provide input to the Labour market Analysis process.

POSSIBLE AREAS FOR FURTHER INVESTIGATION

RECOMMENDATION 57: To complement the Labour Force Survey and the Labour Market Analysis in the South, it is recommended that consideration be given by ILO to the conduct of an analysis of the Palestinian camp economy,

- (a) to develop information on the contribution of the Palestine refugees to the Lebanese economy for advocacy purposes; and
- (b) to identify what portion of the Palestine refugee economy in Lebanon is spent on goods and services provided by Palestine refugees, so as to get a better understanding of the opportunities for increasing the share of the camp economy held by Palestine refugees and so identifying possible job/entrepreneurial opportunities.

RECOMMENDATION 58: It is recommended that this work be supplemented by studies which:

- (a) Identify the contribution to the Lebanese economy of the Palestine refugee community through their contribution to Lebanese GDP, the donor funds that are attracted by their presence and the economic impact of international agency staff and foreign contracted personnel who work with the Palestine refugees on the Lebanese hospitality, travel and retail sectors; and
- (b) Identify the opportunity cost to the Lebanese economy of failing to capitalise on the economic potential of the Palestine refugees Community.

RECOMMENDATION 59: It is recommended that UNRWA consider the possibility of develop a system for validating and certifying all forms of learning including formal, non-formal and informal learning, so as to improve the employability of Palestine refugees many of whom have been forced to drop-out from education or training.

RECOMMENDATION 60: So as to facilitate Life-Long Learning (LLL) and cater for the needs of Palestine refugees, many of whom had interrupted education and training histories, it is recommended that UNRWA consider developing a credit based Qualifications Framework, which will allow individuals to get credit for and combine all prior learning so as to provide them with qualifications.

1. INTRODUCTION

1.1 SITUATIONAL ANALYSIS

Lebanon is one of the most politically complex and divided countries in the Middle East, with its political context strongly linked to the Israel-Palestine conflict.

Conflict and violence in Lebanon have periodically devastated the country and Palestine refugees have often been caught up in these broader local and regional dynamics.

Decades of strife contributed to a substantial deterioration in Lebanese-Palestinian relations. Many Lebanese still blame today the Palestinians for allegedly having sparked the civil war in 1975. The Sabra and Shatila massacre (1982) as well as the “war of the camps” (1985-1987) are grim examples of this tumultuous history between Lebanon and the Palestine refugee communities.

Concurrently there is a wide consensus across the Lebanese political spectrum of the need to avoid “*Tawteen*”, i.e. permanent resettlement of Palestinians in Lebanon.

The Lebanese government’s policy towards the Palestine refugee population remains very sensitive. Considered as foreigners despite many having been born in Lebanon, Palestine refugees have for decades been deprived of their socio-economic, civil and basic human rights.

Despite the recent amendments to the Labour Law and Social security Law (approved by the Parliament on 17 August 2010), Palestinians are still barred from owning property or practicing in more than thirty professions and/or unionised occupations, among which are all liberal professions.

Only 37%¹ of the working age population is employed and those with a job are often in precarious employment.

The 2010 UNRWA / American University of Beirut (AUB) Socio-Economic survey shows that two thirds of Palestine refugees are below the poverty line, which is twice as much as the Lebanese population.

While Lebanon has moved along a path of economic recovery since the end of the civil war, the situation in the Palestine refugee camps has been one of the cumulative decline. This, together with the continued presence of arms in the camps has left them exposed to increasing risks of instability.

Palestine refugee youth in particular are often left with little prospect for a better future. They feel frustrated, disillusioned and often see little purpose in continuing their education in the absence of opportunities to work afterwards. This triggers further tensions and constitutes fertile ground for political mobilization.

¹Chaaban, J., Ghattas, H., Habib, R., Hanafi, S., Sahyoun, N., Salti, N., Seyfert, K., Naamani, N. (2010), “Socio-Economic Survey of Palestinian Refugees in Lebanon”, Report published by the American University of Beirut (AUB) and UNRWA

As mentioned in a recent report issued by the International Crisis Group, Palestine refugees represent a 'Time Bomb': *"Lebanese do not want them to be assimilated in their country; Israel will not allow them to return; they are well-armed, socially marginalized and economically disenfranchised; and they could well be mobilized by opponents of an eventual peace deal to undermine it"*.²

The Palestinian question in Lebanon is therefore not simply a pressing humanitarian concern, but also has important security implications³.

The jobless or underemployed, especially the youth⁴, are easy to recruit as the perpetrators of renewed violence. For that reason, addressing Palestinian youth unemployment is considered as an urgent priority, both in the field of peace-building and in efforts to foster economic development.

Youth represents the majority of the Palestine refugee population. According to the UNRWA / AUB survey, half of the Palestine refugee population in Lebanon is younger than 25 year-old and 22 % of refugees belong to the 15-24⁵ age category (48% female, 52% male).

It is often argued that a high proportion of young people in the total population – referred to as a 'Youth Bulge' - leads to increasing insecurity and makes fragile states such as Lebanon especially prone to conflict⁶.

The threshold for youth bulges is generally set at 20% of young people in the overall population. When a fragile state is already overwhelmed by social, economic, environmental and policy strains - as Lebanon currently is - the chances for degeneration into conflict and civil unrest are even greater⁷.

In a context of deprivation and lack of social and economic equity, it is thus identified that when there are high proportions of youth in the population, young people may become a source of instability.

If young people are left with no alternatives but unemployment and poverty, intuitively they are increasingly likely to join an armed group as an alternative way of generating income.

In Lebanon, joining organizations or movements involved in violence remains an attractive option for many youth whose education and employment prospects are discouraged by many restrictions. Palestine refugee youth are clearly at risk of political enrolment. A 2009

2 "Nurturing instability: Lebanon's Palestinian refugee camps", Middle East Report N°84 - 19 February 2009, International Crisis Group

3 "Building a better relationship", Rex Brynen, McGill University, prepared for the International Development Research Centre, 15 June 2009

4 The UN's definition of youth, which refers to persons between the ages of 15 and 24 years old, will be adopted in this proposal; it represents the transition age from childhood to adulthood. Their independence is materialized financially by their access to the labor market and their ability to produce wealth, generate income and assets. Socially, youth is also a period when women and men develop their personality outside their families.

5 The UN's definition of youth, which refers to persons between the ages of 15 and 24 years old, will be adopted in this proposal; it represents the transition age from childhood to adulthood. Their independence is materialized financially by their access to the labor market and their ability to produce wealth, generate income and assets. Socially, youth is also a period when women and men develop their personality outside their families.

6 Samuel Huntington, quoted in "Youth and Violent Conflicts", UNDP, Bureau for Conflict Prevention and Recovery, 2006

7 Hendrixson, Anne, 2003, The Youth bulge.

assessment on protection⁸ issued by the Danish Refugee Council shows that some of the youth from Ain el-Hilweh camp, particularly those who are not employed, reported being approached by armed factions, encouraging them to join their ranks in return for privileges and a monthly salary.

Young Palestinians are widely affected by joblessness and underemployment, with large proportions of those aged between 15 to 24⁹, being jobless or under-employed.

They frequently exhibit lack of faith in the future, and often do not see the value of enrolling in education, manifest in the following educational attendance statistics:

- 8% of those between 7 and 15 years old were not at school in 2010,
- 50% of those between 16 and 18 were not enrolled in secondary school.

Given the restrictions on access to work, they are often at risk of becoming trapped in dangerous, insecure and low paying activities in the informal economy, rendering them even more vulnerable to joining conflicts and violent radicalization.

Literature shows that youth facing deprivation, poverty and frustration resort to violence in the presence of factors such as the availability of weapons, extremist ideology, leadership factors, and trigger events.

Also, while high enrolment rates at all levels of education are expected to be associated with a reduced risk of conflict¹⁰, strong correlation exists between lack of schooling and low alternative income opportunities as important reasons for joining an armed group¹¹.

⁸ “Community Perspectives on Protection”, Danish Refugee Council, October 2009

⁹ Figures for other age groups are 49,24% (25-34); 53,84% (25-34); 53,84% (35-44); 49,02% (45-54); 46,39% (55-56), in Chaaban, J (opus cit).

¹⁰Urdal, Henrik, A clash of Generation? Youth Bulges and Political Violence, Centre for the Study of civil war, The International Peace Research Institute, Oslo, 2006.) page 612.

¹¹ Brett Rachel, and Irma Specht, 2004, Young soldiers: Why they choose to fight, Boulder: Lynne Rienner; in Urdal, Henrik, A clash of Generation? Youth Bulges and Political Violence, Centre for the Study of civil war, The International Peace Research Institute, Oslo, 2006, p. 610).

1.2 THE PEACE BUILDING FUND

GENERAL

The PBF, a Multi Partner Trust Fund (MPTF) of the Secretary-General (SG), is a flexible peace-building tool that supports the UN's broader peace-building objectives in countries at risk of relapsing into conflict. It is intended to be a catalytic fund driven by existing planning, coordination and monitoring mechanisms to support the peace-building strategies of in-country UN leadership.

The PBF relies on the analytical, programming and implementation capacities of UN Departments, Funds, Programmes and Specialized Agencies to deliver peace-building results within their mandates. The PBF thus operates within a much broader UN peace-building effort.

The scope of the Fund, as set out in its ToR, covers 4 key areas of intervention:

1. Activities designed to respond to imminent threats to the peace process, support for the implementation of peace agreements and political dialogue;
2. Activities undertaken to build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peace-building activities;
3. Activities undertaken in support of efforts to revitalise the economy and generate immediate peace dividends for the population at large;
4. Establishment or re-establishment of essential administrative services and related human and technical capacities

The PBF's ToR has recently been revised to include emphasis on the following:-

- Expanded funding criteria to include initiatives that stimulate the economy and deliver real peace dividends;
- An opportunity for NGOs to receive funding through partnerships with a recipient UN organization;
- Improved synergy between the Peace-Building Commission (PBC) and the PBF through greater alignment of planning processes;
- A push to diversify funding among UN partners;
- Documentation of lessons learned to enable the UN and its partners to improve future performance.

The two funding windows of the PBF are:

1. The Peace-building and Recovery Facility (PRF) which is driven by national ownership and stakeholder engagement in the management of PBF resources at the country level;
2. The Immediate Response Facility (IRF) which provides rapid funding for immediate peace-building and recovery needs.

PRF

The PRF is a programme-based funding mechanism typically applied within five years of the end of conflict to engage national partners and support:

- (a) addressing countries at significant risk of (re)lapsing into conflict;
- (b) priorities within existing planning frameworks that explicitly incorporate peace-building goals; and
- (c) full and effective partnership between UN and national authorities to identify peace-building priorities and oversee PBF resources.

The PRF is driven by UN / Government engagement and partnership with key stakeholders.

The projects approved under the PRF are of medium duration within a 24 - 36 month priority plan.

IRF

The IRF is the project-based financing mechanism of the PBF that was created to address critical peace-building needs in the immediate aftermath of conflict or as a result of a dramatic change in the country situation.

IRF funding is typically part of a larger package of UN support in such situations, and is based on a strategic framework plan that serves as the basis for the broader UN intervention.

Allocations from the fund are needs based, relying on existing strategic frameworks, underpinned by a conflict analysis, that explicitly address peace-building goals.

All PBF financing is disbursed through the Fund's Administrative Agent (the MPTF Office) to Recipient UN Organizations which work with a national or locally-based implementing partner to implement approved projects.

Project implementation is guided by the rules, regulations, and policies of the Recipient UN Organizations.

Countries eligible for funding from the IRF include those emerging from conflict or at risk of relapsing into conflict, as well as those that are on the agenda of the PBC.

Assuming country eligibility is obtained, PBSO reviews the submission against the following criteria at both the project and portfolio level including:

- (a) Critical Gap: The proposal must identify the funding gap it will fill (and/or activities that others cannot fund), and describe the strategic framework from which it is derived, including the process that led to the broader framework and its current implementation status);

- (b) Strategic: Projects must be of direct and immediate relevance to peace-building and clearly link up to the PBF Priorities and Outcomes (see PBF Results Framework);
- (c) Catalytic Impact: The project must demonstrate its potential catalytic effect on the engagement of other stakeholders in the peace-building process. In addition, it must identify how its achievements will be sustained or built upon once the project is completed. The project must include a plan for securing financial commitments for the next phase of activities and/or an exit strategy;
- (d) Capacity: The Recipient UN Organizations and implementing partners must have a demonstrated capacity to implement the projects in the timeframe proposed (eg. based on past delivery rates). Where capacity is lacking, the proposal must describe the measures that will be taken to redress this gap;
- (e) Monitoring & Evaluation: Each project must identify key indicators against which its achievements toward the PBF Priority Areas/Outcomes may be measured. Where such data is lacking, the proposal must describe the measures that will be taken to redress this gap.
- (f) Risk: The proposal must include a summary analysis of the risks affecting the implementation of the larger action plan, as well as the projects included in the submission.
- (g) Technical Feasibility: The project(s) must be technically sound, with project outcomes that are feasible given the project budget and duration.

The reporting requirement for the IRF is in the form of quarterly project brief updates, with full annual reporting at project level.

The responsibility for achieving project results rests with the Recipient UN Organization. Accordingly solid results-based Monitoring and Evaluation (M&E) and reporting is a key requirement of the PBF's mandate.

The responsibility for monitoring and reporting at project level rests with the Recipient UN Organizations.

The Recipient UN Organisations have fiduciary accountability for PBF funds disbursed to them. Accordingly they are accountable for project implementation and achievement of results (based on respective financial regulations, rules and procedures) and are responsible for notifying the PBF JSC and the MPTF Office of any allegation of misuse of funds in relation to the implementation of activities (incl. corrupt, fraudulent, collusive or coercive practices).

Each Recipient UN Organization will use the funds disbursed to it by the Administrative Agent from the PBF Account to carry out the activities for which it is responsible as set out in the approved programmatic document, as well as for its indirect costs.

Where a Recipient UN Organization wishes to carry out its programmatic activities through or in collaboration with a third party, it will be responsible for discharging all commitments and obligations with such third parties.

Monitoring and evaluation of programmatic activities will be undertaken by the respective Recipient UN Organizations in accordance with the provisions contained in the approved programmatic documents, which are to be consistent with the respective regulations, rules and procedures of the Recipient UN Organizations.

Each Recipient UN Organization will take appropriate measures to publicize the PBF and to give due credit to the other Recipient UN Organizations.

1.3 THE PROJECT

GENERAL

The project *‘Empowerment of Youth at Risk Through Job Creation in Areas of Tensions, Lebanon’* was approved in November 2011 with a total budget of USD 2,002,719, distributed among 3 UN Recipient Organisations – UNRWA (lead partner), UNICEF and ILO.

This project falls under the PBF Priority 3 *‘Activities undertaken in support of efforts to revitalise the economy and realise immediate peace dividends’*, which supports employment schemes and economic growth initiatives that would provide a ‘Peace Dividend’ which deters the population from engaging in conflict.

In particular it is specifically targeted at IRF Outcome (13): *‘Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.’* This peace-building intervention therefore targets the Palestine refugee youth between 15 and 24 affected by joblessness, underemployment and low education levels.

The project also is compatible with the (PBF) Priority Plan’s Priority 2 targeting *‘Areas of Tension’*. In this regard the Palestine refugee camps in Lebanon have been identified as areas suffering chronic instability with a high potential of further deterioration. This project thus targets Palestine refugee youth that are living in areas of tension in Lebanon, where they are at risk of exploitation by militant and radicalised groupings.

Through the PBF (IRF) and by funding high impact project initiatives which would stabilise their socio-economic environment, the partner recipient UN Organisations are aiming to maintain vulnerable Palestinian youth away from violent paths by providing them with life planning opportunities that will keep them occupied and contribute to fulfilling their basic rights.

This project is part of the USD 3 million overall PBF plan for Lebanon which was approved by the Government of Lebanon. The budget for this project is 2,002,719 USD. The implementation of the project as a whole is undertaken in coordination with a Lebanese national partner, the Lebanese Palestinian Dialogue Committee (LPDC). In this regard, the project is also under the supervision of the JSC composed of the UNRC and the (Lebanese) Prime Minister’s office.

PROJECT OBJECTIVES

The primary objective of the UNRWA, ILO and UNICEF cooperation on Palestine refugee employment is to mitigate the risk of violent conflict through promotion of socio-economic development and peace building.

The project also aims to promote both dialogue and improved interactions between Palestine refugees and the Lebanese community.

By encouraging the transition from joblessness to long-term employment, the project aims to equip Palestine refugees to gain decent livelihoods and become self-reliant.

The project thus encompasses a dual peace building dynamic:

1. within the Palestine refugee community living in the camps; and
2. between the Palestine refugee camps and the host economy.

The first components of this project aim at empowering youth through the provision of skills training and a comprehensive job creation programme.

Through the socio-economic inclusion of Palestine refugees, it is hoped that the tensions between the Lebanese and the Palestinian communities will be reduced and the mutual grievance reduced.

To this end conflict management will be included in the training curriculum and vocational training centres should include in their curricula the study of human rights.

The third and fourth components are more policy-oriented, aimed at improving information on the Lebanese labour market, and assessing the policy options for providing social protection to Palestinians in Lebanon¹².

Specific outcomes desired of this project include:

- | | |
|------------|--|
| Outcome 1: | Improved employability of Palestine refugees; |
| Outcome 2: | Increased access to job and self-employment opportunities; |
| Outcome 3: | Information gap on the labour market supply and demand concerning Palestine refugees in Lebanon addressed; and |
| Outcome 4: | Cost and feasibility of providing social protection to Palestinians in Lebanon is assessed. |

In Palestine refugee camps, it is hoped that generating employment for Palestine refugees would enable the creation of enhanced life-chances, thereby alleviating the negative effects of marginalization.

Similarly, it is identified that employment can reduce social unrest among marginalized groups, which prepares the ground for peace consolidation. Accordingly the project will target those youth which are most exposed to the risk of violence or radicalization.

To this end, UNRWA and UNICEF under the auspices of this project are involved in providing:

¹² The 17 of August 2010, the Lebanese parliament approved several amendments related to the labour and social security laws. It presents several positive outcomes, notably the lifting of the reciprocity injunction and the legislative removal of obstacles for registered Palestinian refugees to obtain work permits. Equally importantly, registered refugees will be able to receive end of service benefits through the Lebanese Social Security fund to which employers are contributing on their behalf.

- vocational training,
- the establishment of a youth empowerment and job creation programme,
- and providing micro-credit facilities as a means of enhancing the employability and life-chances of project beneficiaries.

Priority for improved employability is being given to vulnerable youth, specifically:

- who are not enrolled in any education system,
- who lack basic literacy skills,
- who dropped out from schools without any degree, certificate or chance to access vocational training centre,
- and who are working in the informal sector without protection.

It is intended that by enrolment of such young people in short-term vocational skill trainings, apprenticeships and on-the-job training schemes will increase their chance to access the Labour market.

Likewise, relatively well educated Palestinian youths who have a Vocational Training diploma, obtained their Baccalaureate, or graduated from Universities will benefit from placement services offered by Employment Services Centres (ESCs) and also from self-employment pilot programmes.

It is further hoped that referral of Palestinian job seekers to training in Lebanese training courses and placement in employment with Lebanese employers, will prove a useful vehicle for building trust between the Lebanese and Palestinian communities.

To this end Palestinian youth are being placed in apprenticeships in Lebanese companies. They are being coached and trained by their Lebanese employers and are in contact with Lebanese colleagues.

Similarly, the Employment Services Centres (ESCs) managed by UNRWA are not exclusively aimed at Palestinians, but it is hoped will also be used by Lebanese people living in interface and neighbouring communities, who can learn about available vacancies and be referred to employment through the centres.

In the Palestine refugee community there is an unequal decision-making power between women and men. Besides culturally bound gender discriminations, Palestinian women's lack of control over financial resources affects their participation in decision making in the household.

Accordingly although young men who are more likely to become violence perpetrators are the primary focus of this project, the participation of women and girls is encouraged in a number of ways:

- it is intended that 30% of job seekers benefiting from ESC's services will be women;
- the apprenticeship intervention has a target of 20% female participation; and

- the pilot programmes on self-employment and access to micro-credit will also target women “Home Workers.”

These interventions are thus intended to provide opportunities for women to access meaningful jobs opportunities.

Successful placements in the labour market of women and girls will generate income, which hopefully will result in a positive spill-over effect of changing the perception in the Palestinian community of women as economic agents. This it is hoped will position women to become more influential within the community, with a potential to lead by example and affect the decisions of the household and of the youth within the family. This economic empowerment is intended to have a direct impact on ‘Practical gender needs’ and a side effect on ‘Strategic gender needs’ (i.e. on gender division of labour and power relations at household level).

Another intended product of the project is the improved access to information for both women and men on their rights with regards to the labor market, which will also empower women (increased access to information on legal rights.)

In parallel with active initiatives to improve the employability of Palestine refugee youth, the ILO Regional Office for Arab States is seeking to assist through working towards the collection and analysis of data on the Palestinian labour force and improvement of information on the demand-side of the Lebanese labour market.

Thus the project as planned, favours an increased interaction between the two communities, enabling them to identify common grounds and understand each other’s perspectives. Ultimately, it is hoped that in this way that the project will contribute to reducing the existing animosity between the two communities.

TARGET AREAS

The potential for tension spilling into and out of the camps is rising, posing a risk to the stability and security of Lebanon but also to the Middle-East region as a whole.

With the high prevalence of poverty in Palestine refugee camps in North and South Lebanon, and the frustration caused by the restrictions imposed on Palestinians, Lebanon can be considered as highly vulnerable to a relapse of conflict, involving the Palestine refugee community.

The IRF interventions are thus being implemented in two particularly vulnerable “areas of tension”:

1. South Lebanon Area (SLA)
2. North Lebanon Area (NLA)

SLA is particularly at risk of instability, given its proximity to Israel/Palestine and that these areas contain a very high proportion of extremely poor refugees. In addition, Saida and Tyre contain 59% of youth aged between 15 and 24.

The security situation in Ain el-Hilweh camp in Saida, (which is the most populated camp in Lebanon), or Burj Shemali in the South, has become particularly volatile, as shown by the high recurrence of security incidents in those camps. Ain el-Hilweh is also known for sheltering some radical groups that have a violent and military conception of Islam, and which are actively recruiting among the youth.

NLA is also considered as a sensitive area, enclosing 10152 beneficiaries. Following the conflict between the radical group Fatah al-Islam, and the Lebanese Armed Forces (LAF) in 2007 - which was the most serious case of internal fighting in Lebanon since the end of the Civil War in 1990 - the Nahr el-Bared Camp (NBC) was completely destroyed. The resultant displacement of over 26,000 Palestine refugees from the camp and its adjacent areas created a humanitarian crisis, the effect of which are still being felt today.

The displaced and returning families to NBC adjacent areas have lost everything they have built and worked for over the last 60 years – their homes, personal and household belongings and means of livelihood. The surge of refugees to the surrounding areas of the camp resulted in homelessness and overcrowded temporary living conditions.

The socio-economic impact of the crisis has been overwhelmingly negative. Unemployment immediately following the crisis rose amongst males from 25% to 79% and females 45% to 79% (ILO / UNRWA, 2007).

The persistence of access restrictions from the LAF has significantly hampered the recovery of the camp.

CRITICAL GAPS ADDRESSED BY THE PROJECT AND ITS INTENDED CATALYTIC EFFECTS

ADDRESS NEED TO STIMULATE PALESTINIAN REFUGEE EMPLOYMENT LEVELS

Globally it is intended that this initiative on stimulating Palestine refugee employment will enable UNRWA, UNICEF and the ILO to empower and complement their interventions in this domain as well as to promote conflict resolution between the Palestinian and the Lebanese communities.

ENCOURAGE SELF-EMPLOYMENT

UNRWA has identified a need to support those among the Palestine refugee population who want to become self-employed. This component of the UNRWA employment framework has not received any funding yet. It needs to be reviewed to improve its effectiveness and targeting. This project supports UNRWA in piloting the reform, by implementing a market-based system strategy for the support of self-employment. It is intended that self employment interventions will enable the creation of livelihood opportunities and thus decreased risk of joining violent organizations, which also contribute to peace consolidation.

ADDRESS GEOGRAPHIC FUNDING GAP

Conflict prevention and peace-building in NLA in the form of a Millennium Development Goal, three-year joint programme involving UNRWA, the ILO, UNDP, UNFPA, UNICEF and UNESCO, started in 2009.

This programme aims at mitigating the risk of relapse into violent conflict through the promotion of socio-economic development and peace building in sensitive communities in the North.

Under this programme, UNRWA has provided dialogue-based training for the popular committees - the representative body for all camp inhabitants –but UNRWA has not carried out any specific employment interventions to promote conflict resolution dialogue between the Palestinian and Lebanese communities.

Consequently, it is intended that this project would address this gap in the North of Lebanon by connecting Palestinian youth at risk more closely with Lebanese employers through the job creation programme.

In parallel, UNRWA has been able to secure funds from the Swiss Development Cooperation (SDC) for a two-year employment project in the South of Lebanon.

ADDRESS AGE GAP

At present no specific interventions address the needs of the 15-24 year-olds which is an age group at risk of political enrolment and mobilization¹³.

While UNRWA funds its two vocational training centres in Lebanon, the agency is unable to provide further funding for those individuals who do not have the required skills to enter its vocational training centres.

Additionally, given the financial difficulties faced by UNRWA, it has become increasingly problematic for UNRWA to improve the quality of teaching methodology, or to upgrade the centre's equipment.

This impacts negatively on the capacity of UNRWA to improve the employability of the Palestine youth vis-à-vis the Lebanese labour market needs.

This project aims to address this gap. In addition, the project also secures funds for apprenticeships that have proved successful elsewhere, but which UNRWA has not been able to foster in the North until now, due to the lack of funding.

¹³The UN's definition of youth, which refers to persons between the ages of 15 and 24 years old, will be adopted in this proposal; it represents the transition age from childhood to adulthood. Their independence is materialized financially by their access to the labour market and their ability to produce wealth, generate income and assets. Socially, youth is also a period when women and men develop their personality outside their families

PROVIDE SUPPORT FOR COMMUNITY SERVICE ORGANISATIONS

In the past, by supporting Community-based-organizations and NGOs, UNICEF has been working with the most marginalized Palestine refugee children and youth at a small-scale level without providing them the opportunity to participate in vocational training courses or employment schemes.

Through provision of psychosocial support, alternative learning systems and peer support networks, the project aims to reach out to the most marginalized children and youth and create links and prospects for them to engage in quality vocational training and employment schemes.

ADDRESS CAPACITY BUILDING REQUIREMENTS OF STAKEHOLDERS

Through this project it is intended that the institutional capacities of NGO networks in Palestine refugee camps will be strengthened to enable them to provide adequate and quality services to target beneficiary groups.

It is further intended that another catalytic effect of this IRF programme will be capacity building with the Lebanese authorities.

2. IMPLEMENTATION OF THE EVALUATION

THE PURPOSE OF THE EVALUATION

The primary objectives of the mid-term evaluation were as follows:

1. To assess the Relevance, Effectiveness, Efficiency, Prospective Impact and Sustainability of project activities;
2. To identify any Corrective Measures necessary to achieve projective goals within the remaining timeframe of the project;
3. To provide Recommendations on how to improve project activities and enhance their impact.

When addressing these questions, the impact of the following factors was considered including:

- Relevance of outcome/outputs;
- Capacity of the Key Partners to achieve outcomes;
- The levels of stakeholder engagement;
- Management/Coordination mechanisms and production of outputs;
- Monitoring mechanisms employed;
- The quality of project planning and definition;
- Partnership strategy and formulation;
- How successful is the communication between the stakeholders;
- Learning from previous projects and learning from current projects; and
- Risk management and accountability.

The following specific evaluation tasks identified in the ToR set the scope of the evaluation:

1. Determine/assess if the project achievements so far are in line with its stated objectives, outcomes, and outputs; and explain why/why not, what kind of corrective measures are needed to take place provide guidelines accordingly;
2. Assess the proper use of resources against its listed outcomes; ToRs and contracts: are they in line with the project documents and explain why/why not; are the allocated resources utilizing its fund efficiently and explain why/why not;
3. Assess the project implementation procedure (operational procedures, selection criteria, procedures for control of projects' implementation) and their influence regarding the project effectiveness;
4. Examine the UN joint fund model mainly the coordination between UNRWA, UNICEF and ILO; provide recommendations for the next period;

5. Document lessons learned, success stories, and good practice in order to maximize the experiences gained and provide recommendations on how to best utilize them for the next period;
6. Provide recommendations on how to build on the progress achieved for this period and ensure that it is going to be sustained by the relevant stakeholders and partners and explain why/why not; and
7. Assess the sustainability measures in place that should ensure the benefits of the project's intervention, are going to be continued in the long term, what kind of corrective measures are needed to take place, provide guidelines accordingly.

THE EVALUATOR

The Evaluator was chosen by UNRWA as lead partner (pursuant to agreement at the first meeting of the project partners) following two stages competitive process involving:

- (a) The completion of a 3 hour technical test under exam conditions in which the prospective candidates were asked to produce:
 - i. A proposed methodology to be followed in the conduct of the Mid-term Evaluation;
 - ii. The proposed timeframe for the Mid-term Evaluation;
 - iii. The proposed layout of the Monitoring & Evaluation report.
- (b) A telephone interview with shortlisted candidates.

The Evaluator chosen had relevant education, training and work history as follows:

- A third level academic background in Engineering, an MBA and accounting qualification, as well as fourth level training in statistics for research purposes and modern teaching and assessment techniques;
- Professional qualifications in Engineering and Arbitration;
- A varied work history over a 20 year period at management level including technical training (in a corporate environment), research & innovation, business process re-engineering;
- Experience as a consultant at Key-Expert level including:
 - a previous donor funded consultancy assignment working over a 30 month period to improve the employability of young Palestine refugees;
 - the conduct of the internal monitoring and evaluation for that project; and
 - the design and implementation of a national system for qualifications for an EU accession country.

The Evaluator was contracted to conduct an evaluation mission of 22 workdays between Mon 05 Nov 2012 and Wed 05 Dec 2012. (Thu 22 Nov 2012 was a national holiday in Lebanon.)

THE APPROACH TAKEN AND METHODOLOGY USED IN THE EVALUATION

In line with the specific requirements of the ToR for the Mid-term Evaluation, the methodologies and techniques used were determined by the specific requirements for information, the availability of resources, the limited timescale available for the evaluation and the priorities of the project stakeholders.

As the UN Development Programme (UNDP) is the administrative agent for the MTRF and planned project activities are identified as project outcomes, the approach chosen by the Evaluator in conducting this evaluation aimed to be consistent with the Managing for Development Results (MfDR) concept and the guidelines contained in the following documents:

- 'UNDP Handbook On Planning, Monitoring And Evaluating For Development Results;' and
- UNDP 'Guidelines For Outcome Evaluators.'

MfDR is an effort to respond to the growing demands for public accountability to citizens in both the developed and developing world on how assistance is used, what results are achieved, and how appropriate these results are in bringing about desired changes in human development. This approach encourages development agencies to focus on building partnerships and collaboration, and ensure greater coherence.

The MfDR concept is Results Based Management (RBM) in action, but it is oriented more towards the external environment and results that are important to programme beneficiaries and less towards an agency's internal performance.

MfDR promotes stronger focus on sustainability through measures that enhance national ownership and capacity development.

The UNDP guidelines recognise that while ***"there is no official blueprint for how to conduct an outcome evaluation"***, that ***"each outcome evaluation must be tailored to the nature of the individual outcome under review, as well as the realities of time and data limitations"***.

Accordingly the UNDP guidelines set the role of an evaluator as being ***"not to collect large volumes of primary data or conduct methodologically perfect academic research"*** but ***"to pass judgement based on his/her best professional opinion"***, using a ***"a rough but universal logic of analysis and reporting"***.

The Guidelines recommend that an outcome evaluation should comprise the following:

- a review of change in the outcome itself;
- an analysis of pertinent influencing factors;

- assess the contribution of (the donor) and its partners; and
- culminates in suggestions about how to improve the approach to results.”

In this context the evaluation criteria were devised with reference to the relevant IRF priority and target outcomes:

- IRF Priority area 3: Revitalize the economy and immediate peace dividends
- IRF Outcome (13): Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.

And also with reference to the specific project target outcomes:

- | | |
|------------|---|
| Outcome 1: | Improved employability of Palestine refugees |
| Outcome 2: | Increased access to job and self-employment opportunities |
| Outcome 3: | Information gap on the labour market supply and demand concerning Palestine refugees in Lebanon addressed |
| Outcome 4: | Cost and feasibility of providing social protection to Palestinians in Lebanon is assessed |

The evaluation focussed not only on inputs and outputs but also on (potential) outcomes and (potential) impact. In addition the evaluation assessed the relevance and utility of existing outcome indicators.

The main Evaluation Questions were as follows:

1. Are the various project components progressing in line with stated objectives, outcomes and outputs and are there any areas where improvements or corrections might usefully be made?
2. Are the resources available being expended efficiently and appropriately, are there any areas where improvements or corrections might usefully be made?
3. How is the project being implemented and managed, are there any areas where improvements or corrections might usefully be made?
4. How are the partners working together and are there any areas where improvements or corrections might usefully be made?
5. What lessons have been learned and what success stories and good practice can be identified, and how can these be used to further project aims during the remaining life of the project and sustainably into the future.

Accordingly the methodology employed consisted of the following parallel activities:

- (a) Desk review of project reports and other documentation provided by the project partners;
- (b) Structured interviews with management and implementing staff from the project partners;
- (c) Structured interviews with project stakeholders;

- (d) Site visits to locations of project activities and attendance at relevant meetings and conferences at the invitation of project partners;
- (e) Focus group sessions with beneficiaries; and
- (f) An initial findings workshop to which the management and implementing staff of the project partners were invited to discuss initial findings and provide additional insight.

The design of the mid-term evaluation sought to conduct the evaluation in as transparent and participatory manner as possible.

Where feasible, practical and permissible, the involvement of Key Partners, Stakeholders and Beneficiary representatives in evaluation process activities was encouraged, and where appropriate, initial findings were shared with them, in order to allow them the opportunity to input their opinions of evaluation findings for consideration in advance of the compilation of this evaluation report.

The information provided by respondents at interview, focus groups and the initial findings workshop was collected by the Evaluator in the form of handwritten notes. The use of a recording device to collect comments at interview, focus groups and the initial findings workshop was considered but was dismissed as being inappropriate, unnecessarily intimidating and conferring the impression of the evaluation being an adversarial investigation which would be inconsistent with the objectives of the evaluation.

The Evaluator only considered evidence provided directly by the project partners and indirectly via interviews with individuals identified by the project partners as working on the project in fulfilment of project partners responsibilities or from focus groups with beneficiaries. In all cases the beneficiaries participating in the focus groups were selected by the project partners or their agents according to criteria set by the Evaluator.

Due to the short time available to the Evaluator and the limited opportunity to liaise successfully with project participants and beneficiaries, it is recognised that the evaluation was potentially vulnerable to encountering unrepresentative persons and opinions.

In this context the Evaluator sought to engage positively with the project partners and bring to their attention immediately any issues which arose during the interviews and focus groups, which might confer an unfair, unrepresentative impression of a specific project activity, so that they could provide clarification and an opportunity to provide additional evidence.

IMPLEMENTATION FRAMEWORK & TIMEFRAME

The Evaluator was contracted to conduct an evaluation mission of 22 workdays between Mon 05 Nov 2012 and Wed 05 Dec 2012. (Thu 22 Nov 2012 was a national holiday in Lebanon.)

In conducting this mid-term evaluation a four phased approach was adopted in which parallel planning, design, information gathering, analysis and reporting activities were planned so as to achieve mission objectives in a timely and efficient manner.

PHASE 1 - PREPARATORY PHASE

The following is an outline of the preparatory phase conducted at the start of the evaluation mission:

- (a) A desk study review of relevant documents provided by project partners, so as to get up to speed on the project and identify evidence on which to form evaluation opinions.
- (b) Finalisation of M&E Framework Design in collaboration with the project partners directly involved with the midterm evaluation.
- (c) Establishing early initial personal contact with as many stakeholder representatives as possible, with a view to informing them of the documents and data needed from them and the type of questions that would be asked at subsequent interviews, field visits and focus groups with beneficiaries.
- (d) Design of e-survey which would provide early qualitative data that would assist in designing Field Visits, Interviews and Focus groups.

PHASE 2 - EXECUTION PHASE

The following is the information gathering process undertaken in order to secure the information required to complete the objectives of the M&E exercise:

- (a) E-Survey - An e-Survey was designed to solicit the views and opinions of those email equipped beneficiaries who it would not be possible to meet during the evaluation process. It was intended that the information from this survey would be available as input to design of Field Visits, Interviews and Focus Groups.

The evaluator decided not to proceed with the e-survey due primarily to time constraints (resulting from the delay in approving the Evaluation methodology) and the impracticality of arranging and processing translations in the short time available. The work completed in designing the survey was however reused in subsequent Interviews and Focus Groups.

- (b) Structured/Semi-Structured Interviews - In conjunction with Field Visits where practicable structured/semi-structured interviews were held with key individuals involved with the implementation of the project and its sustainability into the future.

The design of the Structured/Semi-Structured interview with these individuals was deliberately organised as a natural, non-adversarial conversation, in a manner consistent with local social conventions and in a manner which was intended to secure and reinforce a positive spirit of partnership between the stakeholders and the evaluator.

In line with the MfDR concept, the Evaluator endeavoured to ensure that the Evaluation process would result in assisting the project partners to enhance the impact of their work to the beneficiaries.

- (c) Field Visits – In parallel with the programme of interviews with key individuals involved at an operational level with the project, a programme of (necessarily very brief) Field Visits to project partner premises and the sites of project activities was undertaken so as to gain a personal impression of project operations and establish contact with local project partner staff and beneficiaries.
- (d) Focus Groups – In the context of information collected in the Structured/Semi-Structured Interviews, Focus Group meeting(s) were organised with beneficiary groups during the Field Visits in order to get an outline impression of the impact of project interventions and the relative success of the project in achieving its objectives.

PHASE 3 - ANALYSIS PHASE

In the context of the UNDP Guidelines, the analysis phase sought to evaluate explicitly and clearly, an independent, proactive assessment of the aforementioned midterm evaluation questions specified in the ToR.

To this end the analysis process focussed specifically on:

- (a) Project inputs and project outputs;
- (b) Potential outcomes and potential impact;
- (c) The relevance and utility of existing outcome indicators.

In line with the participative, transparent and pro-active approach adopted, efforts were made (where it was deemed feasible, practicable and permissible) to share initial findings with relevant project partner personnel as early as possible in order that they might be allowed to provide their feedback as further input to the evaluation.

Accordingly an Initial Findings Workshop was held at the end of the Evaluators mission in order that a full outline of issues emerging might be shared and to allow a further opportunity for project partners to make final additional input.

Due to the relative complexity of the project and the volume of information provided by the project partners, the analysis phase took substantially greater time and effort than envisaged.

PHASE 4 - REPORTING PHASE

Notwithstanding the contractual necessity of closely correlating the Evaluation Report with the ToR in general and in particular the recommended Table of Contents suggested therein,

in line with the positive, transparent and proactive approach intended in conducting the mid-term evaluation, a participatory approach to finalising the design and organisation of the Evaluation Report, was adopted, with a view to enhancing the utility of document to the project stakeholders.

In this context the design chosen sought to reflect (where practicable and feasible) who will use the report and for what purpose.

Specifically the outputs from the reporting phase were:

1. A presentation to implementing personnel from the project partners on initial findings
2. This final report which is intended to be referenced by project partner personnel charged with implementing the project and UNDP personnel charged with administering the PBF funds in Lebanon.

IMPLEMENTATION TIMEFRAME

The planned timeframe for the conduct of the evaluation is outlined in figure 1 below:

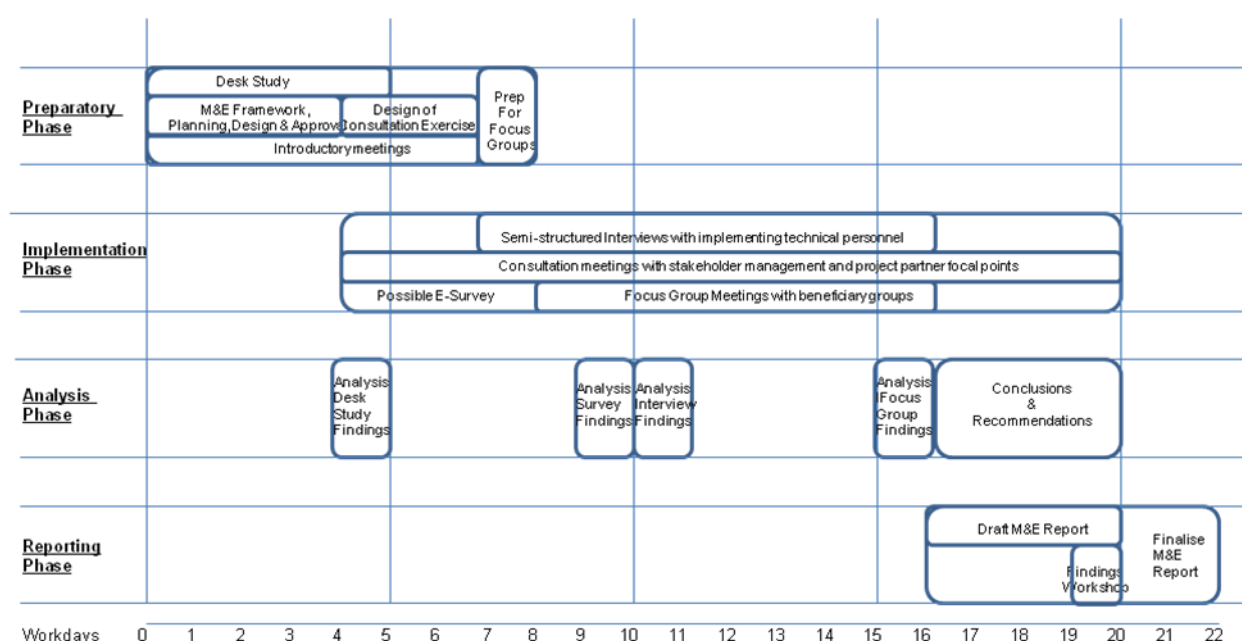


Figure 1 - Planned Timeframe for Conduct of Mid-term Evaluation

The ability to complete the implementation framework within the timeframe as planned was contingent on the cooperation and effective engagement of the project partners and the availability of local logistical support in arranging meetings, field visits and focus groups.

Notwithstanding some difficulties in this regard, the evaluator was able to meet with all personnel with a significant implementing role in the project, conduct field visits to centres of project activity and hold focus groups with beneficiaries relevant to each project component.

Due to the complexity of the project and the volume of information provided by the partners the completion of the analysis and reporting phases took significantly longer than intended.

Figure 2 is an outline description of the implementation framework for the evaluation in the context of the actual timescales in which the evaluation was completed.

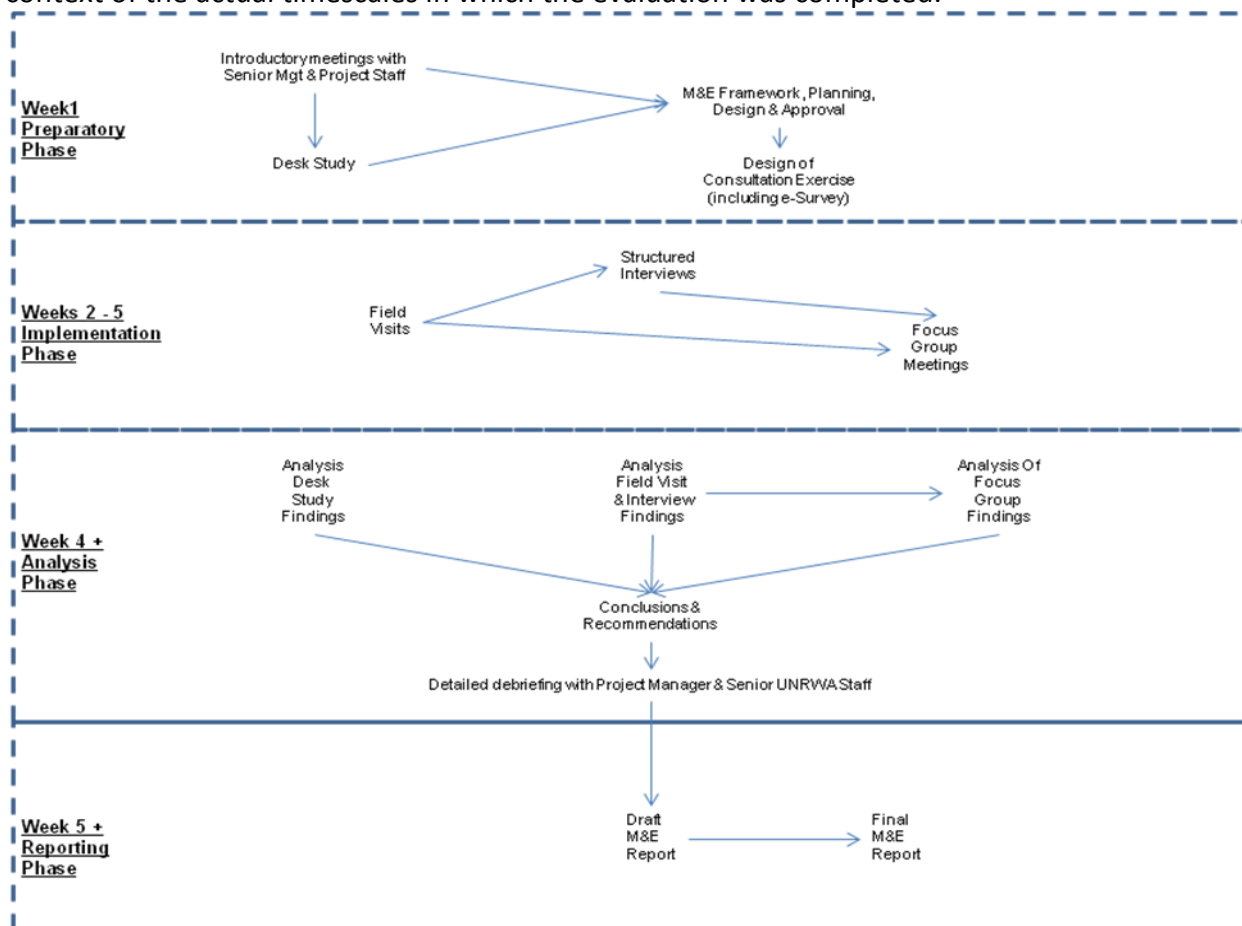


Figure 2 – Implementation Framework and Timeframe from Evaluation (as conducted)

CONSTRAINTS, LIMITATIONS AND CHALLENGES ENCOUNTERED

RELATIVE COMPLEXITY OF THE PROJECT

This project though of short duration, is quite complex involving multiple UN Recipients Organisations and many sub-contracted implementing local partners, conducting a variety of activities impacting on quite large numbers of Palestine refugees with varying needs.

Accordingly while the Evaluation exercise was necessarily of short duration, it was difficult to meet with and effectively engage with all stakeholders and beneficiaries during the limited time available.

In particular it was recognised from the outset that because of operational priorities and prior travel commitments of key personnel, it might not be possible for the Evaluator to connect with all implementing personnel.

Similarly it was identified that effective access to beneficiaries might be inhibited by the prevailing security environment, transport availability for beneficiaries, as well as cultural and language barriers.

Accordingly it was understood and accepted that the implementation framework would have to be designed so as to be sufficiently flexible to cope with these limitations, whilst achieving the objectives of the evaluation in the limited time available.

However it is identified that while it is possible in such circumstances to get a good summary impression of the situation on the ground and the relative impact of project components, that accurate detailed analysis of specific project activities is unlikely.

COOPERATION OF PROJECT PARTNERS WITH THE EVALUATION PROCESS

Given the complexity of the evaluation, the co-operation of the project partners was intuitively very important in achieving the objectives of the M&E exercise.

However some project partners appeared to have difficulty with the implementation of the evaluation process in accordance with the agreed methodology and took time to effectively engage with the process and the evaluator.

Also much of the information provided by project partners, was in the form of many, very detailed general purpose documents which were very difficult to process and wasted much of the limited time available to the evaluator.

This necessitated an iterative series of inefficient requests for clarification and further information where gaps were identified.

These challenges had the effect of delaying the analysis and reporting phase.

3. FINDINGS, CONCLUSIONS & RECOMMENDATIONS

3.1 RELEVANCE, EFFECTIVENESS & EFFICIENCY

RELEVANCE

This project is clearly relevant to the PBF priority to revitalise the (Palestine refugee) economy and realise immediate peace dividends, by supporting employment schemes and economic growth initiatives, that would provide a 'Peace Dividend' which might act to deter the population from engaging in conflict.

In particular it is readily consistent with the IRF priority of promoting youth empowerment and job creation programmes to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.

The project components to promote the integration of the Palestine refugee job seekers into the Lebanese Labour Market and the Lebanese community, contribute directly to Peace Building and reducing the tension between the two communities.

Similarly the project is entirely compatible with the PBF priority of specifically targeting '*Areas of Tension*', focussing - on the Palestine refugee camps in general which are chronically unstable, - the NLA in particular which is very vulnerable to overspill from the instability in Syria, - and targeting illiterate and marginalised individuals, who are most open to exploitation by radical groups opposed to peace building initiatives.

It is accepted that the process for awarding PBF funding assessed the validity of the design and the strategic fit of the project and accordingly would not usefully be assessed in detail by this evaluation.

EXPENDITURE OF RESOURCES

UNRWA provided a full financial statement along with documentary proof in the form of staff contracts, invoices and receipts for all expenditure on this project to date. While the other project partners provided some cooperation agreements and contracts, they did not provide a similar level of detail on project expenditure within the timeframe of the evaluation. However as most project outcomes are on track and bearing in mind the relatively short duration of the project, the evaluation of expenditure of resources in detail can best be completed during the final evaluation.

QUALITY OF PROJECT PLANNING AND DEFINITION

The project as designed appears to be consistent with achieving progress towards the targeted outcomes of this project in an efficient and effective manner.

Individual project components appeared to be well designed with appropriate and achievable objectives.

However the performance indicators chosen did not sufficiently highlight the impact of these initiatives on the beneficiary community or cater for the likely requirements of project evaluators in assessing the impact of project activities.

Accordingly the initial project design did not cater for the efficient conduct of the mid-term evaluation exercise and the final project evaluation by aligning monitoring and reporting with the likely requirements of evaluators.

The utility and impact of the mid-term evaluation exercise similarly suffered from the apparent lack of preparation for the evaluation exercise by individual project partners.

UNRWA's open, positive and transparent approach in providing relevant information, access to personnel and cooperation in arranging meetings is highlighted as exemplifying best practice in this regard.

MONITORING AND REPORTING MECHANISMS EMPLOYED

The monitoring and reporting mechanisms appear to be used mainly for complying with mandatory reporting requirements and not for the purposes of improving operational performance or being reused for research, policy development or integrating with complementary activities of other project partner agencies or other complementary projects.

Specifically the Measurable Indicators/Target cited for each activity appear to be more focused on quantity rather than quality, and give little indication of impact on the beneficiary. In some cases the Measurable Indicators/Target descriptions are ambiguous and do not contribute to the efficient monitoring and evaluation of activities and impact. (For example: Outcome 1.2, Target 3 – '80% of the curricula is taught in UNRWA VTC with modern equipment'.

Likewise the Means for Verification are typically project reports based on statistics rather than evidence which is more suited to understanding the qualitative impact of project activities.

CAPACITY OF THE KEY PARTNERS TO ACHIEVE OUTCOMES & THEIR LEVEL OF INVOLVEMENT WITH THE PROJECT

UNRWA as the agency with primary responsibility for the welfare of Palestine refugees in Lebanon has considerable contingent capacities in education, training, counselling and employment support services built up over many years. It has supplemented these in-house capabilities in recent years through enhanced cooperation with local NGO partners, which it supervises closely. UNRWA management and technical staff appear to be heavily and closely involved with the project components under its control.

Unlike UNRWA which implements most of its activities directly, other partners have delivered project outputs for which they are responsible indirectly, as per project agreements.

UNICEF has much experience of working with local NGO partners to provide community support services to the Palestine refugee community. However it appears to be largely dependent on these local NGO partners to deliver services to beneficiaries, and consultants to deliver technical support. The direct involvement of UNICEF staff in projects therefore appears to be less hands-on and as reported to the evaluator by the local NGO staff during site visits appears to largely comprise field visits at irregular intervals.

ILO is the specialised UN agency that seeks the promotion of internationally recognised human rights and labour rights, and accordingly has substantial technical capacity to deliver relevant supports to this project. In this project ILO appears to have performed its components by outsourcing to consultants with some input from in-house technical experts and the project manager.

MANAGEMENT AND COORDINATION OF THE PROJECT

The coordination of the project appears to be efficient and effective.

Monthly coordination meetings have taken place each month and compliance with monthly reporting requirements appears high.

Despite complaints from some project partners, the reporting overhead does not appear excessive and the design of the reporting templates by the PBF Coordinator minimises this overhead significantly.

However it is noted that the start-up and shutdown management and reporting overhead for shorter projects is similar to that for longer projects, and therefore shorter projects are intuitively less efficient in this regard.

The PBF Coordinator's role as a neutral project coordinator with an ambiguous relationship to the Donor, while at the same time reporting to UNRWA as lead partner, is less than ideal and somewhat compromises her relationship with UNICEF and ILO as a neutral project coordinator.

Notwithstanding these difficulties, the project is on target (see Appendices 5 & 6), with many objectives having been already met or exceeded and it is likely that all measurable objectives and targets will be met or exceeded by the end of the project.

Similarly the resources expended in this project are for the most part being efficiently employed in the manner envisaged in the project as planned.

RECOMMENDATION 1: It is recommended that in order to better assess the impact of the project on beneficiaries that consideration be given to enhancing the Measurable Indicators/Targets and Means of Verification to be utilised in the Final Evaluation to include

some or all of the Additional Measurable Indicators and Additional Means of Verification proposed in Appendix 7.

RECOMMENDATION 2: To avoid replication of the difficulties encountered by the Evaluator during the Mid-term Evaluation, it is recommended that as a matter of urgency:

- (e) that the project partners agree the ToR for the final evaluation and proceed to recruit that individual immediately;
- (f) that the methodology to be used to conduct that evaluation be agreed in advance of the Final Evaluator's mission;
- (g) that the Final Evaluator be tasked to identify his/her information, field visit, interview and focus groups requirements in advance of his/her mission so as to minimise delays;
- (h) that the project partners assume responsibility for arranging field visits, interviews and focus groups relevant to their components.

RECOMMENDATION 3: To improve the efficiency & effectiveness of the M&E process in future PBF funded projects, the M&E consultant should be engaged for a short period at the start of a project, in addition to his/her mid-term M&E mission in order to:

- (e) write the M&E plan in conjunction with project partners (which would explicitly outline information requirements of evaluator);
- (f) align management and reporting outputs with requirements of M&E plan;
- (g) enable project partners to have early knowledge of M&E consultant expectations and information requirements; and
- (h) allow the M&E consultant gain early knowledge of project design and objectives.

3.2 PROSPECTIVE IMPACT

GENERAL

The project appears to have been conceived to attract PBF funding for the continuation of important activities already existing or already planned that were complementary to general PBF priorities and specific IRF goals.

The additional impact of this project is therefore difficult to determine, as from interviews with leading personnel and email responses to request for information, it is determined that the availability of PBF funding was variously used to:

- sustain and develop activities previously funded by other donors (UNICEF components);
- fill a shortfall in funding being provided by an existing donor (ILO Components); or
- provide new initiatives and additional capacity to existing initiatives, which would have likely taken place without the PBF funding, albeit in a reduced form (UNRWA and ILO components).

While all activities were worthwhile, very necessary and will contribute towards meeting PBF goals, they are not being implemented by the project partner agencies with the utmost PBF priorities and goals to the fore, as evidenced by the fact that implementing personnel were often unaware of PBF involvement in project activities and were unsure as to the nature and purpose of the PBF. There is thus limited visibility of PBF funding of project activities to implementing, personnel, beneficiaries and other stakeholders.

It is noted that all project partners highlighted the relatively short duration of the project and that a project of minimum 2 years duration was normally required to produce visible, sustainable impact.

PARTNERSHIP STRATEGY AND COMMUNICATION BETWEEN PROJECT PARTNERS

One of the apparent goals of the PBF in Lebanon is to improve the cooperation and relationship between UN agencies working with Palestine refugees and their Lebanese neighbours.

Unfortunately this evaluation detected little evidence of enhanced cooperation or integrational impact between the Recipient UN Organisations participating in this project.

The evidence from interviews, focus groups and desk review of documents provided suggests that the activities conducted by each UN agency appear to have been largely conducted with little tangible involvement or integration with the activities of the other partner UN agencies, apart from some limited technical cooperation in the development and setting up of the literacy and micro-loans activities.

For example the reporting outputs for ILO components are not evidently being aligned with the requirements of UNRWA personnel involved in providing Employment Services or Entrepreneurship supports. Similarly it is not evident that the literacy training initiatives organised by UNICEF were being transparently aligned with general UNRWA education and training services or the remedial services offered by UNRWA, other UN agencies or other donor initiatives. Likewise while there was evidence of ad-hoc individual meetings between UNRWA staff and colleagues at other partner agencies, it did not appear that UNRWA as lead partner used the project to develop additional liaison structures for enhanced cooperation with the other agencies, to sustain project activities after the end of the project.

This weakened the prospective impact of the very valuable activities conducted under the auspices of this project, though in fairness to the project partners the project length at 18 months is probably too short to engender effective engagement between the parties, without an explicit project target to this end.

The catalytic impact of these activities in forging a coherent response to common challenges with other compatible projects or initiatives being funded by other donors (such as the EU and SDC) however appears evident in some components.

RECOMMENDATION 4: It is recommended that the project partners before the end of this project should establish sustainable cooperation and liaison mechanisms that would result in improved effective cooperation between them on common activities such as advocacy programmes, literacy and remedial education programmes, community service centre offerings, micro-finance and self-employment programmes and capacity building for NGO partner.

ENGAGEMENT OF BENEFICIARIES WITH THE PROJECT

From interviews with implementing personnel and from the testimony of beneficiaries who participated at the focus groups, it appears that the prospective impact of project activities is undermined by the lack of initiatives to motivate and encourage the beneficiaries.

Many potential beneficiaries are understandably depressed by the poverty of their families and community, angered by the legal and security restrictions against them and traumatised by the impact of war and the constant instability of the environment in which they live.

In this context the project activities as planned and implemented, demand a lot from such people in terms of commitment, resolve and acceptance of teaching on issues such as gender equality, democracy and tolerance.

Therefore the absence of motivational and recreational initiatives to encourage and reward individuals who take part in project activities, weakens the prospective impact of project activities. In particular the absence of motivational and recreational activities for Palestine refugee youth and other project beneficiaries weakens the attraction of project activities to those who are most vulnerable to exploitation by radical and violent groups.

Likewise the lack of motivational and recreational activities inhibits the reduction of the tension and stress caused by chronic political instability, pervasive poverty and the lack of civil rights experienced by the Palestine refugee community in general and vulnerable young Palestinians in particular.

Notwithstanding these challenges, the project has been successful in attracting significant participation from the groups targeted. This is due to the hard work of the implementing project personnel who in many cases appeared to have to make personnel representations to individuals to encourage their participation.

RECOMMENDATION 5: It is recommended that consideration be given by the PBF and/or the project partners to funding the development of a motivation and recreation strategy that would complement educational, employment, entrepreneurship and peace-building initiatives of the project partners.

ENGAGEMENT OF OTHER STAKEHOLDERS WITH THE PROJECT

While this project is primarily aimed at initiatives to improve the employability and life-chances of young Palestine refugees, the influence of parents and older generations on these vulnerable young people has not been given attention in this project.

From interviews with implementing personnel and from discussions with focus groups, it is apparent that young Palestine refugees are very involved with their immediate families and are very influenced by their older relatives. Thus for example the opportunities for young women, irrespective of their educational attainment, are frequently constrained by their parents, community elders and older male siblings.

A weakness identified therefore in project activities is the apparent lack of tie in with initiatives that seek to better include these important influencers in activities aimed at improving employability and discourage participation in radical or violent activity, and initiatives which are targeted at changing perceptions of the role of women as economic agents.

In general there is an apparent lack of a clear approach towards indirect beneficiaries.

RECOMMENDATION 6: It is recommended that measures to efficiently and effectively engage with older relatives of young trainees and community elders, be devised, so as to address cultural issues inhibiting employability of Palestine refugees and to recruit these major influencers on young people as persuaders against radicalisation or participation in violence.

3.3 SUSTAINABILITY OF PROJECT'S ACTIVITIES

FINANCIAL CHALLENGES

Intuitively the sustainability of project activities will depend on the availability of sufficient financial resources to continue to offer the services developed during this project.

Funding is always a problem for project partners responsible for providing for the welfare of Palestine refugees – UNRWA and UNICEF. However a number of issues are combining to make this issue critical for each partner agency including:

- The global economic and financial crisis which is affecting donor contributions; and
- The Syrian conflict which is exacerbating the Palestine refugee problem in Lebanon and stretching UN agency resources to the limit.

It is understood that both UNRWA and UNICEF have identified replacement funding mechanisms to support project activities after the end of the project.

ABILITY TO KEEP UP TO DATE WITH THE CHANGING NATURE OF EDUCATION AND TRAINING

The ability of project partners to scale up their service provision to meet rising demands will likely be predicated on their readiness and ability to respond to the opportunities offered by the internet, electronic media and mobile communications to address target groups, particularly young people.

The impact of ICT on education and training will become more pronounced in the coming years as education and training systems around the world adapt to the meet the needs of learners in the internet age.

From interviews during this evaluation with implementing personnel and from discussions at focus groups, it is clear that young people are greatly attracted by the internet and information and communications technology in general.

Even those focus group participants, who were found to be functionally illiterate and/or disenchanted with conventional educational formats, were often able to use mobile phones and recreational computer applications.

This highlights the opportunities offered by increased use of modern technology to tackle the scale and nature of the educational and training challenges facing the Palestine refugee community.

Incorporating ICT into existing educational and training systems, and adapting to changes which such technology will bring to the workplace will be a huge challenge for UNRWA and UNICEF.

However it is clear that access to internet based teaching, career guidance and counselling resources will become more important in improving employability and reducing the disadvantages impacting on Palestine refugees.

In this context the ability of UNRWA and partner NGOs to update curricula, teacher teaching skills, teaching environments and teaching equipment will be a formidable challenge.

In particular the provision of access to the internet in a safe and culturally acceptable manner for female students, trainees and jobseekers will be increasingly important in the future.

THE IMPACT OF SECURITY PROBLEMS AND POLITICAL TENSIONS

The security environment within Lebanon and the geo-political relationships between state and non-state actors in the region will have an enormous impact on the opportunities available to Palestinian youth in Lebanon in future years, as these relationships will impinge heavily on the implementation of Lebanese government proposals to remove or reduce obstacles to the employment of Palestinian refugees in Lebanon.

It is noted that the unstable and fragile security situation in the North, negatively affected the willingness of the job seekers residing in the camps to work in Tripoli city or to be placed in an apprenticeship in that area. This situation also negatively affected the number of vacancies and positions that became available in NLA and a significant decrease was noticed in the number and quality of the secured jobs.

The sustainability of ILO components is dependent on such factors to enable it repeat the Labour Force Survey at regular intervals and to assure the success of advocacy efforts on improving the rights of Palestine refugees to work and participate in the social welfare system in Lebanon.

Similarly the relationship between the Palestinian authorities and regional powers will dictate the availability of emigration opportunities for Palestine refugees to countries in the region.

IMPROVING THE EFFECTIVENESS OF NGO PARTNERS

UNICEF's sustainability strategy is based on long-standing partnership agreements with local NGO partners such as GUP-W and Solidarity Association and seeking to develop their capacity over time. Similarly UNRWA is cooperating with NGO partners to deliver educational, training and complementary services to drop-outs and other marginalised groups who do not or cannot access their UNRWA services.

A weakness identified in this strategy is the apparent high turnover of teaching, counselling and other support staff at these local NGO partners which negates the impact of capacity building initiatives. (This problem also appears to affect UNRWA VTCs due to the inability to offer mission critical staff security of tenure and improved employment conditions due to financial difficulties.)

RECOMMENDATION 7: It is recommended that the PBF and/or the project partners investigate options for providing safe and culturally acceptable internet access to females for use in education and in accessing employment services.

RECOMMENDATION 8: As access to the internet via mobile phones and public access WiFi will definitely become more pervasive even in marginalized and disadvantaged communities such as the Palestine refugees in Lebanon, it is recommended that project partners plan for this reality and how they might utilise the internet, social media and mobile communications applications in the future to improve and/or expand the educational and employment services they offer to young Palestine refugees in the future.

RECOMMENDATION 9: It is recommended that UNRWA and UNICEF engage with partner NGOs to devise strategies for reducing the turnover of teaching and counselling staff, and for mitigating the effects of staff movements on beneficiaries of training, counselling and other support programmes.

3.4 STABILISATION EFFECTS

SCOPE AND SCALE OF THE PROBLEM

It is difficult to determine the stabilisation impact of this project.

It is definite that without PBF funding many of these important and often essential activities would not have been possible.

Logically the increased availability of training opportunities, apprenticeship schemes, employment services, microfinance schemes and entrepreneurship assistance must contribute positively to the economic well being of the Palestine refugee community and thus to reducing the likelihood that beneficiaries might choose a violent or subversive path.

Likewise if the additional training, microfinance funds and improved employment support services were not provided, it would logically contribute to exacerbating the threat to the stability of the Palestine refugee camps and adjacent areas.

The impact on those individuals most likely to be the first to engage in violent activity is unclear, as it is likely that project duration is too short to institutionalise impact.

However this project is small in scale relative to the size of the problem it seeks to address, and so the impact must also be relatively small.

Similarly this project was conceived before the instability in Syria began to affect the NLA to the extent that it is currently, and accordingly was designed more to preserve a relatively stable situation from deteriorating due to difficulties between the Palestine refugee population and its host population, rather than to reduce tensions caused by external factors beyond the control of either the Palestine refugee community or their Lebanese hosts.

IMPACT ON THOSE MOST AT RISK OF RESORTING TO VIOLENCE

The majority of the participant beneficiaries in the activities in this project are probably unlikely to be those who are most likely to be the first to take part in violence, though they belong to those cohorts who are and thus have the potential to engage in violent, revolutionary activities started by others.

With the exception of the literacy training component, participation in activities supported by this project mostly requires the beneficiary voluntarily making an application to participate, which takes effort and initiative on the part of the individual concerned.

Similarly the activities themselves require significant effort on the part of beneficiaries if they are to participate in and benefit from them.

Likewise a person who takes a loan to start a business or participates in entrepreneurship training has not given up hope that a better future can be obtained through self-improvement and by working hard.

Intuitively therefore someone who persists in pursuing education and training despite the security, transport, cultural, financial and many other challenges hindering their progress on a daily basis, is still engaged with the systems which support the Palestine refugee community and still hopeful for the future.

Similarly a person who makes the effort to actively seek employment through the auspices of the ESCs, still believes that they can access employment opportunities and believes that the UNRWA system can help them.

Those most at risk of engaging in violent activities are logically those who have given up hope in conventional systems to improve their lot, who feel they have nothing to lose by participating in radicalised movements and little to gain by following the paths and opportunities provided to them by UNRWA, other UN agencies and NGOs.

This project does not appear to actively identify and recruit these individuals into training and offers little direct incentive to divert those most at risk of being radicalised from that path, to participate in project activities.

However this project does have the effect of offering hope to the community at large that there continues to be initiatives aimed at improving their situation, that they have not been forgotten and there is a chance that at least one family member could improve their life-chances. Because of the close knit family structures prevalent in the Palestine refugee community, project activities offer hope to all family members, including those most at risk of radicalisation.

IMPROVED INTERACTION WITH THE LOCAL LEBANESE COMMUNITY

The activities supported under this activity provided for little direct interaction or integration with local Lebanese people, apart from those participating in Apprenticeships engaging with mostly Lebanese employers and Lebanese fellow workers. It is also envisaged that eventually ESC services might be opened up to disadvantaged Lebanese living in interface communities.

However given the very difficult political and security situation in NLA, it was not possible to ascertain if these activities will have any impact on improved relationships or reduce tensions between the communities. The high drop-out rate of Apprentices who received on-the-job training placements outside Palestine refugee camps suggests that there has not been much improvement.

The Jobseekers who attended the focus group identified that one of the main reasons for engaging with the ESC apart from the obvious desire to get employment, is the perception that by sourcing employment through an UNRWA ESC they would be somewhat better protected against exploitation by Lebanese employers.

Several identified how on previous occasions they had not received payment for previous work done or had been abused in one way or another.

The reality that some Lebanese employers appear to be exploiting Palestinians is clearly a source of tension between the two communities which should be addressed in order to promote PBF objectives of engendering better relations between them.

RECOMMENDATION 10: It is recommended that under the aegis of the ESC initiatives to engage with employers, that consideration be given to offering HRM training to employers of Palestine refugees, with the objective of encouraging better employment practices and consequently reducing tension.

IMPORTANCE OF REDUCING STRESS IN BENEFICIARIES

Young Palestine refugees experience high degrees of stress in their lives due to:

- Experiencing chronic and pervasive poverty, whilst living adjacent to more advantaged and often affluent Lebanese neighbours;
- Living in cramped, crowded and substandard housing;
- Inadequate access to basic services such as electricity, water and waste removal;
- Lack of civil and employment rights in Lebanon;
- Chronic political and security instability and the threat of inter-communal violence and war with Israel;
- The aftermath of the 2006 war and the destruction of NBC by the LAF; and
- Pressure to find employment and stay employed, so that they might support their immediate families and be able to get married and have the opportunity of having a family of their own.

Apart from internet cafes where young men apparently spend hours playing violent computer games, there are very few options available to young men and almost none for young women to relieve this stress.

At the focus groups held with students and trainees, this lack of recreational facilities and programmes which would allow them to take their minds off their problems and the problems of their community, was highlighted repeatedly.

They also communicated that because of poor living conditions and chronic electricity shortages, many students and trainees cannot practically do self-study or homework.

Intuitively such circumstances offer fertile ground for recruitment of young disaffected people to subversive and violent activities.

Similarly while internet based games are providing recreation for young people, reportedly the internet is also being used by subversive elements to attract and radicalise young people.

In the context of PBF priorities and goals, it is important therefore that the internet and modern technology be harnessed for peace-building activities and not ceded to radical and subversive elements as an agent of violence and conflict.

RECOMMENDATION 11: To reduce the attraction of radical groups to vulnerable young people it is highly recommended that urgent attention be given to:

- (a) establishing recreational programmes to encourage and motivate young people, but also to allow them an opportunity to de-stress and relax, while diverting their energy and attention from negative activities; and
- (b) establishing Study Hall facilities at VTCs and/or in NGO premises in camps where young people can self-study, do homework or use the internet for educational purposes in a safe and supervised environment that is compatible with learning.

IMPORTANCE OF ADVOCACY COMPONENTS IN REDUCING TENSION

While participating beneficiaries' engagement with the project is evidenced by their participation despite the security and other challenges facing them, a great degree of frustration and despondency among young people was evident at focus groups.

In particular they appeared sceptical of where their efforts to educate and improve themselves would lead them, and while expressing a desire for scholarships to pursue further education and training, they did not appear to be hopeful that even such scholarships would definitely improve their life-chances.

Similarly many of the jobseekers encountered at the focus group in the ESC in Tripoli, were clearly engaging more in hope than expectation. The older and more qualified individuals participating in the focus group were particularly frustrated and disenchanted by their situation.

Notwithstanding close family ties, all except one person expressed a desire to immigrate to any country that would give them a visa, for any job role.

In the context of the risk of many Palestinian young people becoming radicalised and/or resorting to violence, the importance of the components of this project which would improve employability and support efforts to mitigate legal restrictions on Palestine refugees is clear.

In particular the manner in which the Labour Force Survey is interpreted and reported is thus of critical importance.

While accepting that the ILO standard international definition of employment derives from the requirement to accommodate the varying standards of all member countries and territories, it is essential that the technical necessity of using this standard in the Labour

Force Survey does not communicate false impressions and incorrect analyses of the situation of the Palestine refugee workforce in Lebanon, that would undermine their employment and life-chances.

The feasibility study on the extension of Lebanese social protection benefits to qualifying Palestine refugees is an important activity that will contribute to reducing tension between the Palestine refugee community and its host country, by removing a source of grievance. However because so many Palestine refugees work in the informal economy, the impact at least in the short-term of achieving the goal will necessarily be minimal.

Similarly the apparent importance of developing emigration opportunities as a tension release valve is clear.

RECOMMENDATION 12: It is recommended that the project partners cooperate to critically analyse the results of the Labour Force Survey to develop advocacy materials that support PBF goals in general and project objectives in particular.

3.5 EXAMINATION OF THE UN JOINT FUND MODEL

The Joint UN Fund Model as implemented in this project appears to suffer in some areas from a number of deficiencies as follows:

1. PBF objectives though consistent with all project components are not visibly communicated to implementing staff and third parties, and therefore the transmission of PBF objectives is intuitively muted in some components.
2. The structure of the management and reporting mechanisms for this project appears not to be conducive to championing PBF priorities in general and specific objectives relating to the improved interoperability of UN recipient organisations in particular.
 - (a) The absence of a project manager with a clear mandate to promote PBF objectives, enforce PBF rules and encourage effective and efficient cooperation between the project partners is a glaring deficiency.
 - (b) The structure of the project comprising components conducted separately by each agency meant that each UN recipient organisation had little requirement to effectively engage with the other project partners, even where intuitively the outputs from project components were relevant to the activities of other partners. For example:
 - i. Outcome 3 components relating to the design, reporting and dissemination strategies for the Labour Force Survey did not visibly support Outcome 1 and 2 component objectives of improving employability of Palestine refugees and encouraging self-employment and entrepreneurship. The interaction between ILO and UNRWA on this outcome as not evidently close.
 - ii. The visibility of UNICEF literacy and entrepreneurship training activities to UNRWA and their involvement with same appears to be limited at best.
 - iii. The on-going support provided by ILO to UNRWA in relation to the realisation of the ESC concept (which ILO developed) appears to be minimal.
3. The visibility of this initiative as a PBF funded project and a UN joint implementation between the 3 agencies is uneven, and in certain cases poor. It needs to be strengthened throughout the activities and strategies of the three partners. This would greatly improve understanding of involved stakeholders of the context of this project and promote the PBF support on the field.

RECOMMENDATION 13: Personnel who are implementing project activities and those who will have responsibility for sustaining project activities after the end of the project, should receive an appropriate, customised briefing on PBF priorities, objectives and goals.

3.6 RISKS & ASSUMPTION ANALYSIS

The assumptions identified for the project were as follows:

- (a) That a new Government of Lebanon would be formed and has the means to operate.
 - This has occurred.
- (b) That the political and security situation in the country would remain stable, allowing free movement within the whole country.
 - The political and security situation has become more unstable but free movement within the whole country has been largely maintained, albeit with occasional interruptions.
- (c) That the Lebanese authorities would support the approval of an implementation decree of the 17 August amendment of Article No. 59 of the Labour Law and Article No. 9 of the Social Security Law, pertaining to the employment of Palestine refugees in Lebanon.
 - This has not yet occurred. It is unclear when this might become possible.
- (d) That career guidance in schools and at community level will change the community perception towards female vocational training.
 - This has not yet occurred to the extent that the vast majority of females can participate in vocational training without difficulty.
- (e) That Palestine refugee females will be encouraged to join vocational training courses to acquire job skills leading to enhance employability chances.
 - This has happened to some extent but further improvement is required.
- (f) That the training of instructors at the VTCs would be by specialized trainers.
 - Apart from English Language Instruction, this has not yet occurred but is likely to happen shortly.
- (g) That tension would be eased through advocacy efforts and awareness raising campaigns.
 - This has not yet occurred.
- (h) That Palestine refugees will be encouraged to consider working outside their area of origin by the Employment Services Centre but also through the tutorial sessions on self-employment.

- Some progress has been made in this area. However this progress has been undermined by the precarious and volatile security situation, particularly in NLA.
- (i) That UNRWA will follow up systematically on the jobseekers recently referred through the Employment Services Centres in order to ensure the quality of placement.
- This is happening.

The following risks were identified:

- (a) Deterioration of the security situation inside and outside the camps and gatherings
- This has happened due mainly to the spill-over effects from the Syrian conflict.
- (b) Negative community perception regarding female vocational training may limit the female intake.
- This problem persists.
- (c) Disturbances in the political and security situation might delay the implementation of the training of instructors.
- This is not the main source of delay in implementing training of instructors.
- (d) Reluctance of Lebanese employers to hire Palestinians & reluctance of Palestinians to work outside the camp boundaries (mutual mistrust).
- This is a persistent problem which is exacerbated by political and security problems, and the difficult conditions prevailing in the Lebanese and global economy.
- (e) Imbalances in the Lebanese Labour market would lead to limited job opportunities and low quality of placement.
- The economic problems in Lebanon, which are particularly impacting on the construction, hospitality and retail sectors, are likely to hamper the employment prospects for the Palestine refugee workforce.
- (f) Partner NGOs might lack the capacity to progress project initiatives.
- The capacity of NGOs is being undermined due to the fact they are chronically overstretched, underfunded, suffer from a high turnover of implementing staff and are faced with having to attempt too much with too little resources.

4. OUTCOME 1 – IMPROVED EMPLOYABILITY OF PALESTINE REFUGEES

4.1 OUTPUT 1.1 – PALESTINE REFUGEES GAIN TECHNICAL AND MARKETABLE SKILLS THROUGH PROVISION OF TRAINING COURSES

SUMMARY

IMPLEMENTING PARTNER: UNRWA

MEASURABLE INDICATOR/
TARGET

1. 100 x Young adults with no qualifications graduate from short skills training course
2. 400 x Youth graduate from TVET course delivered by North Training Centre

MEANS OF VERIFICATION: Quarterly & Annual Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- At the NAVTSS training centre in NBC, 30 trainees of Aluminium Fabrication and General Electric Installations finalised their trainings at end October. All trainees joined one month on-the-job training at different hosting parties in close coordination with ESC North
- Trainees from Beddawi are moving by contracted bus to NBC.
- Trainees of Hotel Management at WPA in Beddawi camp finished their trainings and started one month of on-the-job training. As well as training on computer skills for this group is still on going.
- Service contracts were signed with two TVET providers (Culture and Science Foundation, and Saida Orphan Welfare Society) to start running the training for the new intake.
- 65 trainees including 30% females and 5% PWDs are continuing their trainings in four courses as planned. Trainees showed commitment with the trainings in which no drop out cases is reported.

TARGET 2

- 171 trainees (98 semi-professional, 73 trades) (96 Males, 75 Females) are continuing their trainings in different trades and semi-professional courses at NTC. All trainees sat for the first periodic test.

Findings, Conclusions and Recommendations

From the Field Visit to NTC it is clear that it has great potential to develop into a fine institution of learning.

The management and staff interviewed displayed a vision and understanding - of how they wanted the centre to develop, - of the education and training needs of the community they serve, - and of the needs of the local and Lebanese labour market in which NTC graduates would seek employment.

NTC management and staff interviewed outlined internal initiatives with which they were attempting to meet the growing demand for their services within the constraints of the system and the resources available.

However they identified a number of difficulties which they feel are inhibiting progress including:

- (a) Priority requirement – the need for a single unified centre for semi-professional and trade courses. At present these courses are offered at different locations.
- (b) A shortage of library books and consumables.
- (c) A lack of teaching equipment – in particular multi-media equipment and projectors. (It is expected that Output 1.3 will address some of the equipment deficiencies highlighted.)

In particular they highlighted difficulties in motivating and encouraging students, particularly in the context of the difficult security environment, the devastation of NBC and the poor housing standards of most students and trainees.

The management and staff are to be commended for a number of initiatives, to motivate and encourage the students and trainees including:

- (a) A 'Student of the Week' programme with privileges extending to the student awarded the designation.
- (b) Organising through the generosity of a local business man (and former alumnus of the UNRWA system) for sets of tools to be awarded as prizes to graduating students of a trade skills class.

These initiatives reportedly had encouraged improved participation and performance by students awarded the 'Student of the Week' designation and enhanced the motivation of the trade skills trainees who received the tools.

Similarly the management and teachers also identified how they had organised visits/talks by employers which were successful in giving students a sense of the real-world in which they would apply their knowledge and also was useful in making contacts between the

centre and potential employers. It is noted however that it has proven difficult to get employers to participate.

RECOMMENDATION 14: It is recommended that mainstreaming of motivational initiatives within the UNRWA system be progressed urgently so as to tackle problems with low morale among the students, and encourage participation and attendance rates.

RECOMMENDATION 15: It is highly recommended that donor funding be sought for graduation packs comprising a set of tools/work equipment and appropriate work clothing for each job type taught so as to improve attractiveness to employers of Palestine refugee graduates and also as an incentive to Palestine refugee students to continue their studies.

RECOMMENDATION 16: It is further recommended that a series of monthly visits and talks by employers or experienced professionals in the discipline being taught, be organised each year in order to give students a real world perspective of the industry they are training for and the workplace they will enter. This may necessitate providing incentives for employers and professionals to participate.

During the Field Visit the Evaluator interviewed two teachers (ICT and Business Studies) who were selected based on the background of the Evaluator. They were found to be very knowledgeable of their discipline and the manner in which they state that they teach was consistent with modern teaching practice.

However from discussions on the type of case studies used and assignments set, it appears that there is a tendency to use examples from academic textbooks rather than customising these case studies, exercises and assignments to reflect the kind of real world situations which the graduates are likely to encounter in the Lebanese context or in the Palestine refugee camps.

RECOMMENDATION 17: Where possible all teachers should be assisted to develop case studies and design project/homework assignments that are more relevant to the likely circumstances in which students will apply the knowledge and training they are receiving, so as to reinforce learning and improve their ability to apply their education and training when they enter the workplace.

To enhance its capacity UNRWA has outsourced the training of some trade courses to NGOs. During a Field Visit to an NGO operated VTC, it was identified that the training facility visited was of a good a standard and it was evident at interview that the teachers and trainers were knowledgeable, innovative in their teaching methods and that the trade skills courses offered were market focused and up to date.

However a number of difficulties were also evident including equipment shortages, electricity problems and the absence of internet access for computer laboratories.

It was also identified that the trainees despite receiving English language training appeared unable to exchange basic greetings and simple conversation in English.

RECOMMENDATION 18: In order to improve the employability of VTC graduates and trainees, it is recommended that UNRWA continue to acquire or develop a suite of certifiable Computer Based Training Modules to supplement all courses offered with training on personal skills, soft-skills, time-management skills, office and computing skills.

While the cooperation between UNRWA and NGOs to provide trade skills courses, appears to be quite successful, a number of possible areas for improvement were identified.

RECOMMENDATION 19: The feasibility of provision of English/French language supplementary training for trainees via CBT (arguably the most effective language training method) to complement or supplement existing teaching should be investigated.

RECOMMENDATION 20: If UNRWA is to outsource training to NGOs then sustainable, cooperative mechanisms to update workshops, train teachers and improve courses with project partners are essential.

A problem relating to the tenure of teachers was identified as potentially undermining the impact of project activities.

Teachers are mostly employed on a Daily Payment basis, being recruited from a list of qualified teachers maintained by UNRWA. They are paid on a Daily Payment basis, which means they are paid for each day they teach. They do not receive payment during vacation periods, if they are sick or if they are undergoing training themselves. They can be terminated with little notice or similarly they can leave with little notice. Accordingly teachers are constantly looking out for better opportunities with more secure employment conditions.

The system offers the advantage of being able to quickly fill vacancies, provide additional teaching resources to support new courses and quickly replace non-performing or ineffective teachers.

However apart from the obvious difficulties for the teachers in supporting themselves financially, intuitively the Daily Payment system undermines the efforts of the centre to deliver quality training due to the obvious disruption caused to course programmes and thus to students when teachers leave or are replaced at short notice.

Similarly the system does not encourage the teachers to take ownership of the course that they teach or support them to upgrade their skills. Likewise the knowledge, experience and any training gained by teachers employed on this basis can potentially be lost quite easily, undermining the contingent capability of NTC and the UNRWA education system as a whole.

It appears that this situation has arisen because of the insecure financial circumstances of NTC and UNRWA, which means that UNRWA is not in a position to offer more secure terms of employment to these teachers. In the context of the insecurity of their tenure and their desire to improve their competence and employability, the teachers interviewed expressed a desire for a formal Certified (by UNRWA) Continuing Professional Development Programme, that would assist them in getting fulltime employment.

RECOMMENDATION 21: It is recommended that teachers be provided with a contract for at least the length of time to deliver a course to one group of students so as to minimise the potential for disruption in the middle of the training cycle.

RECOMMENDATION 22: It is recommended that UNRWA HQ conduct exit interviews with departing Daily Paid teaching staff, to provide a basic protection for teachers in a vulnerable situation and also to ensure a smooth handover to replacement teachers.

RECOMMENDATION 23: It is recommended that in the context of the Daily Payment system, that UNRWA give consideration to the establishment of a formal Continuing Professional Development programme comprising certified online, self-study and taught courses, that would assist all UNRWA teachers to upgrade their skills and reward them with validation of their efforts and certification as applicable.

RECOMMENDATION 24: It is recommended that consideration be given to organising the VTC teaching system on a department/faculty basis lead by teachers on permanent contracts, who would assume responsibility for maintaining, standards, developing curriculums and capturing the knowledge and experience of teachers who are employed on a more irregular basis.

The students selected for the Focus Group (2 males and 2 females, from different courses and years) were from those who were present waiting for their classes to start, so as not to disrupt the education and training process.

They students participating in the focus group appeared to be bright and were well dressed, but at interview clearly expressed their frustration and de-motivation with their situation.

In particular they highlighted the following problems which make it difficult for them to attend class and study well:

- (a) a lack of books;
- (b) internet access problems, particularly for girls;
- (c) security problems and difficulty accessing training centres due to security restrictions;
- (d) electricity shortages (resulting in little or no light in the evening time to do homework); and
- (e) transport difficulties between Baddawi and NBC.

They also highlighted that lack of recreational facilities and programmes which would allow them to take their minds off their problems and the problems of their community.

They further communicated that because of poor living conditions, many students and trainees cannot practically do self-study or homework

When invited to suggest ideas they had for improving their employability, the students suggested the following:

- (a) An internship program at UNRWA for VTC graduates to get experience of using their skills while giving something back to the system that has trained them; and
- (b) A scholarship program for further advancement of their vocational training at private vocational training institutes.

RECOMMENDATION 25: It is recommended that consideration be given to developing an internship program at UNRWA and other UN agencies in Lebanon for semi-professional graduates and trade skills trainees that would offer the opportunity to get certifiable experience, while providing UNRWA with some additional resources at a relatively low cost.

RECOMMENDATION 26: In particular it is recommended that an internship program be developed at STC/NTC for graduates to develop training skills and training practice, as well as helping to provide tutoring and mentoring services to students and trainees.

RECOMMENDATION 27: It is recommended that donor funding be sought for a scholarship program that would assist VTC graduates get Industry Standard Qualifications typically provided by international equipment manufacturers (such as Cisco Training Certificates for IT graduates) that would improve the employability of Palestine refugees in Lebanon.

RECOMMENDATION 28: In the context of the chronic electricity shortages and the shortage of library books, it is recommended that consideration be given to the purchase of e-Book (back lit) Readers (such as the Amazon Kindle) that could be lent to students either for the length of their studies or on a timeshare basis as appropriate.

RECOMMENDATION 29: It is recommended that consideration be given to establishing Study Hall facilities at VTCs and/or in NGO premises in camps where young people can self-study, do homework or use the internet for educational purposes in a safe and supervised environment that is compatible with learning.

During the course of this evaluation it was highlighted that the high demand for services of UNRWA VTCs was in part due to the good reputation of the UNRWA system in general and Siblin Training Centre in particular.

RECOMMENDATION 30: It is recommended that consideration be given to operating NTC and STC on a dual shift basis, which would improve student throughput and improved the efficiency of utilisation of these facilities.

RECOMMENDATION 31: It is recommended that NTC and STC be respectively rebranded as Siblin Training College – North Campus and Siblin Training College – South Campus in order to confer the benefit of the good reputation of STC on all graduates of the UNRWA VTC system.

4.2 OUTPUT 1.2 – PALESTINE YOUTH ARE BETTER INTEGRATED TO THE LABOUR MARKET THROUGH IMPROVED TVET CURRICULA, IMPROVED TEACHING METHODOLOGY AND BETTER EQUIPMENT

SUMMARY

IMPLEMENTING PARTNER: UNRWA

MEASURABLE INDICATOR/
TARGET

1. 100% of UNRWA VTC instructors trained on updated teaching methods
2. 100% of UNRWA VTC curricula updated in accordance with labour market requirements
3. 80% of the curricula is taught in UNRWA VTC with modern equipment

MEANS OF VERIFICATION: Quarterly & Annual Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- The second round of training is planned to take place in December. According to the feedback of the training and the focus group need assessment a full training package will be carried out.

TARGET 2

- The consultant submitted the draft of his second report on the Fields, Levels and the Certificates of VET.
- The TVET consultant reports submitted are under revision
- The consultant didn't respect the time plan in submitting deliverables and reports.
- The contract of the consultant was terminated and the process of recruiting TVET consultant with a researcher is on-going.
- A team of researchers is in place, - one of them already started to work on the VTE laws and regulations. The team will be conducting a comparative analysis of the UNRWA TVET system and the Lebanese one.

TARGET 3

- The process of assessing the training needs of UNRWA TVET instructors is on-going. Several Meetings with different institutions and persons were conducted during this.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This project is progressing at a slower pace than envisaged due to difficulties with the consultant hired to complete this project sub-component. However because of corrective actions taken, it is likely that this component will be completed within the lifetime of the project and in any case this activity will most likely be developed and enhanced after the project ends.

The first instalment of training - English Language teaching methods – is already completed. The monitoring of the training is in place. Another intervention programme is under preparation to address the VTCs consultancy and training needs. The implementation was expected to start in December. Similarly a group of researchers is expected to be fully on board by mid December of 2012. The equipment requirements have been already identified and the process of procurement is in its final stage.

RECOMMENDATION 32: In the context of equipping teachers to cope with the rapidly changed nature of education and training it is recommended that up-skilling courses provided to teachers include - addressing multiple intelligence types (e.g. Logical-mathematical, spatial, linguistic, Interpersonal etc.), the use of multiple teaching formats, - and multiple assessment techniques.

It is identified that the relevance of courses to the labour market is dependent on the relative familiarity of the teacher with prevailing market requirements.

RECOMMENDATION 33: It is recommended that UNRWA STC/NTC should consider more active guidance of NGO training providers in harmonising course designs and formats across different NGOs training facilities, and possibly assuming a role as a certifying authority for such courses.

From interview with relevant personnel it is clear that UNRWA has a rigorous system of identifying and prioritising new equipment to be purchased is in place, which appears to be sound and well designed.

4.3 OUTPUT 1.3 – PROSPECTS FOR MARGINALISED ADOLESCENTS AND YOUTH ENROLMENT IN QUALITY VOCATIONAL TRAINING AND EMPLOYMENT SCHEMES.

SUMMARY

IMPLEMENTING PARTNER: UNICEF

MEASURABLE INDICATOR/
TARGET

1. 100 x young Palestine refugees benefitting from literacy courses (of which 30% are female and 70% are male).
2. 7 Community Service Centres provide support to out of school and working children
3. Capacity building of NGOs on training and monitoring

MEANS OF VERIFICATION: Quarterly & Annual Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- Number of Beneficiaries: 176 young people are still benefiting from literacy courses in Nahr bared, Baddawi, Ein el Helweh, and the surrounding camps of Miyeh Miyeh, Rachidiyeh, Burj el Chemali and Qassimiyeh. Beneficiaries are disaggregated by gender as follows: 113 Boys and 63 girls (65% boys & 35% girls)
- An additional number of participants will be added in NBC and EHC based on request from UNRWA for job seekers candidates in need of literacy courses (Total of beneficiaries TBI soon).
- Improvement rate: Improvement has reached 50% in some camps like Baddawi camp where improvement is being noted on the literacy level (Arabic, English, mathematics and other skills related to their job's need) and psychological/psychosocial level (with intensive follow up visits to the family and the employer). Improvement is also reported in Ein el Helwe camp reaching between 30-40%.

TARGET 2

- Targeted Beneficiaries: There are as of today 123 marginalized girls and boys benefiting from the services provided in the community centers. They are either drop outs or working children.
- Establishment of community support centers: 7 Support centers are running as planned. In Baddawi, NBC and EHC, many activities are provided such as sports (football, basketball), intellectual games (painting, hand crafts, interactive games,

monopoly, computer sessions, etc.) and other recreational activities aiming at raising awareness on healthy life skills (smoking, hygiene, nutrition, drugs etc.), protection, exploitation and prevention of infectious diseases, in addition to career guidance sessions. The sessions also focused on alleviating and managing violence in addition to attending the psycho-social needs and listening sessions for the students. Parents were also benefited from the services provided at the centers where they participated in sessions on mental health, protection, psychosocial support, communication, violence and awareness on addiction and drugs prevention. Parents and employers involvement also included more than 200 home & work visits for follow up and vocational training guidance. On a case management front, 15 cases were referred to MSF, Beit Atfal Al Sumoud and Family Guidance Center for specialized follow up.

- Improvement rate: Improvement level is increasing in NBC and EHC to 40%. There is improvement in the behavior and attitude of some children who were very active during the visits conducted in June 2012 and are now less aggressive and edgy. Also, some students stopped smoking and are now acquiring more healthy habits. With regards to case management, severe cases are referred to different organizations for follow up such as: GUPW, Medecins sans Frontieres (for family management), Nabaa and Najdeh. As of today the improvement rate has reached 50% in some camps such as Beddawi and 30% in other camps such as Ein El Helwe where living conditions are really difficult and more management and reporting of several cases is reported.

TARGET 3

- Agreement was signed with NISCVT end of September. Consultation meetings will be held with up to 100 staff from NGOs and institution providing literacy education in all the camps in the regions in order to feed in the training manual development. Currently the list of NGOs and the schedule for the consultation meetings are being compiled and finalized.

Findings, Conclusions and Recommendations

During Field Visits to literacy training provided by UNICEF supported Community Service Centres in the Baddawi and Ain El Hilweh camps, there were many problems evident with the training provided. The majority of the beneficiaries examined at random (from group identified by centre staff as being funded under this project) could not read or write or were functionally illiterate, despite having apparently received literacy training for up to 2 years in some cases.

Notwithstanding the difficult operational environment that many of the Community Service Centres experience, the level of illiteracy evident among apparently bright young people who had been in receipt of training for some time was unsatisfactory.

A number of apparent problems with the training being provided by the centres were evident during the evaluators visit.

The training is being provided in multi-purpose community support centres that provide psychological and emotional supports to vulnerable children, teenagers and young adults with literacy problems. However these centres are typically very stretched in terms of the demands on them and the facilities are not conducive to a teaching or learning environment. There were noisy and subject to constant interruption distracting both teachers and students from learning.

It was clear that the teachers in many cases had little teaching training in general and limited knowledge of teaching illiterates. Also there is apparently a problem with a high level of turnover in NGO teaching staff.

No apparent structure to the literacy training interventions was evident.

There was no evidence provided that trainees are assessed properly to ascertain the relative level of their illiteracy and to identify if they have a learning disability.

Similarly trainees of all levels and abilities were typically grouped together against recommended best practice.

The curriculum and teaching materials shown were very basic, mostly homespun and in some cases not appropriate to the age-groups and abilities involved.

It is noted that UNICEF has stated that these issues are being addressed and will be progressed during the remainder of the project.

UNICEF's support appears to be mostly financial. The level of technical support provided by UNICEF could not be reliably determined but in any case it did not appear to be effective.

While UNICEF acknowledged some delays in providing support and identified that improvements would be forthcoming, it is clear from the fact that many of these NGO operated centres have been operating literacy training for many years, that there is a fundamental problem with the provision of literacy training in the Palestine refugee camps.

It is noted that UNICEF has signed agreements with Assumoud organization for the development of unified literacy and life skills training material that will be used to train the service providers in different camps. However the qualifications or capacity of this organisation to develop this material is not evident. It was disclosed by staff from the NGOs visited, that Assumoud has a reputation in the camps for conducting remedial education intervention but not for running literacy programmes. Assumoud was reported to have developed a literacy book back in 1980s which is not apparently in use. The current literacy training materials and technical support provided to NGOs are reportedly (by NGO centre staff) provided through a local specialized NGO in literacy called EPEP.

During discussions with the beneficiary youth at focus groups, it was identified that while most were bright and affable, a significant number appeared to be withdrawn and have personality problems which might hinder their benefit from the training provided. Some encountered were also suffering from war trauma.

An interesting finding however is that the majority of those examined who were found to be functionally illiterate were apparently able to use a mobile phone and computers for recreational gaming.

It was also highlighted that while illiterate males were often able to use computers and mobile phones, that female trainees were unable to do so, mostly due to the cultural restrictions on young girls using the internet in general and visiting internet cafes in particular.

This suggests that the use of ICT applications maybe an effective way of addressing literacy problems in the camp.

RECOMMENDATION 34: It is recommended that as a matter of urgency that UNRWA and UNICEF cooperate to identify literacy training courses formats, curriculums and training materials already in use in other Arabic speaking countries, so that a rapid solution to improving the training provided under this component can be effected.

RECOMMENDATION 35: It is recommended that in the context of the inadequate teaching facilities prevalent in the Community Service Centres and the obvious attractiveness of computer based solutions to the beneficiaries, that UNICEF seek to identify computer based solutions used in other countries for possible re-use in Lebanon. (Seeking cooperation with the UNESCO funded project in Lebanon - Adult Literacy Using Information Technology (ALIT) would seem appropriate.)

The Community Service Centres visited appear to provide excellent and essential supports particularly to marginalised and special hardship cases. The centres appear to have existed for many years funded by a succession of donors in some cases.

UNICEF philosophy of working with reliable local partners and developing their capacity over time appears sound in principle.

However the impression gained during the field visits, is that centres are understandably doing a little bit of everything in order to enhance the attractiveness of the centre to donors.

The capacity of the NGO and the centres to deliver is undermined by the unstable funding environment for critical programmes.

Some of the staff interviewed indicated that there was a high level of staff turnover at NGO partners due mainly to the fact that teaching and other technical staff, (who are often engaged on a part-time basis) were being paid very low wages by the NGOs.

Intuitively high turnover of staff, many of whom have received donor funded capacity building training is inefficient and undermines the effectiveness of supports provided to NGOs.

RECOMMENDATION 36: It is recommended that more robust oversight and technical support mechanisms to be employed by UNICEF to minimise staff turnover at partner NGOs.

5. OUTCOME 2- INCREASED ACCESS TO JOB AND SELF-EMPLOYMENT OPPORTUNITIES

5.1 OUTPUT 2.1- PALESTINE YOUTH GRADUATES ARE BETTER INTEGRATED TO THE LABOUR MARKET THROUGH APPRENTICESHIP, AND IMPROVED EMPLOYMENT SERVICES

SUMMARY

IMPLEMENTING PARTNER: UNRWA

MEASURABLE INDICATOR/

TARGET

1. 100 youth enrolled in apprenticeship schemes.
2. Women participation in apprenticeship is equal or more than 20% of total number of youth involved.
3. 80% of jobseekers registered are referred to job opportunities
4. Approximately 450 jobseekers are registered and 100 are placed by the ESC in the North.
5. At- least 50% of job placements are qualified as quality jobs
6. All vacancies identified and listed by the ESC are easily available to jobseekers.
7. 30% of ESC beneficiaries are women.

MEANS OF VERIFICATION: ESC Weekly & monthly reports, Quarterly & Annual Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- The second intake of the apprenticeship started in September 2012 with a total of 20 beneficiaries. Out of the 20 apprentices, 14 dropped out.
- Most apprentices dropped out because they preferred working inside the camps rather than in Tripoli. Despite the fact that this issue was discussed with them through the individual coaching and in group sessions where they clearly stated that they did not mind working outside the camp.
- 11 apprentices were continuing their apprenticeship period during November.

TARGET 2

- During the initial apprenticeship intake 19.2% of the apprentices are females (5 out of 25). Out of the current 20 apprentices, 20% are females (4 out of 20)
- During the second intake of the apprenticeship 81.8% of the apprentices were females. (9 out of 11).

TARGET 3

- 89.5% of registered job seekers were referred to job opportunities. 663 were referred to job opportunities while 740 were registered in the database.

TARGET 4

- 740 job seekers were registered and 112 were placed.

TARGET 5

- 45.5% of placements were qualified as quality placements (51 out of 112).

TARGET 6

- All vacancies identified and listed by the ESC are easily available to jobseekers through:
 - Vacancy lists at the bulletin board at the ESC;
 - Announcements at UNRWA offices and installations in the areas;
 - Mailing list (job seekers, CBOs, NGOs, LFO ,
 - sharing between ESCs);
 - Social networks (Facebook)

TARGET 7

- 48.5% of those who received individual coaching were women; 36.6% of the number of job seekers referred to job opportunities were women; 35.7 % were placed

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This project sub-component appears to be progressing well and will likely achieve its targets by the end of the project.

It was evident from a Field Visit to the Tripoli ESC and interviews with relevant management staff, that this initiative is progressing well and providing valuable supports to the target beneficiaries in difficult circumstances.

However there is apparent inefficient use of very scarce resources due primarily to the very poor design of ESC database functionality and the lack of automation of the registration process and reporting requirements using simple macros.

The current design of database (provided by ILO) did not prove amenable to improvement and a new database is currently being developed that will create better links between the different ESC elements and automation of many tasks.

The Counsellor identified that CV preparation and telephoning Jobseekers to invite them to apply for job opportunities take significant amounts of the limited time available to her, which reduces the time available for individual and group counselling sessions.

It was noted that printed Counselling material (brochures, FAQs, tips for interviews etc.) was not routinely available.

It was further noted that much of the registration process involves collecting information which is included in a typical CV (personal data, educational profile, work history etc., which could be re-worked by a database macro to produce a basic CV that could be customised by the jobseeker with or without the help of the Counsellor.

Recommendation 37: It is recommended that ESCs aim to further automate the registration and profile maintenance functionality, so as allow jobseekers to pre-input (via the internet or at self-service PCs at the ESC premises and UNRWA VTCs) registration data themselves prior to meeting with the Registration Officer and to subsequently update their profile themselves as their circumstances change.

RECOMMENDATION 38: It is recommended that the registration process should result in Jobseekers being provided with a Registration pack comprising:

- (d) A copy of their registration form for their reference;
- (e) A basic CV comprising information collected during the Registration Process which could be used as the basis for the job-seeker developing and improving their CV under the guidance of the ESC counsellor;
- (f) Printed guidance material on searching for jobs, interview skills, negotiating wages, employers and employees' rights and duties, how to assess one's skills, abilities, and knowledge, how to plan for one's career etc.

RECOMMENDATION 39: It is recommended that the ESCs adopt the use of SMS and social media tools such as Twitter in order to more efficiently contact jobseekers regarding job opportunities and training place referrals.

RECOMMENDATION 40: It is recommended that when the new database is deployed that the Employment Unit staff at LFO take over the task of creating and generating management reports so as to free up centre staff from providing personal support services to jobseekers.

It is noted also that Performance Metrics focus on quantitative measures such as the number of referrals and the number of registered jobseekers placed irrespective of whether the referral or placement was done by the ESC.

RECOMMENDATION 41: It is recommended that performance metrics be re-focussed to include qualitative measures such as:

- (a) Placements as a result of ESC referral, and what level of quality jobs are placed;
- (b) Placements in jobs associated with education or training.

From discussions with the Outreach officer it was clear that the ESC concept is oriented towards referrals to and placement with small local businesses. It is not well equipped for dealing professionally with larger businesses.

In this regard it was noted that the Outreach officer was not provided with essential tools for his role:

- Business cards; and
- Definitive information on entitlement of employers to hire Palestine refugees.

Similarly it was noted that the Outreach officer typically wore smart-casual attire rather than a business suit which would be more appropriate when interfacing with larger companies.

RECOMMENDATION 42: It is recommended that a strategy for ESCs liaising with larger enterprises should be developed, possibly involving a single ESC located at UNRWA LFO interfacing with larger Lebanese enterprises and foreign companies, with local ESCs dealing with SMEs.

RECOMMENDATION 43: It is further recommended UNRWA, UNICEF and ILO cooperate during the remaining lifetime of this project to advocate that all UN agencies in Lebanon use their privileged access to the business community in Lebanon and in particular the branches of international companies in Lebanon, to open new avenue of quality job opportunities for Palestine refugees.

RECOMMENDATION 44: It is also recommended that UNRWA, UNICEF and ILO cooperate during the remaining lifetime of this project to advocate that all UN agencies in Lebanon actively encourage employment of Palestine refugees to social contacts, suppliers & contractors.

It is not evident that the ESCs are closely integrated with the VTCs and NGO training facilities.

RECOMMENDATION 45: It is recommended that the ESCs develop a process so that all VTC and NGO students and trainees are registered with the ESCs before they complete their education or training.

RECOMMENDATION 46: It is recommended that an internship programme be established at the ESCs so as to allow suitably qualified VTC graduates get work experience and provide additional resources to the ESCs.

5.2 OUTPUT 2.2- SUPPORT PROVIDED TO PALESTINE REFUGEES FOR THE DEVELOPMENT OF BUSINESS

SUMMARY

IMPLEMENTING PARTNER: UNRWA

MEASURABLE INDICATOR/
TARGET

1. 60 x Palestine Refugees will benefit from access to training on entrepreneurial skills.
2. 4 CMF will be established in southern areas
3. A total of 60 Palestine Refugees will develop their own businesses

MEANS OF VERIFICATION: Implementing partners and self employment officer,
Monthly and Quarterly Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- The contract with Majmoua has been completed and signed. The trainers are waiting for the full profile of the beneficiaries to tailor their training menu. UNRWA is now in the process of identifying two business development coaches that will provide onsite coaching for the loan beneficiaries.

TARGET 2

- In September it was reported that the identified partners will be two Community Based Organizations operating in Ein el Hilweh and Burj El Shemali camps, both of which have previous experience in managing community based microloans programs.
- Applications from potential beneficiaries are currently being collected and assessed. The assessment of other local partners, who will establish the remaining two Community Managed Funds, has commenced.

TARGET 3

- It was reported in August 2012 that the implementing had been recruited and that all technical and logistics preparation are finalized. The kick off of the field work is pending the finalization of the communication with relevant stakeholders (including Umbria's Chief areas officers and camp services officers)
- The research plan, timeline, and logistics for the second phase of fieldwork are currently underway in preparation to begin fieldwork in January. The design and

methodology of focus groups for consumer panels has been developed, and will be conducted during the coming month. The desk research for the final report is currently underway. Data from the previous phase of fieldwork has been cleaned and will be analyzed in the coming month.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Despite being somewhat delayed implementing staff are confident that this sub- component is on track.

The sub-component initiatives appear to be well designed and take into account experience from the operation of existing micro-finance schemes, providing much needed entrepreneurial capacity to the Palestine refugee community

Based on discussions with project personnel and knowledge gained through the focus groups a number of recommendations are made as follows:

RECOMMENDATION 47: It is recommended that training should be mandatory before drawdown of microfinance loans.

RECOMMENDATION 48: It is further recommended that the design of all training activities and assignments should be focused on micro-business ideas of trainees, so as to reinforce the impact of the training, and should re-use free online training material where possible to supplement training.

RECOMMENDATION 49: It is recommended that UNRWA and UNICEF proactively identify viable social-entrepreneurship opportunities and match with high capacity individuals (university/VTC/short skills training graduates etc. and jobseekers) interested in starting own businesses and back up with intensive coaching.

5.3 OUTPUT 2.3- SUPPORT TO SPECIAL HARDSHIP FAMILIES AND YOUTH PROVIDED THROUGH MICRO ENTERPRISES AND YOUTH EMPLOYMENT SCHEMES

SUMMARY

IMPLEMENTING PARTNER: UNICEF

MEASURABLE INDICATOR/
TARGET

1. 120 micro-enterprises are set up by youth and/or special hardship families (including 60% of women and 40% of men)
2. Guidelines and Standard Operational Procedures (SOPs) on micro-credit for NGOs are developed
3. 40 youth trained on business and entrepreneurial skills, funds management and accounting (20 girls and 20 boys).

MEANS OF VERIFICATION: UNICEF Monthly Reports & Quarterly and Annual Reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

TARGET 1

- The first phase of the training of GUPW started on late June until late August 2012. A clear schedule and provision plan for the applicants is being drafted currently and loans will be provided within the first 2 weeks of November 2012.

TARGET 2

- The training of NGOs started on late June until late August, reaching 18 NGOs staff. The guidelines will be made available at the end of the Young people training courses. There are 18 staff members from NGOs and committee members trained on the developed guidelines.

TARGET 3

- Training of young people started on 23rd of September for the first group and of young people and the last training for the third group will finish on 30 November 2012, for total of 60 marginalized and out of school young people.
- Some delay was faced at the initiation stage due to the political situation in EHC which led into a number of youth people not attending the training sessions on a regular basis. This was resolved through changing the venue of the training from GUPW inside the camps to Al Majmoua and vice versa depending on the criticality of the situation.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This project is largely on track, though from discussions with UNICEF staff, there have been some delays in developing the guidelines and SOPs on micro-credit for NGOs.

From observations during the Field visit to Ain El Helweh camp and discussions with GUP-W staff, it is clear the microfinance funds are very important to the local community and appear to offer good service to beneficiaries.

However a number of issues arise which should be addressed as follows;

- (a) While there is no evidence of favouritism, there is a clear perception among the beneficiaries (articulated by several participants in the focus groups) that affiliation to the PLO confers privileged or prioritised access to the Microfinance fund, although UNICEF's records of loan beneficiaries apparently show that many beneficiaries of the loans are considered anti- PLO politically.
- (b) The breadth of experience represented in the loan committee might usefully be widened to include representatives of from local business community etc.
- (c) A succession strategy needs to be put in place so as to ensure that operation of the funds will continue to be effective in the event of individuals connected with it being no longer available.
- (d) A tracking exercise should be initiated on businesses helped by the fund, so as to better understand the impact of the initiative and capture ingredients of success/failure.

RECOMMENDATION 50: Enhanced oversight of the operation of the revolving funds is recommended, so as to ensure that the funds are operated in an appropriately transparent and accountable manner to include:

- (a) vesting the revolving microfinance fund in a more transparently independent grouping which would include the existing local partner but also other stakeholders;
- (b) The operation of accounts linked to these funds should follow the norms prevalent in clubs and societies everywhere:
 - Multiple signatories on bank accounts
 - Simple prudent accounting measures
 - Regular independent audit of finances
- (c) For transparency and personal security reasons, large amounts of cash belonging to the fund should not be held by individual personnel (appears to be current practice, according to interviewed personnel).

- (d) The loans provided should be contingent on potential loan beneficiaries completing the training.
- (e) The training provided should address beneficiary needs at both a group level and at an individual level.

The current rate of interest charged appears inordinately high, in the context of the reportedly small level of bad loans and minimal expenses taken by those operating the funds. (It is noted however that these rates are low in comparison to the rates apparently charged by other microloan funds which are reported as being up to 24%.)

RECOMMENDATION 51: The donors to the fund should ensure that the interest rate charged is only that required to cover losses (from bad loans) and legitimate expenses.

From observations during a Field Visit to Rachidiyeh camp and from discussions with implementing personnel it is clear that Al Moujmoua is a competent training partner with good knowledge of the Palestinian community.

During the Field Visit the Evaluator held a Focus Group with trainees who were receiving Entrepreneurial Training on that day. The Evaluators questions were very focused on assessing the trainees understanding of the basic process of establishing a business including:

- How to identify business opportunities.
- How to assess the feasibility of the business ideas and the capacity of an individual or group to realise the idea.
- How to go about starting a business.
- How to manage and run a business sustainably.

However a number of issues of concern arose as a result of the Field Visit:

- The trainees were mostly very well dressed, relatively mature individuals who did not appear to be marginalised or special hardship cases and appeared to making up the numbers, in that most stated that they had no intention of setting up a business, although some indicated that they were taking loans for relatives who intended to start businesses with the money (which is apparently common practice in order to support their families in trouble).
- On the day of the Field Visit the trainees turned up late and left early, and apparently attendance at the trainings were typically sporadic.
- Despite having received up to 9 days the training, the knowledge displayed regarding the identification of viable local business opportunities or the requirements for starting a business was in the opinion of the Evaluator very poor.

It is clear from discussions with beneficiaries however that the Revolving Loan fund is highly valued as it is money that is destined to stay in and improve the camps. The loans

reportedly benefit not only individual recipients, but also impact positively on the social well-being of the entire community.

6. OUTCOME 3- THE INFORMATION GAP ON THE LABOUR MARKET SUPPLY AND DEMAND REGARDING PALESTINE REFUGEES IS ADDRESSED

6.1 OUTPUT 3.1: QUALITY DATA ON PALESTINE REFUGEES' EMPLOYMENT (LABOUR FORCE SURVEY) IS PRODUCED.

SUMMARY

IMPLEMENTING PARTNER: ILO

MEASURABLE INDICATOR/
TARGET

1. Statistical measures and procedures (interview techniques, data checks, coding, training of interviewers, etc.) to control and monitor quality of labour survey data are designed, implemented, and made available
2. Mechanisms to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.)
3. Quality control measures implemented
4. A comprehensive report on labour market information is available with specific identification of labour market information (LMI) gaps on the demand side

MEANS OF VERIFICATION:

1. ILO Monthly & Quarterly Reports
2. Quality control methodology
3. Survey report/results

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

The Labour Force Survey (LFS) has been completed as have (1) the statistical measures and procedures to control and monitor the quality of labour survey data, (2) mechanisms to respond to data flaws and (3) the implementation of quality control measures.

The LFS summary report produced in both English and Arabic. A workshop to present and discuss the survey results was organized on 20 November. More than 100 people representing different stakeholders (government, donors, civil society, international organizations, etc.) attended the event. Copies of the survey summary report were distributed during the workshop.

It was noted that outputs produced to date under this component did not comply with the PBF requirement that *"each Recipient UN Organization will take appropriate measures to publicize the PBF"*. Similarly ToRs and contracts of implementing personnel did not typically reference the PBF or PBF goals and priorities.

ILO has undertaken to ensure that the final report of the Labour Force Survey notes the PBF funding and includes the PBF logo. All PDF links to outputs from ILO components at the ILO and CEP websites will be modified. For the remaining period of the project, ILO will ensure that PBF funding is visible on all the other outputs.

It appears that this component was part of a larger EU funded project in which individual components were funded jointly and separately by the EU, PBF and ILO itself.

RECOMMENDATION 52: It is recommended that in future PBF projects, where components are part-funded or jointly funded with other Donors that in the interests of transparency and accountability there should be an agreement between the Donors as to the demarcation between those components funded by the PBF and the other Donors.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This component appears to have been completed in an efficient and professional manner that complemented a similar survey conducted on the Lebanese labour force. Accordingly this study was a significant achievement bearing in mind the wariness of Lebanese authorities of initiatives which might be interpreted as facilitating ‘Tawteen’ – the permanent settle of the Palestine refugee community in Lebanon.

Even though the modules and definitions used in conducting the labour force survey followed the ILO’s standards and are adopted by particular statistical agencies in different parts of the world, it is noted that many stakeholders expressed reservations at the dissemination workshop regarding the definition of employment/unemployment. In particular they were concerned that this technical definition would result in inaccurate or misleading analysis of the Labour Force Survey data that would undermine the interests of the Palestine refugee community.

Similarly there was inadequate visibility of the mechanisms employed to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.) and the evaluator’s questions in this regard were not answered satisfactorily.

RECOMMENDATION 53: It is recommended that ILO provide to the Final Evaluator a summary of the mechanisms employed to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.)

While the Labour Force Survey is a very important and valuable dataset to academics, demographers, policy makers and other users, the utility of ‘Employment & Unemployment Module Data’ is somewhat compromised by the fact that it refers mostly to the week previous to the conduct of the survey, and does not delve into respondents’ employment history over the previous months and years.

It is identified that the inclusion of more information on the employment history of respondents, would permit better analysis by end-users of the typical employment circumstances and life-chances of the different sectors of the Palestinian labour force.

RECOMMENDATION 54: If it is possible and permitted to conduct future surveys it would be useful if more detailed questions were included that would complement the UNRWA and UNICEF components of this project including:

- (a) Questions probing the link between educational attainment and the type of education and employment taken, so as to better establish to what extent education influences employment chances and choices.
- (b) Questions regarding the dynamics of the labour market for Palestine refugees such as:
 - Questions which highlight more explicitly why employees leave jobs; and
 - Questions which better indicate the employers' treatment of employees in the workplace.

6.2 OUTPUT 3.2: LABOUR MARKET INFORMATION AT LOCAL LEVELS COLLECTED, ANALYSED, VALIDATED AND MADE AVAILABLE.

SUMMARY

IMPLEMENTING PARTNER: ILO

MEASURABLE INDICATOR/
TARGET

1. Available LMI collected
2. Analysis on gaps available
3. At least 6 focus groups meetings organized with employer and other stakeholders
4. At least 2-3 research targeting specific sectors/ local communities undertaken
5. 2 workshops to disseminate results organized
6. Labour demand reports available
7. Available data made accessible

MEANS OF VERIFICATION:

1. ILO Monthly & Quarterly Reports
2. Quarterly & Annual Reports
3. Analysis report
4. Specific labour demand reports
5. Focus group reports
6. Research reports
7. Work plan

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

- It was reported in August 2012 that review and mapping of research on labour market and labour force pertaining to Palestinians is still on-going.
- It was reported in August that this action has witnessed minor delay the set plan due to procedural and administrative issues.
- It is intended that gap analysis will be initiated once mapping and review is completed.

FINDINGS, CONCLUSIONS & RECOMMENDATIONS

It is reported that the analysis and reporting of the desk review is still under preparation. Questions and guidelines for the interviews and focus group meetings are under preparation.

Notwithstanding some delays, from interviews with ILO staff and the consultants hired by ILO to conduct this analysis, it appears that this valuable study will likely be completed within the lifetime of the project and to a good standard.

CRI - the consultants hired to complete this study appear to have much experience of the Palestine refugee issue. At interview, they were convincing as to their understanding of issues pertinent to this study and the methodology they proposed appeared sound and in line with best practice.

They highlighted that the biggest problem they were having was in accessing good quality data and reference material relating to the South Lebanon area in general and the Palestine refugees' situation in particular.

Recommendation 55: It is recommended that consideration be given by ILO and/or the UNRWA Donor Relations Unit (DRU) to establishing a register of all previous and currently active UN and donor funded projects for Palestine refugee beneficiaries, and a library of deliverables produced by these projects for use by UNRWA, UNICEF, ILO and NGO personnel in designing future developmental interventions, research or policy development.

It emerged during discussions with CRI that they were not briefed on who the end-user of target reader for their analysis would be, and so the design and focus of their report would likely follow their standard format. Similarly they did not anticipate interacting with relevant UNRWA staff involved in employment services or self-employment initiatives.

RECOMMENDATION 56: It is recommended that as a matter of urgency that a liaison meeting be held with relevant UNRWA staff to maximise the utility of the Labour market Analysis to operational UNRWA staff and also to allow UNRWA staff provide input to the Labour market Analysis process.

7. OUTCOME 4- COST AND FEASIBILITY STUDY OF PROVIDING SOCIAL SECURITY TO PALESTINE REFUGEES

OUTPUT 4.1: COST AND FEASIBILITY OF DIFFERENT POLICY OPTIONS FOR PROVIDING SOCIAL SECURITY TO PALESTINE REFUGEES IS ASSESSED.

SUMMARY

MEASURABLE INDICATOR/
TARGET

- Policy options identified
- One workshop organized
- Study completed

MEANS OF VERIFICATION:

1. ILO Monthly & Quarterly Reports
2. Quarterly & Annual Reports
3. MOL annual reports

REPORTED ACHIEVEMENTS AT 31 OCTOBER 2012

- The financial assessment has been completed. It is now being revised and edited by ILO; it should be finalized and ready for dissemination by January 2013.
- A date for organizing a workshop to discuss the findings of the assessment and the policy options will be set in coordination with LPDC and CEP.

FINDINGS, CONCLUSIONS & RECOMMENDATIONS

The review and editing of the financial assessment is on-going. As the workshop will be organized in partnership with LPDC and CEP, it will likely be postponed till early 2013.

In the context of the PBF priority to preserve stable and peaceful relations between the Palestine refugee community and the Lebanese host community, the urgency of making progress to improve the employment rights and standards for Palestine refugees is critical. This work is a very valuable contribution to this goal. However it is likely that the pace of reform will be very slow due to clashing political priorities for the Lebanese government.

The likely delays in achieving progress on this file together with the deteriorating security situation and the growing frustration of young Palestine refugees, points to the urgency of developing parallel measures to improve the employment opportunities for young Palestine refugees in Lebanon.

8. POSSIBLE AREAS FOR FURTHER INVESTIGATION

One of the major achievements of this project is the completion of the Labour Force Survey and the Labour Market Analysis in the South, in conjunction with initiatives to improve access to employment and encourage and support entrepreneurship and self-employment. To build on these achievements it is useful to get a better understanding of the economic impact of the Palestine refugee community and their contribution to the Lebanese economy, so as to open up new opportunities for Palestine refugees and enhance the awareness of the positive aspects of the Palestine refugee presence in Lebanon among the host community.

RECOMMENDATION 57: To complement the Labour Force Survey and the Labour Market Analysis in the South, it is recommended that consideration be given by ILO to the conduct of an analysis of the Palestinian camp economy:

- (a) to develop information on the contribution of the Palestine refugees to the Lebanese economy for advocacy purposes;
- (b) to identify what portion of the Palestine refugee economy in Lebanon is spent on goods and services provided by Palestine refugees, so as to get a better understanding of the opportunities for increasing the share of the camp economy held by Palestine refugees and so identifying possible job/entrepreneurial opportunities.

Certification of education and training is all important in Lebanon. Thus those who have had interrupted education and training or sporadic education and training are at a disadvantage in the labour market, despite having a lot of knowledge and experience.

There are proven strategies which have been developed that permit validation and certification of all forms of learning including:

- (a) Formal Learning in educational and training establishments;
- (b) Non-Formal Learning typically involving workshops, community courses, interest based courses, short courses, or conference style seminars;
- (c) Informal Learning typically occurring in a variety of places, such as at home, work, and through daily interactions and shared relationships among members of society

The European Qualifications Framework (EQF) and the European Quality Assurance in Vocational Education and Training (EQUAVET) both provide good models for developing a credit based qualifications framework. As these systems were designed to cater for the very different systems of education and training in the EU and EU accession countries, they are very flexible and can adapt to the UNRWA system. By adopting the EQF and EQUAVET models, a ready mechanism for providing international recognition and equivalence for UNRWA qualifications would be realized.

RECOMMENDATION 58: It is recommended that this work be supplemented by studies which:

- (c) Identify the contribution to the Lebanese economy of the Palestine refugee community through their contribution to Lebanese GDP, the donor funds that are attracted by their presence and the economic impact of international agency staff and foreign contracted personnel who work with the Palestine refugees on the Lebanese hospitality, travel and retail sectors.
- (d) Identify the opportunity cost to the Lebanese economy of failing to capitalise on the economic potential of the Palestine refugees Community.

RECOMMENDATION 59: It is recommended that UNRWA consider the possibility of develop a system for validating and certifying all forms of learning including formal, non-formal and informal learning, so as to improve the employability of Palestine refugees many of whom have been forced to drop-out from education or training.

RECOMMENDATION 60: So as to facilitate Life-Long Learning (LLL) and cater for the needs of Palestine refugees, many of whom had interrupted education and training histories, it is recommended that UNRWA consider developing a credit based Qualifications Framework to international standards (such as the EQF/EQAVET), which will allow individuals to get credit for and combine all prior learning so as to provide them with qualifications.

ANNEX 1 – TERMS OF REFERENCE



UNITED NATIONS RELIEF AND WORKS AGENCY FOR PALESTINE REFUGEES IN THE NEAR EAST – UNRWA

UNRWA is the United Nations agency responsible for the protection, care and human development of a population of some 4.6 million Palestine refugees living in the Gaza Strip, the West Bank, Jordan, Lebanon, and the Syrian Arab Republic. The Agency is committed to assisting Palestine refugees in maintaining a decent standard of living, acquiring appropriate knowledge and skills, enjoying the fullest possible extent of human rights, and leading a long and healthy life. UNRWA is by far the largest UN operation in the Middle East with over 29,000 staff. Most of the staff members are refugees themselves, working directly to benefit their communities – as teachers, doctors, nurses or social workers.

Midterm Evaluation

Location	Lebanon Field Office
Type of Appointment	Consultant
Deadline for Application	26 September 2012
Vacancy Announcement Number	<u>961/2012</u>
Department/Division	Programme Support Office

Project background:

The project “Empowerment of Youth at Risk through Job Creation Programme in Areas of Tensions (Lebanon)” was approved in November 2011 with a total budget \$2,002,719 USD distributed among three UN agencies UNRWA, UNICEF and ILO. The project runs by UNRWA. UNRWA and UNICEF involve vocational training, the establishment of a youth empowerment and job creation programme, and micro-credit facilities. In parallel, the ILO works towards the collection and analyses of data on the Palestinian labour force and the improvement of information on the demand-side of the Lebanese labour market. The implementation of the project as a whole is undertaken through a Lebanese national partner, the Lebanese Palestinian Dialogue Committee.

This project falls under the PBF outcome “Revitalize the economy and immediate peace dividends”. Employment schemes and economic growth provide a ‘peace dividend’ which deters the population from engaging in conflict. It falls into the Priority Plan’s second priority, i.e. Areas of Tension”. The Palestinian camps have indeed been identified as areas suffering from chronic instability, with a high potential of further deterioration.

The project encompasses a dual peace building dynamic targeting Palestinians youth between the age of 15 and 24 years old in south and north Lebanon: a peace building dynamic within the refugee community living in the camps, and a second one between the camps and the host

economy. Ultimately, it will contribute to reduce the existing animosity between the Palestinian and the Lebanese communities.

Project Development Objective:

Through the Immediate Response Facility programme, UNRWA, UNICEF and the ILO will focus on maintaining Palestine refugee youth away from violent paths and having them gainfully occupied, through selected high-impact projects, which would stabilize their socio-economic environment.

Key outcomes:

IRF Priority area 3: Revitalize the economy and immediate peace dividends

IRF Outcome 13: Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.

Accordingly, the project aim to empower Palestine youth and to put in place job creation programme to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of Lebanon. These are achieved through:

Outcome 1: Improved employability of Palestine refugees

Outcome 2: Increased access to job and self-employment opportunities

Outcome 3: Information gap on the labour market supply and demand concerning Palestine refugees in Lebanon addressed

Outcome 4: Cost and feasibility of providing social protection to Palestinians in Lebanon is assessed.

Clients of Evaluation

The primary clients of the evaluation are UNRWA, UNICEF and ILO Regional Office for Arab States; and UNRC and Peace building Fund. Secondary clients include other units within UNRWA that may indirectly benefit from the knowledge generated by the evaluation, as well as project beneficiaries and partners.

Objectives of the consultancy:

UNRWA has initiated the present midterm evaluation to assess the relevance, effectiveness, and efficiency and the prospective impact and sustainability of project's activities; further, to provide recommendations and accordingly propose corrective measures to PSO and partners on how to enhance those areas.

Hence, the purpose of this midterm evaluation is to:

- Determine/assess if the project achievements so far are inline with its stated objectives, outcomes, and outputs; and explain why/why not, what kind of corrective measures are needed to take place provide guidelines accordingly;

- Assess the proper use of resources against its listed outcomes; ToRs and contracts: are they inline with the project documents and explain why/why not; are the allocated resources utilizing its fund efficiently and explain why/why not;
- Assess the project implementation procedure (operational procedures, selection criteria, procedures for control of projects' implementation) and their influence regarding the project effectiveness;
- Examine the UN joint fund model mainly the coordination between UNRWA, UNICEF and ILO; provide recommendations for the next period;
- Document lessons learned, success stories, and good practice in order to maximize the experiences gained and provide recommendations on how to best utilize them for the next period;
- Provide recommendations on how to build on the progress achieved for this period and ensure that it is going to be sustained by the relevant stakeholders and partners and explain why/why not; and
- Assess the sustainability measures in place that should ensure the benefits of the project's intervention, are going to be continued in the long term, what kind of corrective measures are needed to take place, provide guidelines accordingly.

Methodology Approach

The mid-term evaluations will use methodologies and techniques as determined by the specific needs for information, the availability of resources and the priorities of stakeholders. In all cases, consultant is expected to analyse all relevant information sources, such as annual reports, project documents, internal review reports, and any other documents that may provide evidence on which to form opinions. Consultant is also expected to use interviews and focus groups as a means to collect relevant data for the evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

Deliverables

The consultant is responsible for submitting the following deliverables to the PBF Coordinator under the Programme Support Office:

Draft Final Report (to be submitted within 15 days of completion of the assignment)

The draft final report will contain the same sections as the final report (described in the next paragraph). It will also contain an executive report that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. This report will be shared among the Programme Support Office and project partners to seek their comments and suggestions.

Final Evaluation Report (to be submitted within 10 days of receipt of the draft final report with comments)

The final report will contain an executive report that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. This report will contain the following sections at a minimum:

Cover Page

Executive summary

Introduction

Background, goal and methodological approach

Purpose of the evaluation

Methodology used in the evaluation

Constraints and limitations on the conducted midterm evaluation

Description of the project

Clearly identified findings

Levels of Analysis: Evaluation criteria and questions

Conclusions and lessons learned (prioritized, structured and clear)

Recommendations

Summary of potential areas for further investigation and implication for partners' strategies

Annexes

Recommendations: The findings of each evaluation area (relevance, effectiveness, effectiveness, efficiency, impact, and sustainability) should be followed by analysis and conclusion proposing recommendations and corrective measures to be carried out for the next period of the project. The conclusions that are to be presented in a priority order must be clear and practical taking into consideration the project duration, existing resources and political environmental constraints.

Timeline for the evaluation process

Execution phase:

Desk study:

Documents' review (project document, work plan, monitoring plan, financial statements and its related documents such as contracts and ToR, etc.).

Field visits

The consultant will meet all partners and visit the three project partners

The consultant will conduct field visits, interviews, and focus groups with project partners, project staff, project stakeholders, beneficiaries, service providers, etc.

The consultant will be responsible for conducting a debriefing with the key actors he or she has interacted with.

Reporting:

Throughout the assignment the consultant will work under the overall guidance and will report to the Field Programme and Support Officer (FPSO). During the fulfilment of his/her work, the consultant will ensure regular communication with PSO prior to the delivery of expected results. The consultant shall ensure quality and timely delivery of the expected results and will regularly inform FPSO of the progress as well as any obstacles that might occur.

Final Report

The consultant will deliver a draft final report, (within fifteen days of the completion of the assignment).

The project partners may ask that data or facts that it believes are incorrect be changed, as long as it provides data or evidence that supports its request. The evaluator will have the final say over whether to accept or reject such changes. (Within fifteen days of delivery of the draft final report).

The project partners may also comment on the value judgments contained in the evaluation, but these may not affect the evaluator's freedom to express the conclusions and recommendations he or she deems appropriate, based on the evidence and criteria established.

On the completion of input from the project partners, the evaluator shall decide which input to incorporate and which to omit and submit to the PBF coordinator a final evaluation report within ten days.

Upon completion, the consultant will conduct a stakeholder workshop for dissemination of initial findings.

Qualifications and Experience:

Essential:

Relevant background information in the following areas: Education; Business Management; Economics; International Development; Social Studies.

At least 7 years of professional experience in the assessment, planning, implementation and monitoring and evaluation of projects.

Experience in evaluations in the UN system;

Relevant regional experience preferably working on Palestinian refugee issues in Lebanon;

Experience in facilitating workshops for evaluation findings.

Proven experience in conducting consultancies

Excellent command of written and spoken English.

Excellent analytical skills

Desirable:

Ability to work independently

Strong planning and organization skills

Fully proficient computer skills and use of relevant software and other applications

CONDITIONS OF SERVICE:

Salary: Salary: at their interview, candidates will be asked what rate they charge.

Contract Duration: 1 month (Not Extendable)

EQUIVALENCY

Candidates with an equivalent combination of relevant academic qualifications, professional training and progressive work experience may also be considered.

GENERAL INFORMATION

UNRWA is an equal opportunity employer and welcomes applications equally from men and women.

It is Agency Policy to give full consideration to qualified disabled candidates whose disability does not impact their ability to perform the duties and responsibilities of the post.

Priority will be given to fully qualify registered Palestinian refugees.

Prior to the commencement of services, the consultant shall confirm and acknowledge in writing, and provide proof of the existence of, self-procured adequate private insurance against medical, disability and accident for the duration of the contract.

As a member of the United Nations system, UNRWA maintains a close relatives' policy. In this regard, if a candidate has a close relative (mother, father, brother, sister, son or daughter) who is already employed by the Agency, he/she can only be employed if the Agency is unable to find another suitable candidate.

UNRWA staff members with fixed term appointments may not be considered for any consultant/contractor position while in service. Candidates who are no longer employed by the Agency must have a minimum of 3 months break in service before they applying to any consultant/contract positions.

UNRWA is a United Nations organization whose staff are expected to uphold the highest standards of integrity, neutrality and impartiality. This includes respect for human rights, for diversity, and for non-violent means of dealing with all kinds of conflict. UNRWA staffs are expected to uphold these values at all times, both at work and outside. Only persons who fully and unconditionally commit to these values should consider applying for UNRWA jobs. UNRWA is a non-smoking working environment.

هي منظمة تابعة للأمم المتحدة، وهي منظمة تفترض من موظفيها الالتزام بأعلى معايير الاستقامة والحياد الأونروا والنزاهة. ويشمل ذلك احترام مبادئ حقوق الإنسان واحترام التنوع وتبني الوسائل غير العنيفة في حل كافة أشكال النزاعات. المتوقع من موظفي الأونروا أن يقوموا بدعم هذه القيم في كافة الأوقات، سواء في أماكن العمل أم خارجه. إن أولئك الأشخاص الذين يتمتعون بالالتزام الكامل وغير المشروط بهذه القيم هم فقط الذين ينبغي أن يتقدموا بطلباتهم للعمل لدى الأونروا. الأونروا هي بيئة عمل لا يسمح فيها بالتدخين.

HOW TO APPLY

If you have got the skills and experience required above, and want to make an active and lasting contribution to improving the lives of Palestine refugees, then register on

<http://jobs.unrwa.org> by creating a personal profile and completing the UNRWA Personal History Form. Only applications received through this website will be considered. Please note that UNRWA only accepts degrees from accredited educational institutions. Candidates may also be invited to take a technical exam in order further evaluate their qualifications for the post. *Due to a high volume of applications received, only short-listed applicants will be contacted.* The United Nations does not charge a fee at any stage of the recruitment process. The United Nations does not concern itself with information on bank accounts. For any queries please send an email to: recruitmentquestions@unrwa.org

Date of issue: 13 September 2012

ANNEX 2 – MISSION CALENDAR

Workday #	Day/Date/Time	Activities	Remark
1	Mon 05 Nov 12 AM – UNRWA HQ PM – UNRWA HQ	1. Introductory meetings with Lead Partner UNRWA: <ul style="list-style-type: none"> • PBF Coordinator A. Atma • FPSO J. Dellage 2. Security briefing: B. Baker 3. Basic Security In The Field Course 4. Desk review of documents provided	Formal start of mission
2	Tue 06 Nov 12 AM- UNRWA HQ PM – UNDP HQ Downtown Beirut, UNRWA HQ	1. Desk review of documents provided 2. Introductory meetings with UNRWA implementing staff: 3. Introductory meeting with UNICEF cancelled at their request 4. Introductory meeting with Mr. R. Gedeon, UNRCO 5. Advanced Security in the Field Course	Focussed on UNRWA Components due to non-approval of evaluation methodology by other partners.
3	Wed 07 Nov 12 AM- UNRWA HQ, PM-UNRWA HQ	1. Desk review of documents provided 2. Planning for visit to NTC 3. Revision of planning methodology to take into account changes required by UNICEF 4. Work on design of e-survey 5. Preparation for visit to NTC	Focussed on UNRWA Components due to non-approval of evaluation methodology by other partners.
4	Thu 08 Nov 12 AM – UNRWA HQ	1. Desk review of documents provided	Focussed on UNRWA Components due to non-approval of evaluation

	PM-UNRWA HQ	<ol style="list-style-type: none"> 2. Planned visit to NTC cancelled due to security problems in area 3. Work on design of e-survey 	methodology by other partners.
5	<p>Fri 09 Nov 12</p> <p>AM – UNRWA HQ</p> <p>PM – UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Desk review of documents provided 2. Introductory meeting with ILO 	Planning for ILO & UNICEF components pending expected formal approval of evaluation methodology
6	<p>Mon 12 Nov 12</p> <p>AM – UNRWA HQ</p> <p>PM – UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Approval of M&E methodology by all partners 2. Issuance of formal RFIs to each partners 3. Preparation for meetings with UNRWA staff 	E-survey cancelled as impractical due to delays in securing approval of methodology by other partners. Work on e-Survey re-used to structure interviews and focus groups.
7	<p>Tue 13 Nov 12</p> <p>AM – UNRWA HQ</p> <p>PM - UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for site visits, initial design of interviews and focus groups 2. Meetings with UNRWA staff: <ul style="list-style-type: none"> • Mr. M. Farhat • Mr. Z. Kawash 3. Initial analysis of meetings & preparation for following day 	Outlined in detail information required for evaluation as per ToR.
8	<p>Wed 14 Nov 12</p> <p>AM – UNRWA HQ followed by ILO HQ, Hamra</p> <p>PM – UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for meeting with ILO 2. Meetings with ILO staff: <ul style="list-style-type: none"> • Ms. S. Masri • Ms. R. Hokayem • Mr. J.F. Klein 3. Meeting with Ms. S. Omran, ILO 4. Initial analysis of info provided by ILO and Request for supplementary information. 	Outlined in detail information required for evaluation as per ToR.
9	Thu 15 Nov 12		North Lebanon Area

	<p>AM – UNRWA HQ followed by travel to North Lebanon Area</p> <p>PM – NLA & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for visit 2. Visit to UNRWA NTC, Nahr El Bared Refugee camp 3. Meetings with centre management & staff 4. Focus group with trainees 5. Initial analysis of visit & preparation for following day. 	
10	<p>Fri 16 Nov 12</p> <p>AM – UNRWA HQ followed by UNDP HQ Downtown, Beirut</p> <p>PM – UNICEF HQ, Hamra & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for meeting with UNICEF 2. Meeting with Ms. S. Omran, ILO 3. Meeting with Mr. A. Costy, UNRC 4. Meeting with UNICEF: <ul style="list-style-type: none"> • Ms. I Castrogiovanni • Ms. A.Obeid • Mr. N. Kaddoura 5. Initial analysis of information received from UNICEF and request for supplementary information 	Meeting with UNICEF delayed due to unavailability of UNICEF staff. Outlined in detail information required for evaluation as per ToR.
11	<p>Mon 19 Nov 12</p> <p>AM – UNRWA HQ followed by Travel to Saida</p> <p>PM – Ain El Helwe & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for visit to Ain El Helwe camp 2. Visit to Ain El Helwe refugee camp GUPW centre and Community Service centre 3. Meeting with GUPW microfinance loan committee 4. Meeting with teacher and Psycho-support counsellor 5. Focus groups with literacy beneficiaries 6. Initial analysis of visit 	UNICEF components
12	<p>Tue 20 Nov 12</p> <p>AM – UNRWA HQ & ILO HQ, Hamra</p> <p>PM – AUB, Hamra & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for meeting with ILO 2. Meeting with A. Costy & J.F Klein (ILO) 3. Meeting with R. Mabsout, AUB 	Meeting requested by ILO to define scope of M&E

		4. Request for supplementary information from ILO 5. Initial analysis of meetings	
13	Wed 21 Nov 12 AM – UNRWA HQ & Hotel Holiday Inn Verdun PM- Grand Serail, Downtown Beirut & UNRWA HQ	1. Preparation for ILO workshop 2. Attendance at ILO workshop 3. Meeting with PGSC 4. Meeting with LPDC 5. Initial Analysis of Meetings	ILO Components
	Thu 22 Nov 12		National Holiday in Lebanon
14	Fri 23 Nov 12 AM- UNRWA HQ & Al Majmoua HQ, Mar Elias PM – UNRWA HQ	1. Preparation for Field Visit with Al Majmoua in Rashidieh 2. Meeting with Manal Hassoun, Al Majmoua 3. Initial analysis of information received from Al Majmoua	UNICEF Components
	Sat 24 Nov 12	1. Field Visit cancelled due to security difficulties	Ashoura
15	Mon 26 Nov 12 AM – UNRWA HQ followed by travel to North Lebanon Area PM – North Lebanon Area & UNRWA HQ	1. Preparation of visit to NTC 2. Visit to NAVTSS, Nahr El Bared Refugee Camp 3. Focus group with trainees 4. Visit to Association Solidarity, Baddawi Refugee Camp 5. Focus group with Literacy students 6. Initial analysis of meetings	UNRWA & UNICEF Components
16	Tue 27 Nov 12 AM – UNRWA HQ PM – NPA, Cola & UNRWA HQ	1. Preparation for meetings with UNICEF, NISCVT, CRI 2. Meeting with UNICEF and NISCVT at NPA: <ul style="list-style-type: none"> • A. Obeid • K. Aine 3. Initial analysis of meetings	UNRWA & UNICEF cooperation elements

17	<p>Wed 28 Nov 12</p> <p>AM – UNRWA HQ & CRI HQ</p> <p>PM – UNDP, Downtown Beirut & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for meetings & field visit to ESC Tripoli 2. Meeting with Consultation Research Institute 3. Meeting with R. Gedeon, UNRCO 4. Initial analysis of meetings 	UNRWA Components
18	<p>Thu 29 Nov 12</p> <p>AM – UNRWA HQ followed by travel to North Lebanon Area</p> <p>PM – ESC Tripoli & UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for visit to ESC 2. Visit to Employment Services Centre, Tripoli 3. Focus Group with Job seekers 4. Initial analysis of meetings 	UNRWA Components
19	<p>Fri 30 Nov 12</p> <p>AM – UNRWA HQ</p> <p>PM – UNRWA HQ</p>	<ol style="list-style-type: none"> 1. Preparation for Field visit to Rashidieh Camp 2. Begin analysis of evidence 3. Request for info to EU delegation re complementary project to ILO components 	
	<p>Sat 01 Dec 12</p> <p>AM – Travelled to Rashidieh Camp, Tyre from Beirut</p> <p>PM – Rashidieh Camp followed by return to Beirut</p>	<ol style="list-style-type: none"> 1. Visited UNICEF (via Al Majmoua) training for Microfinance fund beneficiaries 2. Meetings with Al Majmoua teacher & GUPW centre staff 3. Focus group with trainees 	This was only day I could get to observe training provided by Al Majmoua and meet with beneficiaries
20	<p>Mon 03 Dec 12</p> <p>AM – UNRWA HQ</p> <p>PM - Hotel</p>	<ol style="list-style-type: none"> 1. Meeting with UNRWA:Z. Kawash 2. Continue analysis 3. Preparation for Initial Findings Briefing 	UNRWA Components
21	<p>Tue 04 Dec 12</p>		UNRWA Components

	AM – UNRWA HQ PM - Hotel	<ol style="list-style-type: none"> 1. Meeting with UNRWA: M. Farhat, Ali Kitimitto, H. Indelicato 2. Continue analysis 3. Preparation for Initial Findings Briefing 	
22	Wed 05 Dec 12 AM – UNRWA HQ PM – UNRWA HQ & UNDP HQ	<ol style="list-style-type: none"> 1. Initial Findings Briefing 2. Final meeting with PBF Coordinator 3. Final meeting with FPSO J. Dellage 4. Final meeting with A. Costy & R. Gedeon 	Formal end of mission

ANNEX 3 – PERSONS/GROUPS INTERVIEWED

OFFICE OF THE UN RESIDENT COORDINATOR FOR LEBANON

Mr. Alexander Costy
Mr. Rony Gedeon

LPDC STAFF

Ms. Lina Hamdan

PROJECT STAFF

Ms. Abir Atma, Project coordinator

UNRWA Staff

Mr. Jeremie Dellage, FPSO
Mr. Ziad Kawash
Mr. Majd Farhat
Mr. Ali Kitimitto
Mr. Rabieh Fakry
Mr. Hisham Esper
Ms. Helen Indelicato

UNICEF Staff

Ms. Isabella Castrogiovanni
Ms. Amal Obeid
Mr. Nasser Kaddoura

ILO Staff

Mr. Jean Francois Klein
Ms. Sawsan Masri
Ms. Rania Hokayem
Ms. Sahar Omran

FIELD VISIT 1 - NTC

Management/Staff at NTC

Mr. Ahmed Nasser, Acting Principal
IT teacher
Business studies teacher

Participants in Student Focus Group at NTC

2 first year students and 2 second year students (50% male/50% female)

FIELD VISIT 2 – NAVTSS, NBC & SOLIDARITY ASSOCIATION, BADDAWI

Vocational Training Centre

Centre manager

Centre accountant

Teacher - Air Conditioning

Teacher – Lift technology

Teacher - welding

Focus group – welding

Community Service Centre Staff

Manager

Teacher - Literacy training

Focus Group – Literacy Training

6 trainees – 3 males and 3 females, mixed ages

FIELD VISIT 3 – GUP-W, AIN EL HILWEH

Microfinance initiative

Revolving Microcredit Facility- Loan Committee

Community Service Centre - Literacy Training and Counselling

Centre manager

Centre psychological counsellor

Teacher - Literacy training

Focus group

8 trainees – 4 males and 4 females, mixed ages

FIELD VISIT 4 – ESC TRIPOLI

ESC staff

ESC Supervisor

Registration officer

Counsellor
Outreach officer

Participants in Jobseeker Focus Group at ESC Tripoli

14 Jobseekers – 2 males and 12 females, mixed ages

FIELD VISIT 5 – AL MAJMOUA TRAINING, RASHIDIEH CAMP

Centre manager

Teacher – Entrepreneurship training (Al Majmoua)

Focus group

20 trainees –male and female, mixed ages.

CONSULTANTS INTERVIEWED

Al Majmoua -	Ms. Manal Hassoun
CRI -	Mr. Redha Hamdan
Independents	Dr. Ramzi Mabhout
	Mr. Samih Geha

ANNEX 4 –PROGRAMMATIC AND FINANCIAL REPORTING FROM THE THREE AGENCIES (UNRWA, UNICEF, AND ILO) AS OF END OF END OF OCTOBER 2012:

Outcomes / Outputs	Indicators	Responsible Agency	Involved Parties	Baseline	Programmatic Monitoring		Target	Source of Verification	Financial Reporting in US Dollar		
					Q3 2012- end of October	comments			Q3 2012 - end of October	Total Budget	Description of fund
OUTCOME 1: Improved employability of Palestine refugees	Percentage of graduates working in a job in related to their studies.	UNRWA and UNICEF	UNRWA and UNICEF	zero				Annual and quarter reports	458,309.10	1,086,309.00	
Output 1.1: Palestine refugees gain technical and marketable skills through the provision of skill training courses.	1.1.1 Number of young adults with no qualifications graduate from short skill training courses.	UNRWA	UNRWA PSO	zero	110	Accumulative Q	100	Annual and quarter reports	114,632.00	241,275.00	Training courses, transportation, salaries for project manger, project officer and PBF coordinator
	1.1.2 Number of youth graduate from TVET courses delivered by North Training Centre.	UNRWA	UNRWA PSO	zero	171	Accumulative Q	400 (200 per year)	Annual and quarter reports	212,950.00	419,106.00	NTC: staffing, equipment, consumable supplies, electricity, reference books, production of open day, insurance, recreational activities, rent, internet connection, gas oil and other costs.
	1.2.1 Percentage of UNRWA VTC instructors trained on updated teaching methods.	UNRWA	UNRWA PSO	zero	31%	Accumulative Q	100%	Annual and quarter reports	4,800.00	60,000.00	STC: Trainer (Consultant), training fees
Output 1.2 Palestine youth are better integrated to the labour market through improved TVET curricula, improved	1.2.2 Percentage of UNRWA VTC curricula updated as per the labour market requirements.	UNRWA	UNRWA PSO	zero	0	Accumulative Q	100%		40,000.00	50,000.00	Accreditation Consultant

teaching methodology, and better equipment.	1.2.3 Percentage of the curricula is taught in UNRWA VTC with modern equipment.	UNRWA	UNRWA PSO	zero	0	Accumulative Q	80%		56.00	125,928.00	STC Equipment
Output 1.3: Prospects for marginalized adolescents and youth enrolment in quality vocational training and employment schemes increased	1.3.1 Number of Palestine youth benefiting from literacy courses	UNICEF	UNICEF, consultant & Implementing partner	zero	176 (65% boys and 35% girls)	Accumulative Q	100 (70% boys and 30% girls)	UNICEF monthly reports, Annual and quarter reports, Registration records, training material and evaluation forms	33,977.10	60,000.00	Sub-contract NGO, Contract consultant, Workshops & transportation, Communication
	1.3.1 Percentage of improvement among marginalized girls and boys in literacy			zero	30%	Accumulative Q	50% improved	UNICEF monthly reports, Annual and quarter reports, test score			
	1.3.2 Number of community service centres provide support to out-of-school and working children	UNICEF	UNICEF, consultant & Implementing partner	zero	7	Accumulative Q	7	UNICEF monthly reports, Annual and quarter reports, Registration and access records	51,894.00	90,000.00	Sub-contract NGO, Workshops & transportation, Communication
	1.3.2 Number of marginalized girls and boys benefiting from the services provided in the community centres			zero	124 (65% boys and 35% girls)	Accumulative Q	100 (70% boys and 30% girls)	UNICEF monthly reports, Annual and quarter reports			
	1.3.2 Percentage of improvement among marginalized girls and boys on PSS			zero	30%	Qualitative assessment reports submitted	30% improved, 100% reports submitted	UNICEF monthly reports, Annual and quarter reports, evaluation form			
	1.3.3 Number of NGO staff receiving training on	UNICEF	UNICEF, consultant & Implementing partner	zero	Training will start end Sept 2012	Accumulative Q	30	UNICEF monthly reports, Annual and quarter reports, Assessment of NGOs report, training material, Registration records & evaluation forms	0.00	40,000.00	Sub-contract NGO, Workshops & transportation, Communication
	1.3.3 Percentage of satisfactory level among trainees			zero	No data yet	Qualitative assessment reports submitted	40% satisfied, 100% reports submitted				

JP OUTCOME 2: Increased access to job and self- employment opportunities	percentage of Palestine Refugees registered in ESC placed in stable jobs	UNRWA and UNICEF	UNRWA and UNICEF	zero				Annual and quarter reports	196,595.00	504,391.00	
Output 2.1: Palestine youth graduates are better integrated to the labour market through apprenticeship and improved employment services	2.1.1 Number of youth enrolled in apprenticeship schemes.	UNRWA	Employment unit, ESC Staff, in coordination with P.M TVET, PBF coordinator	zero	34.00	Accumulative Q	100	Annual and quarter reports, ESC weekly and monthly reports			Monthly stipends for apprentices (150\$ for 3 Months)
	2.1.2 Percentage of women participation in apprenticeship.	UNRWA	Employment unit, ESC Staff, in coordination with P.M TVET, PBF coordinator	zero	29.4% (10 Out of 34)	Accumulative Q	20%		10,875.00	45,000.00	
	2.1.3 Percentage of jobseekers registered who are referred to job opportunities	UNRWA	Employment unit, ESC Staff, PBF coordinator	zero	102.8 % of registered job seekers were referred to job opportunities. 542 were referred to job opportunities while 518 were registered in the database.	Accumulative Q, JS from old database are still approaching ESC (service continuation)	80%				Salaries, and running costs of the ESC in the north
	2.1.4 Number of jobseekers who are registered and number who are placed by the ESC in the North.	UNRWA	Employment unit, ESC Staff, PBF coordinator	zero	527 registered and 99 placed	Accumulative Q	450 registered, 100 placed				
	2.1.5 Percentage of job placements are qualified as quality jobs.	UNRWA	Employment unit, ESC Staff, PBF coordinator	zero	45% (45out of 99)	Accumulative Q	50%		81,235.00	131,791.00	

	2.1.6 Percentage of vacancies identified and listed by the ESC are easily available to jobseekers.	UNRWA	Employment unit, ESC Staff, PBF coordinator	zero	100%	Accumulative Q	100%				
	2.1.7 Percentage of ESC beneficiaries are women	UNRWA	Employment unit, ESC Staff, PBF coordinator	zero	49.20%	Accumulative Q, Number of women who received counselling	30%				
Output 2.2: Support provided to Palestine refugees for the development of business	2.2.1 Number of Palestine Refugees who will benefit from access to training on entrepreneurial skills.	UNRWA	UNRWA PSO (Employment unit, ESCs, Socioeconomic Advisor, Self-employment officer)	zero	0	Accumulative Q	60	Implementing partners and self employment officer: Monthly reports, Quarterly reports	42,360.00	130,600.00	Consultant, business formation funds, equipment, transportation, salary for self employment officer
	2.2.2 Number of CMF that will be established in southern area	UNRWA	UNRWA PSO (Employment unit, ESCs, Socioeconomic Advisor, Self-employment officer);implementing partners	zero	2	Accumulative Q	4		10,000.00	112,000.00	salary socioeconomic advisor, training provider, support for loan distribution
	2.2.3 Number of Palestine Refugees who will develop their own businesses	UNRWA	UNRWA PSO (Employment unit, ESCs, Socioeconomic Advisor, Self-employment officer)	zero	0	Accumulative Q	60		0.00	10,000.00	support to SMEs
Output 2.3: Support to special hardship families and youth is provided through Micro enterprises and youth employment schemes	2.3.1 Number of micro-enterprises that are set up by youth and/or special hardship families	UNICEF	UNICEF & Implementing partner	zero	0.00	Accumulative Q	120 (including 60% women and 40% men)	UNICEF monthly reports, Annual and quarter reports, Application and Registration records	20,000.00	30,000.00	Sub-contract NGO, Workshops & transportation, Communication
	2.3.2 Guidelines/ standards procedures on micro-credit for NGOs are developed	UNICEF	UNICEF, consultant & Implementing partner	zero	1.00	Accumulative Q	1	UNICEF monthly reports, Annual and quarter reports, guidelines	21,625.00	25,000.00	Contract consultant, Workshops & transportation,

								material			Communication
	2.3.2 Number of NGOs staff & committee members trained on the developed guidelines.			zero	18.00	Accumulative Q	20	UNICEF monthly reports, Annual and quarter reports, registration record, evaluation form, consultant report			
	2.3.3 Number of youth trained on business and entrepreneurial skills, funds management and accounting	UNICEF	UNICEF, consultant & Implementing partner	zero	Training will start end Sept 2012	Accumulative Q	40 (20 girls and 20 boys).	UNICEF monthly reports, Annual and quarter reports, registration record, consultant report			Sub-contract NGO, Contract consultant, Workshops & transportation, Communication
	2.3.3 Percentage of satisfactory level among marginalized girls and boys on business entrepreneurial skills			zero	No data yet	Accumulative Q	50%	UNICEF monthly reports, Annual and quarter reports, evaluation form, consultant report	10,500.00	20,000.00	
JP OUTCOME 3: The information gap on the labour market supply and demand regarding Palestine refugees is addressed	A quality and reliable data on the Palestinian labour force is made available, A comprehensive report on labour market information is available with specific identification of labour market information (LMI) gaps on the demand side	ILO	ILO					Labour force survey report, quality control report, labour market report	32,126.01	136,000.00	
Output 3.1: Quality data on Palestine refugees employment (labour force survey) is produced	3.1.1 Percentage of statistical measures and procedures (interview techniques, data checks, coding, training of interviewers, etc.) to control and monitor quality of labour survey data are designed and implemented	ILO	ILO	zero	100% (Technical work is completed and payments are in process	Qualitative assessment report submitted	100% Measures and procedures are implemented	ILO Monthly reports, ILO Quarterly reports, Quality control methodology, Survey report/results	0.00	8,000.00	Consultant, Subcontract
	3.1.2 Percentage of the mechanisms to respond to data problems or flaws established and used (re-interviewing, dealing with non-response and sampling	ILO	ILO	zero	100% (Technical work is completed and payments are in process	Qualitative assessment reports submitted	100% respond mechanisms to data flaws are used		6,600.00	8,000.00	Consultant, Subcontract

	errors, etc.)										
	3.1.3 Percentage of Quality control measures implemented	ILO	ILO	zero	90%	Accumulative Q	100% measures to check quality control (data review, meeting discussions, etc.) are implemented		18,130.00	20,000.00	Consultant, Subcontract
Output 3.2: Labour market information at local levels collected, analysed, validated and made available	3.2.1 Available LMI collected	ILO	ILO	zero	30%	Accumulative Q	100% completed	ILO Monthly reports, ILO Quarterly reports, Quarterly reports, Annual reports, Analysis report, Specific labour demand reports, Focus group reports, Research reports, Work plan			Consultant, Subcontracts
	3.2.2 Analysis on gaps available	ILO	ILO	zero	0	Accumulative Q	100% completed		0.00		
	3.2.3 Number of focus groups meetings organized with employer and other stakeholders	ILO	ILO	zero	0	Accumulative Q,	At least 6				
	3.2.4 Number of research targeting specific sectors/local communities undertaken	ILO	ILO	zero	0	Accumulative Q	At least 2 to 3		253.11	45,000.00	Consultant, Equipment
	3.2.5 Percentage of available data made accessible	ILO	ILO	zero	40%	Accumulative Q	100%		7,142.90	25,000.00	
	3.2.6 Number of workshops organized to disseminate results	ILO	ILO	zero	0	Accumulative Q	2		0.00	20,000.00	Workshops
	3.2.7 Number of Labour demand reports are available	ILO	ILO	zero	0	Accumulative Q, Qualitative report submitted	100%		0.00	10,000.00	Consultant, Subcontract
OUTCOME 4: Cost and feasibility of providing social security to Palestine refugees is assessed	A study on social protection schemes for Palestine refugees prepared	ILO	ILO/CEP					ILO Monthly reports, ILO Quarterly reports, Quarterly reports, Annual reports, MOL annual reports	36,110.90	145,000.00	
Output 4.1: Cost and feasibility of different policy options for providing social security to	4.1.1 Number of Policy options identified	ILO	ILO / CEP	zero	100%	Accumulative Q	2-3 policy options are recommended	ILO Monthly reports, ILO Quarterly reports, Quarterly reports, Annual reports, MOL annual reports	10,400.00	15,000.00	Consultant, Subcontract
	4.1.2 Number of workshops organized	ILO	ILO / CEP	zero	0	Accumulative Q	1		10,000.00	15,000.00	Workshops

Palestine refugees is assessed.	4.1.3 Percentage of the Study completed, discussed and disseminated	ILO	ILO / CEP	zero	85%	Accumulative Q, Qualitative report submitted	100 % of Assessment finalized, discussed and disseminated			15,710.90	115,000.00	Personnel, Consultant, Subcontract
	4.1.3 Percentage of adoption of the recommended policy			zero		Qualitative report submitted	20% of recommended policy is adopted					

Total budget for all three partners

Description	Sub Total	PSC	Total
Total UNRWA budget excluding PSC	1,325,700	92,799.00	1,418,499.00
Total UNICEF budget excluding PSC	265,000	18,550	283,550.00
Total ILO budget excluding PSC	281,000	19,670.00	300,670.00
Overall Budget for all partners excluding PSC	1,871,700	Total with PSC	2,002,719.00

Total spending summary for all three partners:

Description	Total
Latest UNRWA spending without PSC	400,129.00
Latest UNICEF spending without PSC	45,937.10
Latest ILO spending without PSC	37,396.01

ANNEX 5 - JOINT WORK PLAN / 22 NOV 2011 - 21 MAY 2013 (FINAL APPROVED)

Empowerment of youth at risk through job creation programmes in areas of tensions Joint Work Plan / 22 Nov 2011 - 21 May 2013

Targets per outputs	Activities	Time Line															Budget					
JP OUTCOME 1: Improved employability of Palestine refugees																						
Output 1.1: Palestine refugees gain technical and marketable skills through the provision of skill training courses.																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
1.1.1 100 young adults with no qualifications graduate from short skill training courses	Perform a mapping of TVET training providers and contract selected providers based on the best offers																				Training courses, transportation, salaries for project manger, project officer and PBF coordinator	241,275
	Carry out an outreach campaign at camps and gatherings for the first intake of trainees																					
	Select beneficiaries for the first intake																					
	Enrol 45 trainees, maintaining 20% of women's participation.																					
	Follow up on theoretical and practical training sessions for the first and second intakes																					
	Conduct meetings with trainees																					
	Conduct meetings with instructors																					
	Evaluate curricula for the first training term on the basis of job market requirements as reported by the ESCs.																					
	Conduct a mid-term evaluation of training courses for the first intake of trainees																					
	Conduct a final evaluation of training courses for the first intake of trainees																					
	Determine on-the-job training hosting parties in coordination with the ESCs for the first intake trainees																					
	Determine the term courses for the second intake of trainees																					
	Evaluate curricula for the second training term on the basis of job market requirements as reported by ESCs.																					
	Second intake for 60 trainees to start training in August 2012 ending in April 2013, maintaining 20% of women's participation.																					
	Conduct a mid-term evaluation of training courses for the second intake of trainees																					
Conduct a final evaluation of training courses for the second intake of trainees																						
Determine on-the-job training hosting parties in coordination with ESCs for the second intake trainees																						
1.1.2 400 youth graduate from TVET courses delivered by North Training Centre (200 per year)	Enrol 200 trainees into TVET courses at North Training Centre																			NTC: staffing, equipment, consumable supplies, electricity, reference books, production of open day, insurance, recreational activities, rent, internet connection, gas oil and other costs.	419,106	
	Implement training plans for various trade courses																					
	Conduct a mid-term evaluation for the first and second year courses																					
	Evaluate curricula in response to job market needs, in coordination with the ESCs																					
	Assess, update, adapt and implement new curricula																					
	Determine on-the-job training hosting parties for all trainees in coordination with the ESCs																					
	Conduct end of school year examinations																					
	Place trainees in one month apprenticeship schemes with hosting parties																					
	Plan for the second school year intake																					
	Enrol 200 trainees for the second year of training																					
	Follow up on the theoretical and practical training sessions																					
	Assess and update the training curricula according to job market needs																					
Subtotal 1.1																					660,381	

Output 1.2: Palestine youth are better integrated to the labour market through improved TVET curricula, improved teaching methodology, and better equipment.																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
1.2.1 100% of UNRWA VTC instructors trained on updated teaching methods.	Conduct a training assessment for instructors at STC and NTC																				STC: Trainer (Consultant), training fees	60,000
	Map training providers in Lebanon in light of instructors' training needs and prepare a comparative list of potential training providers																					
	Determine the instructors' training plan and prepare the training agenda																					
	Contract selected training providers																					
	Train TVET Centre instructors on the new curricula and usage of equipment																					
	Conduct a final evaluation on the impact of the training of trainers																					
1.2.2 100% of UNRWA VTC curricula updated as per labour market requirements	Evaluate available curricula on the basis of job market requirements																				Accreditation Consultant	50,000
	Conduct a comparative analysis of the UNRWA TVET curricula and the Lebanese curricula																					
	Redesign the existing curricula and design the new curricula																					
	Train instructors on the new curricula as well as the Competence Based Training -CBT- approach																					
	Follow up on the acquired new training skills																					
	Conduct a final evaluation of the impact of the implementation of the new curricula																					
1.2.3 80% of the curricula is taught in UNRWA VTC with modern equipment	Prepare a list of equipment needed in light of curricula updating and enrichment																				STC Equipment	125,928
	Procure equipment on the basis of the List of Requirements -LORs- prepared by the TVET Centres' management																					
Subtotal 1.2																					235,928	
Output 1.3: Prospects for marginalized adolescents and youth enrolment in quality vocational training and employment schemes increased																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
1.3.1 100 Palestine youth benefiting from literacy courses (of which 30% are girls and 70% are boys)	Consult with UN agencies on the joint programme																				Sub-contract NGO, Contract consultant, Workshops & transportation, Communication	60,000
	Identify the implementing partner																					
	Finalize the literacy and PSS training material																					
	Identify the young people and start the project																					
	Conduct training sessions for young people																					
	Identify young people																					
1.3.2 7 community services centres provide support to out-of-school and working children	Conduct a communication campaign and finalize documentation																				Sub-contract NGO, Workshops & transportation, Communication	90,000
	Consult with UN agencies on the joint programme																					
	Identify the implementing partner																					
	Finalize the training material																					
	Identify the young people benefiting from the intervention																					
	Hold refreshment sessions for the service providers at the community service centres																					
1.3.3 Capacity building of NGOs on training and monitoring	Initiate support sessions																				Sub-contract NGO, Workshops & transportation, Communication	40,000.00
	Conduct support sessions for young people																					
	Consult with UN agencies on the joint programme																					
	Identify and recruit a consultant																					
	Identify NGOs to be provided with capacity building																					
	Develop brief training material for the capacity building of the NGOs (Training & Monitoring)																					
	Initiate the capacity building process																					
	Conduct support sessions for NGOs																					
Subtotal 1.3																					190,000.00	

Overall Budget: Outcome 1																				1,086,309.00		
JP OUTCOME 2: Increased access to job and self-employment opportunities																						
Output 2.1: Palestine youth graduates are better integrated to the labour market through apprenticeship and improved employment services																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
2.1.1 100 youth enrolled in apprenticeship schemes. 2.1.2 Women participation in apprenticeship is equal or more than 20% of total number of youth involved	Develop an initial concept paper for the apprenticeship programme																				Monthly stipends for apprentices (150\$ for 3 Months)	45,000
	Develop the standard operational procedures																					
	Identify potential apprentices among job seekers, graduates from NTC and short term training courses implemented under the PBF and CBOs																					
	Identify potential employers who would host the apprentices and sign the memorandum with them																					
	Start the first phase of the apprenticeship scheme with at least 30 apprentices																					
	Sign the memorandum with the employers																					
	Start the second phase of the apprenticeship scheme																					
	Evaluate the first two phases of the apprenticeship scheme																					
	Start the third phase of apprenticeship scheme with graduates of UNRWA's short term course graduates																					
	Start the last phase of the apprenticeship scheme																					
	Evaluate the previous two phases of apprenticeship schemes																					
2.1.3 80% of jobseekers registered are referred to job opportunities	Register all job seekers at the centre																			Salaries, and running costs of the ESC in the north	131,791	
	Refer job seekers to job opportunities upon availability of matching vacancies																					
2.1.4 Approximately 450 jobseekers are registered and 100 are placed by the ESC in the North.	Register all job seekers at the centre																					
	Refer job seekers to opportunities upon availability of matching vacancies																					
2.1.5 At least 50% of job placements are qualified as quality jobs	Identify quality jobs through the agreed criteria																					
2.1.6 All vacancies identified and listed by the ESC are easily available to jobseekers.	List all the vacancies of the ESC in an accessible way; share them with other UNRWA premises as well as social media and networks																					
2.1.7 30% of ESC beneficiaries are women	Ensure the participation of women through individual coaching, referrals to job opportunities and placements																					
Subtotal 2.1																					176,791	
Output 2.2: Support provided to Palestine refugees for the development of business																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
2.2.1 60 Palestine Refugees will benefit from access to training on entrepreneurial skills.	Recruit a consultant to implement the mapping. Map business facilities operating in camps to identify business opportunities through a door to door approach																				Consultant, business formation funds, equipment, transportation, salary for self employment officer, Salary of	15,000
	Develop a joint programme with a local training provider to provide training for 60 beneficiaries on Business Development Services and entrepreneurial skills																				60,000	
	Organize logistics and purchase equipment																				25,000	
	Cover the transportation costs																				3,600	

	Cover the personnel costs (Socioeconomic Advisor, Self-employment Officer)																				socioeconomic advisor, training provider, support for loan distribution, Support to SMEs	27,000
2.2.2 4 CMF will be established in southern areas	Bring entrepreneurs together to help them develop their microenterprises. Increase vulnerable groups' access to economic activity: Social Hardship Cases (SHCs), Persons with Disabilities, Youth and women (Business Development Funds)																				60,000	
	Provide support to partners for loan distribution and training dissemination: Provide technical support for the implementing partners to improve their capacities to manage micro-credit interventions and to provide non-financial services to their beneficiaries																				52,000	
2.2.3 A total of 60 Palestine refugees will develop their own businesses	Support developed microenterprises through training, financial and logistical support to improve their marketing strategy. Increase the Palestinian SME access to Lebanese markets. (Implementing partners for loan distribution and training dissemination)																				10,000	
Subtotal 2.2																					252,600.00	
Output 2.3: Support to special hardship families and youth is provided through micro enterprises and youth employment schemes																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
2.3.1 120 micro-enterprises are set up by youth and/or special hardship families (including 60% of women and 40% of men)	Consult UN agencies on the joint programme																				Sub-contract NGO, Workshops & transportation, Communication	30,000
	Identify the implementing partner																					
	Finalize the work plan and Issue the contract																					
	Identify the young people and special hardships families																					
	Initiate the set up of micro-credit enterprises																					
	Set up the micro-credit enterprises																					
2.3.2 Guidelines and operational standard procedures on micro-credit for NGOs are developed	Consult UN agencies on the joint programme																				Contract consultant, Workshops & transportation, Communication	25,000
	Draft TORs and bidding for consultant to document and develop operational standard guidelines																					
	Contract the consultant																					
	Develop guidelines and training material on entrepreneurship skills (funds management and accounting)																					
	Finalize the guidelines based on validation and consultation meetings																					
	Disseminate the standards																					
	Conduct capacity building of the NGOs , young people and Master trainers or coaches																					
	Evaluate the training																					
2.3.3 40 youth trained on business and entrepreneurial skills, funds management and accounting (20 girls and 20 boys).	Consult UN agencies on the joint programme																				Sub-contract NGO, Contract consultant, Workshops & transportation, Communication	20,000
	Finalize the training material																					
	Identify the young people																					
	Initiate the training on business and entrepreneurship, funds management and accounting																					
	Implement the loans and microcredit training for young people																					
	Conduct a communication campaign and finalize documentation																					
	Conduct an assessment																					
Subtotal 2.3																					75,000	
OVERALL BUDGET: Outcome 2																					225,000	
JP OUTCOME 3: The information gap on the labour market supply and demand regarding Palestine refugees is addressed																						
Output 3.1: Quality data on Palestine refugees employment (labour force survey) is produced																						
Targets per outputs	Activities	2011		2012												2013					Budget	

		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
3.1.1 Statistical measures and procedures (interview techniques, data checks, coding, training of interviewers, etc.). to control and monitor quality of labour survey data are designed and implemented	Design and implement quality control measures and procedures to control quality of labour force survey data																				Consultant, Subcontract	8,000
3.1.2 Mechanisms to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.)	Establish mechanisms to respond to data problems or flaws																				Consultant, Subcontract	8,000
3.1.3 Quality control measures implemented	Implement quality control measures																				Consultant, Subcontract	20,000
Subtotal 3.1																					36,000	
Output 3.2: Labour market information at local levels collected, analyzed, validated and made available																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
3.2.1 Available LMI collected	Collect market information data																				Consultant	5,000
3.2.2 Analysis on gaps available	Analyze and assess gaps																				Consultant	5,000
3.2.3 At least 6 focus groups meetings organized with employer and other stakeholders	Assess employment needs (research targeting specific sectors in the South) and organize focus group meetings (approx. six) with local employers to assess demand of skills																				Consultant	45,000
3.2.4 At least 2-3 research targeting specific sectors/ local communities undertaken																						
3.2.5 2 workshops to disseminate results organized	Organize two workshops to disseminate and discuss results of labour market information gaps and labour market demands																				Workshops	10,000
3.2.6 Labour demand reports available	Publish research on labour market gaps and employment needs assessment																				Consultant, Subcontract	10,000
3.2.7 Available data made accessible	Establish a labour market information base																				Consultant, Equipment	25,000
Subtotal 3.2																					100,000	

Overall Budget for outcome 3																					136,000	
OUTCOME 4: Cost and feasibility of providing social security to Palestine refugees is assessed																						
Output 4.1: Cost and feasibility of different policy options for providing social security to Palestine refugees is assessed.																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
4.1.1 Policy options identified	Prepare a financial assessment for providing social security and health coverage to Palestine refugees																				Consultant, Subcontract	15,000
4.1.2 One workshop is organized	Organize a workshop to discuss policy options and findings of the study																				Workshops	15,000
	Conduct a launching event for produced material																					
4.1.3 Study completed	Commission an expert to provide guidance and technical support on methodology and quality of results																				Consultant, Subcontract	15,000
	Recruit a National Officer (Six W/M)																				National Officer	50,000
	Recruit a Programme Assistant (12 W/M)																				Programme Assistant	50,000
Subtotal 4.1																					145,000	
Overall Budget for Outcome 4																					145,000	

ANNEX 6 – PROGRESS OF JOINT WORK PLAN AT NOVEMBER 2012

[illegible]

Output 2.2: Support provided to Palestine refugees for the development of business																Subtotal 2.1					176,791	
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
2.2.1 60 Palestine Refugees will benefit from access to training on entrepreneurial skills.	Recruit a consultant to implement the mapping. Map business facilities operating in camps to identify business opportunities through a door to door approach																				Consultant, business formation funds,	15,000
	Develop a joint programme with a local training provider to provide training for 60 beneficiaries on Business Development Services and entrepreneurial skills																				equipment, transportation, salary for self employment officer, Salary of socioeconomic advisor, training provider, support for loan distribution, Support to SMEs	60,000
	Organize logistics and purchase equipment																					25,000
	Cover the transportation costs																					3,600
	Cover the personnel costs (Socioeconomic Advisor, Self-employment Officer)																					27,000
2.2.2 4 CMF will be established in southern areas	Bring entrepreneurs together to help them develop their microenterprises. Increase vulnerable groups' access to economic activity: Social Hardship Cases (SHCs), Persons with Disabilities, Youth and women (Business Development Funds)																					60,000
	Provide support to partners for loan distribution and training dissemination: Provide technical support for the implementing partners to improve their capacities to manage micro-credit interventions and to provide non-financial services to their beneficiaries																					52,000
2.2.3 A total of 60 Palestine refugees will develop their own businesses	Support developed microenterprises through training, financial and logistical support to improve their marketing strategy. Increase the Palestinian SME access to Lebanese markets. (Implementing partners for loan distribution and training dissemination)																					10,000
																Subtotal 2.2					252,600.00	
Output 2.3: Support to special hardship families and youth is provided through micro enterprises and youth employment schemes																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
2.3.1 120 micro-enterprises are set up by youth and/or special hardship families (including 60% of women and 40% of men)	Consult UN agencies on the joint programme																				Sub-contract NGO, Workshops & transportation, Communication	30,000
	Identify the implementing partner																					
	Finalize the work plan and Issue the contract																					
	Identify the young people and special hardships families																					
	Initiate the set up of micro-credit enterprises																					
	Set up the micro-credit enterprises																					
2.3.2 Guidelines and operational standard procedures on micro-credit for NGOs are developed	Consult UN agencies on the joint programme																			Contract consultant, Workshops & transportation, Communication	25,000	
	Draft TORs and bidding for consultant to document and develop operational standard guidelines																					
	Contract the consultant																					
	Develop guidelines and training material on entrepreneurship skills (funds management and accounting)																					
	Finalize the guidelines based on validation and consultation meetings																					
	Disseminate the standards																					
	Conduct capacity building of the NGOs , young people and Master trainers or coaches																					
	Evaluate the training																					
2.3.3 40 youth trained on business and	Consult UN agencies on the joint programme																			Sub-contract NGO, Contract	20,000	
	Finalize the training material																					

[illegible]

JP OUTCOME 3: The information gap on the labour market supply and demand regarding Palestine refugees is addressed																						
Output 3.1: Quality data on Palestine refugees employment (labour force survey) is produced																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
3.1.1 Statistical measures and procedures (interview techniques, data checks, coding, training of interviewers, etc.). to control and monitor quality of labour survey data are designed and implemented	Design and implement quality control measures and procedures to control quality of labour force survey data																				Consultant, Subcontract	8,000
3.1.2 Mechanisms to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.)	Establish mechanisms to respond to data problems or flaws																				Consultant, Subcontract	8,000
3.1.3 Quality control measures implemented	Implement quality control measures																				Consultant, Subcontract	20,000
Subtotal 3.1																					36,000	

Output 3.2: Labour market information at local levels collected, analysed, validated and made available																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
3.2.1 Available LMI collected	Collect market information data																				Consultant	5,000
3.2.2 Analysis on gaps available	Analyse and assess gaps																				Consultant	5,000
3.2.3 At least 6 focus groups meetings organized with employer and other stakeholders	Assess employment needs (research targeting specific sectors in the South) and organize focus group meetings (approx. six) with local employers to assess demand of skills																				Consultant	45,000
3.2.4 At least 2-3 research targeting specific sectors/ local communities undertaken																						
3.2.5 2 workshops to disseminate results organized	Organize two workshops to disseminate and discuss results of labour market information gaps and labour market demands																				Workshops	10,000
3.2.6 Labour demand reports available	Publish research on labour market gaps and employment needs assessment																				Consultant, Subcontract	10,000
3.2.7 Available data made accessible	Establish a labour market information base																				Consultant, Equipment	25,000
Subtotal 3.2																					100,000	
Overall Budget for outcome 3																					136,000	
OUTCOME 4: Cost and feasibility of providing social security to Palestine refugees is assessed																						
Output 4.1: Cost and feasibility of different policy options for providing social security to Palestine refugees is assessed.																						
Targets per outputs	Activities	2011		2012												2013					Budget	
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	Description	Amount
4.1.1 Policy options identified	Prepare a financial assessment for providing social security and health coverage to Palestine refugees																				Consultant, Subcontract	15,000
4.1.2 One workshop is organized	Organize a workshop to discuss policy options and findings of the study																				Workshops	15,000
	Conduct a launching event for produced material																					
4.1.3 Study completed	Commission an expert to provide guidance and technical support on methodology and quality of results																				Consultant, Subcontract	15,000
	Recruit a National Officer (Six W/M)																				National Officer	50,000
	Recruit a Programme Assistant (12 W/M)																				Programme Assistant	50,000
Subtotal 4.1																					145,000	
Overall Budget for Outcome 4																					145,000	

**ANNEX 7 - ADDITIONAL MEASURABLE INDICATORS AND ADDITIONAL MEANS OF VERIFICATION
PROPOSED**

	Additional Measurable Indicator/Target Proposed	Additional Means of Verification Proposed
Outcome 1.1 – Target 1 (Young adults with no qualifications graduate from short skill trainings courses)	<ul style="list-style-type: none"> (a) The list of Short-skills Courses and the basis for their selection. (b) Standard of each course (c) Minimum attainment target for each course. (d) Minimum attendance target for each course participant. (e) The number of participants (by gender) taking part in each short-skills course (to be named). 	<ul style="list-style-type: none"> (a) Course syllabi (a) The name, gender and any contact details for each participant. (b) Participation statistics for each participant. (c) Semi-structured interview with sample of participants selected by evaluator. (d) Review of examples of course work/assessment exercises
Outcome 1.1 – Target 2 (400 youth graduate from TVET courses delivered by North training centre)	<ul style="list-style-type: none"> (a) The list of TVET Courses and whether they are existing or new courses. (b) Standard of each course (c) The number of participants (by gender) taking part in each short-skills course. (d) Minimum attainment target for each course. (e) Minimum attendance target for each course participant. 	<ul style="list-style-type: none"> (b) Course syllabi (e) The name, gender and any contact details for each participant. (f) Participation statistics for each participant. (g) Semi-structured interview with sample of participants selected by evaluator. (a) Review of examples of course work/assessment exercises
Outcome 1.2 – Target 1 (100% of UNRWA VTC instructors trained on updated teaching methods)	<ul style="list-style-type: none"> (a) Name of teaching skills updating course, course originator and course standard. (b) The number of courses to be given, the geographical location for each course and target number of participants (by gender and VTC) for each course session. (c) Minimum attainment 	<ul style="list-style-type: none"> (c) Course syllabus (a) The name, gender, VTC, employment status (permanent, fixed contract or Daily Paid) and any contact details for each teacher to receive up-skill training. (b) Course statistics (no. of courses, location of courses, name of trainers, no. of

	<p>target for the course.</p> <p>(d) Minimum attendance target for the course participant.</p>	<p>participants etc.)</p> <p>(c) Participation statistics for each participant.</p> <p>(d) Semi-structured interview with sample of participants selected by evaluator.</p> <p>(e) Review of examples of course work/assessment exercises</p>
Outcome 1.2 – Target 2 (100% of UNRWA VTC curricula updated as per the labour market requirements)	<p>(a) Prioritised list of courses to be upgraded, by whom and to what standard.</p> <p>(b) Target number of courses to be upgraded</p>	<p>(a) List of courses upgraded and to what standard,</p> <p>(b) Existing and Upgraded course syllabus</p> <p>(c) Name and contact details of person who upgraded each course.</p>
Outcome 1.2 – Target 3 (80% of the curricula is taught in UNRWA VTC with modern equipment)	<p>(a) Prioritised list of equipment requirements for each course on upgrade list and the basis for its listing.</p> <p>(b) Equipment provision target for each course location (e.g. % of locations teaching course provided with equipment)</p>	<p>(a) List of equipment purchased and distributed to each location.</p> <p>(b) Field visit to selected locations to verify.</p>
Outcome 1.3 – Target 1 (100 Palestine of youth benefiting of literacy courses (of which 30% are girls and 70% are boys).	<p>(a) Structure and standard of the course</p> <p>(b) The number of participants (by gender & location) taking part in each literacy course</p> <p>(c) Minimum attainment target for each course.</p> <p>(d) Minimum attendance target for each course participant.</p>	<p>(d) Course syllabus</p> <p>(e) The name, gender and any contact details for each participant.</p> <p>(f) Name and qualifications of literacy teacher</p> <p>(g) Participation statistics for each participant.</p> <p>(h) Semi-structured interview with sample of participants selected by evaluator.</p> <p>(i) Review of examples of course work/assessment exercises</p>
Outcome 1.3 – Target 2 (7 community services	<p>(a) Number and location of community services</p>	<p>(a) Centre statistics</p> <p>(b) Field visit to centres</p>

centres provide support to out-of-school and working children)	centres providing support to out-of-school and working children (b) No. of children supported (c) Is the centre a new centre or an existing centre (d) Services offered	(c) Focus group of beneficiaries selected by evaluator
Outcome 1.3 – Target 3 (Capacity building of NGOs on training and monitoring)	(a) NGOs to be assisted (b) Target no. of staff to be trained (c) Training course types and standard of course	(a) Course syllabi (b) Names of staff to receive capacity building, qualifications, role, employment basis, length of service with NGO (c) Name and qualifications of training provider
Outcome 2.1 – Apprenticeship scheme (Target 1. 100 youth enrolled in apprenticeship schemes. Target 2. Women participation in apprenticeship is equal or more than 20% of total number of youth involved.)	(a) No. and gender of participants in apprenticeship schemes (b) No. of apprentices who achieved employment offers post training	(a) Names, gender and contact details of all apprentices and their employers
Outcome 2.1 – ESC Performance (Target 3. 80% of jobseekers registered are referred to job opportunities Target 4. Approximately 450 jobseekers are registered and 100 are placed by the ESC in the North. Target 5. At least 50% of job placements are qualified as quality jobs Target 6. All vacancies identified and listed by the ESC are easily available to jobseekers. Target 7. 30% of ESC beneficiaries are women.)	(a) Target number of jobseekers per gender registered in NLA (b) Registered jobseekers advised of relevant vacancies (c) Target no. of registered jobseekers to receive counselling, guidance, CV preparation etc. (d) Employer contact targets (e) Target percentage. of ESC referrals (f) Target percentage. of placements arising from ESC referrals (g) Target percentage. of placements relevant to jobseekers education or	(a) Focus group with jobseekers selected by evaluator (b) Interviews/Focus group with employers selected by evaluator to whom ESC referred and/or placed registered jobseekers

	<p>training</p> <p>(h) Follow up targets with jobseekers and employers</p>	
<p>Outcome 2.2 – Target 1 (60 Palestine Refugees will benefit from access to training on entrepreneurial skills.)</p>	<p>(a) Self-employment officer appointed (by agency as appropriate)</p> <p>(b) Target no. of Palestine Refugees to receive training on entrepreneurial skills.</p> <p>(c) Target no of trainees who established own business</p>	<p>(a) Names, contact details of trainees</p> <p>(b) Name & contact details of self –employment officer(s)</p> <p>(c) Interview with self-employment officer(s)</p> <p>(d) Names, contact details, location and type of business established by trainee</p> <p>(e) Focus group of trainees/entrepreneurs selected by evaluator</p> <p>(f) Field visit to selected businesses established by trainees</p>
<p>Outcome 2.2 – Target 2 (4 CMF will be established in southern areas) & Target 3 (A total of 60 Palestine Refugees will develop their own businesses)</p>	<p>(a) Target no. of CMF to be established in southern areas</p> <p>(b) Size of each CMF and the target no of loans to be disbursed per time frame</p>	<p>(a) Name, location, size of fund and no. of loans disbursed</p> <p>(b) Name, contact details and loan details of beneficiaries.</p> <p>(c) Focus group of beneficiaries selected by evaluator</p> <p>(d) Field visit to selected businesses established via CMF</p>
<p>Outcome 2.3 – Target 1 (120 micro-enterprises are set up by youth and/or special hardship families (including 60% of women and 40% of men))</p>	<p>(a) Target no. of micro-enterprises established by gender and location</p>	<p>(a) Name, contact details, gender and status (marginalised youth or special hardship case family member) of beneficiary</p> <p>(b) Field visit to selected micro-business</p> <p>(c) Focus group with selected entrepreneurs</p>
<p>Outcome 2.3 – Target 2 (Guidelines and operational standard procedures on</p>	<p>(a) Guidelines and operational standard procedures on micro-</p>	<p>(a) Copy of the guidelines</p> <p>(b) Interview with originator or commissioning</p>

micro-credit for NGOs are developed)	credit for NGOs are developed (b) Origin, standard or reference model for micro-finance guidelines/SOPs applicable	manager
Outcome 2.3 – Target 3 (40 youth trained on business and entrepreneurial skills, funds management and accounting (20 girls and 20 boys)).	(a) Target. no., gender, location of youth trained on business & entrepreneurial skills, funds management & accounting (b) Target standard, length, locations of the beneficiaries, qualifications of teachers (c) Target no. of beneficiaries who have own business or start on business after training	(a) Name, contact details, gender of beneficiary (b) Focus group with selected trainees (c) Interview with teachers
Outcome 3.1 (Target 1. Statistical measures and procedures (interview techniques, data checks, coding, training of interviewers, etc.). to control and monitor quality of labour survey data are designed and implemented Target 2. Mechanisms to respond to data problems or flaws established (re-interviewing, dealing with non-response and sampling errors, etc.) Target 3. Quality control measures Implemented)	(a) Interpretation report on Labour Force Survey that informs stakeholders on implications of survey data on improving employability of Palestine refugees	(a) Dissemination workshop with project partners on Labour force survey
Outcome 3.2 (Target 1. Available LMI collected Target 2. Analysis on gaps available Target 3. At least 6 focus	(a) Liaison workshop with ESC personnel and other project partners on requirements from Labour Market Analysis	(b) Workshop held

<p>groups meetings organized with employer and other stakeholders</p> <p>Target 4. At least 2-3 research targeting specific sectors/ local communities undertaken</p> <p>Target 5. 2 workshops to disseminate results organized</p> <p>Target 6. Labour demand reports available</p> <p>Target 7. Available data made accessible</p>		
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ANNEX 8 – RELEVANT LINKS

PBF LINKS

Multi-Donor Trust Fund	http://mtdf.undp.org
PBF Peace Building Fund	www.unpbf.org
Gateway Multi Trust Fund	http://mptf.undp.org/factsheet/fund/PB000
PBF Lebanon Project page	http://mptf.undp.org/factsheet/project/00080345

PROJECT PARTNER LINKS

UNRWA	http://www.unrwa.org/
UNICEF	http://www.unicef.org/infobycountry/lebanon.html
ILO Regional office for Arab States	www.ilo.org/arabstates

NGO PARTNER LINKS

NAVTSS	http://www.undp.org.lb/partners/ngos/NGOsearchAc.cfm?Acronym=NAVTSS
NISCVT	www.socialcare.org/Default.aspx

LITERACY LINKS

Programme - Adult Literacy Using Information Technology (ALIT) Language of Instruction Arabic Funding Rothmann Family Foundation and UNESCO	http://www.unesco.org/uil/litbase/?menu=4&programme=30
Implementing Organization ECE - Electrical and Computer Engineering Department, Faculty of Engineering and Architecture, American University of Beirut	http://www.aub.edu.lb/fea/ece/Pages/default.aspx
Literacy Gate	http://www.researchgate.net/publication/26463730_Adult_Literacy_using_Information_Technology
id 21 education highlights, Literacy pulls people out of poverty, 2005	http://www.dfid.gov.uk/R4D/PDF/Outputs/IDS/education1-literacy.pdf
UK department for International Development, Adult Literacy Briefing	http://www.dvvi-international.de/files/dfidbriefliteracyfinal080811.pdf

ENTREPRENEURSHIP LINKS

Lebanese Entrepreneurship Site	http://www.entrepreneurslebanon.com/
Online Social Entrepreneurship Course	http://www.uniteforsight.org/social-entrepreneurship-course/

QUALIFICATION FRAMEWORK LINKS

European Qualifications Framework	http://www.entrepreneurslebanon.com/
European Quality Assurance in Vocational Education and Training	http://www.eqavet.eu/gns/home.aspx