



Centralised Support
to the Network
of Higher Education
Reform Experts

HERE Annual Work Plan

Fields marked with*are mandatory.

SPHERE 2025 Annual Work Plan Template

The template for the Annual Work Plan provided here asks you to:

1. template is ready made template and provided by the EU, specifically for use to plan the work of the Higher Education Experts Team
2. briefly describe current policy reforms and HE priorities in your country
3. identify the priorities that we would like to tackle or advance through the national HERE team and the SPHERE programme
4. highlight the alignment between country's priorities and the EU's strategic policies and priorities in higher education, including, not restricted to:
 - [European Universities Initiative EEA](#)
 - [focus on HE and related topics](#)
 - [European Strategy for Universities](#)
5. outline the activities and technical assistance missions (TAMs) we plan to develop around these priorities in 2025-26, in relation to the SPHERE programme.

The Work Plan is submitted annually, for the forthcoming 2years.

Contact person (Responsible NEO)

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*4.Country

*This designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ opinion on Kosovo Declaration of Independence.

**This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of EU Member States on this issue.

Palestine*

* 5.Position

NEO Palestine, Country Director

6. Provide information on recent policy updates, major reforms and related news

To promote market skills and profession-oriented programs and to counter the alarmingly rise in unemployment rates, the MoHE is prioritizing vocational education and micro-credential training in HEIs:

- Bylaws for Specialized Professional Diploma were endorsed in 2023 allowing for the accreditation of double degree programmes with vocational focus.
- Dual Studies Accreditation bylaws
- Accrediting short training micro-credential qualifications with focus on skilling and up-skilling of graduates are promoted here
- ECTS Credit transfer document, guidelines document issued by the HEREs to facilitate the accreditation of European Credits for exchange students.
- Guidelines for enhancing social and economic impact for scientific research

* 6. Provide description of the current higher education priorities in your country (Max.800words)

The HE country priorities for Palestine as communicated in the HE strategy document involve:

1. Promoting and supporting Vocational Education and Training
2. Address unemployment through creating conducive ecosystem to promote micro-credentials and entrepreneurship
3. Internationalization of Palestinian HEIs through research, patenting, university alliances and ICM
4. Capacity building and quality enhancement in digital Transformation and online learning

7. Indicate a maximum of top three political priorities that will be targeted by the HERE Team which you would like to address in 2025 under the SPHERE programme. Then, indicate a maximum of three specific objectives linked to each priority:

	Priority 1	Priority 2	Priority 3
<p>Political priority</p> <p><i>[Example] Exploiting technology for teaching innovation</i></p>	<p>Increasing HEIs international visibility through quality research through promoting collaboration with European Universities (ICM and Alliances).</p>	<p>Promoting vocational education and entrepreneurship in HEIs to enhance youth employability</p>	<p>Enhancing the quality of the digital education and training delivery modes</p>
<p>Explanation</p> <p><i>[Example] HEI have enhanced ICT infrastructure but not all faculty understand how to exploit it in their teaching practices as a means to engage students and innovate.....</i></p>	<p>HEIs improve research outputs and doctoral programs to become more market responsive and need-driven.</p> <p>ICM agreements expanded to include newcomers, VET, and marginalized groups while ensuring credit transfer procedures are in place to facilitate student mobilities.</p>	<p>Relevant authorities and universities draft policies and guidelines to promote the preparation of learners with employment and self-employment skills.</p>	<p>HEIs improve their capacity in delivering hybrid and fully digital teacher facilitated modules as well as self-learning professional and upskilling modules.</p>
<p>Objectives</p> <p><i>[Example] To provide systematic and well financed teacher professional development opportunities linked to exploiting ICT in the classroom....</i></p>	<p>To provide systematic capacity enhancement on Research to Market trends including TAMs and funded projects.</p>	<p>To create better matching between HE policies and programs with the professional skills demanded in local and international markets.</p> <p>To prepare legal frames and disseminate VET and micro-credentials programs at country level.</p>	<p>To provide training workshops and sharing of good practice (e.g. technical assistance missions) on the quality management of online and hybrid modules.</p>
<p>Link with the EU policies and priorities</p> <p><i>[Example] Involvement in promoting European University Alliances, including their expansion to non-associated countries in 2023...</i></p>	<p>Promoting involvement in mobility agreements, European innovation alliances and University Alliances in 2025.</p>	<p>Promoting various levels of involvement from HEIs in youth skilling and the promotion of VET, entrepreneurship training and micro-credentials.</p>	<p>Involvement in promoting European University Alliances, including their expansion to non-associated countries in 2023.</p>

9. Please list a maximum of three concrete activities per priority that you plan to implement in 2024.

Priority 1

	Activity1	Activity2	Activity3
Type of activity linked to the SPHERE programme (Select one option for each listed activity)[1]. 1. TAM 2. TAM follow-up activity 3. Events linked to the Bologna Process 4. Publications 5. Other (Please specify) [1]HERE seminars and study visits will be planned and informed based on the Annual Work Plan results and EU priorities.	Organize Information days, TAMs and Workshops around EU university alliances.	1. Initiating research funding calls for PhD researchers focused on the national priorities led by the Ministry. 2. Organizing sector research needs assessment day with pharmaceutical industries. 3. Sharing the research priorities with research units at HEIs.	Organizing contact seminars and partner finding days to promote ICM agreements among HEIs with specific focus on newcomers and on EU university alliances.
Activity description	TAMs and workshops to disseminate information about EU university alliances	Hosting sector research assessment day to create market relevant research problems with pharmaceuticals as a pilot sector.	Produce and disseminate promotion documents, e.g. credit transfer documents. Organize orientations and contact seminars to boost participation of newcomers in ICM exchanges.
Expected outcomes	Expert knowledge sharing on existing EU university alliances and the potential of HEIs in Palestine to prepare to join these alliances.	Pharmaceuticals sector research needs report.	Disseminate documents to HEIs around the country and create opportunities to link with EU universities on ICM and university alliances
Timeframe(Q1,Q2,Q3orQ4)	Q2 2026	Q1 2026	Q3 2025, Q3 2026
Place/Format (online, offline, hybrid)	Hybrid	Face2Face	Online and face2face
Scope (national, regional, cross-regional)	National and regional	National	National and cross-regional

Priority2

	Activity1	Activity 2	Activity3
Type of activity linked to the SPHERE programme (Select one option for each listed activity)[1]. 1. TAM 2. TAM follow-up activity 3. Thematic seminars linked to the Bologna Process and vocational and professional education 4. Publications 5. Other(Please specify) [1]HERE seminars and study visits will be planned and informed based on the Annual Work Plan results and EU priorities.	TAM1: Solicit funds to expose Palestinian institutions to EU practices in micro-credentials and professional skilling and upskilling in lifelong learning centers	Review and amend Policies/ guidelines related to the Accreditation of micro-credentials programs in higher education.	Organize events linked to the Bologna process with focus on professional diplomas in science education and micro-credentials.
Activity description	Seminars for higher education leaders, business incubation staff, and staff in centers for lifelong learning on micro-credentials and short trainings	HEREs teams will review and propose amendments to the existing accreditation measures for vocation and profession-oriented programmes in higher education.	Thematic seminar with focusing on vocation professional tracks and Bologna in science education
Expected outcomes	Exposure of lifelong learning centers' and business incubation management and staff to EU practices in micro-credentials training.	Bylaws/ guidelines for micro-credentials	Exposure of reform expert team to Bologna process in the area of vocational training in HE.
Timeframe(Q1,Q2,Q3orQ4)	Q4 2025	Q4 2025	Q2 2026
Place/Format (online, offline, hybrid)	Hybrid	Face2Face	Face2Face
Scope(national,regional,cross-regional)	National	National	National

Priority3

	Activity1	Activity2	Activity3
Type of activity linked to the SPHERE programme (Select one option for each listed activity)[1]. 1. TAM 2. TAM follow-up activity 3. Events linked to the Bologna Process 4. Publications 5. Other (Please specify) [1]HERE seminars and study visits will be planned based on the Annual Work Plan results and EU priorities.	TAM 2: HEREs training on instructional design of online professional development and online course modules	Thematic seminar on online professional development training modalities	
Activity description	HEREs training will introduce HERE members to the learning designs and modalities of delivery for online courses offered across borders within an alliance.	Organize information sessions and thematic seminars at country level to introduce self-learning and online learning modules	
Expected outcomes	HEREs training completed	Exposure to the needed transformations in education modalities to prepare for joining the alliance	
Timeframe(Q1,Q2,Q3orQ4)	Q2 , 2025	Q3, 2025	
Place/Format (online, offline, hybrid)	Face2face	Online	
Scope (national, regional, cross-regional)	National	Regional	

Please list other activities related to the priorities and objectives listed above for your 2024 HERE Work Plan that you would like to share with us. These could be organised in the framework of other EU projects, national funding initiatives or otherwise. It is important to understand synergies.

The Digital business transformation project funded by the Swiss Development Agency can contribute to the priority of youth employment and self-employment. Research 2 Market national funding calls offered by the Ministry of Higher Education could also help complement the HEREs priorities.

* 11. Are there specific E+ Capacity Building projects that will help you meet these objectives? Please explain

Exploit the results of the episode VET project (Digital transformation targeting startups and entrepreneurs) led by UNIMED to boost the digital business skills and qualifications at country level
Utilize the results of the PhD Reform capacity building project (PhDGov) lead by Palestine to improve the quality of the research outputs in the PhD programs by increasing their market relevance.
Bologna project: Bologna for Science Education in Palestine and Jordan "(BASE)

Monitoring performance and impact

Specify key indicators will be used to assess progress and impact. The HERE Team will be required to report on these metrics for 2023 in 2024, giving data, evidence, and narratives highlighting accomplishments, challenges, and lessons learned from the activities related to the SPHERE Annual programme.

* Indicators linked to SPHERE events

13. Please select at least 4 indicators from the list below that you will be using to measure the impact of your events linked to your Annual Work Plan. You may also add new indicators.

between 4 and 9 choices

- Number of participants per event
- Stakeholder representation in events
- Target audiences reached for training activities.
- Dissemination channels of publications and articles
- Number of hyperlinks and respective links to content related to the Annual Work Plan and the SPHERE activities, such as articles, webpages, and events.
- Number of meetings with ministries related to the Annual Work Plan objectives
- Number of meetings with EU delegation and other international partners if relevant
- Students engagement in events and consultation
- Other*

*Please specify

* Outcomes linked to the objectives

14. Please select at least two outcomes below that are relevant for measuring the impact of your Annual Work Plan and that are linked to the objectives. You may also add new outcomes.

between 2 and 5 choices

- Best practice cases made visible and disseminated
- Change in legislation or new law
- Development of new university strategies/policies

Financing attributed to new policy priorities

Others*

*Please specify

Policies/ guidelines related to the Accreditation of micro-credentials programs in higher education.
Sector Research needs assessment day piloting pharmaceutical industries.
Trainings on instructional design and quality monitoring for online self-learning professional development modules.

* 15. Was the Annual Work Plan shared with the Ministry of Education in your country during the drafting process? If so, how was it shared?

Submitted for information

Endorsed by the Ministry of Education

Ministry of Education provided input Other*

*Please specify

Ministry is represented in the HEREs team

16. Do you have any additional comments for the SPHERE team to consider?

Contact

[Contact Form](#)