

# USAID/Afghanistan Skills Training for Afghan Youth (STAY)

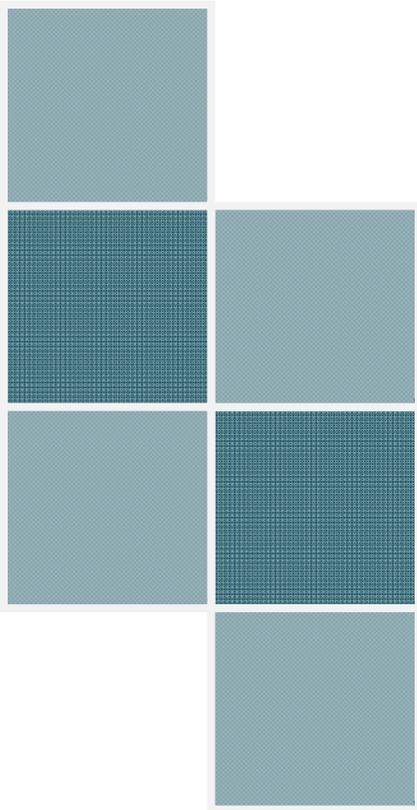
## DESIGN PHASE IMPLEMENTATION PLAN

Associate Cooperative Agreement No. 306-A-00-10-00524-00  
Under Leader Award No. GDG-A-00-03-00010-00 Equip 3:  
Earning, Learning and Skill Development Opportunities for Out-of-School  
Children and Youth

**Submitted by:**  
Education Development Center, Inc. (EDC)



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## Acronyms

AED	Academy for Educational Development
ATVI	Afghanistan Technical and Vocational Institute
COIN	Counterinsurgency
COP	Chief of Party
DDP	District Development Program
DMYA	Deputy Minister of Youth Affairs
EDC	Education Development Center
EQUIP	Education Quality Improvement Program
EVI	EcoVentures International
GoIRA	Government of the Islamic Republic of Afghanistan
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IT	Information technology
KCC	Kunar Construction Center
M&E	Monitoring and evaluation
MCIT	Ministry of Communications and Information Technology
MoA	Ministry of Agriculture
MoCY	Ministry of Culture and Youth
MoE	Ministry of Education
MoHE	Ministry of Higher Education
MoLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoWA	Ministry of Women's Affairs
NGO	Nongovernmental organization
NSDP	National Skills Development Program
PMP	Performance Monitoring Plan
PRT	Provincial Reconstruction Team
STAY	Skills Training for Afghan Youth
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USG	United States Government

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# USAID/Afghanistan Skills Training for Afghan Youth (STAY) Implementation Plan

## 1. Introduction

The Skills Training for Afghan Youth (STAY) project is an Associate Award under the USAID Educational Quality Improvement Program 3 (EQUIP3). STAY seeks to harness the positive force of the youth population (ages 15-25) to promote peace and security in the Southern and Eastern provinces of Afghanistan. The project's period of performance is 1 April 2010 – 30 April 2013. Activities are divided into two phases: (1) a four-month design phase, and (2) a 32-month implementation phase. This document presents the implementation plan for the Design Phase. While the award is effective 1 April 2010, technical activities commenced with the arrival of EDC's startup team in Kabul on 5 July 2010. Accordingly, the Design Phase Implementation Plan covers the period of 1 July – 31 October 2010. A brief description of the project's goals and components is presented below followed by an overview of project activities. Annex A presents detailed activities, timing, responsibility, and outcomes for the Design Phase.

## 2. Project Summary

STAY falls under USAID/Afghanistan's Strategic Objective #7: A Better Educated and Healthier Population. STAY has three major goals: (1) helping USG achieve its strategic objectives for Afghanistan; (2) helping develop more effective youth policies and programs, especially in the South and East; and (3) building the capacity of Afghan youth-serving organizations at the national, provincial, district, and community levels.

STAY is organized into four program components with the following goals and objectives:

**Component A (Vocational Education and Training):** helps Afghan formal vocational education institutions impart demand-driven workforce skills and assist youth in finding jobs or starting their own businesses.

**Component B (Community-Based Skills Development):** provides demand-driven education and training that prepares youth for productive work in their communities, and place youth in jobs, entrepreneurship or livelihood opportunities.

**Component C (Alternative Education):** uses non-traditional delivery systems to provide at-risk out-of-school youth with an equivalency program in basic education.

**Component D (Youth Leadership and Networking):** helps build a cadre of youth leaders from the South and East who can support the developmental needs of their communities. Provides support to strengthen and network local youth councils that exist in many communities in these regions.

STAY's counterparts include: youth serving organizations such as youth centers, NGOs, education and training providers; vocational education and training institutes such as AVTI, KCC and others; government agencies that work on youth issues, such as the Ministry of Education (MoE), Ministry of Higher Education (MoHE), Ministry of Women's Affairs

(MoWA), Ministry of Labor, Social Affairs, Martyrs, and Disabled (MoLSAMD), and the Office of the Deputy Minister of Youth Affairs (DMYA); and the private sector.

EDC will lead the Design Phase in close collaboration with USAID. EDC has two partners on STAY, the Academy for Educational Development (AED) and Eco-Ventures International (EVI). AED will lead Component A with the exception of ATVI and KCC (EDC will work with these institutions). EVI will conduct a labor market assessment under Component B.

## 3. Design Phase Activities

### 3.1 Approach

EDC's approach for the Design Phase emphasizes the identification of key districts in the South and East where project activities will take place; understanding the local context and the situation of youth in those districts; and exploring the development of project partnerships with key stakeholder institutions. Examples of the types of activities EDC will undertake to achieve Design Phase objectives include the following:

- Consult with USAID to identify USAID priorities for the project.
- Explore linkages with other international donors sponsoring youth programs in Afghanistan, e.g., UNDP, UNICEF, UNESCO, Un-Habitat, GTZ.
- Explore linkages and identifying capacity-building needs of government institutions, e.g., MoE, MoHE, MoLSAMD, DMYA, MoWA.
- Review current policy documents and making observational visits to government-sponsored youth programs.
- Explore linkages and identifying capacity-building needs of Afghan youth-serving organizations and conducting observational visits to their programs.
- Establish linkages with Provincial Reconstruction Teams (PRTs) and identify priority districts and communities.
- Establish linkages with civil-military initiatives such as the District Development Working Groups and the District Support Teams.
- Explore linkages with USAID sponsored projects.
- Conduct labor market assessments to determine workforce needs and opportunities in targeted provinces and districts.
- Determine options for providing support to vocational education and training providers and making observational visits to their institutions, such as ATVI and KCC.
- Conduct interviews with employers at national, district and local levels to establish linkages and define labor market needs.
- Conduct interviews with microfinance providers, to establish linkages and determine their willingness to provide youth with access to microfinance and micro-credit.

- Conduct meetings with local shuras in targeted communities to establish linkages and better understand community attitudes towards youth.
- Conduct meetings with local youth and women’s associations to establish linkages and better understand their interests and needs.
- Implement focus group interviews with youth in targeted communities, to better understand youth resources, needs, aspirations, skills.

EDC’s proposed Chief of Party (COP) will serve as Design Phase Team Leader. An international Component Leader will lead design work on each of the project’s four technical components, supported by local staff and researchers. The Component Leaders will make a preliminary trip of three to four weeks to initiate assessment activities and data collection for each component. During this trip, the Component Leaders will conduct research, establish relationships with counterparts, and initiate a process to assess local youth programs and organizations. The Component Leaders also will interview, hire, and train local researchers. The researchers will collect data under the direction of the COP and Senior Program Director after the Component Leaders leave. The Component Leaders will also provide support to the researchers remotely. The STAY team will compile and analyze data, and produce preliminary project design recommendations. The Component Leaders will return for a second visit to participate in a workshop to finalize STAY’s design.

## **3.2 Design Phase Activities**

The Design Phase Implementation Plan is organized into the areas below. Detailed tasks, timing, responsibility, and outcomes for each area are presented in Annex A.

### **1.0 Mobilize Key International Project Staff**

The Operations Director, M&E Coordinator, and Security Manager arrived in Kabul on 5 July 2010. The COP mobilized on 10 July 2010 and the Senior Program Director is scheduled to arrive in Kabul on 26 July 2010. EDC’s home office startup team including the STAY Project Director, Deputy Operations Director, Startup/HR Expert, and International Security and Safety Director arrived in Kabul on 5 July 2010 to initiate project operations.

### **2.0 Recruit and Hire Local Staff**

Critical local staff to establish project operations including the Deputy Operations Director, Finance Manager, HR Manager, Logistics and Procurement Manager were hired on X July 2010.

### **3.0 Establish Project Support Systems**

EDC is in the process of establishing the systems, processes, procedures, and infrastructure to support the design and implementation phases. EDC engaged a local attorney and initiated the registration process in March 2010. At the timing of writing of this report, registration is ongoing. EDC engaged the services of a private security company upon arrival and is drafting a comprehensive security plan. EDC has identified an office and residential compound and is negotiating the lease.

### **4.0 Provide Design Phase Funding for ATVI**

EDC is working with ATVI to obtain the necessary documentation to issue a subgrant agreement and provide funding. In June 2010 EDC released a request for proposals for auditing services and is in the process of engaging a firm to conduct a comprehensive financial review of ATVI.

### **5.0 Provide Design Phase Funding for KCC**

EDC is working with KCC to obtain the necessary documentation to issue a subgrant agreement and funding. In June 2010 EDC released a request for proposals for auditing services and is in the process of engaging a firm to conduct a comprehensive financial review of KCC.

### **6.0 Establish Technical Priorities and Project Locations**

EDC is working in close collaboration with USAID to select design tasks (from the list in Section 3.2 above) and determine the targeted locations in the South and East.

### **7.0 Develop Design Team Protocols, Scopes of Work and Train Local Staff**

The Component Leaders will write scopes of work, hire, and train local staff to collect the data to inform the design of the implementation phase. The startup team has begun recruiting for local researchers prior to the arrival of the Component Leaders. A critical part of the Component Leaders' work will be to design assessment protocols and instruments for the local team to employ.

### **8.0 Collect and Analyze Assessment Information for Design Phase**

Local researchers for each component will collect data using the protocols and instruments developed by the Component Leaders. The STAY team will compile and analyze data, and develop preliminary program and cost recommendations.

### **9.0 Finalize Implementation Phase Plan and Budget**

STAY will hold a project design workshop to review, discuss and finalize the project design and budget. Participants will include the core STAY team, Component Leaders, EDC home office management team, and USAID.

The timeframe for design activities largely depends on STAY's ability to engage local counterparts. Ramadan (11 August – 10 September 2010) may impact the team's ability schedule meetings and collect data as many counterparts will work reduced hours during this time. The team will do its best to work around these constraints.

## **3.3 Design Phase Outcomes**

- ✓ Final set of goals, objectives, and results for each Component and the project as a whole
- ✓ Project Performance Monitoring Plan
- ✓ Project Implementation Plan
- ✓ Gendering Monitoring Plan
- ✓ Staffing Plan
- ✓ Identification of partner organizations

- ✓ Identification of local best practices
- ✓ Revised project budget
- ✓ Identification of the locations of project offices in the South and East
- ✓ Security Plan
- ✓ Identification and implementation of rapid startup activities