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**YOUTH ENTREPRENEURSHIP DEVELOPMENT PROGRAM
Year One Work Plan**

October 1, 2010 – September 30, 2011

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EXECUTIVE SUMMARY

The International Youth Foundation (IYF) is excited about the opportunity to partner with the United States Agency for International Development (USAID) to design and lead the implementation of a holistic youth development program to support and strengthen youth employability and entrepreneurship programs in West Bank and Gaza. In implementing this four-year, \$15 million cooperative agreement, IYF will work closely with USAID and relevant counterparts across the public, private and civil society sectors as well as key donors to address workforce and livelihoods challenges faced by Palestinian youth. The Youth Entrepreneurship Development (YED) program will achieve its objectives by focusing on three key components:

- **Component 1:** Capacity building to youth serving institutions
- **Component 2:** Supporting employment and entrepreneurial education
- **Component 3:** Provision of on-the-job training

This Year One Work Plan for the YED program provides an overview of program activities that will serve as the foundation for overall program success. As noted in the USAID program description and IYF's approved proposal, at the heart of year-one activities will be a robust stakeholder engagement and validation process – including young people, the private sector, government partners, key donor agencies, other relevant USAID implementers, local NGOs, and community-based organizations. This wide ranging engagement of project partners will help foster local ownership of the program and engage these partners to support long term improvements in Youth Serving Institutions (YSI) and the quality of the youth programs they undertake.

This stakeholder engagement process will help the YED team in designing a series of capacity building activities with YSI to help them conceptualize, design and implement youth employability, entrepreneurship, and civic engagement activities that are both effective and sustainable. Such capacity building will be highly practical in nature, supporting participating institutions as they “learn by doing”. This learning will start as partners use refined programming strategies and tools introduced through IYF capacity building activities to design new youth programs in YED thematic areas. Areas for capacity building support include:

- (1) Successful approaches to job training and placement including assessing labor market demand and youth capabilities, developing integrated job training packages meeting minimum standards including in areas such as life skills, English skills and technical skills, as well career counseling, internship program design and job placement;
- (2) Effective entrepreneurship program design including assessments of entrepreneurial aptitude, business plan development, accessing financing, and coaching and mentoring of new businesses, and
- (3) Youth civic engagement models and approaches that support youth in identifying community needs, designing projects to address these needs, and supporting leadership and other skills for long term viability of youth-led projects and improved employment capabilities of participating youth.

In turn, as participating institutions demonstrate strong capacity to implement newly designed programs in each of these areas, they will become eligible for YED sub-grants to execute upon their plans. IYF is also cognizant of the fact that many YSIs particularly the universities and colleges are interested in the capacity strengthening component of the YED program although they may not be as interested in receiving grants from the YED program. To address their specific needs and concerns, the YED team will also support these organizations and enable them to design and implement future employability and entrepreneurship programs with their own leveraged resources. Once these programs are launched, YED capacity building efforts will continue in earnest, supporting program partners by helping them ensure interventions maintain high quality standards, are positioned for expansion through leverage partners, and are well positioned for long term sustainability.

Simultaneously, as a part of initial outreach activities to be undertaken through February, IYF will identify two to three pilot project opportunities that can be supported by YED and can be rapidly deployed through a flexible grant or contract mechanism. Such activities would be designed to both demonstrate the early success of YED in improving the livelihoods of young people and to support capacity building efforts in a highly practical way. In this respect, while building momentum around the program and showing what is possible through a new partnership focused approach, these “quick win” pilot programs will allow the YSIs that are engaged in capacity building trainings to observe, analyze, and learn from real activities in line with YED program objectives.

Overall, activities undertaken by program partners will help young people transition into productive work—whether in the private sector, public sector, or in new start-up enterprises. Job trainings, placement and entrepreneurship programs will be designed as a result of discussions, consensus, feedback and coaching. They will simultaneously be guided by IYF minimum standards in each of these areas, customized to the specific needs of Palestinian youth and the contours of the Palestinian labor market. Included in job preparation activities will also be a series of civic engagement initiatives that allow young people to learn and employ practical skills that will help them be successful in the workplace, such as project planning, financial management, and team work, all while improving their local surroundings. Youth will be featured prominently in all activities as active participants in their own development, and YED supported programs will also use innovative technology platforms that help fully engage targeted youth.

In presenting this Work Plan, it should also be noted that as of the submission date, IYF has accomplished several significant milestones articulated below that will be built upon in year one activities. These include the following:

- All three key personnel – Chief of Party, Senior Technical Manager, and Senior Manager for Sub-Grants Administration – along with the local IYF Finance Officer have been hired. IYF has also started a competitive recruitment process for all remaining staffing positions to bring our program up to full implementation capacity.
- In early November, IYF submitted an initial three-month summary work plan covering the period of October 1 – December 31, 2010 to provide USAID with an overview of our major priorities during the first 12 weeks of the program. This Work Plan builds on the initial activities outlined in that overview.
- As part of the initial stakeholder consultation process, IYF has met with approximately 20 YSI operating in and around Ramallah and Jerusalem, including Ruwwad and YDRC

staff. IYF has also met with most of the relevant USAID technical offices to explore program synergies, including the Democracy & Governance, Private Enterprise, and Health offices.

- IYF has had post-launch orientation meetings with USAID to learn more about important approvals, compliance issues, VAT, reporting requirements, vetting, and other significant aspects of operating a USAID program in the West Bank and Gaza.
- IYF has initiated the process for registration with the Palestinian Authority, leased office space and initiated renovations to ensure it is fully functional for our needs.
- IYF submitted the YED M&E plan on November 30, 2010 which provides specific indicators, units of measurement and targets to assess progress toward overall program objectives.
- Finally, and as reflected in this Year One Work Plan, IYF has significantly benefited from broad consultation with the program's AOTR and Education office to discuss program objectives, best align the design of activities with the Mission's strategic interests, and otherwise position the program for success.

Building on this progress, the following sections of the Work Plan help detail specific activities in each of the following areas from the period October 1, 2010 – September 30, 2011:

- I. Section I provides a brief overview of program outcomes and objectives as outlined in the program's Results Framework.
- II. Section II outlines specific operational assumptions that have been made in the formulation of this Work Plan that will be important factors in program success.
- III. Section III describes the specific activities and milestones related to the operational start up of the program in this first year.
- IV. Section IV describes the specific activities and milestones, divided by the program's three components, in the first year of implementation as well as an indication of what is to come in year two through four activities.
- V. Section V provides an implementation timeline for the completion of major year one deliverables and milestones.

Finally, we have not included a budget with this year workplan given the original proposal budget with annual budget breakdowns was only recently approved and still holds generally valid.

Following is a table summarizing the program's goal, objectives, intermediate results, and activities:

YED Program Goal		
<p>To prepare young Palestinian men and women for the job market, and provide them with the skills they need to help find employment with the public or private sector or to start their own enterprises.</p>		
YED Medium-Term Objectives		
<ul style="list-style-type: none"> • Palestinian organizations with increased capacity to design and deliver high quality, market-driven youth employment, entrepreneurship, and engagement projects; and • Palestinian young people, ages 14-29, with greater access to comprehensive training linked with internships or apprenticeships and additional support services that prepare them for formal sector employment or provide them with the necessary knowledge and skill sets to start/grow their own enterprises. 		
YED Intermediate Results		
IR1:	IR2	IR3
Expanded capacity of youth-serving organizations	Enhanced employment and entrepreneurship education	Increased access for youth to practical on-the-job training
<p>Component 1 Program Activities</p> <p>1.1 Stakeholder Engagement 1.1.1 Literature Review 1.1.2 Stakeholder Consultation 1.1.3 Compilation of YSIs surveys 1.1.4 Identification of “Quick Win” activities 1.1.5 Engage stakeholder for Advisory Support 1.1.6 Program launch & strategic retreat</p> <p>1.2 Capacity Building Support to prospective partners 1.2.1 Consensus Building on best practices standards 1.2.2 Direct capacity building support</p>	<p>Component 2 Program Activities</p> <p>2.1 Sub-grant Material Preparation</p> <p>2.2 Quick Win Grants 2.3 Finalizing Longer Term Sub-grants</p>	<p>Component 3 Program Activities</p> <p>3.1 Service Learning through Community-Led Initiatives</p> <p>3.2 Designing Effective Career Counseling, Internship and Entrepreneurship Program 3.2.1 Design of career counseling programs 3.2.2 Design of internship programs 3.2.3 Design of entrepreneurship programs</p> <p>3.3 Online Support</p>

I. OVERVIEW OF YOUTH:WORK WBG OUTCOMES

The program's work plan is designed to allow the achievement of deliverables under the program's overall Results Framework in support of the USAID/West Bank and Gaza Strategic Objective "Education and Youth". In particular, the YED program is designed to achieve three Intermediate Results (IR) under the program's Results Framework, with each IR corresponding to one of the program's three component areas:

IR1: Expanded capacity of youth-serving organizations (Component 1)

IR2: Enhanced employment and entrepreneurship education (Component 2)

IR3: Increased access for youth to practical on-the-job training (Component 3)

A full discussion on the program's Results Framework and indicators to assess progress against program objectives and intermediate results can be found in the recently submitted YED Monitoring & Evaluation Plan.

II. OPERATIONAL ASSUMPTIONS

Certain operational assumptions guide and inform both the YED program strategy and the specific activities the program intends to support to achieve program objectives. These operational assumptions take into account the complexities, constraints, and opportunities inherent in undertaking development work in the West Bank and Gaza. They include the following:

- USAID will help IYF navigate interactions and working relationships with Palestinian Authority (PA).
- USAID will continue to provide agreed upon financial support throughout the program cycle.
- Youth serving institutions will continue to be interested to work with and receive technical assistance and/or funding from USAID and its implementing partners, including IYF, during the term of the cooperative agreement with USAID.
- Security within the West Bank and Gaza remains at a level that permits safe and free movement of program-related staff, consultants, contractors, participants, equipment, and service delivery.
- USAID will provide additional resources for activities IYF is asked to undertake that expand beyond the program's current scope of work.

To the extent additional factors are presented during program implementation that may have an effect on the ability to achieve program outcomes, IYF will be in close consultation with USAID regarding such matters.

III. OPERATIONAL START UP

STAFFING

Immediately after signing the cooperative agreement with USAID, IYF started a thorough and intensive competitive recruitment for all key positions which are based in the Ramallah office. By November 2010, IYF completed the recruitment and received USAID approval on hiring the three key personnel positions including the Chief of Party, the Senior Technical Manager, and the Senior Manager for Sub-grant Administration. In addition, IYF recruited and hired its Finance and Administration Manager which is a non-key position. Furthermore, IYF advertised and started the recruitment process for hiring other non-key positions that include two Program Officers, Program Coordinator, Senior M&E Manager, M&E Assistant, Compliance Officer, Administrative Assistant, and Driver/Security officer. Program staff in Ramallah will be supported by IYF staff in Baltimore who will provide technical oversight and guidance. In addition, a team of Baltimore-based IYF technical specialists will provide technical support as needed in the areas of Institutional Capacity Building, Youth Engagement, Workforce Development, Entrepreneurship, and other technical areas as identified.

Key Milestones in Year 1

- Key personnel hired (November 2010)
- Hiring of Ramallah-based non key staff (November 2010-January 2011)

Longer term view

Looking beyond the first year of operations, a key area of focus will be a regular assessment by IYF of the relevant technical staff from Baltimore that will be deployed to support the program, dependent on the particular needs of the program as it evolves. For example, as Year One ends, with the initial phase of collaborative capacity building concluding, we may shift efforts away from staff with more experience in institutional capacity building support to those with greater direct technical experience in the management of sub-grant activities in areas like employability or volunteerism, leveraging of resources, building community alliances and monitoring and evaluation.

FIELD OFFICE INFRASTRUCTURE

Parallel to recruiting and hiring a full complement of staff members, IYF has quickly started to establish a fully functioning field office in Ramallah. By the end of November 2010, the following steps have been taken to establish this office:

- Hired a lawyer to start the registration of IYF as a legal entity in the West Bank and Gaza (WBG)
- Identified and rented a suitable office location
- Started the renovation process of the new space to make it ready for use
- Contacted and initiated the process of opening local bank accounts
- Started the process of purchasing needed furniture and equipment and leasing cars
- Initiated the process of getting connected to utilities, telephones, mobile phones and IT/internet infrastructure for the office

Key Milestones in Year 1

- Legal Registration (November 2010 – February 2011)
- Identification of office space (November 2010)
- Finalizing office space renovations and move in (November 2010 – January 2011)
- Equipment, furniture & IT Infrastructure procurement (November 2010 – January 2011)

BRANDING AND COMMUNICATIONS

A branding and marketing plan that will guide the communications and marketing of the program has already been designed and was approved by USAID at the time of project award. However, while both IYF and USAID think that the program name could be reconsidered in order to better reflect the program mandate and implementation strategy, it was agreed to leave the name as it was to avoid any negative effect on the USAID branding requirements and preferences.

Building on the approved branding and marketing plan, IYF will develop communications guidelines to ensure program partners follow branding and marketing requirements and effectively communicate and promote program activities through fact sheets, press releases, brochures, newsletters, and other program materials.

Key Milestones in Year 1

- Partner Communication Guidelines developed (March 2011)

Longer term view

We anticipate that while communications will be more process-oriented in Year One (e.g. announcing the overall program, the Outreach & Learning events, issuing press releases and newspaper articles, launching event, etc), as the project matures into Years Two to Four, significant numbers of activities will be reporting results and can be utilized to bring greater attention and interest in individual projects and the overall program. This will be essential to build momentum toward securing leverage support, building consensus for policy reforms, and setting the stage for long term sustainability. Project workshops and occasional forums will be particularly important in this respect, tailored to showcase important lessons learned and to widen the impact of the program by drawing connections to partners across sectors

IV. PROGRAMMATIC COMPONENTS

The USAID-commissioned Youth Assessment for the West Bank and Gaza, together with YED's initial dialogues with stakeholders, provide clear evidence that young Palestinians would benefit greatly from opportunities with Youth Serving Institutions that can help them achieve their full potential. IYF has accordingly grounded program design on proven approaches and models to help these institutions best support young Palestinians in attaining the technical and behavioral skills they need to acquire decent jobs and secure productive livelihoods.

In presenting programmatic activities to be undertaken in Year One, it is important to note the clear linkages between each of YED's three program component areas. Such linkages in turn

help drive highly complementary and integrated activities under each of these components in this Work Plan. In summary, activities under each YED Component area will be focused as follows:

- Under **Component One** of the program, YED will place strong emphasis on stakeholder engagement and capacity building which leads YSI to improve and expand their capacity to effectively engage and serve youth in employment, entrepreneurship and civic engagement programs. Initial stakeholder engagement efforts through February will connect YED with potential partners – including those that are positioned to receive “quick-win” sub-grants – with such engagement designed to yield valuable information about continued gaps in youth programming and how to best guide capacity building activities under this component. Thereafter, capacity building will be participatory, practical, and results-oriented and will be greatly enhanced by the observation and analysis of “quick win” sub-grant activities. The culmination of efforts under Component One will position YSIs to develop well designed activities that successfully support youth and are eligible for YED subgrant funding. Furthermore, YSIs that are only interested in capacity strengthening and/or technical assistance will be provided with this support without having to receive sub-grants.
- Building on these activities under Component One, **Component Two** of the program will support direct training programs and other activities including sub-grants that enhance employment, entrepreneurship, and civic engagement skills among young people. Within year one, a primary focus of activities under this component will be to ensure appropriate processes for both grant making related to short term “quick win” pilot projects and longer term employment and entrepreneurship programs are in place. We anticipate approximately 2-3 quick win subgrants will be identified for YED support by February, and that 10 longer term subgrants, which present strong program designs based on capacity building activities, will be developed by the end of September 2011.
- Finally, building on the capacity building provided in Component 1, and the well designed programs provided with subgrants under Component 2, **Component 3** aims at providing youth with opportunities to gain practical, hands-on experience in applying newly developed employability and entrepreneurship skills. As detailed in the last section below, under this component, IYF will initiate service learning activities through quick win and longer term subgrants which will help youth improve their communities, initiate new social enterprises, and build skills important for long term career success. Simultaneously, in concert with local partners, IYF will analyze current approaches and spur the development of subgrant supported initiatives in the areas of career counseling as well as internship promotion and entrepreneurship. Finally, under this component, IYF will also examine and deploy approaches to online engagement of youth to support practical learning and linkages to jobs.

Additional detail on each activity under each Program Component is provided in the sections that follow.

Component 1: Expanded capacity of youth-serving organizations

As noted above, Component One focuses on two primary activities. The first activity, a robust stakeholder engagement process, will help connect YED with potential partners, build excitement and local ownership for the program, and identify potential “quick win” activities for program support. It will also help in informing the contours of our second activity under this Component, a highly participatory and practical series of capacity building activities with local YSIs that result in well designed, longer term programs eligible for YED subgrant funding. Each of these activities is explained in greater detail below.

COMPONENT 1/ ACTIVITY 1: STAKEHOLDER ENGAGEMENT

Under the leadership of the Chief of Party (COP), the first months of the program will focus heavily on positioning the project with key stakeholders and linking activities to the newly launched Palestinian Youth Strategy. In this capacity, the COP with assistance from the Senior Technical Advisor (STA) will help to simultaneously confirm assumptions and/or update relevant information about youth and YSI that was obtained in the rapid design phase of the YED program. The COP and STA will similarly ensure that YED supported interventions are relevant and that they build on lessons learned from previous youth employability and entrepreneurship programs. Simultaneously, IYF staff outside of Palestine, under the direction of IYF’s Vice President for Work Programs, will engage international and Palestinian actors across sectors outside of Palestine to ensure lessons learned from previous engagement are integrated in program activities, as well as to secure their support and engage them in the long term success of the program.

Outreach activities will also be deliberately structured to help build momentum and buy-in for the program by ensuring the engagement of important Palestinian stakeholders from across sectors. In this regard, through soliciting advice from such stakeholders on how to best frame program activities, a YED core team made up of the STA and Grants Manager will look to maximize their participation in the program and begin the process of determining what contributions they may be able to make toward our activities. Stakeholder engagement activities will also have the deliberate aim of helping YED identify specific pilot initiatives with prospective partners and capitalize upon available opportunities and partnership interests in these initiatives.

As outlined below, this Component One activity will be undertaken through a series of six complementary sub-activities that will be undertaken through February, 2011. These include:

- A **literature review** to ensure our efforts are guided by the broad array of research and analysis already available on the youth sector in Palestine.
- A process of **Stakeholder Consultation** that helps engage critical stakeholders from across sectors, ensures their buy in, and helps identify opportunities and leverage contributions that the program should capitalize upon.
- A **Compilation of Surveys of Youth Serving Institutions** that helps YED better understand the capacity needs and interests of YSI and begins the formal recruitment of these organizations to join the program.

- The **Identification of “Quick Wins”**, or short term pilot activities, that can help build visible momentum for the program and serve as practical learning examples for capacity building efforts.
- The **Engagement of YED Advisory Board Members** together with the delineation of the roles and responsibilities of this committee in consultation with USAID.
- A **Program Launch Event & Strategic Retreat** in March with Advisory Board members, youth and other key stakeholders to formally introduce the program to the public at large, announce the new, youth-developed program name, and mark the commencement of initial pilots and capacity building activities.

IYF envisions the Program Launch & Strategic Retreat as the culmination of all other outreach activities noted above and as an exciting opportunity to position this new youth program as a critical ingredient in bringing key stakeholders together for the long term benefit of Palestinian youth. As noted below, we are hopeful that both the USAID Mission Director and IYF’s Chief Executive Officer will be able to attend this program launch event, to bring further visibility and momentum to the program at this critical juncture as it starts pilot activities and capacity building efforts in earnest.

Sub-Activity: Literature Review

In November, IYF initiated a literature review of relevant studies, assessments, and reports regarding the situation of employment, entrepreneurship and civic engagement of Palestinian youth, as well as other areas relevant to the YED program. This review will help validate program design, inform capacity building strategies, support the setting of minimum standards and targets for interventions, and identify possible program opportunities.

We anticipate that this literature review will directly inform recommendations for next steps in the YED project, based on the significance of the data or information reviewed. For example, our initial consultations with AED and Making Cents have revealed that young entrepreneurs face significant constraints accessing start-up capital, and during the desk reviews, we will focus direct attention on learning more about those constraints and the opportunities available to YED to work with various partners and sectors to overcome them.

Initial literature review activities will be finalized in January, although throughout the life of the project we will continue to monitor and utilize new research and information that could benefit the impact of program interventions. In this respect, the literature review will be a continuous process which will also be used by all YED team members to educate them, to ensure they are fully updated of all relevant information which will position the YED team as a credible source of objective information about youth, entrepreneurship and employability in the West Bank and Gaza.

Sub-Activity: Stakeholder Consultations

The first three months of the program will involve a wide outreach effort by all team members to engage stakeholders and prospective partners from across the public, private and civil society sectors, together with other donors working in the area of youth employability. The focus of the outreach will be on introducing the program and gathering feedback on program strategies based on the previous experience of all partners as well as setting the stage for the capacity

building process and sub-grants program. Stakeholder consultation is important in any alliance-based initiative to help build long term ownership and support, but is particularly critical in this youth program given historical challenges in youth programming and the existence of a number of well respected youth serving Palestinian organizations that are currently not willing to engage in USAID youth programs.

In coordination with USAID and under the leadership of the COP the YED team has conducted and is planning additional consultations with a broad array of stakeholders. These include the following groups (those organizations or entities with whom IYF has already met to discuss YED are noted in italics):

- PA Government Stakeholders: These include the Palestinian Authority, such as the *Ministry of Youth and Sports* and other relevant ministries including the Ministry of Education & Higher Education, the Ministry of Planning, and the Ministry of Labor.
- Palestinian NGOs that could directly partner with the program: This includes Palestinian NGOs that we understand will sign the USG Anti-Terrorism Certification (ATC), such as *Sharek Youth Forum, Injaz, Leaders Organization, Partners for Sustainable Development, Johud, and Ta'awon Palestinian Conflict Resolution Institute.*
- Palestinian NGOs that could otherwise support the program: This includes those Palestinian NGOs that as we understand will not sign the ATC, such as *Welfare Association, Ma'an Development Center, NGO Development Center, PYALARA, and the Palestinian Youth Union.*
- Private Sector Companies: Based on its experience, IYF appreciates the critical role private sector representatives play in advancing employability and entrepreneurship all over the world. Accordingly, IYF Baltimore team members under the direction of IYF's Vice President for Work Programs will lead efforts in establishing and/or cultivating relationships with US and international companies such as Cisco, Intel, Mastercard Foundation, *Microsoft*, Google, Samsung, *Manpower*, and many others. In doing so, IYF will leverage existing relationships with many of these companies and engage new companies that are interested in supporting socially responsible investments in Palestine. Similarly, the COP and STA will work with the advisory committee, with USAID Private Sector Office, trade associations and others to engage Palestinian companies such as *Watanya Mobile, Jawwal Mobile, PalTel, Bayti, Rihan, Jerusalem Pharmaceutical Company, Birzeit Pharmaceutical Company, Jaffa.net and Asal* as representatives of private sector in the advisory committee and as potential employers and/or hosts of internship/apprenticeship programs for participating youth. Many of the targeted YSIs such as *Injaz and Education for Employment* also have key private sector leaders on their board and this will likely facilitate their engagement and active participation in the YED program.
- International donors: The COP will initiate coordination meetings and exchange of information with key international donors that are active in this area including agencies such as *GTZ, DFID, the International Labor Organization, and the World Bank.* IYF headquarters staff under the direction of the IYF Vice President for Work Programs will also engage international donors through offices outside of Palestine to seek their support and buy-in for the program.
- USAID Technical Offices: This includes offices such as *Education, Private Enterprise, Democracy & Governance, and Health* among others.

- International NGOs: These include USAID implementing partners and others including *AED, EDC, Carana, CHF, Save the Children, and MercyCorps*. The COP will introduce the project to all of these programs to avoid duplication, and explore opportunities for cooperation and coordination through regular meetings, exchange of information and/or resources including training among these projects.
- Other Regional and Global Stakeholders: This includes groups such as Silatech, Arab Foundations, UNDP, as well as IYF staff with relevant regional and technical expertise. The IYF Vice President for Work Programs will lead in the cultivation of these relationships and using them to further supplement YED.

As we undertake all consultations, the IYF team will focus on learning more about what prospective partners are currently doing in areas relevant to YED, where they see continued gaps in youth programming, and how they might work with YED to address such gap areas. Messages and consultations with each stakeholder group will be calibrated to the specific roles of such partners. In this respect, for NGO partners and prospective subgrantees, we will focus heavily on introducing the capacity building portion of activities, and identifying and assessing current NGO activities that might be built upon for “quick win” pilots that are detailed in the following sections. Similarly, for those YSIs such as universities that are only interested in the capacity strengthening component and/or those that are not willing to directly partner with USAID, we will seek their advice about possible informal avenues they can support the program, for example through sharing lessons learned, methodologies or in engaging in parallel activities to YED with leverage partners.

USAID offices and implementing partner discussions will focus on possible synergies in current programming areas and ways of avoiding duplication. For corporate partners, discussions will focus heavily on areas of possible direct support for the program through either financial or in kind contributions. In this respect, corporate partners interested in supporting youth employment or entrepreneurship programming for Palestinian youth will be encouraged to provide cash assistance to supplement subgrant funds from USAID or other in-kind contributions such as market tested and relevant curricula packages, curriculum design support in areas of expertise, in kind contributions of either software or hardware, physical infrastructure or discounts for utilization of training venues, among other items.

Finally, and of significant importance, the COP will be responsible for representing the YED team in meetings with the PA after guidance from USAID. To the extent possible, YED will attempt to include USAID in such meetings to ensure dialogues fit into the overall context of the bilateral support being provided by the USG to the PA.

IYF also views the YED program as having important strategic connectivity to broader youth development trends in the MENA region and beyond. In this respect, linkages with regional and international youth development programs and trends can provide Palestinian YSI and youth with important learning opportunities as well as with a forum to demonstrate their own innovative approaches to supporting youth development needs in particularly challenging environments. Such linkages will also help better identify leverage opportunities from international sources that can be of significant support to the program. Accordingly, IYF’s leadership is committed to creating linkages between this program and the wide array of partners and resident knowledge at IYF gained from twenty years of successful youth development work. Links over time can include regional exchanges amongst programs

supported by IYF in Jordan, Egypt, Lebanon and Morocco as well as in the Arab Gulf, which are supported by a multiplicity of donors including other USAID Missions, the World Bank, the Qatari Foundation Silatech, the Finnish Ministry of Foreign Affairs, Microsoft and others. Similarly, IYF convenes major learning forums globally that can be venues for YED programs to share and learn from experiences of other like-minded YSIs and youth. Such forums include IYF's Global Partner Meeting which in 2010 was attended by partners from approximately 50 countries, as well as similar regional forums that have been sponsored by bilateral, multilateral and corporate donors. In this regard, under this sub-activity, program staff will also meet with and learn from other programs at IYF to benefit from the available experience, knowledge, and capacity and to find linkages with multinational companies, multilateral and government donors and other supporters.

Sub-Activity: Compilation of Youth Serving Institution Surveys

In parallel to the literature review and closely linked to stakeholder consultation, IYF will also begin to directly engage and gather relevant information on Youth Serving Institutions that could be interested in becoming implementing partners or simply build their own capacity to provide entrepreneurship and employability services to youth on their own beyond the YED program.

Given the significant number of surveys recently conducted on YSI's in Palestine by entities such as the Sharek Youth Forum, Welfare Association, Ruwwad Project, Siraj Save the Children program IYF will focus its efforts on a close review of previous surveys and consultation with those conducting such surveys and other key stakeholders to help supplement available data where needed. This activity will be undertaken in December, 2010 and January of 2011

Survey findings from these parties, together with outreach activities conducted above will further inform the collaborative capacity building process that will be initiated during the second quarter by substantiating and providing additional depth and context to the information and data gathered during the literature review and stakeholder consultation process. Review of these surveys will also allow YED to start the process of determining which organizations the most likely candidates to be long-term partners for capacity are building and competitive sub-grants. Information gathered will accordingly provide an initial snapshot of each respondent's overall mission, geographic coverage, staffing capacity, level of relevant experience and expertise, and aspirations for strengthening institutional and technical capacity, among other data points.

Finally, as further discussed in regard to the Program Launch & Strategic Retreat, results from our review of surveys and stakeholder consultations will be shared at the Strategic Retreat and should be an excellent opportunity to highlight not only challenges faced by Palestinian youth, but also the opportunities for new partnerships to address these challenges. Accordingly, survey findings, and the dialogue that follows from them, will set the stage for locally-driven partnerships nurtured by YED that are well positioned to support exciting new initiatives directly meeting youth needs.

Sub-Activity: Identification of “Quick Win” Activities

Desk research, stakeholder consultations, and the YSI survey noted above will also be used to identify prospective new pilot activities that can be supported quickly by YED to build momentum and demonstrate the exciting potential of new YED supported partnership programs. Such activities will also serve as an important learning tool through the course of capacity building activities, with YSI participants closely examining and accounting for lessons learned from these activities in their own subgrant project designs.

As meetings with all stakeholders are undertaken under this component, YSIs and other stakeholders will be presented with the general strategy of YED for pilot projects and the qualifications and criteria required to receive funds for such an activity. Such discussions will also be directed to surface potential opportunities that could be undertaken as pilot programs, which will be designed to build on and expand existing activities for quick impact. In all such discussions, however, IYF will be careful not to raise expectations and more broadly will ensure that the actual sub-grant selection will be conducted in a fair and transparent way.

Illustrative activities under quick wins may include a number of different intervention types depending on opportunities that are presented during initial consultations. This includes career guidance programs targeting schools in several localities, enhancement to job training programs to improve life and/or technical skill provision, expansion of job placement strategies or an entrepreneurship component as a complement to current training activities, a summer program that introduces new unemployed women graduates to available options, or support to service learning programs that engage youth in community projects.. More information on the process for selection of such activities is also included in the discussion of Component Two.

Sub-Activity: Engage Stakeholders for Advisory Support

The COP will also work with the USAID/AOTR to identify and engage a well respected Advisory Committee to further build credibility, ensure the broadest possible support for the program across sectors, and identify and capitalize on leverage and other program opportunities. This committee will comprise members from across the public, private and civil society sectors, as well as other key individuals and agencies deemed important to be visibly affiliated with the program.

Based on the initial consultation with the YSIs and USAID, the YED team envisions that the advisory committee will have the following mandate:

1. Advising the project team on areas regarding its technical direction and annual work-planning process.
2. Facilitating YED’s activities and team’s efforts to reach its objectives through linkages with private sector, public institutions and other relevant projects.
3. Monitoring and evaluating project progress and providing recommendations for enhancement of program activities.

4. Bringing credibility and broad ownership of the program across the Palestinian public, private and civil society sectors and participating in public events related to YED;
5. Facilitating introductions to prospective partners and supporting the project in leveraging resources from various resources including private sector.

Building on the stakeholder meetings held as described above, the COP and STA will work closely with the AOTR in refining and finalizing the overall mandate and membership of the committee as well as a tentative schedule of the committee.

IYF anticipates that by the end of January 2011, the Advisory Committee composition will be finalized and stakeholders will be invited to participate in Advisory Committee meetings and other forums. The first advisory committee meeting will consist of the Program Launch & Strategic Retreat, described in further detail below, to be held in the Middle of March 2011.

Sub-Activity: Program Launch & Strategic Retreat

As a culmination of the efforts made under the five sub-activities discussed above, IYF will convene the Advisory Committee at a Program Launch & Strategic Retreat to be held over the course of two days in March 2011. The overall objectives of the event will be to formally and publicly launch the program, share findings related to the YSI survey and stakeholder consultations that IYF has conducted, and to present the new pilot projects that will be supported by YED in the short term.

The program launch will also serve as the formal commencement of the collaborative capacity building activities to be undertaken with partners and described in the following section. Through meetings with the Advisory Committee, we anticipate this group will agree to its overall mandate and terms of reference as well as discuss and validate the work plan for the remainder of the year. We will also seek tangible demonstrations of commitments from members, in terms of possible leverage or other contributions that can be made as program activities start in earnest.

Ideally, young people will not only be the topic of discussion but also active participants in the strategic retreat. We are hopeful to have high level participation by both USAID/WBG and IYF. In January, IYF plans to develop a draft agenda initiate logistics preparation.

Year 1 Key Milestones for Component 1/Activity 1: Stakeholder Engagement

- Literature review completed and appropriate lessons drawn (January 2011)
- Initial Stakeholder consultations undertaken (October 2010– January 2011)
- YSI Surveys findings compiled (December 2010- January 2011)
- Pilot Projects Identified (January 2010-February 2011)
- Committee member recommendations shared with USAID and agreed upon (January 2011)
- Program Launch & Strategic Retreat (March 2011)

COMPONENT 1/ACTIVITY 2: CAPACITY BUILDING SUPPORT TO PROSPECTIVE PARTNERS

All sub-activities described above that are associated with the Stakeholder Engagement process to be conducted from October 2010 to February 2011 – including initial stakeholder consultations, compilation of YSI surveys, and the Program Launch & Strategic Retreat – will inform, validate, and lead directly to a capacity building process that will be initiated in March 2011 in close consultation with partner institutions. The initial capacity building support to prospective partners to be undertaken from March through August 2011 is described in more detail below through the following two sub-activities:

- Consensus building on Best Practice Standards: With direct support and facilitation from the STA and program officers, the YED team will hold a robust dialogue with participating institutions on standards for best practice YED youth programs in the areas of employment, entrepreneurship and civic engagement. This process, further explained below, will help bring Palestinian youth serving institutions together under the leadership of IYF to establish the principles that should be embedded in any program supported by YED.
- Highly Practical Capacity Building Support: With consensus on the standards, YED will then support a series of collaborative dialogues, technical assistance interventions, and capacity building workshops to strengthen the capability of Youth Serving Institutions to design, deliver, administer, and evaluate high-quality impactful youth employability and entrepreneurship programs. Capacity building will address both operational issues (i.e., financial and administrative ability to oversee program activities in full compliance with donor regulations) and technical issues (ability to design, implement, and evaluate high quality program activities). It should be noted that YED will use a combination of its own competent, local technical staff, IYF international technical experts, as well as, when necessary, international an/or local consultants/contractors to provide the necessary quality support in the most effective manner. As decisions are made about this source of this support, particularly for outside consultants, IYF will be conscious of the current obligated funding and current spending against such funding.

Sub-Activity: Consensus Building on Best Practice Standards

A first step in ensuring successful programming under YED will be the development of best practice standards that should be met for any program eligible for YED funding in the areas of employment, entrepreneurship and civic engagement. While IYF has developed and refined such standards for use globally and in the region, our experience is that the finalization of such standards is best undertaken in consensus with program partners to ensure maximum buy-in, reflect local learning, and ensure appreciation by all of the importance such standards will have in funded programs. In this respect, the YED team will be represented by the STA and Program Officers as well as other IYF HQ experts as needed will strategically use our own experience to help elicit the experience of participating institutions and to fill in needed gaps where local experience is not fully reflective of best practice.

Accordingly, building on the findings of our literature review, stakeholder consultations, and the Youth Serving Institution survey compilation, IYF will gather a wide range of prospective partners for dialogues on youth employability and entrepreneurship. Using a case study

method, the dialogues will include short presentations by implementers and IYF to highlight successful interventions and ongoing challenges related to youth employability for young Palestinians as a means of helping to guide the formulation of YED program standards. IYF team members will be active facilitators and participants in this dialogue, helping to push discussions that will form the basic tenets of successful programming in YED areas – including clear definitions for the meaning of ‘employability’ for Palestinian youth and the basic principles of best practice youth program design, implementation, administration, and evaluation.

As a useful reference point, IYF has developed standards in youth programming created through IYF’s global network of programs and most recently adapted for IYF’s Youth: Work program in Jordan. This set of programmatic standards, which can be applied or adapted for the YED program in the West Bank and Gaza, includes tools and best practices in a number of areas relevant to YED. These include standards and tools related to life skills, integrated training models, job placement, entrepreneurship, career counseling and guidance, mentorship, the provision of youth friendly services, youth engagement approaches, and monitoring and evaluation, among others.

For these initial dialogues, the YED team plans to engage a wide range of stakeholders, including participants from across the public, private and civil society sectors, as well as YSIs that are both seeking funding from the program as well as those that are not currently accepting USAID funding. We believe that this dialogue will benefit from the participation of various stakeholders by ensuring the broad experience of Palestinian organizations is represented and that the program is able to identify both best practice programs that can be built upon and other opportunities for partnership/leverage. Participating stakeholders will also in turn benefit from their participation with an increased ability to reach young people with effective programs, to administer those programs, and to evaluate those programs for better understanding of opportunities for long-term success.

This step will start in February 2011 and continue for approximately 6 weeks.

Sub-Activity: Direct Capacity Building Support

The consensus building dialogues described above will play a valuable initial role in building awareness and knowledge of critical youth employability, entrepreneurship, and civic engagement approaches required for successful programming. Immediately following these dialogues, a robust and more direct capacity building process will follow which will be highly practical and hands-on. The practical nature of such capacity building will be grounded in the eligibility of those interested participating institutions for subgrant funding from the program – subgrants that will require the design of funded activities to fully reflect lessons learned through the capacity building process. Similarly, for those institutions that do not wish to receive subgrant funding directly from the program, but wish to participate in YED capacity building activities, they will be requested to designate their own, separately funded activity through which they will have hands on practice in integrating of new design elements and lessons learned from their participation in the program.

Accordingly, as a first step in this area, YED will require that participating YSIs that would like to join in the program, whether they wish to receive YED subgrants or to simply benefit from capacity building programs, to undertake a participatory capacity assessment. This will help

more directly inform capacity building plans for each institution and set a baseline for determining if capacity has grown through the course of this phase of the program. With these baselines in hand, coupled with learning from our desk research, stakeholder outreach, YSI survey, and consensus building on best practice standards, IYF will design specific capacity building interventions that are highly relevant to participating institution needs.

Specific areas for capacity building and areas of focus within each of these areas include:

Youth Employment Programming:

- “Dual Client” Assessments: IYF will support capacity building training to YSI’s to enable them to conduct assessments of the two clients that must be served together in any effective youth employability program –employers and youth. Building on tested assessment methodologies and refined tools, YSI’s will be supported in conducting such assessments in a highly practical matter, focused on validating areas of training YSI’s propose to ensure both micro-level employment demand and sufficient youth baseline capabilities for training to make a difference in these professions.
- Integrated Training Approaches: IYF will work with YSI’s to ensure they have sufficient capacity to design and execute upon training programs that meet employer and youth needs. Specific areas of note included:
 - Life skills: Life skills are considered a fundamental building block of any IYF employability training program, and YSI’s will undertake participatory assessments on current curricula measured against minimum standards for effective life skills programming. Based on such assessments, IYF will work with YSI’s to improve and supplement life skills programs for maximum impact. IYF will also make available its own tested, GE-Foundation supported Passport to Success Program to supplement life skills programs in areas of deficiency.
 - IT Training: IYF will work with YSIs to ensure basic IT competencies are being taught within training programs for specific job classifications. This may be basic IT skills development under an ICDL program or within Microsoft’s Unlimited Potential curriculum, or more skills related to more advanced IT professions.
 - Business English: IYF will work with YSIs to identify and select training approaches, curricula and vendors that train youth in the most effective way possible with basic English language skills necessary to succeed in business.
 - Technical Skills: IYF will work with YSIs and technical experts in areas of training to make sure competency-based training is provided for job classifications and technical certifications are obtained to the maximum extent possible.
- Job Placement Support: IYF will support YSI’s in integrating a continuum of services related to job placement into their daily programs and into YED supported subgrant activities. This includes
 - Internship support: YSI’s will design internship programs related to areas of training that provide youth with practical experience, substantive work experience to be included in their CV’s, and also a possible job opportunity at the end of an internship. Significant emphasis will be placed on integrating approaches for orienting employers and to providing post internship placement support to ensure a successful internship experience.

- Job Placement Officer Training: IYF has found among the most significant factors related to the success of employment programs is the effectiveness of job placement officers working as part of YSI-implemented programs. Orientation and training programs for these officers to support them in outreach to employers, selecting the proper youth for placement, providing post placement support and gathering feedback from employers for training program improvement will be emphasized in these capacity building activities.
- Career Guidance: IYF will work with YSI's to support their capacity development in providing both short term and long term career guidance to youth program participants. Short term efforts include specific lessons related to resume preparation and developing interview skills. Broader support is related to supporting youth in developing career objectives, better understanding their strengths, and gathering information related to possible career paths.

Entrepreneurship Programming:

- Entrepreneurial Aptitude Assessments: IYF will support YSI's in using tools and approaches to best screen young people with greater potential to start or grow their own businesses. Training will be in different assessment tools available for this purpose. Often these individuals are part of a broader youth employment training program, but can be channeled into added modules related to entrepreneurship if identified.
- Entrepreneurship Training Packages: Young entrepreneurs are often significantly benefited by core life skills training that is provided in any employability training, but will find of particular use modules specific to developing their own businesses. IYF will work with YSI's to incorporate such modules into their training programs, which include both life skills related to creative thinking, risk taking, and seizing opportunities, as well as core training on areas related to business start up such as conducting a needs analysis, creating a business plan, registering a business, marketing approaches, financial literacy, etc.
- Access to Financing: IYF will work closely with YSI's to ensure they have the requisite knowledge needed to identify different financial support services and financial products that can be utilized by youth trainees in their programs. Such services may include the formation of loan guarantee funds, supporting banks or MFI's in expanding their client base to include youth, or other innovative approaches to helping financial intermediaries appreciate the viability of youth as successful business owners.
- Mentorship Support: A critical variable in the success of any enterprise is the presence of skilled business people who can serve as constant mentors to young people as they develop their business plans, find access to financing, begin marketing, hire new employees and commence and grow their operations. IYF will work closely with YSI's to build their capacity in developing these mentorship type arrangements for support of youth in their training programs.

Civic Engagement Programming:

- “Service Learning” Training: IYF will work closely with YSI’s to support them in developing effective service learning programs. Such programs typically build on highly participatory life skills programs that meet minimum standards and that place greater emphasis on civic engagement strategies and using community service as a tool to both excite youth and provide them with practical opportunities to improve their communities.
- Opportunity Identification/ Community Needs Assessments: IYF will work with YSI’s to help them design and manage programs in which youth are protagonists in assessing the needs in local communities through a variety of methods. This could include photo documentation, interviewing community stakeholders or other means of identifying community challenges and mapping available assets to address these challenges.
- Project formulation: IYF will also work with YSI’s in developing appropriate protocols and necessary services that support youth in designing and managing youth-led community service initiatives that show the potential of youth and address specific community needs. Emphasis will be placed on strategies available to engage important community actors as supporters, to build a wide array of youth volunteers and supporters, and to help such initiatives have a long term, sustainable impact.
- Advanced social entrepreneurship programming: Building on IYF’s international social entrepreneurship fellowship program supported by Nokia called YouthActionNet, IYF will also work with select YSI’s in the development of more advanced social entrepreneurship support programs for Palestinian youth with advanced skills in this area, enabling them to develop a long term organizational base to support their initiatives.

Other cross cutting areas will also be important in capacity building undertaken by IYF. Of particular note, YSIs will be supported in developing stakeholder alliances around youth programs that help support the long term viability of these initiatives. Engaging the local private sector will be an area of strong emphasis in this regard. Additionally, across all program areas, IYF will work with YSIs to ensure full integration of evaluative protocols and feedback loops within training programs to help ensure a constant emphasis on improvements.

Such capacity building approaches will employ a variety of teaching and learning methodologies, including group workshops, individual technical assistance, and the sharing of resources, reference materials, and templates. Illustrative capacity building approaches in each of these areas include:

- Group workshops: The IYF/YED team will engage all organizations in workshops to facilitate learning opportunities for critical cross-cutting technical aspects of youth employment, entrepreneurship, and civic engagement programs such as refined needs identification, targeted market research, youth engagement, life skills, job training, job placement, new business mentoring, accessing capital, and private sector and other outreach to leverage additional resources, among other necessary areas. A key component of such workshops will be using the live experience from YED supported

program pilots as a learning tool, with institutions observing, critiquing and ensuring new program designs reflect lessons learned from such activities.

- Individual or small group technical assistance: Based on findings from individual capacity assessments, the YED team with assistance from IYF HQ colleagues will also tailor individual or small group technical assistance to improve basic program operation and administrative capabilities so that organizations can properly manage program finances, produce accurate and timely financial and administrative reports, and conduct program activities in full compliance with donor regulations. We anticipate this will be more necessary for smaller institutions with less experience working on USAID programs. The YED team on the ground will also facilitate very practical trainings to support organizations in developing high quality proposals to be submitted to IYF or other potential funders by covering topics such as developing & writing clear program objectives, practical budgeting, and fundamentals around monitoring & evaluation systems.
- Sharing of resources, reference materials, and templates: IYF has developed and has access to various tools, manuals and reference guides that provide additional guidance on the technical and operational capacity building topics discussed above, including several documents presenting principles of effective youth programming, best practices for building public-private partnerships, overviews and guidance on pertinent USAID regulations, budget templates, programmatic reporting templates, and sample policies & procedures. IYF HQ working through the STA will make all of these resources available to supplement group workshops, targeted technical assistance, and other capacity building measures.

Overall, we expect the capacity building process to be more participatory than didactic and to be based on real-life, practical lessons—such as the quick win activities discussed further in Component Two—rather than in the abstract. We also expect that these activities will continue to build upon the collaborative and partnership based approach used throughout the program, and in this regard we will expect and encourage Palestinian YSI partners and individuals who demonstrate aptitude in certain areas to co-lead training workshop sessions or help develop learning materials.

Ultimately, the capacity building activities will lead organizations down a road to designing and implementing improved good programs that equip youth with the knowledge, skills and attitude they need to acquire good jobs and become more active and positive citizens. Assuming these proposals reflect a full appreciation for best practices in quality programming and embed capacity building learning and local context into project design, they will be then eligible for YED subgrant funding.

The capacity building process is expected to last from March to August 2011. Organizations will complete the capacity building process with proposals nearly ready for submissions, but we expect they will require an additional month for final validation, revision, and any internal approvals that are required by the organizations before they submit their proposals. We expect final proposals to be submitted in September 2011.

Year 1 Key Milestones for Component 1/Activity 2: Partner Capacity Building

- Establishment of program standards through collaborative dialogues (March 2011)
- Capacity building activities (March – August 2011)
- Proposals submitted (September 2011)

Year 1 Output Indicators for Component 1/ Activity 2: Capacity Building Support to Prospective Partners

Component 1/ Activity 2: Capacity Building Support to Prospective Partners		
Indicator	Measurement Unit	1 Yr Target
1.1.1 Enhanced capacity of youth-serving organizations (YSOs) to support, in a sustainable manner, best practice programs in employment, entrepreneurship and community service	Number of YSOs which reach IYF's Minimum Standards for Effective Programs	1
	Percentage of served YSO key staff satisfied with YED capacity-building services	100%

Longer term view for Component 1:

A significant amount of capacity building will take place in year one, but capacity building for youth-serving organizations will continue to be of great importance throughout the life of program implementation. IYF will design long-term capacity building plans based on needs of sub-grantees as identified during initial capacity building activities during year one, areas of potential need identified in final project designs, and the ongoing monitoring of sub-grantee financial and programmatic progress. As in the first year, capacity building will be delivered through large group workshops, individual technical assistance interventions, online resources, etc., as most appropriate. Further detail on ongoing capacity building plans will be provided in subsequent progress reports and work plans.

Another significant focus beyond year one will be on continuing to cultivate and maximize the effectiveness of the structures overseeing programmatic activities. In this respect, we anticipate increasingly engaging Advisory Committee members in project activities, as these activities move past start up and begin to show real impact. Also, IYF has found that such momentum is a natural point to re-energize committee members who are then well placed to provide additional support to help expand and sustain successful activities, or push for policy reform needed in such areas. Furthermore, if and when new YSIs express a genuine interest in engaging in the YED program, depending on availability of resources and eligibility of the interested organizations, the COP will recommend appropriate response and ways to move forward to USAID which will be reflected in future implementation plans.

Component 2: Enhanced employment and entrepreneurship education

Linked closely to the Stakeholder Engagement and Capacity Building activities to be undertaken under Component One, Component Two focuses on equipping youth with new skills to succeed in the labor market and as entrepreneurs and guiding them to tangible opportunities to apply these skills in real work settings. Accordingly, the bulk of Component Two activities in year one will be initiated alongside Component One activities, including through the preparation of sub-grant materials to support grant making for the program, and the awarding of quick win grants. Similarly, as substantial effort is made under Component One to support interested YSIs in designing effective programs for funding, complementary Component 2 activities will be initiated to support the grants-making process that would benefit YSIs whose proposals will be considered for subgrants under the program. Thereafter, in years two through four, a greater level of Component Two activities focused on training youth for jobs and to start enterprises will occur following the selection of sub-grants to be issued to YSIs.

COMPONENT 2/ACTIVITY 1: PREPARATION OF SUB-GRANT MATERIALS

Starting in December 2010, IYF team lead by the Grants Manager will start adapting its grant manual and associated materials for the YED program. In recognition of the additional complexities for this program related to partner vetting—as well as the value that IYF places on pre-award due diligence and grants administration and management—the Grants Manager will undertake a thorough review and adaptation of its standard grants materials for use in the YED program to be fully completed by February 2011.

Finalizing sub-grant materials for the YED program will also facilitate the full pre-award due diligence process that IYF will undertake with organizations undergoing the capacity building process and who are interested in being considered for sub-grants. As part of its pre-award due diligence process, for each organization, the GM will take the lead in conducting basic legal vetting, reviews governance documents, analyzes audited financial statements, and assesses organizational capacity. For the YED program, as explained above, the organizational capacity assessment performed as part of the capacity building process will also be incorporated as part of this due diligence.

This process of adaptation of the manual and undertaking of pre-award due diligence for YED will also be a valuable learning experience for the YED staff members who through this process will become fully oriented to IYF's grant making, administration, and management approaches .

Key Milestones: Sub-Grant Materials Preparation

- Sub-grant Grant Manual and Associated Materials prepared (February 2011)
- Pre-Award Due Diligence Completed for Initial Subgrantees (Ongoing through July 2011)

COMPONENT 2/ACTIVITY 2: QUICK WIN GRANTS

During the second quarter, alongside capacity building and project design activities under Component One and in consultation with USAID, IYF intends to identify two to three strategic “quick win” grant opportunities to support existing or readily implemented programs. To

maximize benefit and magnify lessons to be learned from this pilot program, the YED team will be opportunistic but practical in terms of choice of specific activities it will select. The main requirements is that the selected programs will align with YED's overall youth employability, entrepreneurship, and civic engagement objectives and should be able to readily benefit from additional funding to enhance, expand, or sustain current activities making an impact. Illustrative activities under quick wins may include a number of different intervention types depending on opportunities that are presented during initial consultations. This includes career guidance programs targeting schools in several localities, enhancement to job training programs to improve life and/or technical skill provision, expansion of job placement strategies or an entrepreneurship component as a complement to current training activities, a summer program that introduces new unemployed women graduates to available options, or support to service learning programs that engage youth in support of community projects that serve deprived communities in the West Bank or Gaza.

After discussing and agreeing upon selection criteria for these grants with USAID, the criteria will be shared with the YSIs community to ensure full transparency of the selection process. The amount of money per sub-grant will be modest (a maximum of \$50,000 is being considered), but should be sufficient to support an activity that can demonstrate results within a relatively short period of time not exceeding 6 months in duration.

As discussed earlier, engaging in these pilot activities should help the program in gaining important visibility and momentum, and start the process of fully engaging additional actors interested in supporting and joining the program for the long term. The sub-grants will also serve as active learning laboratories and case studies to be observed and analyzed by organizations taking part in the collaborative capacity building process described in the previous section. Thus, not only will IYF learn from activities to be supported early in the program cycle, but the organizations undergoing the collaborative capacity building process will also gain valuable knowledge by interfacing with programs and their implementers.

Key Milestones: Quick Win Grants

- 2-3 Quick Win Grants issued (April 2011)

COMPONENT 2/ACTIVITY 3: FINALIZING LONGER TERM SUBGRANTS

The first year activities executed under Component One conclude with the submission of sub-grant proposals by organizations completing the collaborative capacity building process. Prior to the submission of such proposals, the YED team in consultation with USAID will determine the process for evaluating grants, select an evaluation committee and provide an orientation to this evaluation committee on the criteria used to select successful grantees. To ensure proposals are worthy of funding, participating organizations will be given clear guidelines for proposal submission through the capacity building process and the grant manual referenced above, including proposal format, evaluation criteria, and budget thresholds. While IYF does not envision that the Advisory Committee will have a role in the grants-selection, IYF will suggest ways in which advisory committee members can provide feedback on broad themes and direction proposals are taking in advance of formal evaluation, to ensure any activities ultimately approved benefit from this strategic guidance and relevant connections.

We anticipate the evaluation committee will include the COP and AOTR and as needed, other independent stakeholders or technical experts as agreed upon with USAID. Consistent with the dictates of the grant manual, the evaluation committee will be given clear instructions to provide feedback on proposals that pass a basic desk review conducted by IYF. Feedback will include both a numeric score against the evaluation criteria as well as open-ended responses to questions regarding the overall viability and quality of the proposal. Results from the evaluation committee work will allow IYF to shortlist approximately ten organizations as finalists for sub-grants early in the next fiscal year, and we would expect grantee selection, program finalization, and grant making to occur by November 2011.

Year 1 Key Milestones: Finalizing Longer Term Subgrants

- Grants-making criteria and Evaluation Committee Composition and Roles Finalized (June 2011)
- Evaluation Committee Oriented for grants-making early in Year 2 (September 2011)
- At least 5 YSIs have started to develop proposals for funding under YED.

Longer Term View for Component 2

Following collaborative capacity building and sub-grant selection, under Component 2 sub-grantees will implement activities that help build knowledge, skills, and attitudes among young people and allow them to find gainful employment and be successful in the workplace. Illustrative sub-grant activities include training programs in life skills, ICT and technical skills, leadership, critical thinking and problem solving skills, and the full range of skills related to successful entrepreneurship. Activities supported by grants will also include short term courses provided in continuing education programs at colleges and universities or in other venues. We anticipate that sub-grant activities will commence during the first quarter of year two and continue through year four of the program, with successful activities that have scaling potential being eligible for a second round of subgrant funding.

Component Three: Increased access for youth to practical on-the-job training

Building on the capacity building provided in Component 1, and the well designed programs provided with subgrants under Component 2, Component 3 aims at providing youth with opportunities to gain practical, hands-on experience in applying newly developed employability and entrepreneurship skills. In year one IYF plans to initiate service learning activities, ensure the quality design of career counseling, internship and entrepreneurship programs, and also initiate online support to supplement employability and entrepreneurship training and placement programs.

COMPONENT 3/ ACTIVITY 1: SERVICE LEARNING THROUGH COMMUNITY-LED INITIATIVES

A significant emphasis in capacity building activities under Component 1 will be to support local YSIs in designing effective community-based, service learning initiatives that will be eligible for support under YED or other sources of funding. Well designed, such activities will help young people get further engaged in their communities, support them in making tangible improvements to their surroundings, and ensure they learn important and practical skills that

translate into workplace success. We anticipate that service learning activities could be initiated as early as April 2011 – especially those activities related to basic volunteer activities that could be deployed through quick win grants – and will last through the term of the program, with the more substantive activities likely to be incorporated in sub-grants to be issued following the collaborative capacity building process.

While full implementation of these activities will not occur until Year 2 and beyond, IYF will use the stakeholder outreach discussions, collaborative dialogues, as well as the capacity building process to help develop core principles that should be used by YSIs in the design of these activities. At the most basic level, YSIs will be encouraged to engage young people to participate as volunteers in short-term (e.g., one day) activities that include opportunities for them to reflect on what they've learned and accomplished through their participation. These activities can be activated rapidly—perhaps through the quick win grants process—and can provide strong avenues to increase visibility and awareness for the program. They will be effective as a way to raise awareness and build momentum among young people, NGOs, and the communities in which the activities take place, but they are not necessarily meant to be sustained as long-term activities.

At the next level, likely through both quick wins and longer term subgrant activities, the YED team will work with YSIs to guide young people through a process to plan and implement community-based service learning activities. In these programs, IYF can share successful models based on its experience in other countries where young people will be guided to work in teams to address a community problem they've helped define; they will also develop budgets which will be administered by IYF or the contractor. These community-based activities will be much more youth-led and will be implemented over the course of several weeks, starting with an orientation for young people on the concept of identifying and addressing certain needs in their communities, continuing with training for young people on project development, budgeting, activity planning, working with a team, and other basic skills that will allow the young people to design and carry out service learning activities.

Finally, the third level of service learning activities, likely beyond the first year and to be overseen by one or more organizations receiving sub-grants, would more fully engage select young people that demonstrate substantial aptitude for leadership and social entrepreneurship within their communities. These individuals would be invited to participate in a social entrepreneurship development program similar to IYF's YouthActionNet program, including the opportunity to receive support for their social entrepreneurship initiatives. Support structures include peer mentoring, technical assistance, networking through an online platform, and financial grants.

Key Milestones: Service Learning through Community-led Initiatives

- Service learning activities implemented through quick win and/or longer term sub-grants (*April 2011 – ongoing*)

Year 1 Outputs Targets for Component 3/ Activity 1: Service Learning through Community-led Initiative

3.2. Service-learning through youth-led community initiatives		
Indicator	Measurement Unit	1 Yr Target
3.2.1. Youth with enhanced skills in community development research, leadership, and social innovation	Number of youth trained in how to engage in youth-led community service projects	50

COMPONENT 3/ ACTIVITY 2: DESIGNING EFFECTIVE CAREER COUNSELING, INTERNSHIP AND ENTREPRENEURSHIP PROGRAMS

Key indicators for the YED program under Component 3 center upon the program’s ability to support effective career counseling, internship and entrepreneurship programs for youth. Such programs will be initially conceptualized and designed by interested YSIs with direct technical input from the YED technical team through the process of collaborative standard setting and capacity building as set described in Component 1 of the program. Thereafter, such programs will be funded and supported by YED under protocols developed in Component 2, with ongoing support, guidance and quality control to be provided throughout the project life cycle.

With this backdrop, in this section we provide some basic guidelines that IYF will follow during Year 1 in each of these important areas in the process of program design.

Subactivity: Design of Career Counseling Programs

Career counseling interventions under the YED program will support the development of a cadre of local career development specialists and master trainers who can in turn train other career facilitators to work in Palestinian schools, colleges, and youth serving institutions. In order to ensure the right strategy for this activity, IYF through the STA as well as support from other technical experts will assess career development training curricula and initiatives currently underway in Palestine, such as programs developed by GTZ, Save the Children, Sharek Youth Forum, and the Ruwwad program. Based on this assessment, and in consultation with USAID and local implementers, the YED program will finalize a robust and targeted approach to career counseling that will be used for program beneficiaries and will be supported through project subgrants.

As IYF finalizes a strategy in this respect, we will also be able to draw upon our experiences in the region in this area, including connections to Arabic speaking career development specialists and international recognized career development facilitator training programs. At the same time, we will draw on our experience in Egypt, where local partners formed alliances with local and international businesses, to support job/career fairs in different settings. IYF HQ will also facilitate communications with the IYF’s Youth:Work Jordan program which has also carried out

successful job fairs and encourage them to share the valuable lessons they acquired with the YED program.

Subactivity: Design of Internship Programs

Internships and apprenticeships provide a practical and important place for young people to use the technical and life skills they acquire in the classroom. At the same time, they build a young person's network of contacts to support future job searches and oftentimes provide entry points for full-time positions.

Through the collaborative dialogues and capacity building process, the YED technical team headed by the STA will emphasize the importance and value of internships and apprenticeships and will strongly encourage internship and apprenticeship opportunities be integrated into the design of program proposals. Also as part of the capacity building process, YED team will work with partners to increase their outreach with the public and private sectors to secure internship and apprenticeship slots for youth who participate in their training projects. Ideally, private sector partners will be included in collaborative dialogues and capacity building activities to share their views on what they expect to see in interns and new hires to help inform the design of training programs that are grounded in the needs and expectations of employers. IYF expects that a range of internship and apprenticeship opportunities will be created with small and large companies, both international and Palestinian, as well as with the Palestinian Authority, NGO partners, and the participants in other USAID-funded programs. IYF programs in Morocco and Latin America through the *entra21* program have been particularly important in demonstrating the effective design of strong internship programs, and lessons learned in these contexts will be shared with YSI through the capacity building program under YED.

As opportunities are identified through ongoing stakeholder engagement, the YED COP will lead the team's efforts in working with interested colleges and universities to explore ways to increase the value of internships as part of students' education. As such, IYF staff will discuss with interested universities and the Ministry of Education and Higher Education their interest in incorporating an internship as part of graduation requirements, among other strategies to promote this important aim.

Subactivity: Design of Entrepreneurship Programs

Building on the capacity building process undertaken in Component 1, IYF will offer sub-grants to Palestinian organizations to provide comprehensive support to youth entrepreneurs after they undergo entrepreneurship training. Sub-grants will support both those youth interested in starting new businesses, as well as those youth that own small businesses with the potential to grow and hire more young people.

As we engage stakeholders in the design of effective programs in this area, fundamental principles we will ensure are embedded into new programs for funding include:

- *Business Mentoring*: Relationships between business leaders and young entrepreneurs should be established during the training phase, so that the young business leaders can seek practical guidance in their efforts to develop their enterprises.
- *Knowledge Management*: Entrepreneurs need access to information and analytic aptitude to conduct market research to assess the feasibility of products or services,

carry out pilot studies to address business owners' needs, compare product costing and pricing across the region/country, understand legal and tax matters, accommodate accounting requirements, and navigate HR issues.

- *Investment Services*: Financial linkages for aspiring and established entrepreneurs to existing financial services and financing products available within the West Bank and Gaza, such as those developed under the ESAF program, can help young entrepreneurs access capital and should be further explored.
- *Institutional Development*: Small-scale producers may consider combining their efforts through the creation of cooperatives or federations to increase negotiating power, pool resources, scale up production, and increase profitability.

Finally, given constraints on free movement faced by many Palestinians and particularly those living in Gaza, discussions around entrepreneurship activities will also include a special focus on ICT applications for business and the development and support of new businesses in and related to the ICT sector that are not location specific.

Component 3/Activity 2 Year 1 Key Milestones: Designing Effective Career Counseling, Internship and Entrepreneurship Programs

- Assessment of Career Counseling Approaches and Finalization of YED Career Counseling Strategy (January 2010 - July 2011)
- Integration of effective internships and entrepreneurship design principles into YED Subgrant project proposals (March 2011 – September 2012)

COMPONENT 3/ ACTIVITY 3: ONLINE SUPPORT

Building on Component 1 research, outreach and capacity building efforts, IYF through YED program officers supported by the STA, and to the extent necessary, IYF international technical experts, will undertake a mini-assessment of existing efforts to provide online access to youth for training materials, job opportunities, and links to employers. The USAID-funded Shebab Gate is one potential avenue that YED can build on, but initial consultations have revealed that many Palestinian organizations are also exploring or are in the development stages of other youth employment portals. Accordingly, through our review of existing approaches, IYF will assess their current utility, and work with USAID to finalize an on-line strategy consistent with YED overall objectives in this area. This will include utilizing a portal that provides youth an opportunity to access training, career counseling, entrepreneurship, and other materials developed by YED and other major actors. It will also provide a place for employers to post job opportunities and a database where job seekers can post their skills profiles and CVs.

IYF will also explore the appropriate level of social networking functionality such a website should have. IYF's existing research suggests that it may be more successful and sustainable to use existing social networking sites (e.g., Facebook) for such purposes rather than create an independent portal for this purpose. This is because youth are already using such portals in enormous numbers and will continue to do so long after the program ends in a more sustainable manner.

Key Milestones: Online Support

- Online portal mini assessment (March 2011)
- Online portal strategy finalized and commence execution (June 2011)

Cross-cutting Activities

CROSS CUTTING ACTIVITY 1: IMPLEMENTATION IN GAZA

The needs and opportunities for positive youth development in Gaza are significant, however we also understand that implementation in Gaza brings a new set of complexities that need to be considered and addressed within a deliberate yet flexible and opportunistic strategy. IYF plans to implement a series of activities very similar in nature to those described above in Gaza – including conducting stakeholder outreach, collaborative capacity building, and sub-grants. To the extent feasible, we will link activities in the West Bank and Gaza through video-link or other means.

In close consultation with USAID, and as West Bank activities are on solid footing, IYF will develop an operational strategy for Gaza early in the second quarter and will plan to begin implementation in Gaza shortly thereafter. Our close consultation with USAID will ensure we are undertaking a viable and effective Gaza strategy that is reflective of current circumstances and the evolution of programmatic strategy over the coming quarter.

Year 1 Key Milestones: Implementation in Gaza

- Agreement with USAID on Gaza strategy (February 2011)
- Initiate Gaza operations (February 2011 – ongoing)

CROSS CUTTING ACTIVITY 2: YOUTH DEVELOPMENT RESOURCE CENTERS

IYF appreciates that the Youth Development Resource Centers (YDRC) established under the USAID-Ruwad program are valuable resources that should be further utilized for the continued benefit of youth development. IYF will consult with USAID, EDC and YDRCs and through such consultations will evaluate and analyze the overall potential of the centers, possible linkages with other YED programs and activities, and opportunities for sustainability. All such analysis will help YED determine how the YDRC can be fully utilized – both within the framework of our program and within the larger context of youth development generally. This will result in a YDRC strategy co-developed with USAID that will guide next steps for engagement of the YDRCs over the life of the YED program.

Year 2 Key Milestones: Youth Development Resource Centers

- Agreement with USAID on YDRC strategy (March 2011)

CROSS CUTTING ACTIVITY 3: MONITORING AND EVALUATION

The M&E system for this program (including methodologies, data collection instruments and Web-based databases) has been tailored to the processes, outputs and outcomes to be

undertaken through sub-grants issued to implementing partners. To this end, IYF's M&E specialists developed an M&E plan and submitted it to USAID for review and approval at the end of November. This plan will be discussed and revised as needed based on the feedback received from USAID.

IYF will provide training to participating YSI on monitoring & evaluation during the collaborative capacity building process; this will be followed up by training on the program's M&E system after the sub-grantees have been selected. In tandem, as activities are underway, IYF will enter all required data into USAID Geo-MIS databases and report on the indicators on a quarterly basis. Furthermore, IYF will develop and share with USAID and stakeholders success stories, pictures and videos that demonstrate different aspects of program progress.

Year 2 Key Milestones: Monitoring and Evaluation

- Develop M&E plan (November 2010)
- Basic M&E training for quick win implementing partners (April 2011)
- In-depth M&E training for longer term interventions (May 2011 – ongoing)

Longer term view for Monitoring and Evaluation

As we move past Year One, IYF will focus heavily on ensuring the appropriate systems, tools and approaches are in place to allow the program to consistently monitor and evaluate projects and measure progress across all communities. We will also focus on helping to build the capacity of sub-grantees who are working with us to implement projects. The project will look to ensure full adherence to monitoring and evaluation protocols, and use data to encourage continued improvement and learning around programs. More broadly, the program will also undergo a midterm and final evaluations, with such evaluations and their findings being shared with stakeholders to further promote learning and encourage adoption of best practices and policy changes in support of youth needs.

CROSS CUTTING ACTIVITY 4: PRIVATE SECTOR OUTREACH AND LEVERAGE STRATEGY

During the first year of implementation, IYF will work with program stakeholders to set the stage for a robust effort to fully engage the private sector in support of the program. This will support YED in setting the stage for additional resources to expand program activities, build a stronger base for the sustainability of programs, ensure program relevance, and meet overall leveraging goals for the program. In this regard, substantial effort will be taken in year one to introduce prospective donors to the program, understand their funding priorities, and begin to collaboratively design programs that meet mutual objectives. Similarly, as subgrant activities are designed with YSI, leveraging strategies will be put in place to help secure specific support in relation to proposed programs.

Building on previous IYF experience worldwide and in the region, YED will engage private sector partners at all levels of activity. More specifically, such engagement will involve the following:

Multinational corporations: IYF will focus heavily on engaging international donors, particularly from the private sector, as donors and supporters of the program. Typically, such engagement is materialized in the form of either cash resources to expand program activities, or in-kind contributions in the form of staff time, curricula, software, training methodologies or other

items which bring the unique expertise of such private sector companies to support of program objectives. For example, IYF programs globally have benefited from cash and in-kind contributions of the GE Foundation, which supported the development, piloting and expansion of IYF's signature life skills program called Passport to Success in 12 countries to serve over 50,000 youth. Similarly, programs with Microsoft, HP, Intel, Cisco, Nokia and Samsung, among others, have benefitted from cash and in kind donations related to core businesses in the areas of technology.

Outreach strategies for multinational companies will leverage the previous work of the USAID's Private Enterprise Office, as well as other USG agencies who have previously engaged private sector partners. Similarly, IYF will leverage the work of other agencies or private sector initiatives, such as the World Economic Forum and World Bank, to identify potential partners with an interest in supporting youth issues in Palestine. Importantly, IYF will engage also current or previous multinational company donors to IYF to introduce them to the program and determine their level of interest in supporting such activities. IYF is also regularly in contact with new companies seeking to work with IYF in multiple countries, and the YED program will be offered as a concrete option for their support. Finally, IYF will also engage in a robust research and outreach effort to identify other companies that have a direct interest in supporting youth employment in the region and in Palestine in particular.

National Companies: Another important source of support will be respected national Palestinian companies and private sector associations, who will be the targets of direct outreach by the program. Such companies and associations can potentially provide significant support to the program, both in terms of cash and in-kind contributions. Potential companies for this outreach include those such as Paltel Telecommunications, Jawwal, Watanya Mobile, PADICO holding and Sunukrut, among a few other select groups. Such larger companies will also an important signal to other partners, demonstrating the private sector orientation of the program and the innovative approaches being taken.

In-kind contributions from these partners can take on a variety of forms, including venues for training or events, staff time, internships for youth, mentorship provision, or support of career fairs, among other items. Such entities are well positioned also for support of program activities that cut across all subgrants supported by YED, and which serve as direct benefit to most or all YED subgrantees. For example, IYF programs focused on career guidance and job placement in Egypt benefitted from the support of HR companies who supported the overall development and operational and strategic planning related to several Career Development Centers housed at National Universities. Additionally, in other countries, trade associations have played a substantial role in linking the program to a wide array of prospective employers for youth beneficiaries.

Outreach strategies related to national companies and private sector associations will be a significant part of the stakeholder outreach that will be ongoing throughout the YED program. Prominent members of the national private sector will be engaged as advisory committee members, as well as in technical committees evaluating proposals for funding where appropriate. Similarly, trade associations and companies that are large employers will be part of assessments to gauge the appropriateness of training programs, and also as sponsors of career fairs. More broadly, as these companies join and make contributions to the program, YED will

look to avenues to raise the visibility of their support, encouraging others to similarly join in our efforts.

Local Companies: Of the most significant sources of support will be local private sector companies operating within target cities or villages where YED subgrants will be implemented. In this respect, an essential element of IYF program design support in the areas of employment and entrepreneurship is to ensure that prospective subgrant partners have validated their training approaches through direct engagement of the local private sector through interviews in targeted labor market assessments, involvement of the private sector in training program design and improvement, and as training instructors. Similarly, the provision of job placement support leverages these initial connections with employers in program design, engaging them to provide internships, apprenticeships, career and entrepreneur mentoring and job placements. More broadly, such local companies are often led by charitably inclined business leaders that are looking for productive avenues to improve their own communities and are eager to provide in kind donations of space, equipment, staff time, or other needed materials for training programs. Other IYF alliance based programs in this regard have seen close to two-thirds of overall contributions coming from such partners.

Supporting local partners in better engaging local companies will be a central component of program capacity building efforts and then in their design and implementation of program subgrants. In this respect, direct capacity building trainings, as noted above, will be in the areas of conducting labor market assessments with employers as a direct client, developing integrated training packages validated by employers, and engaging employers in internship programs, mentorship of young entrepreneurs, and in placing youth in jobs. As programs are developed by partners for subgrants, lessons from capacity building will be integrated into program design through constant support from IYF technical staff. One element in particular that will be emphasized in subgrant program design will be the requirement to integrate leveraging strategies within program implementation approaches. IYF experience is that this helps to ensure significant incentive for partners in engaging the private sector, ultimately resulting in better and more relevant program design. Finally, throughout implementation and in the evaluation of programs, IYF will assess the strength of relationships with private sector partners and make recommendations to local partners in how to improve this important element of their programming.

Year 2 Key Milestones: Outreach and Leverage

- Finalize leverage guidelines to calculate and track the value of leverage contributions (February 2011)
- Develop an overall leverage strategy to guide activities that assist in securing leverage contributions from private sector partners and others (May 2011)
- Strengthen the ability of YSI to engage local stakeholders, and in particular the private sector, as key players in community alliance activities and providers of financial support (June 2011 –ongoing)

Longer term view for Outreach and Leveraging

As the project moves beyond year one, leverage strategies will continue to be utilized and we expect increasing progress on leverage targets each year. In this respect, as the project

matures, a wider menu of subgrant activities, including those activities underway and those under design, will be put forward to donors as possible leverage opportunities for them to contribute resources. Similarly, as projects begin to show impact, our experience is that donors and/or government ministries are often enthusiastic to assist in taking a proven concept taken to scale. Finally, we would look to position certain learning activities around the program to obtain support from donors, e.g., through interest of certain donors in evaluation specifically. In undertaking leveraging and outreach activities, as each year progresses, we will also benefit from a greater number of advocates pushing for increased support from others, including new sub-grantees, other project donors/partners, advisory committee members, and others. As such, one key focus area over the next several years will be further engaging these advocates and providing them training on alliance building and leveraging of resources, using experience from other IYF programs outside of West Bank & Gaza.

V. TIMELINE/IMPLEMENTATION SCHEDULE

YEAR ONE

MILESTONES & KEY ACTIVITIES	2010/2011											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
START UP												
Staffing												
Key Personnel Hired <i>(completed)</i>												
Process for hiring Ramallah-based non-key staff												
Field Office Infrastructure												
Registration												
Identification of Office Space <i>(completed)</i>												
Finalizing office space renovations and move in												
Equipment, furniture, and IT infrastructure												
Branding & Communications												
Partner Communication Guidelines developed												
COMPONENT ONE: Expanded capacity of youth-serving organizations												
Stakeholder Engagement												

MILESTONES & KEY ACTIVITIES	2010/2011											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Literature Review completed and appropriate lessons drawn												
Initial stakeholder consultations												
Ongoing stakeholder consultation												
YSI Survey findings compiled												
Identification of "Quick Win" activities												
Advisory Committee members recommendation shared with USAID & agreed upon												
Advisory committee is identified, formed, and convened at Program Launch & Strategic Retreat												
Program Launch & Strategic Retreat												
Capacity Building Support to Prospective Partners												
Establishment of program standards through collaborative dialogues												
Direct Capacity Building Support activities												
Final Proposals submitted												
COMPONENT 2: Enhanced employment and entrepreneurship education												
Sub-grant Materials preparation												
Sub-grant manual & associated												

MILESTONES & KEY ACTIVITIES	2010/2011											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
materials prepared												
Pre-Award due diligence completed for initial sub-grantees												
Quick Win Grants												
2-3 Quick-Win grants issued												
Finalizing longer term sub-grantees												
Grants-making criteria & Evaluation Committee composition & roles finalized												
Evaluation Committee oriented for grants-making early in Year 2												
At least 5 YSIs have started to develop proposals for funding under YED												
COMPONENT 3: Increased access for youth to practical on-the-job training												
Service Learning through Community-led initiatives												
Service learning activities implemented through quick win and/or longer term sub-grants												
Designing Effective Career Counseling, Internship & Entrepreneurship Programs												
Assessment of Career Counseling Approaches and Finalization of YED Career Counseling Strategy												

MILESTONES & KEY ACTIVITIES	2010/2011											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Integration of effective internships and entrepreneurship design principles into YED Subgrant project proposals												
Online support												
Online portal mini assessment												
Online portal strategy finalized and commence execution												
CROSS CUTTING AND OTHER ACTIVITIES												
Implementation in Gaza												
Agreement with USAID on Gaza strategy												
Initiate Gaza Activities												
Youth Development Resource Centers (YDRC)												
Agreement with USAID on YDRC strategy												
Monitoring & Evaluation												
Develop M&E plan (<i>completed</i>)												
Basic M&E training for quick win implementing partners												
In-depth M&E training for longer term interventions												
Outreach & Leverage Strategy												

MILESTONES & KEY ACTIVITIES	2010/2011											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Finalize leverage guidelines to calculate/track contributions												
Develop an overall leverage strategy to guide activities that assist in securing leverage contributions												
Strengthen the ability of YSI to engage leverage partners												