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YOUTH ENTREPRENEURSHIP DEVELOPMENT PROGRAM Year Five Work Plan

October 1, 2014 – September 30, 2015



University staff during a workshop on Career Guidance in a University setting that took place in Ramallah, September 2014

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LIST OF ACRONYMS

AAUJ	Arab-American University Jenin
AGFUND	Arab Gulf Programme for Development
AIP	Annual Implementation Plan
BYB	Build Your Business curriculum
CBO	Community-based Organization
CDCE-I	Community Development and Continuing Education Institute
CECD	Center for Entrepreneurship and Career Development – PPU
CGU	Career Guidance Units
COP	Chief of Party
CSP	Capacity Strengthening Process
DFID	Department for International Development - UK
EU	European Union
FY	Fiscal Year
GIZ	German Society for International Cooperation
IR	Intermediate Result
IYF	International Youth Foundation
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MoEHE	Ministry of Education and Higher Education
MoL	Ministry of Labor
NGO	Non-Governmental Organization
PA	Palestinian Authority
PAUC	Palestine Ahliya University College
PFIU	Palestinian Food Industries Union
PICTI	Palestine Information and Communications Technology Incubator
PMP	Performance Monitoring Plan
PPU	Palestine Polytechnic University
PTS	Passport to Success®
RFA	Request for Applications
StC	School to Career
Ta3mal	Microsoft and IYF employability portal
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USD	U.S. Dollar
YDRC	Youth Development Resource Center
YED	Youth Entrepreneurship Development program
YSI	Youth-Serving Institution

EXECUTIVE SUMMARY

This work plan for Year Five of the Youth Entrepreneurship Development (YED) program outlines the implementation strategies planned to be undertaken between October 1, 2014 and September 30, 2015. The YED program was originally designed around three primary program components: expanded capacity of youth-serving organizations, enhanced employment and entrepreneurship education for Palestinian youth, and increased access for youth to practical on-the-job training opportunities.

Beginning in the fifth and final year of implementation, YED will build on lessons learned throughout the first four years¹ as well as the outcomes of YED's midterm evaluation, and will focus on program activities that serve two main strategic objectives:

Objective 1: Strengthen the capacity of career guidance units at local universities to enable them to carry out credible career guidance and counseling support for students and alumni.

Objective 2: Expand career guidance services to secondary school students through School to Career in collaboration with the Ministry of Education and Higher Education (MoEHE).

Over the past four years, YED has enhanced the capacity of twenty partner YSIs, career guidance units at nine local universities, as well as the career education and counseling staff of the Ministry of Education and Higher Education (MoEHE) to design and implement activities that support successful transitions to work through demand driven, industry-leading training and other employability support services. Through this process, YED has awarded 16 grants to 10 of YED's partners in addition to providing them with technical and administrative support as well as access to a variety of curricula and materials to be used in their capacity building and development.

Grants and activities over the past four years have resulted in excellent progress towards YED's overall targets, in some cases already reaching or exceeding the original Year Four targets before the end of the third year. To date, over 13,161 youth have been reached; of these, nearly 9,742 youth participated in career guidance education, 2,497 youth attended job fairs, 1,111 youth participated in internships, and more than 1,308 youth found a job, started an enterprise, or decided to return to school after participating.

Building on this foundation, YED's Year Five activities will focus on further strengthening the capacity of the partners to enable them to expand their most successful program models and activities to reach more youth and build momentum for a large, system wide impact. In doing so, YED both directly and indirectly through the active grants will support partner YSIs to strengthen and enhance the structure of at least five Career Guidance Units at interested universities so that these units are better equipped with qualified staff possessing the necessary skills, knowledge and experience needed to reach out and provide guidance to a large number of Palestinian youth.

¹ For a list of key lessons learned, please see Annex 4.

In addition, Year Five will focus on continued support to the MoEHE by providing necessary materials and staff training as part of the School to Career initiative in order to equip Palestinian high schools with a replicable implementation model that is structured around the needs of Ministry schools. By doing so, YED aims to provide a platform to effectively reach out to large numbers of secondary school students, providing them with the skills and knowledge needed to make informed career decisions.

All of these activities support YED's intended legacy of developing stronger and more capable partner YSIs that are endowed with the skills needed to design and implement programs that empower Palestinian youth to build their skills through demand driven, industry-leading training and other employability support service. In support of YED's activities and goals, Year Five will focus on solidifying the program's long term legacy by ensuring its best practice models and programs are widely applied by youth serving institutions throughout the West Bank through documenting, publishing and sharing lessons learned to a wider range of stakeholders and communications and media outlets.

Key milestones and activities for Year Five include:

- **Further program support to at least five universities' Career Guidance Units (CGU)** by providing them technical and administrative support, monitoring and evaluation and reporting feedback based on individual needs. Specific technical assistance under consideration includes:
 - Strategic planning for career guidance units
 - Data collection and analysis for career guidance beneficiaries
 - Differences between career counseling and academic counseling.
 - Various staff roles in career guidance centers
- **Provide the following trainings to partner YSIs and CGUs in order to maximize likelihood of sustainability and scalability** of the services they offer to their youth through the following activities:
 - Run BYB training of trainers for up to 14 university staff.
 - Organize two BYB ToT refresher courses for 24 previously certified BYB trainers from universities and partner YSIs.
 - Conduct PTS refresher training for 16 previously certified PTS trainers to update them on the final adapted version of the PTS curriculum.
 - Hold I-Serve refresher training for 10 previously certified I-Serve trainers to introduce adjustments and changes to the social entrepreneurship curriculum.
 - Qualify a new group of Tamheed advisors from nine universities.
 - Conduct a refresher Tamheed workshop for up to 32 active Tamheed-certified advisors.
 - Assist at least five university career centers in developing work plans and diversifying activities to first year students based on individual needs and outcomes.

- **Refine and finalize the program’s learning and training materials** including PTS, BYB and I-Serve, and train certified trainers on using them.
- **Launch the employability portal (Ta3mal)** towards the end of the year in partnership with Microsoft and Silatech.
- **Conduct two ToT sessions for interested partners to equip them to train and support students in using the Ta3mal portal.** This will certify eight staff members’ from universities and at least 10 staff members from community and vocational colleges.
- **Continue to reach out to youth** by organizing a number of activities such as two smart days, over 110 internships, and job fairs.
- **Continue to support YSIs to implement projects that integrate Standards of Excellence** in youth programming, including those partners completing the implementation of training and applied learning activities funded through grants awarded in FY 2013.
- **Continue to expand career guidance services to secondary school students through School to Career project** by assisting the MoEHE in developing their plans for sustaining and scaling the developed curriculum. This will be done in several steps as follows:
 - Certify up to 16 Ministry counselors who will be trained to become certified Tamheed advisors.
 - Continue to develop StC program activates based on lessons learned.
 - Organize a StC conference with national and international stakeholders to share experiences and lessons learned and set forth recommendations for sustainability and scalability.
- **Successful closeout of current grants with partner YSIs** and ensuring the targets have been met, documentation has been made, and modules have been adapted per the Standards of Excellence of YED.
- **Successful close out of the YED program** by submitting final reports presenting actual data and lessons learned throughout the five years of implementation.

I. YED PROGRAM WORK PLAN

Building on lessons learned during four years of implementation, the feedback received from partner organizations and USAID, and the findings and recommendations of YED's midterm review, this Year Five work plan outlines the activities planned for the coming year, in support of YED's intended legacy and primary objective of addressing the employability and entrepreneurship needs of Palestinian youth in a sustainable manner through strengthening the institutions that serve them.

II. OPERATIONS

STAFFING

Over the past four years, YED was able to recruit qualified staff members to implement project activities in a timely and effective manner. In Year Five, YED team members will provide direct technical support to its partner YSIs and manage sub-grants while bringing them to a successful closure. Unless additional funding is received from USAID by February 28, 2015, IYF will start sending termination letters to the majority of its staff and only keep essential staff to close the project by September 2015.

In addition to Ramallah-based staff, YED's work continues to be supported by IYF staff members in Baltimore who provide technical, financial, and administrative oversight and guidance.

FIELD OFFICE OPERATIONS

In Year Five, IYF will continue to maintain the smooth functionality of the current assets, taking into account any expansion or contraction of program operations. In addition, depending on whether USAID makes additional obligations or not, IYF will close its USAID funded operations in a timely manner.

Key milestones and activities for Year Five include:

- Continue to support smooth functioning of YED program assets.
- Close YED operations in a timely manner.

BRANDING AND COMMUNICATIONS

As YED moves into the final phase of implementation, in addition to supporting its implementing partners to tell their stories, the program will continue to identify main successes and lessons learned in order to document and share them with a wide range of partners and program stakeholders.

Specifically, YED will continue to work with USAID to explore opportunities to highlight program events, success stories and best practices to ensure the legacy it is going to leave behind. YED will also continue to produce communication materials including: press releases about events and activities, quarterly newsletters, success stories and shorter write-ups that can be used in a variety of outreach materials, as well as other program materials to reach a wider community. All produced material will be uploaded on YED's employability portal.

In addition, YED will continue to work on developing the third case study, started in Year Four and early Year Five, which explores and documents lessons learned to analyze the impact of YED's work on strengthening the capacity of career centers at Palestinian universities. This work will complement the other two case studies that documented best practices in internships and School to Career programming. YED will finalize and share the three case studies with partners and other interested organizations in Year Five.

Furthermore, through the planned employability portal (Ta3mal), YED will reach out to a large number of YSIs, universities, colleges, high schools, private sector firms, donor agencies and ultimately youth to inform them about the portal and encourage them to use it. The portal will also act as a media outlet to inform interested parties about YED's success stories and lessons learned.

Finally, YED will work with USAID and partner YSIs to continue fostering strong relationships with local media sources, which includes expanding YED's media contact list and sharing it with partners developing press releases.

Key milestones and activities for Year Five include:

- Solidify YED's reputation as the "go to" program for any local or international organization or private sector interested in supporting youth employability and/or entrepreneurship activities (Ongoing).
- Produce a variety of communication materials to enhance YED's visibility and inform key stakeholders about YED activities, including: program newsletters, marketing materials, success stories, etc (ongoing).
- Continue to foster productive relationships with media outlets, including supporting partner YSIs, to issue press releases and disseminate program information about their program successes (Ongoing).
- Continue to provide support to partner YSIs to apply USAID and IYF branding standards to media materials print (Ongoing).

III. PROGRAMMATIC COMPONENTS

YED's performance management framework is structured under three Intermediate Results, each corresponding to one of YED's three original project components:

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)

However, in consultation with USAID and building on lessons learned and the outcomes of YED's midterm evaluation, YED started to focus on developing and implementing activities that serve two main strategic objectives:

Objective 1: Strengthen the capacity of career guidance units at local universities to enable them to carry out credible career guidance and counseling support for students and alumni.

Objective 2: Expand career guidance services to secondary school students through School to Career in collaboration with the Ministry of Education and Higher Education (MoEHE).

As YED enters its final year of implementation, the program seeks to solidify, document and share its experience and legacy of developing stronger and more capable partner YSIs that are endowed with the skills needed to design and implement programs that empower Palestinian youth to build their skills through demand driven, industry-leading training and other employability support services.

Based on these priority areas, as explained by the two objectives listed above, IYF plans to undertake the following activities in Year Five:²

- Under **Component 1**, in support of both objectives, the YED team will provide technical and administrative support to implementing partners in areas of interest such as developing strategic partnerships with private sector institutions that include in-kind contributions (such as training facilities, internships and job opportunities) as well as cash contributions to leverage USAID funds to support project activities. YED will also support career guidance centers and YSIs with technical and administrative support including M&E practices. YED will also facilitate applied practical training and other experiential learning opportunities through workshops and peer to peer workshops with and for other partner YSIs, especially interested universities and the MoEHE staff.
- Under **Component 2**, in support of both objectives, YED plans to manage and support its six partners who are implementing on-going grants to provide employability, entrepreneurship training, and career guidance services for youth in close partnership with universities and the MoEHE. In support of these trainings, YED will provide access to a variety of curricula and materials including Passport to Success®, BYB, and I-Serve, and will work in close collaboration with partner YSIs to monitor the quality of the training provided and partners' adherence to planned implementation schedules. Due to budget limitations, no additional grants are planned for Year Five.
- Under **Component 3**, in support of both objectives, YED plans to facilitate applied learning opportunities, including internships and support for young entrepreneurs, as implemented by YED's current partner YSIs; such opportunities would complement the training provided under Component Two.

The following sections of the Year Five work plan provide additional details on YED's planned activities corresponding to each of the three component areas mentioned above, integrating the key objectives supported by the midterm evaluation findings and USAID's strategic planning advice, and taking into account current funding available for the coming year. For clarity, and as requested by the USAID AOR, we will divide the support provided by the YED team directly from that provided by YSI implementing partners.

² Additional details of planned activities under each component are provided in the sections that follow.

Component 1: Expanded Capacity of Youth-Serving Institutions

In support of its two objectives, YED will continue, through the final year of the project, networking with key stakeholder groups to develop sustainable and scalable resources for partner YSIs including universities and MoEHE beyond YED supported activities.

To fulfill its legacy, sustainability and scalability are YED's two main guiding principles as the program enters its last year of operations. YED will focus its efforts and limited resources available to support its partner YSIs, universities, and the MoEHE to become better equipped to design and implement quality and scalable programs that Palestinian youth need to build their skills through demand driven, industry-leading training and other employability and entrepreneurship support services detailed in the following sections. Details of capacity building provided in support of Objective 2 are provided under Component 2/Activity 3.

COMPONENT 1/ACTIVITY 1: STAKEHOLDER ENGAGEMENT

One of the key lessons learned during the past four years of implementation is that effective and quality stakeholder engagement is a labor intensive process requiring patience and persistence that will directly contribute towards facilitating access to quality employability services in a sustainable and scalable manner. YED's experience to date has confirmed the ongoing need for investment in this type of support; thus, IYF will continue to develop and strengthen linkages with relevant stakeholders and share the lessons it learned and best practices it developed with other interested stakeholders.

During Year Five, YED will continue to engage international and Palestinian actors across sectors to ensure that lessons learned from previous engagements are integrated in program activities, and encourage engagement and buy-in from a variety of external stakeholders to secure support for YED's long-term success and legacy. These include Palestinian public and private sector companies, universities, NGOs, the Chamber of Commerce, and donors such as DFID, Belgium Technical Cooperation, the GIZ, Microsoft Foundation, and other USAID funded projects with complementary activities.

Private Sector Companies: In recognition of the critical role private sector representatives play in advancing employability and entrepreneurship all over the world, IYF Headquarters will continue to cultivate relationships with U.S. and internationally-based companies such as Microsoft Corporation, among others.

Furthermore, in coordination with USAID and under the leadership of the COP, the IYF Palestine team will continue, through its partners, to directly and indirectly engage relevant Palestinian and international stakeholders from the private, public and civil society sectors. Such Palestinian companies include Wataniya Mobile, Jawwal, The National Bank, Reach, Asal Technology, PADICO, Paltel, Massar Group, several microfinance institutions, and the Chamber of Commerce.

Public Sector Agencies: YED will strengthen and expand its coordination and cooperation with the Palestinian public sector, focusing specifically on developing YED's partnership with the Ministry of Education and Higher Education (MoEHE) through the School to Career program

under Strategic Objective 2. YED will also seek opportunities to expand the program's relationship with the Ministry of Labor (MoL), through the career guidance and counseling support under Strategic Objective 1.

International Donors and other Global Stakeholders: The COP will continue to coordinate meetings and information exchange with key international donors that are active in youth livelihood development, including the World Bank, UNDP, the EU, GIZ, DFID, and the Belgium Technical Cooperation. In addition, the COP will explore opportunities to share resources and increase coordination between donor-supported programs. IYF will also continue to engage regional donors from the Middle East including the Arab Gulf Programme for Development (AGFUND), the Hilton Group, and Silatech for potential support to the Palestine program.

Initial leveraging opportunities identified for Year Five include:

- Microsoft employability portal to support YED's two objectives and contribute towards the sustainability and scalability of various employability services that will be made available through the portal.
- Regional curricula and know-how from IYF's other programs in the region to support one or more of YED's objectives. For example, YED will utilize the career guidance curriculum that IYF developed in Jordan for training and supporting the university Career Guidance Units (CGU).

USAID Technical Offices: In Year Five, YED will work with USAID implementing partners such as IREX, AMIDEAST, and DAI to explore synergies across other USAID funded projects. Lessons learned from the previous years of implementation confirm that active USAID support and engagement is critical to facilitate cooperation among its various implementing partners.

Key milestones and activities under stakeholder engagement for Year Five include:

- Conduct at least two stakeholder consultations to ensure greater support for the YED program locally, regionally and internationally.
- Ensure that YED is viewed as an experienced to-go-to entity for all employability related programs in the West Bank.

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

YED will continue to support partner YSIs to implement the YED Standards of Excellence in training programs by providing training resources, coaching and continuous dialogue with a wide variety of stakeholders, including universities, public and private sector representatives, especially from the MoEHE and MoL, entrepreneurs, and the youth themselves. This capacity strengthening process intends to enrich any given program in order to achieve YED's legacy of supporting youth employability and entrepreneurship needs with tested, innovative, effective, scalable and sustainable interventions. YED's capacity strengthening support to partner YSIs in Year Five will continue to enhance their ability to design and deliver quality employability and entrepreneurship programs in accordance with relevant best practices and their contribution to YED's Strategic Objectives 1 and 2 for Year Five.

DIRECT SUPPORT THROUGH YED TEAM UNDER OBJECTIVE 1:

In addition to launching the Palestine employability portal (Ta3mal) and training partner YSIs, universities and colleges on using it and making it accessible to their students, the YED team will make final refinements to our existing products including Passport to Success®, BYB and I-Serve. Furthermore, YED will train the certified trainers on the use of these revised materials as well as further supporting its partner YSIs to manage their on-going grant activities with a focus on sustainability and scalability of their interventions.

YED intends to continue strengthening partners through providing them with a combination of technical and institutional development assistance they need to become more sustainable and increase their capacity to reach accepted standards. This support includes areas such as technical, financial, monitoring and evaluation, and reporting feedback on issues of interest and the greatest needs typically identified during field visits and regular communications. On average, this support takes up to 40 hours per month in direct support for each partner implementing a grant divided as follows: 20 hours for technical program design and implementation, 10 hours for financial matters, and 10 hours on monitoring & evaluation and communications. This support not only empowers YED's partner YSIs to achieve their targets and helps to mitigate any potential risks they face, but also strengthens their capacity to apply these skills to other projects.

In the first quarter of FY2015, YED plans to conduct one BYB Training of Trainers to universities' staff to sustain quality entrepreneurship support services. The training will last for three days and will target up to 14 trainers nominated by the universities. Leaders will nominate at least three trainers from PTUK, AAUJ and PPU as part of its project's capacity building plan.

In addition, YED plans to conduct two dialogue sessions in cooperation with Leaders to ensure the sustainability of entrepreneurship services after the completion of the grant by the end of December 2014. The first dialogue session will focus on "Identifying needs of entrepreneurs and attracting experts to support them," while the second will include a one day session focusing on "Coordination among university departments to ensure maximum benefit for entrepreneurs." It is expected that each dialogue session will be attended by up to 15 people representing universities, mentors, and entrepreneurs. In November 2014, YED will organize a two day BYB ToT refresher course for up to 24 previously certified BYB trainers, mainly from universities and some YSI staff, to help sustain entrepreneurship support services and help them apply BYB best practices. YED will take the opportunity of this refresher course to introduce the newly established BYB community of practice – a portal for BYB trainers around the world. This portal will provide email alerts, trainer tips and updates.

During December 2014, YED will hold a two-day PTS refresher training for up to 16 trainers to update them on adjustments made to the final adapted version of the PTS program based on their recommendations. The refresher training will also focus on reviewing and discussing PTS methodology, techniques and standards.

YED will develop and adapt the PTS M&E tools and trainer's guide to be available for partners by March 2015. This includes pre/post assessments to report differences in life skills acquisition levels among youth, facilitator lesson assessments which help guide process and curriculum refinements, assessment of trainee satisfaction through focus groups and other survey methods, and employer satisfaction surveys.

In addition, YED will provide PTS certified trainers with official copies of the revised PTS curriculum to use in future training. YED plans to print 20 copies of the curriculum to be distributed by December 2014.

Finally, YED will hold a one day refresher training targeting 10 I-Serve trainers in February 2015 aiming to introduce adjustments and changes in this social entrepreneurship training curriculum.

SUPPORT THROUGH YED PARTNERS UNDER OBJECTIVE 1:

Through three of its implementing partners, Sharek, Leaders, and PPU, YED will achieve its first strategic objective targets to support career guidance units in universities. Individual partners' activities are detailed below.

- **Leaders** will implement a capacity building program for AAUJ, PTUK, and PPU, targeting two staff members from each university which aims at strengthening the capacity of career centers to host entrepreneurship awareness events, strengthen the capacity of universities to support potential youth entrepreneurs, and increase the cooperation between the career centers and centers of excellence at these universities. The university staff will participate in a job shadowing program aiming to advance their knowledge in planning, implementing and monitoring an entrepreneurship program as well as providing one on one mentorship services to youth. In addition, the university career center staff members will be invited to attend Leaders' eZone workshops and programs to further gain the needed skills and capacities to support their students. It is expected that four start ups will continue to be hosted by the universities beyond the lifetime of the YED project, which makes this capacity building program a critical component for the sustainability of this project.
- **Sharek** will continue supporting the career centers at AAUJ and PTUK to ensure the transfer of technical experience and sustainability of their activities after the completion of the project. Throughout the project, Sharek was able to contribute to the establishment of the career centers at both universities through allocating one coordinator at each university to support the units, equipping the training room at the career centers, and introducing a new model for students and alumni career support. In Year Five, Sharek will support both universities in placing 65 university students and alumni in internships and developing an alumni database, a need that was identified by the universities. It is expected that after the completion of the project, AAUJ's two certified advisors will continue to provide Tamheed career guidance sessions. AAUJ and PTUK will continue building on the current model introduced by Sharek which includes career guidance sessions, life skills trainings, and guest speaker events, followed by career days and internship opportunities.
- **PPU** will provide one career awareness workshop for its first year students and local high school students, targeting up to 50 youth. In addition, the four certified Tamheed advisors will continue providing career guidance sessions to PPU students. The university is currently exploring a PTS licensing agreement with IYF which will allow for the sustainability of this program. YED will continue its support to PPU to establish and

operate its career center, which directly supports the achievement of Strategic Objective 1.

Key milestones and activities under Partner Capacity Building for Year Five include:

- Support three university career centers and make them more effective either directly or through our partner YSIs (Ongoing).
- Facilitate peer to peer learning experiences for all partner YSIs and other YSIs in employability, entrepreneurship, and career guidance programs through activities such as dialogue sessions with stakeholders (Ongoing).
- Continue to support universities and YSIs through utilizing IYF's training curricula and tools (Ongoing).
- Continue to provide one-on-one coaching and mentoring to partner YSIs implementing YED grants (Ongoing).

Component 2: Enhanced Employment and Entrepreneurship Education

Component 2 will directly contribute to both objectives and focuses on equipping youth with new skills to succeed in the job market and as entrepreneurs, as well as guiding them towards tangible opportunities to apply these skills in real work settings. Accordingly, Component 2 activities include managing existing grants, in support of both objectives.

COMPONENT 2/ACTIVITY 1: GRANTS TO YOUTH SERVING INSTITUTIONS (YSIs)

During Year Five, YED will not issue new grants but will focus its efforts on supporting its six implementing partners in successfully implementing and completing the remaining activities of their ongoing grants and in meeting their own targets. The YED team will play a significant role in ensuring these activities are conducted effectively, efficiently, and with sustainability and scalability in close coordination with partners.

As shown in the table below, all ongoing six grants are expected to be closed by end of February 2015.

Grantee	Grant type	Current Close Date
Community Development and Continuing Education Institute (CDCE-I)	Employability	October 31, 2014
Palestine Polytechnic University (PPU)	Employability	December 31, 2014
Sharek Youth Forum	Employability	January 31, 2015
Palestine Information and Communication Incubator (PICI)	Entrepreneurship	February 28, 2015
Palestinian Food Industries Union (PFIU)	Employability	January 31, 2015
Leaders Organization	Entrepreneurship	December 31, 2014

In case additional USAID funding is received in FY 2015, YED will work with USAID to expand successful activities in an effort to scale up grants that have a proven track record of implementing successful programs.

COMPONENT 2/ACTIVITY 2: EMPLOYABILITY, ENTREPRENEURSHIP, AND SERVICE LEARNING TRAINING

During Year Five, YED will provide training for youth on employability, entrepreneurship, career counseling/guidance and social entrepreneurship knowledge, skills, and attitudes through the remaining grants as well as providing technical assistance to partner YSIs. The YED team will play a significant role in ensuring these activities are conducted effectively, efficiently, and with sustainability and scalability in close coordination with partner YSIs.

SUB-ACTIVITY ONE: EMPLOYABILITY PROGRAMS

In Year Five, YED will complete the training programs that include an employability training component. While the majority of training activities associated with the current grants have been completed, partner YSIs are still implementing applied learning activities associated with

these trainings such as internships, guest speaker events, and job fairs. Thus, YED will work in close collaboration with partner YSIs to maximize the success of these activities in supporting substantial workplace opportunities for YED beneficiaries.

YED will also work with partner YSIs to support the sustainability of the currently implemented employability model beyond the life of YED, which includes life skills training utilizing Passport to Success®, and/or career guidance programs utilizing Tamheed, followed by internship opportunities and job fairs.

DIRECT SUPPORT THROUGH YED TEAM:

Building on the various discussions and initial preparatory work that was started last year, the YED team will coordinate with Silatech, Microsoft and the MoL to develop and launch the YouthWorks employability portal (Ta3mal) in Year Five. This portal serves both of YED's strategic objectives; the utilization of the online tools and resources it provides contributes to strengthening the capacity of career guidance units at local universities, while the portal also allows secondary school students to remotely obtain career guidance services. YED will work with its partner YSIs, other interested YSIs, and other USAID funded projects to launch the portal and encourage the utilization of the resources it offers. This online platform would be accessible to thousands of Palestinian youth between the ages of 15-29, seeking online training and/or information to make more informed career choices based on real labor market needs, including youth from marginalized and rural communities who may not have easy access to USAID-facilitated training and support services.

Key milestones and activities for the implementation of portal in Year Five include:

- Identify and secure commitments, potentially through signing MOUs, with partners to support the portal, including MoL, job providers, and other relevant portals such as Jobs.ps, academic institutions, career centers and interested YSIs.
- Organize two local outreach workshops to promote the portal, amongst both the youth and employers, in coordination with MoL, MoEHE, Career Guidance Units at partner universities, YSIs and private sector firms. This activity will take place in the second quarter. Other outreach initiatives will continue to take place throughout the entire year, including participating in job fairs and other events organized by partner YSIs, to engage a larger population of the Palestinian youth in using the portal.
- Conduct two, one-day ToT sessions to interested partners including eight staff members from universities and at least 10 staff members from the community and vocational colleges in order to equip them with the skills to train and provide regular support to their students in using the portal. This activity will take place once the portal is fully operational.
- Organize a launch event for the portal during the third quarter of FY15; the portal will undergo a soft launch at the beginning of the second quarter.
- Develop an exit strategy for transferring the portal management after YED ends in collaboration with USAID, Microsoft, Silatech, MoL and other local partners. This activity will take place during the last quarter of FY15. The YED team will provide the needed training for the selected partner to manage the portal onwards; this training will equip the partner to continue maintenance of the portal and update its content and partner information.

SUPPORT THROUGH YED PARTNERS:

YED will continue to oversee, support and ensure the successful implementation of three employability grants that include providing around 900 youth with employability related trainings linked to specific outcomes for youth such as job opportunities, internships, job fairs, life skills training including PTS and/or career guidance programs utilizing Tamheed. The individual activities of these grants are listed below:

- **PPU** will continue implementation of its current Career Guidance Unit projects' activities until the end of December 2014. Starting October 1st, CECD will provide graduates 33, three-month internship opportunities and facilitate job placement for completers. CECD will also continue its support to freshmen students, deliver two rounds of PTS training in October targeting 50 beneficiaries, and respond to walk-ins and other beneficiaries with career counseling, CV writing and interview tips. PPU will also host a job fair in November 2014 targeting 250 of its graduates and the surrounding universities including completers of the General Employability trainings served under the current project.
- **PFIU** will continue its activities until January 31, 2014, including conducting the remaining two advanced technical trainings in October 2014 targeting 40 youth. The focus of these two trainings will be production management and total quality management, in addition to other topics that may arise. PFIU will also monitor the ongoing 25 internships and will place the remaining 15 youth in internships by October 2014.
- **Sharek** will continue implementing its activities until January 31, 2015. Activities of the grant will include the placement of 65 interns, providing career guidance sessions to 75 high school students, and holding two career exhibitions for 200 high school students in order, aiming to provide them with the opportunity to learn more about careers available from professionals, and the qualifications they will need to pursue them (all three will be done by the end of November). In addition, Sharek will host five guest speaker events throughout the remaining period of the project. . Sharek will also hold two job fairs at the end of September 2014, targeting 200 youth in PTUK University as well as two career exhibitions in November 2014 targeting 200 high school students from Tulkarem and Jenin Governorates. The aim of these exhibitions is to provide students with the opportunity to learn more about careers available from professionals, and the qualifications they will need to pursue them.

COMPONENT 2/ACTIVITY 3: JOB FAIRS/OPEN DAYS AND EMPLOYMENT/ENTREPRENEURSHIP PORTAL

SUB-ACTIVITY ONE: JOB FAIRS/OPEN DAYS PROGRAMS

Key milestones and activities under Job Fairs/Open Days in Year Five include:

- Sign MOUs with MoL and jobs.ps.
- Conduct two outreach events for the promotion of Ta3mal Portal.

- Conduct ToT sessions for eight staff members from universities and at least 10 staff members from the community and vocational colleges to become qualified at providing support to their students in using the portal.
- Conduct ToT sessions for at least three YSIs to become qualified as on-the-ground portal centers.
- Fully launch the Ta3mal Portal and ensure it is fully operational.

SUB-ACTIVITY TWO: ENTREPRENEURSHIP PROGRAMS

The YED team will be directly supporting entrepreneurship programs by providing technical assistance to partner YSIs in an effort to meet Objective 1 which is building the capacity of Career Guidance Units at local universities. This support is explained below:

DIRECT SUPPORT THROUGH YED TEAM:

- YED will support the staff of three targeted universities and career units as part of its support to Leaders' project "Access to Success". This is done through BYB and ToT to the university staff, as well as a refresher course to already trained BYB trainers. This is explained in details above in Component 1/Activity 2: Capacity Building Support to Prospective Partners.
- Support the National Palestinian Committee representing the Palestinian chapter at the Global Entrepreneurship Week (GEW) activities; planned between November 17-23, 2014 this is done in coordination with the MoL, MoEHE, Palestine for New Beginning, local universities, Microcredit, several banking institutions, and Ministry of National Economy.

SUPPORT THROUGH YED PARTNERS:

YED will continue to support its two partners, PICTI and Leaders, currently implementing Entrepreneurship-focused projects in successfully implementing their activities and reaching their targets that include BYB trainings, PtS, life skills training, business plan trainings and competitions, mentoring, coaching and incubation of new start-ups. Individual activities of both partners are detailed below:

- **Leaders**, through its "Access to Success" project, will continue implementing its current activities targeting AAUJ, PTUK, and PPU until December 31, 2014. Starting October 2014, Leaders will conduct two Smart Day events, targeting 600 youth. Each event is a two-day program; the first day includes trainings and presentation on entrepreneurship while the second day includes mentorship and group work to develop youth business ideas. As a result of those events, Leaders will select up to six start-up teams to be provided with mentorship services to develop business plans in preparation for the incubation of four teams in universities. Leaders will also provide technical assistance which includes providing a job shadowing and mentorship opportunity for two staff members from each university to guarantee the sustainability of the services provided by these universities.

- **PICTI**, through its “Intilaq” project, will continue implementation of activities until February 28, 2014. Starting October 2014, and to reach its grant targets, PICTI will continue providing BYB training for an additional 35-40 youth. This will help them develop their business plans, followed by pre-incubation support services in October and November 2014, and eventually incubation services for up to 12 businesses. During incubation, PICTI will also provide essential business model and pitching trainings to youth to help them succeed in their businesses.

Key milestones and activities under employability, entrepreneurship, social entrepreneurship training, portal, and job fairs in Year Five include:

- Provide incubation services for up to 12 new businesses.
- Organize two entrepreneurship Smart Days in three universities benefiting at least 600 students.
- Complete the implementation of training-related activities under current grants (by February 2015).
- Continue to support the use of quality employability, entrepreneurship, social entrepreneurship, and career guidance curricula and materials to support YSI training activities (Ongoing).

COMPONENT 2/ACTIVITY 4: DEVELOP CAREER COUNSELING PROGRAMS FOR YOUTH

In Year Five, the YED team will continue to work closely with partner YSIs, the MoEHE, universities, and other stakeholders to support career counseling activities, focusing specifically on the School to Career (StC) project started in Year Three, and the Career Guidance Units at main Universities. YED will also explore potential partnerships with additional partner YSIs and government and private sector stakeholders to diversify interventions of career guidance to Palestinian youth to include self awareness tools and activities, available employability opportunities like internships and trainings, as well as planning for an adequate career path. This activity supports the two strategic objectives of YED as detailed below.

SUB-ACTIVITY ONE: CAREER GUIDANCE FOR EMPLOYABILITY (OBJECTIVE 1)

YED had been supporting universities’ Career Guidance Units and activities directly or through partner YSIs. Directly, YED supported the establishment and operations of PPU’s Center for Entrepreneurship & Career Development and a Career Guidance Unit embedded within the center. It also enhanced the infrastructure and service offering at PAUC’s Career Guidance Unit. Whereas it supported PTUK, AAUJ, AIQuds and PPU centers through different interventions offered either by Sharek and/or Leaders’ YED grants. In addition, YED qualified Tamheed advisors at PPU, Annajah University, AAUJ, PAUC, and Bethlehem University, and delivered a four-day introductory workshop on model career guidance centers to representatives of all nine universities in September 2014.

In support of YED’s first strategic objective, YED will continue to support career guidance for employability at universities through partner YSIs implementing programs funded by YED and/or

directly through YED. This support will be directed to universities' career centers and shall be based on the findings of YED's assessment of these centers conducted in FY 2014 and reflecting their individual needs as well as outputs of the introductory workshop held in September 2014.

The assessment conducted in FY 2014 included the nine main universities operating in the West Bank and analyzed the strengths, weaknesses, and needs of career guidance centers' services, organizational practices, and resources. The nine centers are active but all relatively new, and have received support from YED and its partners YSIs, MoL and GIZ in the establishment of their offices, as well as technical capacity strengthening of their staff.

While the assessment findings revealed a wide variety of needs, YED and the universities identified key areas for improvement to be prioritized that include strategic planning, staff capacity, provision of services and monitoring and evaluation.

DIRECT SUPPORT THROUGH YED TEAM:

- YED continues to support PPU's Career Guidance Unit technically and financially through the current grant which is expected to end December 2014. PPU reported commitment to sustain these services beyond the YED grant, and should additional funding prevail, YED will consider additional support to PPU's unit.
- YED continues to support PAUC's Career Guidance Unit technically and financially through the current CDCE-I grant on School to Career expected to end in October 2014. PAUC reported commitment to sustain these services beyond the YED grant, and should additional funding prevail, YED will consider additional support to PAUC's unit.
- YED will assist at least five university career centers to develop initial plans and diversify activities to first year students, based on individual needs and outcomes of the career guidance introductory workshop held in September 2014. It will also qualify a new group of up to 14 Tamheed advisors from the nine university career centers, and strengthen counseling skills of the current 32 active Tamheed-certified advisors. Of the 40 certified advisors, 32 are active in their institutions, of which 12 are university staff. YED will invite them to a two-day workshop in order to enhance their counseling skills, strengthen follow-up, monitoring and reporting skills, and diversify activities requested of youth as part of the guidance process following individual sessions.
- YED shall design and implement a one-day workshop with decision makers among other relevant stakeholders addressing policies and strategies of Career Education and Guidance at a university level to share lessons learned from YED's experience and agree among themselves on best practices and approaches to be adapted for career guidance in the Palestinian context after YED ends. Stakeholders will include the nine universities YED had worked with previously, representatives from the MoL and MoEHE, the Palestinian Central Bureau of Statistics, and other donor and national bodies.

SUPPORT THROUGH YED PARTNERS:

- Career Centers at **PPU, AAUJ and PTUK** will co-plan and implement three Smart Day events, one BYB training and oversee incubation through Leaders' "Access to Success" project funded by YED. The design of the project includes Career Guidance Units as co-implementers in order to strengthen their internal capacities to design and offer similar

activities. This is achieved by offering the centers' staff shadowing opportunities of the experts Leaders is inviting to the events. Such events will increase centers' knowledge of entrepreneurship field as one of the career options to youth, as well as widen the pool of specialists and experts who could support the centers as part of their sustainability and scalability.

- **Sharek** assigned staff to technically support the career centers at PTUK and AAUJ as part of "Enhancing University Career Units" program funded by YED and is expected to end January 2015. These two career units are implementing Tamheed, PTS trainings, career guidance services [both mobile and at campus targeting school students], job fairs and exhibitions, as well as receiving coaching from Sharek's staff on managerial and technical issues related to their work.

SUB-ACTIVITY TWO: SCHOOL-AGED CAREER GUIDANCE PROGRAM (OBJECTIVE 2)

To contribute to YED's second objective to expand career guidance services to secondary school students, the YED-funded School to Career project implemented in FY 2013 worked in partnership with the MoEHE, Agility Consulting, CDCE-I and TVET League to develop Career Guidance curricula for secondary students in 11th and 12th grades. In addition, the project developed and tested a tool kit, trained 178 Ministry relevant staff, and delivered the curricula to 5,380 Palestinian students at 54 schools throughout the West Bank.

In Year Five, YED will build on progress to date and finalize pending activities listed below and work with the MoEHE on their plans for sustaining and scaling the curriculum, as well as examining potential needs to be addressed by YED should additional funding come in.

DIRECT SUPPORT THROUGH YED TEAM:

- Assess the MoEHE's emerging needs for continuing to develop the School to Career (StC) Program activities, based on lessons learned from the work implemented by YED and its partners from 2012-2014; and through meetings and consultations with higher representation of the MoEHE as well as staff participating in the two phases implemented up to Year Four. YED will meet with the MoEHE to discuss the recommendations put forth by stakeholders in CDCE-I's closing conference planned to take place at the end of October 2014.
- Work on the certification of up to 16 Ministry counselors who will be trained to be certified as Tamheed advisors in September 2014 in collaboration with Silatech. This process is expected to end in January 2015.

SUPPORT THROUGH YED PARTNER:

- Implement a School to Career (StC) conference with key national and international stakeholders to share the StC experience and lessons learned, and put forth recommendations of practitioners to the MoEHE on sustainability and scalability of the program, as well as a call for donors on the needed support. This conference will also

include a closing ceremony, as part of CDCE-I StC phase two program ending October 2014.

- CDCE-I will complete all grant activities and close-out StC program-phase two. During this period CDCE-I will continue to deliver Tamheed and career counseling sessions as well as finalize collection of feedback on testing the M&E system and submitting final outcomes report and recommendations to the MoEHE.

Key milestones and activities under development of career counseling programs in Year Five include:

- Develop plans for promoting the career units at five universities.
- Qualify up to 30 new Tamheed advisors from universities and MoEHE counselors.
- Enhance counseling, reporting and follow up skills of up to 32 existing Tamheed advisors.
- Implement one policy workshop with stakeholders and practitioners on the National Strategy of Career Guidance in Palestine.
- Provide technical assistance to the Career Guidance Units and MoEHE based on their individual needs (Ongoing).

Component Three: Increased Access for Youth to Practical on-the-job Training

In support of the two strategic objectives, Component 3 aims to provide youth with opportunities to gain practical hands-on experience and opportunities to apply newly-developed employability and entrepreneurship skills. These opportunities, including internships and incubation of new businesses, are delivered either in conjunction with training that supports development of youth's employability and life skills, or as stand-alone activities.

COMPONENT 3/ACTIVITY 1: SUPPORTING EFFECTIVE INTERNSHIP PROGRAMS

SUB-ACTIVITY ONE: FACILITATE LINKAGES WITH EMPLOYERS

In Year Five, YED will continue to support the four current grants that focus on internships, which still plan to facilitate over 110 new opportunities for YED beneficiaries. This target is the remaining output to be achieved by these grants, and is further explained below by individual grant. This essential YED component directly serves Objective One, by supporting university career units at local universities in adopting standards of excellence with YED YSI partners in internship placement and monitoring. YED will present the lessons learned from its rich internship facilitation experience to its partners to help universities adopt these standards in their ongoing work.

DIRECT SUPPORT THROUGH YED TEAM:

In Year Five, and in order to facilitate effective internship opportunities for YED beneficiaries, YED will continue to work with partner YSIs and university career centers to strengthen their capacity to develop and sustain strategic partnerships with private and public sector companies, NGOs, YDRCs, CBOs, universities, local councils and the Chamber of Commerce. These partnerships aim at providing better opportunities for YED beneficiaries, especially in marginalized areas, and even more importantly, to build YSIs' capacity to establish and nurture productive partnerships. This is especially true through PFIU and Sharek efforts to target marginalized areas in the northern and southern West Bank areas, particularly females, which face structural barriers due to their inability to access opportunities in the main cities, specifically Ramallah. The relationships with employers will be further supported through the various job fairs planned by YED partners as explained under Component 2/Activity3: Job Fairs/Open Days section above.

The YED team will also continue to facilitate partnerships with private sector companies to provide internship opportunities, mentorship, training and/or financial support for partner YSIs, including ongoing efforts to support Sharek and PADICO as they continue their "Tamayyaz" program.

Furthermore, YED will present the findings of its recently published Internship Case Study to all partners, YSIs, as well as public and private sector companies during PPU's planned job fair in November 2014. The purpose of this workshop is to share lessons learned and explain the importance of facilitating effective internship opportunities for youth in general and YED beneficiaries in specific. This is part of YED's commitment to continue to work with YSI partners to strengthen their capacity to develop and sustain strategic partnerships with private sector companies, NGOs, YDRCs, CBOs and universities.

SUPPORT THROUGH YED PARTNERS:

As mentioned above, four partner YSIs will be working on placing over 110 youth, as explained below:

- PPU will be monitoring 28 internships that started in August and September 2014, and will place another 11 interns by October 2014, to exceed their original target of 115 by 10, reaching a total of 125 internships.
- PFIU will be monitoring around 25 internships already placed by September 2014, and will place another 19 by October 2014, to reach its target of 44 paid internships.
- PICTI will be monitoring around 15 interns already placed in September 2014, and will place another 18 by October 2014, to exceed its target of 25 paid internships.
- Sharek will facilitate placement and monitoring of 65 youth interns to reach a total of the 70 targeted internships.

Key milestones and activities under supporting and facilitating effective internship programs in Year Five include:

- Facilitating over 110 new internships to youth beneficiaries.
- Maintaining partnerships that provide experiential learning opportunities for YED beneficiaries through the Career Guidance Units (Ongoing).

COMPONENT 3/ACTIVITY 2: SOCIAL ENTREPRENEURSHIP THROUGH YOUTH-LED COMMUNITY INITIATIVES

In year five, YED will finalize the development and adaptation of its social entrepreneurship curriculum, I-Serve, and make it available to its partner YSIs and universities. To ensure quality implementation of this curriculum, YED will conduct one refresher training for up to 10 certified trainers aiming to review I-Serve training methodology and introduce new adjustments to the curriculum.

During Year Five, YED will continue its efforts to study social entrepreneurship models and incorporate it in its curriculum, I-Serve.

In addition, Sharek will publish the results of its employers and alumni surveys filled by 350 alumni from AAUJ and PTUK and 100 employers in Palestine, showing trends of employment of the different majors available in universities. This report will help prospective students choose their majors, as well as help universities in understanding the needs of the market, and hence, advance their curricula and programs.

YED will finalize the service learning curriculum and make it available for use by interested partners by December 2014.

There will not be new youth-led initiatives implemented in Year Five, due to USAID's request in FY14 to stop activities relating to social learning.

Key milestones and activities under service learning through community-led initiatives in Year Five include:

- Continue to develop and adapt new social entrepreneurship tools (December 2014).

COMPONENT 3/ACTIVITY 3: SUPPORTING EFFECTIVE PROGRAMS FOR YOUNG ENTREPRENEURS

In Year Five, YED will continue supporting young entrepreneurs developing start-up companies established through the current and previous grants and interested university career centers. This support includes mentoring, business acceleration, and financial support, which in part serves YED's first strategic objective, to strengthen the capacity of career guidance units at local universities, with a special focus on reaching marginalized communities and providing tailored support for young women and men seeking to start their own business, as well as exploring potential opportunities to provide entrepreneurship support through university career centers. An example of YED's support for young entrepreneurs –as explained above- is the introduction of BYB into various YSIs and universities, that YED will sustain through a third BYB ToT, and refresher course for those already trained.

Key milestones and activities under supporting effective programs for young entrepreneurs in Year Five include:

- Continue the development of start-ups established through current and previous grants such as PICTI and Leaders (Ongoing).
- Continue to support universities' staff in using YED' standards of excellence, through BYB ToT and refresher course, and coaching through the Leaders grant (Ongoing).

V. ANNUAL BUDGET FOR YEAR FIVE

OBJECT CLASS CATEGORIES	TOTAL (USD)
Personnel	595,013
Fringe Benefits	126,065
Travel	12,710
Equipment & Supplies	12,600
Grants	271,802
Consultants	51,240
Other Direct Costs	274,572
Subtotal Direct	1,344,002
Indirect	275,655
TOTAL	1,619,657

Budget Notes

Personnel	Projected personnel costs consist of our current office staffing as of September 2014 and a significantly reduced staff starting April 2015. Unless additional funding is received from USAID by February 28, 2015, IYF will start sending termination letters to the majority of its staff and only keep essential staff to close the project by September 2015.
Travel <i>Per Standard Mandatory Provision No. 18 International Air Travel and Transportation (June 1999)</i> - IYF will consider the approval of this Annual Implementation plan as prior-approval for all international travel listed within this budget.	Travel includes two trips from US to West Bank and one regional/US trip. These are trips for IYF/Baltimore staff to travel to Ramallah for program oversight, management, close-out the project and compliance trips. The regional trip will be for one YED staff member to attend staff meeting, a conference or a relevant event in the region or the US.
Equipment	IYF does not project purchasing equipment valued over \$5,000.
Supplies	Projected supply costs include regular ongoing costs for supplies at the Ramallah office.
Contractual	
Grants	<ul style="list-style-type: none"> The grants budget includes the obligated payments for the ongoing grants. During Year Five, YED will not issue new grants.
Consultants	<ul style="list-style-type: none"> Audit fees for YED and partner organizations. Ongoing operation contracts to maintain office equipment, legal fees, etc.
Other Direct Costs	Includes all other costs related to Office Operations in Ramallah, such as Petrol, Communications, and Office rent, as well as the cost to hold Capacity Building Workshops, Training Workshops and Technical Trainings.

VI. TIMELINE/IMPLEMENTATION SCHEDULE FOR YEAR FIVE

		FY 2015											
		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep
OPERATIONS													
Staffing and Field Office Operations													
Operations	Continue to support smooth functioning of YED program assets												
	Proceed with program close out process												
Branding and Communications													
Communications	Finalizing the reports for closeout of YED												
	Produce communications materials to enhance YED's visibility and inform key stakeholders about YED activities												
	Utilize social media tools to communicate YED's achievements to a wider audience, including Ta3mal Portal												
	Foster productive relationships with media outlets, including supporting YSIs to issue press releases and disseminate program information												
	Continue to provide support to YSI partners to apply USAID and YED branding standards to media and print materials												
	Complete a final case study to examine impact of YED's work on strengthening youth employability, entrepreneurship, and social entrepreneurship skills												
Component One: Expanded Capacity of Youth-serving Organizations													
Stakeholder Engagement	Conduct regular formal and/or informal stakeholder consultations to ensure greater support for YED program locally, regionally and internationally, as well as through the Ta3mal Portal												

		FY 2015											
		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep
CSP	Continue to provide one-on-one coaching and mentoring to YSI partners implementing YED grants												
	Support university career centers and make them more effective either directly or through YSI partners												
	Strengthen the capacity of the MoEHE to deliver the School to Career program in various districts												
	Facilitate peer to peer learning experiences for all YSI partners in employability, entrepreneurship, social entrepreneurship, and career guidance programs												
Component Two: Enhanced Employment and Entrepreneurship Education													
Grants	Successful closeout of the current six grants for employability, entrepreneurship, social entrepreneurship, and career guidance projects												
Employability, Entrepreneurship and Social Entrepreneurship Training	Complete implementation of training-related activities under the current grants												
	Support partner YSIs implementing training activities through the current grants												
	Continue to support the adaptation and use of quality employability, entrepreneurship, social entrepreneurship, and career guidance curricula and materials to support YSI training activities												
Job Fairs/Open Days and Employment/Entrepreneurship Portal	Continue to support implementation of job fair/open day events with current YSI partners												
	Launch the Ta3mal Portal and ensure it is fully operational												

		FY 2015											
		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep
	Continue to support development of online employability and entrepreneurship resources, including PPU's portal												
Career Guidance	Assist in producing work plans for developing the career centers at five universities												
	Continue to support all partner YSIs, particularly universities and MoEHE, to implement projects that include career guidance components												
	Provide additional technical assistance to the MoEHE based on their needs and priorities to scale the School to Career program												
Component Three: Increased Access for Youth to Practical, On-the-Job Training Opportunities													
Internships	Support current programs that include internship opportunities for YED beneficiaries												
	Continue to establish and support partnerships that provide experiential learning opportunities for YED beneficiaries												
Entrepreneurship	Continue the development of start-ups established through current and previous grants												
	Continue to support universities' staff in using YED's standards of excellence												
CROSS-CUTTING ACTIVITIES													
Monitoring and Evaluation													
	Continue to work with YSI partners to implement quality M&E systems and report valid data to USAID												
	Complete data collection and analysis for a final case study on YED's work in strengthening youth employability, entrepreneurship, and social entrepreneurship skills												
	Successful reporting for closeout activities												
	Long/short term follow up with YSIs as per the M&E implementation plan												

ANNEX 1 –YED ACTIVITIES IF ADDITIONAL USAID FUNDS OBLIGATED FOR YEAR FIVE

In anticipation of the possibility that USAID could obligate up to \$608,000 in additional funds sometime during the first quarter of FY 2015, YED has identified the following potential activities under each of the two main Strategic Objectives (university career centers and School to Career programs), that would be undertaken with additional funding.

With this additional funding, YED would be able to implement the full array of activities originally envisioned for the program.

It is critical to note that the list of activities below were initially proposed in the FY 2014 work plan but could not be implemented due to inadequate funding available. These activities will be discussed in more details and submitted to USAID for approval once funding is confirmed.

Objective 1: Strengthen capacity of University Career Guidance Units

- Strengthen the institutional capacity of university career guidance units through:
 - Providing additional direct technical assistance to five universities to develop their Career Guidance Units service offering through training and technical assistance.
 - Certifying 20 additional Tamheed career guidance counselors to match the expected increase in demand for Tamheed advising once the portal is launched; these funds would enable YED to reach an estimated 2,500 university students a year with career guidance services.
- Expand career guidance support to Hebron University, which would enable the university to offer these essential services to hundreds of additional students per year.
- Provide Career Guidance Units' staff with Youth Workers' certification training program, which would train around 20 university staff members in best practice youth development competencies, including youth engagement methodologies, to be able to better support the students' career aspirations.
- Qualify a group of Tamheed Master Trainers who will be training other advisors as needed, and supervise the work of active and operational advisors in the field.
- Develop a new pilot for job training/placement project in close coordination with Career Guidance Units and employers. An additional investment in this area will allow the program to expand the provision of projects that prepare youth to be placed directly with employers in need. YED will explore the potential of integrating the I-Serve curriculum as an extracurricular program in the university.

Objective 2: Expand Career Guidance Services to Secondary Students

- Certifying 40 additional MoEHE staff as Trainers through two ToT sessions to increase the sustainability of the StC project by enhancing the Ministry's capacity to implement StC after YED ends.
- Training an additional 100 MoEHE staff on the StC toolkit by the YED created pool of certified trainers during StC one and two.
- Providing a number of MoEHE schools with equipment to support the MoEHE's capacity to provide the StC curriculum to additional schools.

- Introducing the 11th and 12th grades career education toolkit developed by YED in 2012-2013 during one scholastic year in five localities that were not targeted during StC one and two. Depending on the starting date, this can be achieved through issuing up to two grants; in order to measure impact on students, this will require additional capacity strengthening efforts of the MoEHE staff.
- Design and implement additional capacity building activities targeting district supervisors and heads of departments at the MoEHE to fully implement the M&E system parallel to the introduction of the 11 and 12th grades toolkit aforementioned, and through the implementation of 8th, 9th and 10th grade curricula. This additional capacity strengthening could be delivered in two five-day training sessions to the 33 district supervisors as well as up to 10 Heads of departments.
- Convert all career education materials and activities to interactive PDFs, enabling students to work with StC materials electronically.
- Provide additional ToT for counselors trained on the delivery of learning objects for 11th and 12th grade students, in order to enable them to train their colleagues and support the sustainability of this intervention. This support also includes testing and refining the training manual the ToT group trained in StC II developed. It may also include a detailed plan for them to train counselors YED did not reach directly during Year Four.
- Train district supervisors on relevant skills that will strengthen their capacity to provide better support and oversight to the school counselors' career education activities.

ANNEX 2 – OPERATIONAL ASSUMPTIONS

Based on the YED team’s experience in implementing the program thus far, there are several key operational assumptions that guide and impact both the program strategy and the specific activities to be implemented in support of 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 continue to assist IYF in navigating interactions and working relationships with the Palestinian Authority (PA).
- PA agencies and Ministries (mainly MoEHE and MoL) will continue to support and facilitate the work of the YED project and its partners.
- USAID will continue to provide agreed-upon financial support throughout YED’s program lifecycle.
- Youth-serving institutions will continue to be interested to work with and receive technical assistance and/or funding from USAID and IYF during the term of YED’s cooperative agreement.
- The security situation within the West Bank remains at a level necessary to permit safe and free movement of program-related staff, consultants, contractors, participants, equipment, and service delivery.
- USAID will provide additional resources for any activities that IYF is asked to undertake that extend beyond the program’s current scope of work.
- USAID completes vetting requests by IYF and its partners in a timely manner.
- USAID facilitates cooperation of its implementing partners from all sectors to support areas of mutual interest to the YED program.
- Overall economic conditions will enable private and public sectors, Universities, NGOs, CBOs, YDRCs, Chambers of Commerce, and other partners to support the YED program through cash or in kind contributions.

To the extent that additional factors are identified during program implementation that might affect the program’s ability to achieve its projected outcomes, IYF will work in close consultation with USAID and partner YSIs to resolve such matters.

ANNEX 3 –YED’S PERFORMANCE MANAGEMENT FRAMEWORK

<p>YED Program Goal: Creating an enabling environment to prepare young Palestinian men and women (ages 14-29) for the job market, and providing them with the skills necessary to help them find employment opportunities with the public or private sector or to start their own enterprises.</p>		
IR1:Strengthened capacity of Youth Serving Institutions	IR2:Enhanced employment and entrepreneurship education for targeted youth	IR3:Increased access for youth to practical on-the-job training
<p>Sub-IR 1.1 YSIs demonstrate improved ability to deliver high-quality employability, entrepreneurship and service learning programming</p>	<p>Sub-IR 2.1 Increased access for youth to market-driven life, employability and entrepreneurial skills training</p>	<p>Sub-IR 3.1 Facilitating youth internship and apprenticeship opportunities by YSIs</p>
<p>Associated Activities</p> <ul style="list-style-type: none"> • Training and technical assistance to YSIs in employment, entrepreneurship and community service programming best practices • Capacity building support for YSIs to develop or improve training modules 	<p>Associated Activities</p> <ul style="list-style-type: none"> • Sub-grants to YSIs to provide training in employment, entrepreneurship and community service • Online access for youth to employability and entrepreneurship support • Job fairs and open days to link youth with future employers 	<p>Associated Activities</p> <ul style="list-style-type: none"> • Development of internship and apprenticeship opportunities for in-school and out-of-school youth
<p>Sub-IR 1.2 Establishment of formal linkages between YSIs and public and private sector institutions</p>	<p>Sub-IR 2.2 Improved skills of career counselors in best practice career counseling methods and job support services to youth</p>	<p>Sub-IR3.2 Youth with enhanced skills in community service, and leadership</p>
<p>Associated Activities</p> <ul style="list-style-type: none"> • Events and partnerships to support active engagement of public, private and civil society sector institutions to better serve youth 	<p>Associated Activities</p> <ul style="list-style-type: none"> • Development of career counseling units in YSIs, including universities • Technical Assistance to enhance counselors’ skills in career counseling and job placement 	<p>Associated Activities</p> <ul style="list-style-type: none"> • Service Learning and leadership training programs • Youth-led community service initiatives to enhance employability and entrepreneurship skills
		<p>Sub IR 3.3 Youth with newly acquired skills to develop business plans, financial plans, market their products, and manage loans and capital</p>
		<p>Associated Activities</p> <ul style="list-style-type: none"> • Entrepreneurship and business plan training provided for youth • Technical assistance for on-going support to youth starting new enterprises

ANNEX 4 – LESSONS LEARNED IN YED PROGRAMMING

Through the first four years of implementation, the YED team has identified a number of key lessons learned that have influenced the program’s implementation strategy. These include the following:

- Effective and quality stakeholder engagement in general, and private sector engagement in particular, is a labor intensive process that requires patience and persistence without always providing direct and visible results, although it does prove to validate and build local ownership of projects.
- YSIs need materials and curricula to provide quality training for youth in life skills, employability, entrepreneurship, social entrepreneurship, and career counseling and career guidance.
- Experiential learning opportunities such as internships, youth-led community service initiatives, and new business incubation require extensive development and support from strategic partnerships to ensure participants achieve the maximum benefit.
- Ongoing economic challenges on a national level increase unemployment in general and among youth in particular, reduce the number of job and internship opportunities available to YED beneficiaries, as well as the ability of private sector companies to provide leverage contributions to YSI partners’ projects.
- Start career guidance, trainings, and internships at much earlier stages with school and university students. Internships in the governmental sector are encouraged but should be exempted from their share as they do not have the budget for interns.
- Private sector engagement should be about more than corporate social responsibility; the focus should also be on the commercialization and calculation of returned benefits on the private sector. IYF can utilize other resources from the privates sector – not only financial. Institutionalizing the relationship with the private sector should be seen as a key component of YSIs’ development.
- Universities should focus on specialties with more relevant and demand driven skills training. Explore opportunities to establish partnerships between universities and the private and public sectors to develop curricula that support the needs of the labor market.