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YOUTH ENTREPRENEURSHIP DEVELOPMENT PROGRAM Year Six Work Plan

August 1, 2015 – September 30, 2016



Ta3mal Student Volunteers from PTUK conducting an awareness session for other students

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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
BU	Bethlehem University
CBO	Community-based Organization
CDCE-I	Community Development and Continuing Education Institute
CECD	Center for Entrepreneurship and Career Development – PPU
COP	Chief of Party
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
MoL	Ministry of Labor
NGO	Non-Governmental Organization
PA	Palestinian Authority
PAUC	Palestine Ahliya University College
PMP	Performance Monitoring Plan
PPU	Palestine Polytechnic University
PTS	Passport to Success®
PTUK	Palestine Technical University-Khadoory
Ta3mal	Employability portal
ToT	Training of Trainers
UCC	University Career Centers
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 Six of the Youth Entrepreneurship Development (YED) program outlines the implementation strategies planned to be undertaken between August 1, 2015 and September 30, 2016 to respond to the schedule of our partners and their availability with the start of the new school year in the middle of August 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 sixth and final year of implementation, YED will build on its experience and lessons learned throughout the past five years as well as the outcomes of numerous discussions with local partners and USAID, and will focus on program activities that serve one main objective:

Strengthen the capacity of career guidance centers at selected local universities to enable them to provide their students and alumni with essential life skills, employability and entrepreneurship training, organize quality internship and job fairs, as well as carry out credible career guidance and counseling support for students and alumni.

Over the past five years, YED has enhanced the capacity of fourteen partner YSIs, career centers at nine local universities, and 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-led training and other employability support services. Through this process, YED has awarded 33 grants to 16 partners in addition to providing them with technical and administrative support as well as access to a variety of curricula and materials to build their capacity and development.

As documented in prior reports, the program's activities over the past five years have resulted in excellent progress towards YED's overall targets; most targets have been reached or exceeded. To date, around 15,000 youth have been reached; of these, nearly 10,000 youth participated in career guidance services, 3,287 youth attended job fairs, 1,316 youth participated in internships, and 1,500 youth found a job, started an enterprise, or decided to return to school after participation.

Building on this strong foundation, and based on the expressed needs, and commitment of the parties to address these needs, YED's Year Six activities will focus on further strengthening the technical capacity of up to five committed university career centers (UCCs) to enable them to operationalize their newly developed strategic plans for these centers through YED support, by implementing their most successful program models and activities to reach more youth and build momentum for a large, system-wide impact. In doing so, YED will directly support up to five UCCs to solidify and enhance the practical capacity and experience of the staff of the UCCs so that they are better equipped with the necessary skills, knowledge and experience needed to reach out and provide much needed services to a larger number of Palestinian youth.

Year Six's objective supports YED's intended legacy of developing stronger and more capable universities that are endowed with the tools and skills needed to design and implement programs that empower Palestinian youth to build their skills through demand-driven, industry-

led training and other employability services. In support of YED's activities and goals, Year Six will focus on solidifying the program's long term goal of having scalable and sustainable best practice models and programs that are widely applied by Palestinian universities through documenting, publishing and sharing lessons with a wider range of stakeholders and communications and media outlets.

Key milestones and activities for Year Six include:

- **Enable the Career Centers of up to five universities to become fully functional in accordance with best practices** by providing them with specific technical and program support, as well as monitoring and evaluation support based on individual needs and gap areas as determined by the career guidance needs assessment conducted last year.
- **Provide the following training of trainers workshops and follow up coaching to UCCs in order to maximize likelihood of sustainability and scalability** of YED services and models they offer to their youth:
 - **Life skills through Passport to Success® training of trainers (ToT).**
 - **Entrepreneurship through Build Your Business® training of trainers.**
 - **Social entrepreneurship through I-Serve® training of trainers.**
 - **Career guidance through qualifying a new group of Tamheed® advisors.**
 - **Qualify up to three Tamheed Master Trainers.**
- **Continue enhancing the employability portal (Ta3mal)** and expanding it to a larger group of youth and employees through the following set of activities:
 - **Conduct 12 ToT sessions for the 5 selected partners and other interested universities to equip them to train and support students in using the Ta3mal portal.**
 - **Introduce Ta3mal to 30 private sector companies.**
 - **Organizing 10 local outreach events/sessions** to promote the portal amongst both youth and employers.
- **Provide university staff with internship training and coaching** enabling them to support their students and alumni with effective internship experiences.
- **Support more than 900 youth** with various employability and entrepreneurship services through the partner UCCs.
- **Equip and support participating UCCs to reach out to the private sector** by organizing and implementing activities such as job fairs, internships and job placements in accordance with best practices.
- **Successfully close out the YED program** by submitting final reports presenting up-to-date data and lessons learned throughout the six years of implementation.

I. YED PROGRAM WORK PLAN

Building on lessons learned during five years of implementation, the feedback received from partner organizations and USAID, this Year Six 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 and scalable manner through further strengthening of Career Centers of up to five universities. Through engaging up to five committed UCCs in direct design and implementation of all aspects of the program, YED aims to empower staff of the UCCs to be capable of offering continuous employability support to youth by institutionalizing an effective employability and entrepreneurship model that will last beyond YED's life time.

II. OPERATIONS

STAFFING

YED recruited qualified staff members who implemented project activities in a timely and effective manner for five years. Since no additional obligation was approved by USAID and in accordance to Year Five's Implementation Plan, IYF terminated the contracts of the majority of its staff on April 30, 2015, only keeping essential staff to close the project by September 2015.

In May 2015, USAID approved additional funding for IYF to implement activities extending the life of YED until September 2016. Based on the available funding, YED will recruit a Youth Employment Specialist and a Finance/Administrative Assistant prior to beginning of Year Six.

In Year Six, the small YED team members will provide direct technical support through coaching, mentoring and training to its partner universities while bringing all implemented activities to a successful closure.

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 Six, IYF will continue to maintain the smooth functionality of the current assets, taking into account any expansion or contraction of program operations. In addition, IYF will close its USAID funded operations in a timely manner.

Key milestones and activities for Year Six 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, at least two newsletters, success stories and short 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 Ta3mal.

Furthermore, through the Palestine 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 Universities 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 Six 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.
- 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.
- Continue to foster productive relationships with media outlets, including supporting partner universities, to issue press releases and disseminate program information about their program successes.
- Continue to provide support to partner Universities to apply USAID and IYF branding standards to media materials as applicable.
- Work in close collaboration with universities to explore and document successes and lessons learned and share them in the final project report.

III. PROGRAMMATIC COMPONENTS

YED's performance management framework was originally structured under three Intermediate Results (IRs), 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 line with the program's mission, numerous discussions with USAID and partners, and building on lessons learned from implementing the project and the outcomes of YED's midterm evaluation, YED will focus the activities in its final year of implementation to ensure it contributes directly to the following main **Objective**:

Strengthen the capacity of career guidance units at selected local universities to enable them to provide their students and alumni with essential life skills, employability and entrepreneurship training, organize quality internship and job fairs, as well as carry out credible career guidance and counseling support for students and alumni.

Through this objective, YED will fulfill its desired legacy of developing stronger and more capable university partners that are endowed with the skills needed to design and implement programs that empower Palestinian youth and build their skills through demand driven, industry-led training and other employability support services.

As outlined below under each of the components, YED will achieve this objective by implementing a series of activities directly through its own team and through hiring external trainers or consultants as needed.

- Under **Component 1**, YED will provide targeted technical and program support up to five UCCs that will ultimately become capable of institutionalizing YED's employability and entrepreneurship practices and programs within their strategic plans. YED's support will include helping them develop strategic partnerships with the private sector to support their activities.
- Under **Component 2**, YED will support up to five universities to enable them to directly provide quality employability, entrepreneurship training, and career guidance services for more than 900 of their students and alumni. In support of these trainings, YED will provide university staff the needed training and access to a variety of curricula and materials including Passport to Success®, BYB®, and I-Serve®, and will work in close collaboration with universities to monitor the quality of the training provided and their adherence to planned implementation schedules.
- Under **Component 3**, YED will support the partner UCCs to facilitate applied learning opportunities, including internships and job fairs, and support for young entrepreneurs to complement the training provided under Component 2.

In Year Six, YED will continue to view sustainability and scalability as its two main guiding principles in fulfilling its legacy. YED will focus its efforts and limited resources available to

support UCCs to become better equipped to design and implement quality and scalable programs that Palestinian youth need to build their skills through demand driven, industry-led training and other employability and entrepreneurship support services detailed in the following sections. In support of its objective, YED will continue to facilitate networking between universities and key stakeholder groups, most notably the private sector to support their activities.

It is worth noting that YED has selected the five university partners from the total of nine that the project supported previously based on their active engagement in the program including timely submission of career center strategic plans, their commitment to further strengthen their UCCs as demonstrated by allocating resources and dedicating personnel time to staff these centers, and limited resources available to YED during the upcoming year. Based on these factors, YED will give priority to support UCCs at the following universities:

1. Arab-American University – Jenin (AAUJ)
2. Bethlehem University (BU)
3. Palestine Ahliya University College (PAUC)
4. Palestine Polytechnic University (PPU)
5. Palestine Technical University - Khadoory (PTUK)

The following sections of the Year Six work plan provide additional details on YED’s planned activities corresponding to each of the three component areas mentioned above.

ACTIVITY ONE: STAKEHOLDER ENGAGEMENT

One of the key lessons learned during the past five years of implementation is that effective and quality stakeholder engagement is a labor-intensive process requiring patience and persistence that directly contributes 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 promote the development of strategic partnerships with up to five UCCs through facilitating linkages with a wider spectrum of sectors including Palestinian private sector companies, public sector institutions, NGOs, Chambers 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 coordination with USAID and under the leadership of the COP, the IYF Palestine team will continue to support partner universities to engage within relevant Palestinian and international stakeholders from the private sector, located throughout the West Bank. Such Palestinian companies include Wataniya Mobile, Jawwal, The National Bank, Reach, Asal Technology, PADICO, Paltel, and Massar Group. Support from USAID COMPETE private sector support project will be sought to facilitate such outreach.

Public Sector Agencies: YED will encourage the UCCs to strengthen and expand their coordination and cooperation with the key and relevant Palestinian public institutions, including the Ministry of Labor (MoL) and Ministry of Education and Higher Education (MoEHE).

International Donors and other Global Stakeholders: YED 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, YED will explore opportunities to share resources and increase coordination between donor-supported programs.

USAID Technical Offices: In Year Six, YED will continue to work with USAID implementing partners such as DAI, IREX and AMIDEAST 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.

ACTIVITY TWO: INSTITUTIONAL CAPACITY STRENGTHENING PROGRAM

In Year Six, YED's objective is to strengthen the institutional capacity of up to five UCCs through the provision of additional technical and institutional development assistance and coaching in career guidance services based on the draft plans the UCCs developed in March 2015 with support from YED. This support includes one or more of the following areas of strategic interest and need for the UCCs: training of its staff as explained in details below, strategic planning, budgeting, networking, monitoring and evaluation and reporting. Prioritization of these interests will be defined during field visits and regular communications. This support not only empowers YED's partner universities 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 and departments within the university system.

In addition, YED will support universities manage their activities with a focus on sustainability and scalability of their interventions.

ACTIVITY THREE: LIFE SKILLS THROUGH PASSPORT TO SUCCESS® TRAINING OF TRAINERS

YED will provide PTS trainings as well as certify up to 8 staff¹ from five UCCs and support them to provide the training to students and alumni. YED will provide PTS certified trainers with official copies of the revised Arabic PTS curriculum to use in future training in addition to the PTS M&E tools and trainer's guide that was developed during Year Five.

Furthermore, trained staff at the five universities that successfully complete all PTS requirements will be certified as PTS trainers, and will in turn provide 28 life skills training rounds to up to 504 students.

Key milestones and activities under Life Skills Training for Year Six include:

- Conduct one PTS training of trainers for staff of UCCs and/or universities that are interested in and committed to providing PTS directly to their students.
- Provide coaching to qualify up to 8 new life skills trainers within the universities.
- Provide technical guidance to universities to apply PTS's best practice implementation standards.

¹ Targets for this and following milestones under all activities were established based on extensive discussion with the 5 UCCs during the preparation stage of this plan.

- Support universities in exploring ways to incorporate quality life skills programming into mainstream university offerings.
- Provide PTS training to approximately 504 students and/or alumni directly by UCC staff.

ACTIVITY FOUR: ENTREPRENEURSHIP THROUGH BUILD YOUR BUSINESS TRAINING OF TRAINERS

The YED team will be directly supporting entrepreneurship programs by providing training and technical assistance for up to five UCCs that include BYB trainings, mentoring, coaching and support of new start-ups, and use of Ta3mal entrepreneurship section.

In the first quarter of FY2016, YED plans to conduct one BYB Training of Trainers to universities' staff to sustain quality entrepreneurship-support services. The training will target up to 10 trainers nominated by universities and will help them sustain entrepreneurship support services and apply BYB best practices. In turn, trained staff from the five universities will conduct a total of 18 BYB rounds to cumulatively reach around 270 students and alumni.

Key milestones and activities under Entrepreneurship Training for Year Six include:

- Conduct a BYB ToT to up to 10 staff of partner universities to sustain quality entrepreneurship support services.
- Continue to support universities' staff in using YED' standards of excellence, through BYB ToT and coaching.
- Support universities in exploring ways to incorporate entrepreneurship into their regular university offerings.

ACTIVITY FIVE: SOCIAL ENTREPRENEURSHIP THROUGH I-SERVE TRAINING OF TRAINERS

YED will conduct one I-Serve Training of Trainers for up to 10 trainers aiming to strengthen service learning best practices within the universities and ensure quality implementation of the social entrepreneurship curriculum, I-Serve, which was developed and adapted in Year Five. Certified staff will train up to 225 youth from their five universities through 15 I-Serve training rounds and assist them in implementing social initiatives in their communities.

Key milestones and activities under Service Learning Training for Year Six include:

- Hold one I-serve ToT for up to 10 university staff that are interested in and committed to providing I-serve training directly to their students.
- Coach and technically support I-Serve implementation at the partner universities.
- Support universities in exploring ways to incorporate service learning into their regular university offerings.

ACTIVITY SIX: CAREER GUIDANCE INCLUDING QUALIFYING A NEW GROUP OF TAMHEED ADVISORS

YED will support UCCs in offering students ongoing career guidance and mentoring through providing counselors with the necessary tools and coaching. YED, along with Silatech, will qualify several Tamheed Master Trainers from the present and active Tamheed Advisors at five UCCs, who will be training other advisors as needed, and supervise the work of active and operational advisors in the field. The Master Trainers will be identified and connected with Silatech prior to the first quarter.

In addition, during the first quarter, YED will qualify a new group of up to 6 university Tamheed advisors, focusing on strengthening the capacity of universities to provide career counseling and guidance.

YED will also explore with USAID facilitating training for up to three Tamheed Master Trainers from Gaza Strip, who will follow-up on the Tamheed process in Gaza Strip. This activity is pending travel and administrative facilitations.

Furthermore, the certified Tamheed Advisors will in turn provide 960 students with general career counseling including 240 Tamheed assessments.

Key milestones and activities under career guidance for employability for Year Six include:

- Qualify a new group of up to 6 university Tamheed advisors, focusing on strengthening the capacity of universities to provide career counseling and guidance.
- Qualify up to three new Tamheed Master Trainers who will be able to train other advisors as needed.
- Strengthen counseling skills of current Tamheed-certified advisors, based on the interest and demand of partner YSIs and universities.
- Strengthen follow-up, monitoring and reporting skills of current operational Tamheed advisors.
- Coach and technically support career guidance implementation at partner universities.

ACTIVITY SEVEN: TA3MAL EMPLOYABILITY PORTAL

Building on the efforts and activities that took place in the past year, the YED team will continue to coordinate with its regional partners Silatech and Microsoft along with the key local partners to enhance the employability portal (Ta3mal) in Year Six and ensure sufficient utilization of this portal amongst Palestinian youth. This portal serves both of YED's original 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 youth to remotely obtain employability and entrepreneurship as well as career guidance services.

YED will continue to work with its partner YSIs, universities, other interested YSIs, and other USAID funded projects to promote the portal and encourage the utilization of the resources it offers, in addition to collecting valuable local and regional resources that would provide new features and resources to the users of Ta3mal. This online platform is accessible to around 500,000 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:

- Expand the Ta3mal employability portal's reach and use by the five university partners.
- Throughout the first quarter, the YED team will work with the universities on integrating Ta3mal as part of the orientation process for first-year students.
- Coordinate with Silatech, Microsoft and the MoL as well as with university partners, YSIs and private sector representatives to expand the use of the Ta3mal employability portal. YED will work with its partner universities and interested YSIs, and other USAID projects to encourage the utilization of the resources that the platform offers.
- Identify and secure commitments from new partners for supporting the portal including job providers, academic institutions, career centers and interested YSIs. This is an on-going activity. This activity, particularly in regards to job providers, will be done in close coordination with and support from the USAID COMPETE project, who agreed to use their network of partners under all the sectors they work with to support the outreach and utilization of Ta3mal between local employers.
- Organizing at least 10 local outreach events/sessions to promote the portal both amongst the youth and employers in coordination with partner universities, YSIs, private sector firms and YDRCs/IREX. This is an on-going activity, which will include individual outreach sessions with selected partners, aside from the larger workshops.
- Conduct at least 12 ToTs to selected university and college partners including additional staff and student-volunteers, to equip them as on-the-ground portal centers to qualify them to provide support to their students in using the portal. This will include training new staff and students volunteers from the universities that the YED team worked with throughout the past year in addition to other universities who can benefit from the utilization of Ta3mal portal. This activity will start in first quarter and be concluded in quarter three.
- Provide an orientation session and capacity building training for 30 companies from the private sector that includes employment-focused training through Ta3mal and internship capacity building training. This activity will begin in quarter two.
- Explore availability of suitable local content to be shared through the portal and assess the content, along with its partners, and integrate it with Ta3mal when applicable. This is an ongoing activity.
- Develop an exit strategy for transferring the management of the portal after YED ends in collaboration with USAID, USAID Compete project, Microsoft, Silatech, MOL and other local partners. This activity will begin during the second quarter across the third and fourth quarter.

ACTIVITY EIGHT: JOB FAIRS

In order to facilitate linkages between students and employers, YED will support the five UCCs to help their staff organize and implement one job fair each aiming to bridge the gap between an estimated 900 youth and potential employees. This allows students the chance to use their life skills training while interviewing for internship and employment opportunities.

Key milestones and activities under Job Fairs Year Five include:

- Train and coach staff of up to 5 university partners on the design and implementation quality job fairs.
- University partners successfully organize one job fair through their UCCs that targets a total of close to 900 graduating students (average of 180 participants in each fair). These Job fairs will be held during the 2nd and 3rd quarters (to be confirmed with universities).

ACTIVITY NINE: SUPPORTING EFFECTIVE INTERNSHIP PROGRAM

YED aims to empower UCCs 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, are delivered either in conjunction with training that supports development of youth's employability and life skills, or as stand-alone activities.

To ensure the effectiveness and sustainability of the internship program, YED will train and coach partner UCCs to implement internship programs that meet best practices. The internship coaching and training will take place in the first quarter and will be used by the staff of the Career Centers to support students, alumni, and employers.

Furthermore, YED will support the five UCCs to work with private sector and other employers to organize over 180 internship opportunities for YED beneficiaries (80 of them leveraged by the universities themselves, while 100 will be financially covered by YED, distributed equally between five universities at 20 each) in accordance with best practices.

Key milestones and activities under supporting effective internship programs include:

- Work with university partners to facilitate placement and monitoring of 180 youth interns. This process will start in second quarter.
- Coach and support quality internship implementation through the UCCs.
- Strengthen the capacity of partner universities to develop and sustain strategic partnerships with private sector companies, NGOs and YDRCs.
- Train 15 university staff and employers on the use of an internship toolkit including follow-up job placement building on IYF's standards of excellence developed for YED's use as well as Silatech's experience.

V. ANNUAL BUDGET FOR YEAR SIX

OBJECT CLASS CATEGORIES	TOTAL (USD)
Personnel	470,263
Fringe Benefits	102,165
Travel	18,972
Equipment & Supplies	12,000
Grants	0
Consultants	54,869
Other Direct Costs	347,635
Subtotal Direct	1,005,905
Indirect	215,163
TOTAL	1,221,068

Budget Notes

Personnel	Projected personnel costs consist of our current office staffing as of July 2015 and hiring a new Administration/Finance Assistant starting August 2015.
Travel <i>Per Standard Mandatory Provision No. 18 International Air Travel and Transportation (June 1999) - IYF will consider the approval of this Annual Implementation plan as prior-approval for all international travel listed within this budget.</i>	Travel includes one trip from US to West Bank, one trip from West Bank to US, and one regional/US trip. These are trips for IYF/Baltimore & Palestine staff to travel to/from 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"> • During Year Six, YED will not issue new grants.
Consultants	<ul style="list-style-type: none"> • Audit fees for YED. • Trainers' fees. • 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 SIX (FY2016)

		Aug FY15	Sept FY15	Oct FY16	Nov FY16	Dec FY16	Jan FY16	Feb FY16	Mar FY16	April FY16	May FY16	June FY16	July FY16	Aug FY16	Sep FY16
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 partner universities to issue press releases and disseminate program information														
	Continue to provide support to partner universities and career centers to apply USAID and YED branding standards to media and print materials														
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														
CSP	Continue to provide one-on-one coaching and mentoring to university and career center staff														
	Support university career centers and make them more effective in providing services to youth														
	Facilitate peer to peer learning experiences for all university partners in employability, entrepreneurship, social entrepreneurship, and career guidance programs														

		Aug FY15	Sept FY15	Oct FY16	Nov FY16	Dec FY16	Jan FY16	Feb FY16	Mar FY16	April FY16	May FY16	June FY16	July FY16	Aug FY16	Sep FY16
Component Two: Enhanced Employment and Entrepreneurship Education															
Employability, Entrepreneurship and Social Entrepreneurship Training	Complete implementation of training-related activities														
	Support universities and career centers implementing training activities through the program														
	Continue to support UCCs in implementing life skills programs, including conducting PTS TOT (1 st week of August)														
	Continue to support the adaptation and use of quality employability, entrepreneurship, social entrepreneurship, and career guidance curricula and materials to support universities' training activities														
Job Fairs/Open Days and Employment/Entrepreneurship Portal	Continue to support implementation of job fair/open day events with current university partners														
	Continue Ta3mal outreach, through 12 TOTs on its use at Universities, introduce Ta3mal for 30 companies, and 10 Outreach events														
	Continue to support development of online employability and entrepreneurship resources through Ta3mal														
Career Guidance	Assist in enhancing and implementing strategic plans for developing the career centers at five universities														
	Continue to support up to five university partners to implement projects that include career guidance components														
	Conduct Tamheed TOT, and Tamheed Master TOT														
	Provide additional technical assistance to five universities based on their needs and priorities to scale the employability, entrepreneurship & service learning programs														

		Aug FY15	Sept FY15	Oct FY16	Nov FY16	Dec FY16	Jan FY16	Feb FY16	Mar FY16	April FY16	May FY16	June FY16	July FY16	Aug FY16	Sep FY16
Component Three: Increased Access for Youth to Practical, On-the-Job Training Opportunities															
Internships	Conduct internship toolkit Workshop (2 nd week of October), with Silatech Support and continue to support programs that include internship opportunities for YED beneficiaries														
	Continue to establish & 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, including conducting BYB TOT (4 th week of September), and I-Serve TOT (4 th week of September)														
CROSS-CUTTING ACTIVITIES															
Monitoring and Evaluation															
M&E	Continue to work with university partners to implement quality M&E systems and report valid data to USAID														
	Continue data collection and analysis for reporting purposes														
	Successful reporting for closeout activities														

ANNEX 1 – 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 MoL) will continue to support and facilitate the work of the YED program and its partners.
- USAID will continue to provide agreed-upon financial support throughout YED’s program lifecycle.
- University partners 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 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 and/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 universities to resolve such matters.

ANNEX 2 –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>		
<p>IR1: Strengthened capacity of Youth Serving Institutions</p>	<p>IR2: Enhanced employment and entrepreneurship education for targeted youth</p>	<p>IR3: Increased access for youth to practical on-the-job training</p>
<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 3 –YED’S PMP REFLECTING YEAR SIX ANNUAL TARGETS

Table 1: YED Year Six Targets for Strengthened Capacities of YSIs

Indicator	Year Six planned	Comments
IR1 % of YSIs (as a result of YED capacity building intervention) capable of implementing minimum standards in effective programming in employment, entrepreneurship and community services	80%	PPU counted in previous years & will receive additional intensive support. AAUJ, BU, PAUC, & PTUK will be counted.
1.1.1 # of training sessions delivered for YSIs addressing employability models, best practices and policies	4	PTS, BYB, I-Serve & Tamheed
1.1.3 # of YSIs gaining improved capacity to support in a sustainable manner best practices programs in employment, entrepreneurship, community service and development of internship programs	3	BU & PPU counted in previous years & will receive additional intensive support. AAUJ, PAUC & PTUK will be counted.
1.1.4 % of YSIs expressing satisfaction with training delivered by YED	95%	
1.1.5 # of YSIs developing new training modules or improving existing modules on youth employment, entrepreneurship and service learning	2	BU, PPU & PTUK counted in previous years & will receive additional intensive support. AAUJ & PAUC will be counted.
1.2.1 # of formal events organized by YSIs that involve partners from public, private and civil society sectors	22	
1.2.2 # of YSIs developing strategic partnerships to serve youth	3	BU & PPU counted in previous years & will receive additional intensive support. AAUJ, PAUC & PTUK will be counted.
1.2.3 Amount of cash or in-kind resources leveraged by YSIs	\$268,865	

Table 2: YED Year Six Targets for Enhanced Employability and Entrepreneurship Education

Indicator	Year Six planned	Comments
IR 2 # of youth taking part in training and gaining improved life skills, employability skills, technical skills, service learning skills and enterprise development skills	941	
2.1.2 # of training programs held on life skills and employability	5	PTS
2.1.3 # of training programs held on life skills and entrepreneurship	5	
2.1.4 # of training programs held on life skills and service learning	5	
2.1.5 # of youth participating in job fairs/open days organized by YSIs	900	
2.1.6 # of youth provided online access to information about job opportunities and entrepreneurship resources, including research, advice and private sector linkages	550	New Youth registered on Ta3mal
2.1.7 % of youth participants satisfied with YED funded training and/or career guidance services provided	90%	
2.1.8 % of youth trainees reporting increased leadership skills	85%	

Table 3: YED Year Six Targets for Career Guidance for Employability

Indicator	Year Six planned	Comments
2.2.1 # of training programs provided by the program or YSI partners to improve the skills of youth career counselors	1	Tamheed
2.2.2 # of counselors in colleges or universities or YSIs completing training in career counseling methods	6	New counselors: 0 AAUJ, 1 BU, 1 PAUC, 3 PPU & 1 PTUK
2.2.3 # of schools, colleges, universities or YSIs providing career counseling services to youth	2	BU, PPU & PTUK counted in previous years & will receive additional intensive support. AAUJ & PAUC will be counted.
2.2.4 # of teachers/educators/teaching assistants who successfully completed in-service training or received intensive coaching and mentoring with USG support	6	Same ones under 2.2.2
2.2.5 # of youth receiving career guidance services	960	

Table 4: YED Year Six Targets for Supporting Effective Internships

Indicator	Year Six planned	Comments
IR 3-1 # of youth engaged in meaningful internships or apprenticeships	180	100 paid for through YED and 80 leveraged from universities.
IR 3-2 # of youth participating in YED that find a job, start an enterprise or decide to continue education	160	Jobs: 64 Enterprise: 18 Continue Education: 78
3.1.1 # of internship and apprenticeship opportunities that are created for youth that are in school or a university	40	
3.1.2 # of internship and apprenticeship opportunities that are created for youth that are out of school or university	140	
3.1.3 % of youth who found internships relevant to their needs	80%	
3.1.4 % of youth interns satisfied with their YED-facilitated internship experience	80%	
3.1.5 % of youth interns reporting strengthened employability skills	80%	

Table 5: YED Year Six Targets for Service-learning through Youth-led Community Initiatives

Indicator	Year Six planned	Comments
3.2.1 # of training programs organized to enhance the capacity of youth to lead community projects	5	I-Serve
3.2.2 # of youth completing training on youth-led community service projects and acquiring employability skills	225	
3.2.3 # of youth-led community service projects created by YSIs	16	

Table 6: YED Year Six Targets for Supporting Effective Programs for Young Entrepreneurs

Indicator	Year Six planned	Comments
3.3.1 #of training programs held to increase entrepreneurship skills of youth	5	BYB
3.3.2 # of youth entrepreneurs with business plans developed	54	20% of total youth taking BYB (270*20% = 54)
3.3.3 # of YSIs providing ongoing support services to young entrepreneurs post-training programs	2	BU, PPU & PTUK counted in previous years & will receive additional intensive support. AAUJ & PAUC will be counted.

Table 6: YED Year Six Targets for Operational Indicators

Indicator	Year Six planned	Comments
OPE0043 Number of USG Assisted Organizations and/or Service Delivery Systems Strengthened Who Serve Vulnerable Populations	2	BU, PPU & PTUK counted in previous years & will receive additional intensive support. AAUJ & PAUC will be counted. Aggregate of 1.1.3, 2.2.3, and 3.3.3 Indicators
OPE0149 Number of people benefiting from USG-supported social services	3,822	Aggregate of IR 2, 2.1.5, 2.1.6, 2.2.2, 2.2.5, 3.1.1, 3.1.2, 3.2.2, 2.2.4 and 3.3.2 Indicators
OPE0041 Number of men benefiting from USG supported social services	1,911	Assuming 50% will be male
OPE0042 Number of women benefiting from USG supported social services	1,911	Assuming 50% will be female
GNDR 2 Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)	1,629	Aggregate of IR 2, 2.1.5, 2.2.5, IR 3-1, 3.2.2 and 3.3.2 Indicators Assuming 50% will be female