

Action	Year 1	Outcomes
	October 2010-September 2011	
<b>Project Startup</b>		
HCN finance and admin staff (Skopje) hired	November and December, 2010	HCN finance and admin staff hired
HCN senior technical staff (Skopje) hired	December 2010 and January 2011	HCN STS hired
HCN Regional Office staff hired	February 2011 and March 2011	HCN Regional Office staff hired
EDC Skopje Main office established	November and December, 2010	Office fully furnished, equipped and functioning
EDC Regional Offices (3) established	March 2011	Offices in Bitola, Strumica and Tetovo established
Annual Work Plan draft defined and submitted to USAID	November 2010	Annual Work Plan draft submitted to USAID for approval by end Nov. 2010
Annual Work Plan final submission to USAID	January 2011	AWP approved by USAID
PMP defined and submitted to USAID	January 2011	PMP approved by USAID
<b>USAID Objective 1: Facilitate Public-Private Dialogue that will improve demand-supply labor exchange at the local level</b>		
Identify and select local partners and institutional hosts in three municipalities	February and March 2011	Local partners and institutional hosts identified and engaged
Community stakeholder survey and definition of regional specific strategic approach	February and March 2011	Specific strategic approach defined for each region
Identify Socio-Economic and Youth Leadership Council Board members	March and April 2011	Board members identified
Recruit representatives for Socio-Economic and Youth Leadership Council	March and April 2011	Private sector, local government, ESA, NGO and youth representatives recruited to Socio-Economic Councils
Establish and facilitate start up of Councils	April-June 2011	Socio-Economic Councils start up
Work on Governance of SEC , define services and roles of members of SEC	May-June 2011	Socio Economic Councils launched

Facilitate regular Socio-Economic Council meetings to discuss local labor market needs workforce skills development inadequacies and means to alleviate these	May, June and September 2011	Quarterly strategic workforce development proposals and plans influencing youth employability resulting from Socio-Economic Council meetings and Youth Leadership Council meetings
Youth Leadership Council – representing gender and ethnic diversity - established as part of the Socio-Economic Council	March and April 2011	Youth Leadership Council established
Facilitate regular Youth Leadership Council meetings which will be part of the general meetings of the Socio-economic Council	April, June and September 2011	Number of Youth Leadership Council meetings held and liaisons with Socio-Economic Councils
Facilitate YLC contribution to the proposals and plans developed by the Socio-Economic Councils	April –September, 2011	YLC provides feedback on Socio-Economic Councils proposals and plans practical measures through which to enhance youth employment prospects
Socio-economic Councils advise YES Network on how to increase employment prospects for job seekers accessing higher quality information and using enhanced skills.	August – September 2011	A greater number of well prepared job seekers access information sources prior to applying for posted vacancies or making "cold calls"
Disseminate information on YES Network services and job opportunities through the Socio-Economic Councils using print, electronic media and public meetings	May-September 2011	Number of publications produced and events organized and implemented by Socio-Economic Councils
Conduct an awareness raising campaign and promotion of YES Network project goals among members of the Socio-economic Council	May-September 2011	PR materials produced and events conducted at regional level
<b>USAID Objective 2: Develop venues for meeting immediate skill/training needs of the labor market and career development opportunities</b>		
Local mapping in three locations to identify potential partners, access points to employers and to youth, resources available to youth, VET schools and ESA offices and youth serving NGOs	February and March 2011	Partners, access points for youth and employers to available resources identified

Annual Work Plan for Youth Employability Skills (YES) Network project for FY 2011

Identify providers of YES services in Bitola, Strumica and Tetovo (3 regional sites)	April and May 2011	List of providers of YES services
Conduct, with local partners, assessments at each project site to determine best alignment of local YES program strategies with national frameworks, curricula requirements and policy priorities	March and April 2011	Determined: best alignment of YES strategies with national frameworks, curricula and policy priorities
Assess nature, quality and availability of material and human resources for career coaching at regional sites	April and May 2011	Comprehensive appreciation of available resources develop and matched with the requirements of intended training of Career Coaches program
Design and develop training materials and Career Coach training program	April and May 2011	Materials for career Coach training developed and ready for use in the training program
Identify a cadre of career coaches from among VET schools staff, VET Center, ESAs both public and private , and youth serving NGOs	April and May 2011	Career coaches indentified and engaged in skill enhancement training
Implement job coaching training sessions for VET and ESA staff	June and August 2011	Number of job coaching training sessions for VET and ESA staff and trained Career Coaches created by the trainings
Individual Career Development Plans (ICP) created as a pragmatic development of former Individual Employment Plans (IEP) and incorporated into Career Coach training.	May –June 2011	ICP plans developed and applied
Create referral system for youth to learn about employment, entrepreneurship and further education opportunities	September 2011	Number of individuals using the referral system on a weekly basis

Develop system for continuous capacity building and exchange ideas and best practices between the three YES sites	June-September 2011	System – webpage and intranet - for exchange between sites developed
Assess current status of existing Career Centers in VET Schools and ESA Job Clubs and upgrade physical infrastructure and resources.	June-September 2011	# of Career Centers and Job Clubs upgraded
Together with the VET Center and youth serving NGOs, develop and disseminate online content and resources for unemployed youth allowing them to access job opportunities and other YES Network services	September 2011	Website delivers information which leads individuals to gaining access to employment options.
Develop and disseminate newsletter sharing best practices and experiences to VET and ESA staff	June - September 2011	Newsletter developed and disseminated on monthly basis
Raise awareness of the YES Network activities and goals.	Ongoing activity	VET and ESA staff aware of goals and objectives of the project.
<b>USAID Objective 3: Strengthen the job services capacity of ESA and private job matching companies to ensure trained youth have access to up-to-date information on job openings and career development opportunities.</b>		
Introductory course for ESA staff to deliver YES Network services	April – May 2011	Number of ESA staff completing training
Train ESA staff in work readiness, work based learning and soft skills	May –June 2011	# of ESA staff trained in work readiness and soft skills and transferring them to youth
Train ESA staff how to deliver YES Network services.	May -June 2011	Number of staff actively engaged in delivering YES Network services

Review ESA "Job Club" practices	May-June 2011	Review concluded and proposal for offering YES Network services to youth within the Job Clubs defined
Match ESA career coaches with youth, and assist coaches to develop individual career plans (ICP) for participating youth	September 2011	Career Coaches working with youth, developing ICPs
Mentoring ESA staff delivering YES Network services, feedback and guidance to ensure improvement	September 2011	Number of ESA staff delivering YES Network services and willing to receive feedback and guidance
ESA staff implement work readiness and soft skills training with youth	June– September 2011	ESA staff complete work readiness and soft skills training with youth
Outreach to local private sector companies to ensure support for and engagement in YES Network activities	March – September 2011	Number of private sector companies offering internship and employment opportunities for youth. Number of companies acknowledging receipt of YES Network promotional materials disseminating these.
<b>USAID Objective 4: Provide continuing professional development opportunities for teachers in Vocational Educational Training (VET) schools.</b>		
Introductory course for VET staff to deliver YES Network services	April – May 2011	Number of VET staff completing training
Train VET staff in work readiness and soft skills	May-June 2011	# of staff trained in work readiness, job searching and soft skills and transferring them to youth
Train VET staff how to deliver YES Network services.	June 2011	Number of staff actively engaged in delivering YES Network services
Match VET career coaches with youth, and assist coaches to develop individual career plans (ICP) for participating youth	September 2011	Career Coaches working with youth, developing ICPs
Create internship program for VET teachers in cooperation with employers	March – September 2011	# of employers creating internship opportunities.

Internships for VET teachers with local private sector enterprises	August - September 2011	Number of VET teachers completing internships.
Mentoring VET staff delivering YES Network services, feedback and guidance to ensure improvement	September 2011	Number of VET staff delivering YES Network services willing to receive feedback and guidance
Engage local employers to participate in partnership with Career Coaches for these individuals to have a better understand of the business work environment	March – September 2011	# of employers recruited to participate in partnerships with VET staff
<b>USAID Objective 5: Create innovative mechanisms to make VET schools and the VET Center more responsive and relevant.</b>		
Review national curriculum for vocational education to identify existing content for developing soft skills	March and April 2011	Review of national curriculum completed, soft skills development content identified and program for soft skills training developed
Review national and international curricula on work readiness skills	March and April 2011	Review of national curriculum completed, soft skills development content identified and program for work readiness skills training developed
Review national curriculum and school practices used in the teaching of the mandatory VET "Entrepreneurship" course and enhance these	March and April 2011	Definition of enhanced teaching practices completed and these applied to the teaching of the "Entrepreneurship" course
Review existing application procedures and requirements for entry of VET students into private sector internships	March and April 2011	Application procedures and requirements revised and internship application formats updated to acknowledge current norms
Local employers create opportunities for internships for VET students.	August – September 2011	# of internship opportunities created # of VET students engaged in internships

**USAID Objective 6: Integrate productive connections with current and planned USAID and other donor workforce related activities.**

Coordinate and create cross-cutting synergy with all USAID funded workforce and economic development projects	January – September 2011	Productive cross cutting synergy and complementarities maximized
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