



**INJAZ**

A Member of JA Worldwide

Palestine

# **STRATEGIC PLAN**

**2018 - 2021**

**Submitted by**

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**ABC Consulting**

## Organizational Background

In 1999, Save the Children Federation Inc. began to foster the development of an independent Jordanian organization called Injaz, which means “achievement” in Arabic with the goal of enhancing the knowledge and awareness of youth about the evolving world of work while building their skills to enter and succeed in the labor market. This program was founded upon the US-based Junior Achievement approach. Junior Achievement, which was established in 1919, promotes the use of “hands-on experiences to help young people understand the economics of life” with the support and involvement of local business partners and educators. Since its inception, Junior Achievement has worked with 8.5 million students. Since 1999 when it was introduced in the Arab World in Jordan, the program has engaged more than 67,000 Jordanian students between the ages of twelve and twenty-four and has attempted to bridge the gap between the limits of the traditional education system and the human resource needs of a modernizing private sector. Injaz has spread to 9 countries in the Arab World which now has its own umbrella organization, Injaz Al Arab. In 2005, Save the Children launched its Economic Opportunities for Youth program (EOY) in public, private and UNRWA schools in Palestine and implemented the Injaz program with Palestinian young people for the first time.

In its first years, Save the Children was supported by Junior Achievement to develop and implement the Injaz program in Palestine with the intent that local ownership over the program would emerge and it would become a separate entity. In late 2007 this intention was realized and the program evolved into an independent Palestinian non-governmental organization, Injaz Palestine, with a board of directors recruited from the largest local corporations at the helm. Basic support for the nascent organization comes from both the financial commitments of corporations that comprise some of the requirements for board membership and the allocation of qualified staff to volunteer as regular trainers in the program by partner corporations. Since its inception as a program, Injaz has worked hard to develop and strengthen the links between the public and private sectors. The ongoing cooperation of these sectors insures the sustainability and independence of this vital program to prepare and support youth to productively participate in the Palestinian economy. Injaz Palestine operates under the umbrella of Injaz Al Arab that was created in 2004 and represents the region’s Injaz organizations while providing support and guidance to each member. Injaz Al Arab is a key provider of technical support especially in capacity building for TOT delivery to private sector volunteers, building linkages between the private and public sectors, developing and providing curriculum materials, and supporting monitoring and evaluation efforts.

Injaz Palestine has launched its life as an independent Palestinian NGO with substantial support. Injaz Palestine works in cooperation with the Ministry of Education, UNRWA and private schools to offer their curriculum to students in grades 8 through 11, currently implements summer programs with youth clubs and other NGOs, and is planning to commence work with university students. This year Injaz is initiating a pilot corporate school sponsorship program whereby specific organizations or companies “adopt” a school or educational institution and sponsor the Injaz program completely in that institution to promote long-term meaningful relationships between sponsors and beneficiaries.

Injaz Palestine is currently operating with a staff of 18 people and a board comprised of 25 General Assembly members. The centrally located Ramallah office of the organization is fully equipped with all necessary equipment and furniture. Injaz Palestine also has branch offices in Nablus, Hebron, and Gaza.

## Context Analysis:

The Palestinian community is considered a young community; according to PCBS the youth (15-29 years old) formed 30% of the total Palestinian population in 2015. Despite the decline in fertility rates from 4.1-4.06 in 2014, Palestine continues to experience rapid population that it is expected to be doubled within 35 years from 4.75 million to 9.5 million in 2050. This rapid growth will result in a demographic change of the population that the percentage of youth and working class (15-64) will reach 67.1% in 2030, and 67% in 2050. This demographic transition of youth will have an effect on, social, educational, health, and economic sectors.

However, the Palestinian society suffers a number of problems in all sectors, including the ones targeted mainly by Injaz main objectives of enhancing economic and employment opportunities as well as the skills of the youth in order to bridge the gap between knowledge and skills, creating strong links between the public sector and the private one. Such problems are low income, high unemployment rate, lack of participation in voluntary work, cultural and sport clubs, (and the lack of them), and voting (mainly due to political division and absence of legal organizations). These problems result in feelings of despair, frustration, and not belonging. They, also, result in migration, addiction, violent behavior, and poor health in general. Taking the interests of Injaz the education and economic sectors' problems take the top priority.

On the education sector part, the main problem is the increased rate of dropouts (or in other words the low enrollment levels). This is caused by many different sub-problems. For one, the weak, stereotypical educational system due to the hard curriculum, memorization and repetition based teaching methods, lack of needed tools and support to improve the educational facility and the dissatisfaction of the students with the teachers' treatment (which is due to their own lack). This system fails to teach the students the skills of critical and independent thinking, technical/vocational skills and the other skills needed to enter the business world. The system is also creating a gap between the knowledge gained within the system and the actual skills demanded by the market place. On the other hand, the political situation of being under occupation manifests more problems related to safety and support, and causes a weakening of the economy which leads to a lack of job opportunities.

Nevertheless, the economy has its own problems as well. The Palestinian economy is often described as being unstable. The main problem is the Israeli occupation and its strict policies that limit mobility and accessibility to/from workplaces (through blockages), and trade (importation and exportation). The Israeli occupation practices such as land confiscation and the closure and destruction of industrial facilities render the Palestinian economy weak and dependent on donors' funding and on Israeli-made goods. This dependency decreases income and productivity levels due to increasing rates of unemployment, and so increases poverty levels. However, the occupation is not the sole problem, the internal division within the country increases fragmentation, and discontent. Low foreign and domestic investment and the strained Israeli-Palestinian banks' relation are other reasons for the economical status weakening.

Thus, Injaz has aimed to bridge the gap between the traditional knowledge and actual practice by helping youth understand economic life, know the work place better and get involved in it through the help of local businesses and educators and build the skills needed for the market place. In order to achieve this, Injaz has been working in developing supplementary curriculum materials for schools and creating strong links between the private and local sectors to give the youth the chance to participate in the Palestinian economy actively and productively and produce future leaders in the world of entrepreneurship by improving their opportunities.

## **Vision**

To contribute to building a strong Palestinian economy and educate a new generation of young people who are well prepared to become the business leaders and entrepreneurs of tomorrow.

## **Mission**

As an independent and sustainable Palestinian non-governmental organization, Injaz Palestine works effectively to link the local community with private sectors to inspire and equip Palestinian youth in schools and universities with the skills and mindset they need to enhance their life skills and economic opportunities either as employees or entrepreneurs.

## **Strategic Objectives**

- Foster the spirit of entrepreneurship among young people and to improve the knowledge, skills and attitudes of Palestinian youth to enhance their economic and employment opportunities, as well as their academic and life skills.
- To bridge the gap between academic knowledge and the skills required for entering the job market and to provide hands-on and experiential learning training for students
- Strengthen the links between the community and private sectors by pioneering in actively mobilizing the private sector to shoulder its social responsibility towards the community
- To continually enhance the governance, operational, administrative and financial policies & capacities of Injaz

## **Values**

- Belief in the boundless potential of young people
- Commitment to the principles of market based economics and entrepreneurship
- Passion for what we do and honesty, integrity, and excellence in how we do it
- Respect for the talents, creativity, perspectives, and backgrounds of all individuals
- Belief in the power of partnership and collaboration
- Conviction in the educational and motivational impact of relevant, hands on learning
- Consolidating the concept of volunteerism in the Palestinian society

Objectives	Indicators
<p>Foster the spirit of entrepreneurship among young people and to improve the knowledge, skills and attitudes of Palestinian youth to enhance their economic and employment opportunities, as well as their academic and life skills.</p>	<p>Output indicators</p> <ul style="list-style-type: none"> <li>• # of schools /male/female/city/rural /camp</li> <li>• # of students /male/female</li> <li>• # of universities</li> <li>• # of sessions</li> <li>• # of volunteers /male/female</li> <li>• # of firms</li> </ul> <p>Outcome indicators</p> <ul style="list-style-type: none"> <li>• xx% in increase of competences of businesses knowledge</li> <li>• xx community participation initiatives are pioneered by students (in each school)</li> <li>• xx students improved their life-skills and use these skills to improve their personal status.</li> </ul> <p>Impact indicators</p> <ul style="list-style-type: none"> <li>• # of students markedly improved their grades over the course of the program</li> </ul>
<p>To bridge the gap between academic knowledge and the skills required for entering the job market and to provide hands-on and experiential learning training for students</p>	<p>Output indicators</p> <ul style="list-style-type: none"> <li>• # of Job shadow sessions</li> <li>• # of master class sessions</li> <li>• # of firm classes (group formed)</li> <li>• # of field visits conducted</li> <li>• # of initiatives conducted</li> <li>• # of seminars conducted</li> </ul> <p>Outcome indicators</p> <ul style="list-style-type: none"> <li>• Xx% increase of students' skills of employability &amp; entrepreneurship</li> </ul> <p>Impact indicators</p> <ul style="list-style-type: none"> <li>• xx youth improved their employability and xx% of these become the business leaders and entrepreneurs (to be assessed after 10 years)</li> </ul>
<p>Strengthen the links between the community and private sectors by pioneering in actively mobilizing the private sector to shoulder its social responsibility towards the community</p>	<p>Output indicators</p> <ul style="list-style-type: none"> <li>• # of private sector initiatives implemented</li> </ul> <p>Outcome indicators</p> <ul style="list-style-type: none"> <li>• Xx% Increase of private sector sponsorship toward community</li> </ul>
<p>To continually enhance the governance, operational, administrative and financial capacities of the Injaz</p>	<ul style="list-style-type: none"> <li>• xx% of Injaz activities are self-funding</li> <li>• Increase levels of job satisfaction by 15%</li> <li>• 20% of funds come from new donors from different regions than existing donors</li> <li>• # of textbooks quality improved</li> </ul>

Objectives	Indicators	Activities 2018-2019	Activities & targets 2019-2020	Activities & targets 2020-2021
Foster the spirit of entrepreneurship among young people and to improve the knowledge, skills and attitudes of Palestinian youth to enhance their economic and employment opportunities, as well as their academic and life skills.	<p>Output indicators</p> <ul style="list-style-type: none"> <li>• # of students /male/female</li> <li>• Target number of schools: <ul style="list-style-type: none"> <li>○ Private: xx</li> <li>○ Public: xx</li> <li>○ UNRWA: xx</li> <li>○ Others</li> </ul> </li> <li>• # of sections</li> <li>• # of universities</li> <li>• # of volunteers /male/female</li> <li>• # of firms</li> <li>• # of textbooks improved</li> </ul> <p>Outcome indicators</p> <ul style="list-style-type: none"> <li>• xx% in increase of competences of businesses knowledge</li> <li>• xx community participation initiatives are pioneered by students (in each school)</li> <li>• xx students improved their life-skills and use these skills to improve their personal status.</li> </ul> <p>Impact indicators</p> <ul style="list-style-type: none"> <li>• 20 % of target students markedly improved their grades over the course of the program</li> </ul>	<ul style="list-style-type: none"> <li>• Target number of students: 23597 (M 8764 &amp; F14727)</li> <li>• Target number of schools: <ul style="list-style-type: none"> <li>○ Private: 52</li> <li>○ Public: 581</li> <li>○ UNRWA: 74</li> <li>○ Others 41</li> </ul> </li> <li>• Target number of sections: 734</li> <li>• Target number of universities</li> <li>• Target # of volunteers 598</li> <li>• Target # of firms 305</li> <li>• Target # of textbooks improved 5</li> <li>• 20% of targeted students improved their competences</li> <li>• 5 initiatives from each school</li> <li>• 20% of the targeted students increase their skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Target number of students: 25956</li> <li>• Target number of schools: <ul style="list-style-type: none"> <li>○ Private: 54</li> <li>○ Public: 611</li> <li>○ UNRWA: 76</li> <li>○ Others 41</li> </ul> </li> <li>• Target number of classes: 1230</li> <li>• Target number of universities</li> <li>• Target # of volunteers 1000</li> <li>• Target # of firms 325</li> <li>• Target # of textbooks improved 5</li> </ul>	<ul style="list-style-type: none"> <li>• Target number of students: 28551</li> <li>• Target number of schools: <ul style="list-style-type: none"> <li>○ Private: 56</li> <li>○ Public: 630</li> <li>○ UNRWA: 78</li> <li>○ Others 41</li> </ul> </li> <li>• Target number of classes: 1646</li> <li>• Target number of universities</li> <li>• Target # of volunteers 1250</li> <li>• Target # of firms 350</li> <li>• Target # of textbooks improved 5</li> </ul>

Objectives	Indicators	Activities 2018-2019	Activities & targets 2019-2020	Activities & targets 2020-2021
	<ul style="list-style-type: none"> <li>50% of targeted students markedly improved their entrepreneur skills grades over the course of the program</li> </ul>			
To bridge the gap between academic knowledge and the skills required for entering the job market and to provide hands-on and experiential learning training for students	<p>Output indicators</p> <ul style="list-style-type: none"> <li># of Job shadow sessions</li> <li># of master class sessions</li> <li># of firm classes (group formed)</li> <li># of field visits conducted</li> <li># of initiatives conducted</li> <li># of seminars conducted</li> </ul> <p>Outcome indicators</p> <ul style="list-style-type: none"> <li>Xx% increase of students' skills of employability &amp; entrepreneurship</li> </ul> <p>Impact indicators</p> <ul style="list-style-type: none"> <li>xx youth improved their employability and xx% of these become the business leaders and entrepreneurs (to be assessed after 10 years)</li> </ul>	<ul style="list-style-type: none"> <li>Target number of Job shadow sessions 84</li> <li>Target number of master class sessions 60</li> <li>Target number of firm classes (group formed) 1479</li> <li>Target number of field visits conducted 80</li> <li>Target number of initiatives conducted 95</li> <li>Target number of seminars conducted 80</li> </ul>	<ul style="list-style-type: none"> <li>Target number of Job shadow sessions 90</li> <li>Target number of master class sessions 80</li> <li>Target number of firm classes (group formed) 1510</li> <li>Target number of field visits conducted 90</li> <li>Target number of initiatives conducted 120</li> <li>Target number of seminars conducted 90</li> </ul>	<ul style="list-style-type: none"> <li>Target number of Job shadow sessions 100</li> <li>Target number of master class sessions 1000</li> <li>Target number of firm classes (group formed) 1530</li> <li>Target number of field visits conducted 100</li> <li>Target number of initiatives conducted 150</li> <li>Target number of seminars conducted 100</li> </ul>
Strengthen the links between the community and private sectors by	<p>Output indicators</p> <ul style="list-style-type: none"> <li># of private sector initiatives implemented</li> </ul>	<ul style="list-style-type: none"> <li>Target number of private sector initiatives 2</li> </ul>	<ul style="list-style-type: none"> <li>Target number of private sector initiatives 7</li> </ul>	<ul style="list-style-type: none"> <li>Target number of private sector initiatives 12</li> </ul>

Objectives	Indicators	Activities 2018-2019	Activities & targets 2019-2020	Activities & targets 2020-2021
pioneering in actively mobilizing the private sector to shoulder its social responsibility towards the community	Outcome indicators <ul style="list-style-type: none"> <li>• Xx% Increase of private sector sponsorship toward community</li> </ul>			
To continually enhance the governance, operational, administrative and financial capacities of the Injaz	Output indicators <ul style="list-style-type: none"> <li>• Increase levels of job satisfaction by 15%</li> <li>• Enhance the management</li> <li>• Enhance Injaz operation system</li> <li>• Enhance the capacity of staff</li> </ul> Outcome indicators <ul style="list-style-type: none"> <li>• 30% of Injaz activities are self-funding</li> <li>• 20% of funds come from new donors from different regions than existing donors</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a new organizational structure, job description and appraisal system.</li> <li>• Revision of the salary scale</li> <li>• Provide monthly training to staff</li> <li>• Expand board membership</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade the Injaz MIS system</li> <li>• Develop staff development plan</li> <li>• Provide monthly training to staff</li> <li>• Expand board membership</li> <li>• Develop a fundraising strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Provide monthly training to staff</li> <li>• Expand board membership</li> </ul>

## Annex (1) SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Secured cooperation with the PA Ministry of Education, UNRWA, and private schools which is often difficult to obtain.</li> <li>2. Injaz has web portal that includes data of Injaz operation.</li> <li>3. Injaz is part of junior achievement worldwide</li> <li>4. Target group is all students regardless of demographic background and the program is able to serve a large number of young people.</li> <li>5. Injaz has well equipped offices all over the West Bank and Gaza.</li> <li>6. The Injaz] Program sustains work with participant students for between 2.5 and 3 years.</li> <li>7. The organization provides a pioneering model for corporate social responsibility in Palestine.</li> <li>8. The organization is independent and sustainable.</li> <li>9. Injaz has been received very positively in Palestine.</li> <li>10. The program benefits from a much tested international curriculum that is tailored to the Palestinian context.</li> <li>11. Integration into the school curriculum and school day ensures consistent participation.</li> <li>12. The organization operates successfully on a minimal budget as trainers are volunteered by local businesses.</li> <li>13. Injaz operates within a framework of regional support and international membership in Achievement programs and organizations.</li> <li>14. Injaz has a strong board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited staff</li> <li>2. Limited funding</li> <li>3. The quality and commitment of volunteers is uneven.</li> <li>4. The organization lacks skills to work effectively with the media.</li> <li>5. Injaz is not sufficiently targeting rural areas as they are hard to reach and most volunteers are based in urban areas.</li> <li>6. Funding is not guaranteed year to year.</li> <li>7. It is difficult to make financial projections.</li> <li>8. Not able to assess impact due to the lack of information on Injaz graduates.</li> <li>9. High staff turn over</li> <li>10. Low staff job satisfaction</li> <li>11. Not all curriculum are update-to-date and is no longer suitable to students.</li> <li>12. Not enough data collected to measure impact.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Linking private sector actors with schools opens channels for other types of cooperation and support between the individual schools and local businesses.</li> <li>2. Many more private sector actors could be involved with Injaz through the general assembly or the board.</li> <li>3. Injaz should tap into opportunities with new funders and donors such as international organizations as more donors are interested with youth sector. .</li> <li>4. Injaz could look to the private sector regionally instead of simply nationally for support.</li> <li>5. Maximize potentials of board members skills and contributions.</li> <li>6. The Palestinian economy is growing and there is potential for more companies to participate.</li> <li>7. The current political environment is supportive of economic development projects such as this one.</li> <li>8. Injaz is new and unique and attracts interest and can attract more if there is more awareness about the program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition for funding among Palestinian organizations</li> <li>2. Palestinian political infighting is causing civil unrest and instability.</li> <li>3. Potentially volunteer work could become less attractive or the private sector could change its priorities and interest.</li> <li>4. New competitors could emerge on the scene and commandeering funding sources or opportunities.</li> <li>5. Lack of commitment from the part of some schools.</li> </ol>

9. Enthusiastic volunteers could become individual funders of the project as well.	
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