



## Palestinian Internship Program

# IMPACT REPORT

## Summer/Autumn 2016



## Note from the Chairman

I founded the Palestinian Internship Program in early 2014 to help provide much-needed employment experiences for exceptional Palestinian university graduates, many of whom I saw leaving their fields – or going abroad – for lack of local opportunities.

Despite operating in a highly challenging environment, PIP has generated a unique model whereby the high-tech and financial sectors in Israel (including MNCs with operations here) serve as a ‘training ground’ for young Palestinian professionals. In return, participating companies benefit from highly vetted young talent and engage in CSR by providing high-level work experiences to an underemployed population.

This report is designed to showcase the impact of PIP’s first three cycles on the 24 interns who participated.

Three-quarters of these interns were either unemployed or not in full-time work when applying to PIP. Two-thirds had no professional experience in their fields.

Post-internship, three-quarters went on to work in their chosen fields at successful companies. Others are now in post-grad education in the US and UK, or starting their own businesses. While interning at PIP’s host companies has already changed these young professionals’ lives, in time, the Palestinian economy as a whole will also increasingly reap the benefits of their professional development.

Beyond matching interns and host companies and the arduous yet vital work of arranging permits, accommodation and other logistics, a highly successful aspect of the ‘PIP experience’ is its supplementary workshops, company tours and networking events. These provide interns with new skills and business awareness, generate mutual support and group spirit, and prepare participants for entering the job market following their internship.

On the back of the successes outlined in this report, PIP is now looking to expand its outreach among prospective interns and host companies and to increase its positive impact on both the Palestinian and Israeli high-tech and financial sectors.

### **Yadin Kaufmann**

Founder & Chairman,  
Palestinian Internship Program



**Yadin Kaufmann speaking at a PIP event, March 2016**

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## i. About the Palestinian Internship Program

The Palestinian Internship Program (PIP) is a groundbreaking 501(c)(3) non-profit that provides high-level work experience placements in the high-tech sector in Israel for Palestinian graduates. PIP's aim is to boost the Palestinian high-tech sector by increasing the level of skills, experience and networking opportunities among the young professionals that are the future of its workforce.

Since its incorporation in 2014, PIP has run three highly successful internship rounds and now boasts a total of 24 alumni; PIP's fourth cycle began in June 2016. PIP has been generously supported by USAID's West Bank and Gaza "Compete Project" as well as by several private donors.

PIP is led by a Board of Directors made up of four leading figures in the Israeli and Palestinian high-tech sectors:



Yadin Kaufmann



Hani Alami



Roni Hefetz



Abed Nashef

**Yadin Kaufmann** is PIP's founder and Chairman of the Board. Yadin is a veteran high-tech investor, having co-founding Veritas Venture Partners (in 1990) and Sadara Ventures (in 2011). In 2002, Yadin founded Tmura, an acclaimed 'public service' venture fund in Israel.

**Hani Alami** is one of Jerusalem's leading entrepreneurs specializing in the telecom sector. Hani is founder and CEO of Coolnet, a leading Palestinian broadband service provider, while his non-profit ventures includes founding "JEST", East Jerusalem's first entrepreneurship center and tech hub for startups.

**Roni Hefetz** co-founded CI Systems and led its US operations before moving into venture capital, first as co-founder of Walden Israel, and then as a Venture Partner of Walden International. Roni holds a number of directorships and consultancy roles and has also held lecturing positions in entrepreneurship at Tel Aviv University.

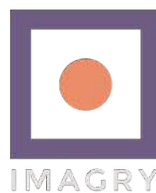
**Abed Nashef** is a partner in the Corporate and Hi-Tech Practice Groups of international law firm Pearl Cohen. Abed also is active in the non-profit sector, serving on the boards of a number of local non-profits and as a member of the Steering Committee of MasarUp – the Arab Entrepreneurship Council.



PIP's Program Director **Jesse Divon** runs the organization's operations on a day-to-day basis. Jesse holds a B.A. from Cambridge University, where he studied Middle Eastern & Islamic Studies with Arabic. Following graduation, Jesse worked in research and consultancy on Middle East affairs and also ran an Arabic-English localization and translation enterprise. He joined PIP in November 2015. Jesse is also studying part-time for an M.B.A. at Tel Aviv University.



ii. PIP host company portfolio – so far...



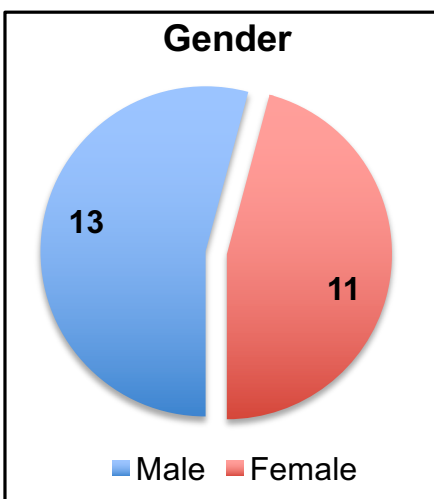
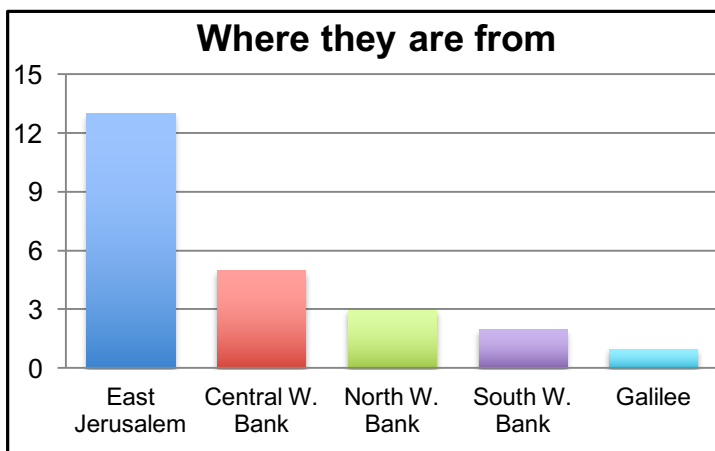
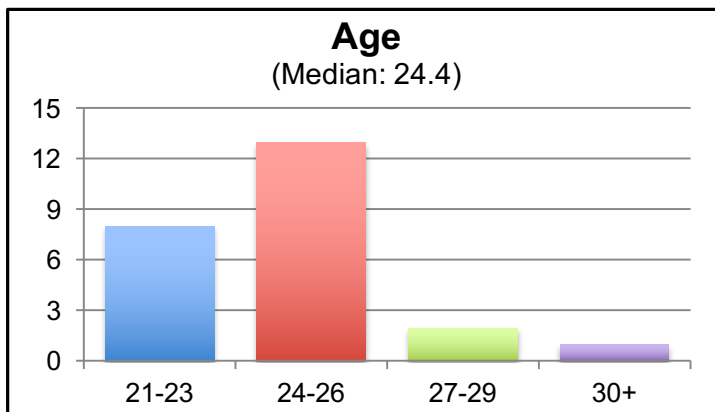
As well as **Evolero**, **Yamsafer**, **HP Indigo** and very soon more...

### iii. Who are the PIP interns?

PIP offers high-tech work experience opportunities to talented, young Palestinian university graduates, primarily from the West Bank and East Jerusalem.

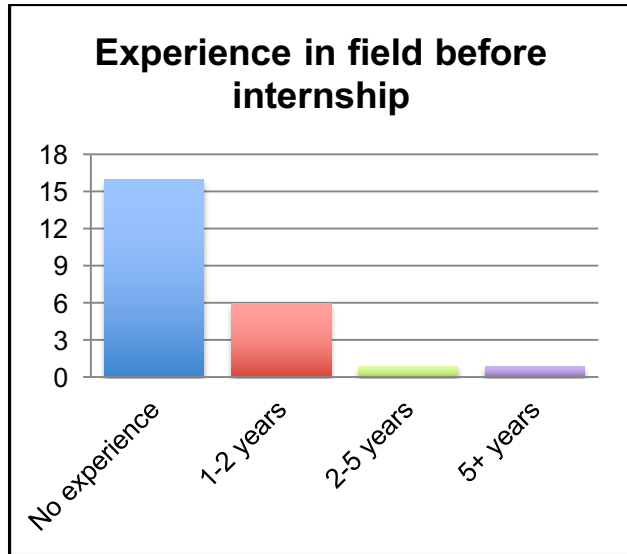
While unemployment in the West Bank varies between 15% and 20%, youth unemployment stands at more than twice this figure. Meanwhile, some 1,500 ICT students graduate from Palestinian universities each year, yet an overwhelming majority fails to attain full-time work in the sector due to lack of opportunities.

As such, PIP focuses on graduates aged early- to mid-20s (*see above right*) at the outset of their careers. Further, PIP engages in extensive efforts to facilitate participation from the West Bank (*see right*) – despite the challenges involved – including with logistical support such as permit applications and assistance with lodging in Israel.



With women constituting only 18.7% of Palestinian private sector employees, PIP recognizes the importance of encouraging female professional empowerment. The female participation rate across PIP's first three cycles was 46% (*see left*). By the end of its fourth cycle, PIP expects that a majority of interns will have been women.

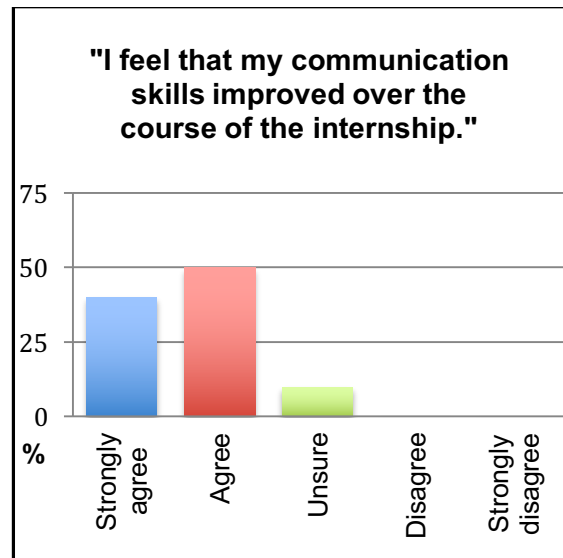
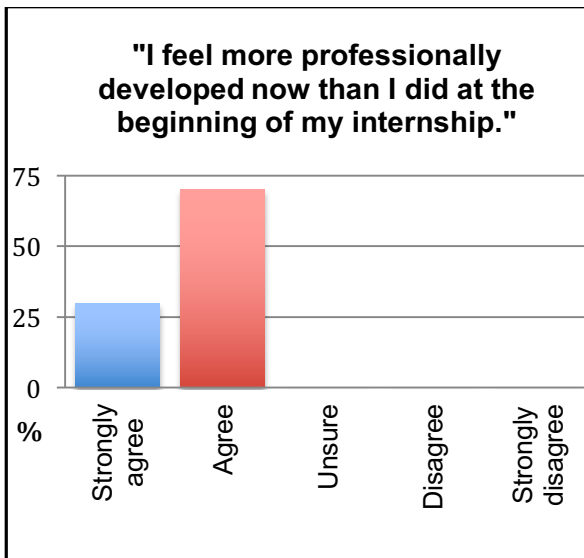
While PIP's internships have focused on the high-tech sector, PIP interns come from a variety of professional fields beyond software development. An overwhelming majority of interns had little to no experience in these fields before embarking on their PIP internships (*see charts on the following page*).



#### iv. Interns' survey on PIP's impact

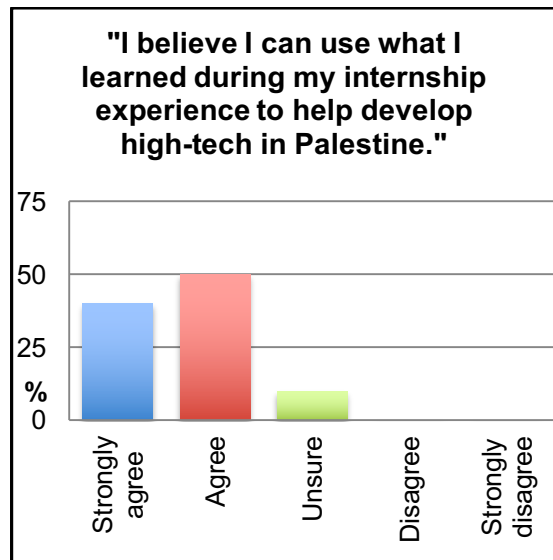
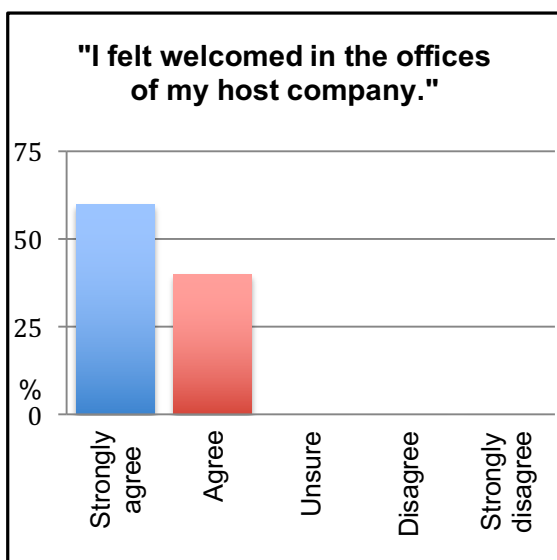
PIP has closely monitored the impact of its internships on interns' career development. An important part of this is receiving feedback from interns via formal surveys completed both before and after the internships.

The below results represent feedback from surveyed interns who reported that they feel more professionally developed as a result of their internship experience, including in key areas such as communication.



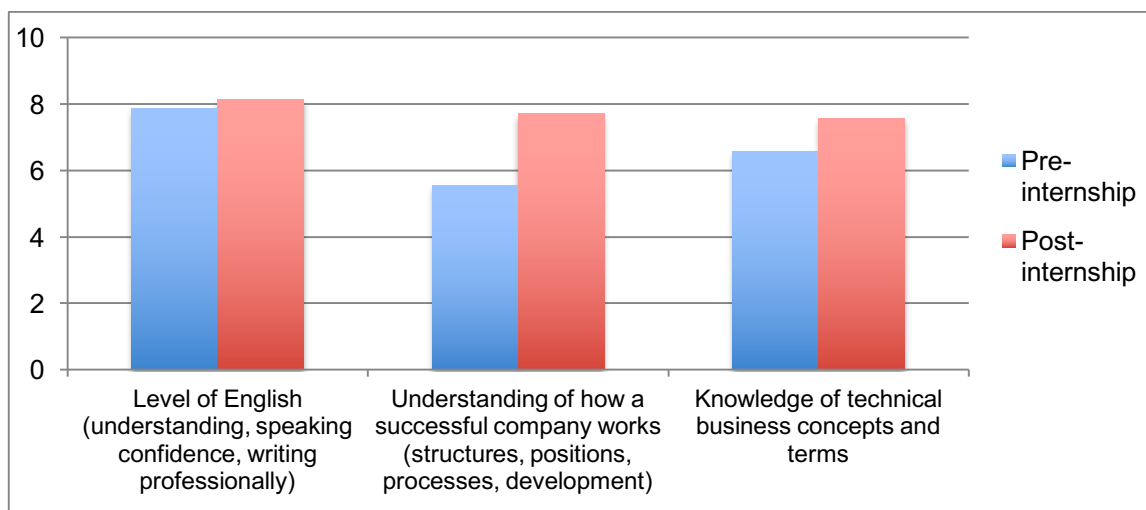
PIP has also received extremely positive feedback about the extent to which interns felt welcomed into their host companies (*below left*) – a result that speaks to the care and attention PIP puts into selecting host companies and preparing them to receive PIP interns – as well as to the companies’ own good efforts, of course.

Finally – and most importantly with respect to PIP’s overarching aim to improve the skills and experience base of the Palestinian high-tech sector workforce – PIP interns overwhelmingly report that they believe their PIP experience has put them in a better position to contribute to Palestinian high-tech development (*below right*).



### Interns’ skills development

Interns were also asked to rank on a scale of 1-10 their level of competency in three key professional areas. The below chart below compares respondents’ average ranking in each area before and after their internships:





## v. Added value: events held for interns

Throughout its first three internship cycles, PIP has supplemented its internship experience by organizing workshops, talks, networking events and company tours for its interns. Below are some of the highlights:

- Prof **Shikhar Ghosh**, entrepreneur and lecturer at Harvard Business School, led sessions on how to build a business and negotiate
- Prof **Danny Warshay**, entrepreneur and lecturer at Brown University, delivered case studies on building businesses with limited resources and his 'bottom-up research' theory (*image right*)
- Prof **Bernard Avishai** of Dartmouth University led a daylong workshop on building an effective business plan
- **Mustafa Deeb** from USAID's West Bank & Gaza project lectured on tech and business in Palestine
- **Zvi Schreiber**, CEO of Freightos, hosted PIP at his company's Jerusalem offices and discussed the growth of his joint Palestinian-Israeli startup
- Dr **Dan Hart** of Birmingham University Business School delivered a workshop on leadership and goal-setting
- **Saed Nashef**, co-founder of Sadara Ventures, spoke about his personal entrepreneurial story and provided insights into the Palestinian hi-tech sector
- **Aziz Khaddan**, CEO of health-tech app Myndlifft, spoke to about his startup and experience as an Arab entrepreneur in Tel Aviv (*image right*)
- **Itzik Frid**, CEO of investment fund Takwin, talked about his firm's portfolio of Arab-led Israeli companies and what he looks for when investing in startups
- Interns visited companies including **Freightos**, **Gigawatt Global**, **Lool Ventures**, **Beyond Family Office** and a pitch-night at **Naseratech** in Nazareth
- PIP held two large end-of-internship-cycle gatherings of Palestinian and Israeli high-tech figures at **YMCA**, Jerusalem, and **Thomson Reuters** R&D Center near Tel Aviv – excellent networking opportunities for graduating interns



## vi. Intern status: before and after PIP

CYCLE 1 (Summer 2014)				
Name	Host company (Position)	Employment status pre-PIP	Employment status post-PIP	Skills gained from PIP (from intern feedback)
<b>Nadine</b>	<b>Intel</b> (Software developer)	Fresh graduate seeking employment	Employed full-time by Intel, gaining two years experience; Received Fulbright scholarship to study MSc at Carnegie Mellon University	<ul style="list-style-type: none"> <li>• Team-work</li> <li>• Presentation skills</li> <li>• New technologies</li> </ul>
<b>Wala</b>	<b>Intel</b> (Software developer)	Fresh graduate seeking employment	Internship extended at Intel	<ul style="list-style-type: none"> <li>• Teamwork</li> <li>• New technologies</li> </ul>
<b>Lina</b>	<b>Freightos</b> (CR officer)	Part-time employment at Palestinian news agency WAFA	Employed full-time at Freightos' R&D Center in Ramallah	<ul style="list-style-type: none"> <li>• "Learned not to be shy...to communicate"</li> </ul>
<b>Raja</b>	<b>Freightos</b> (CR officer)	Part-time at a bank	Working in customer care at a high-tech firm	<ul style="list-style-type: none"> <li>• "Never worked so hard"</li> <li>• English communication</li> </ul>
<b>Basel</b>	<b>Lool Ventures</b> (Financial analyst)	Working at Palestinian company	Returned to same Palestinian company and promoted; currently Corporate Sales Manager	<ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Presentation skills</li> <li>• Professional practices</li> </ul>
<b>Sari</b>	<b>Takwin (JVP)</b> (Financial analyst)	Fresh graduate seeking employment	Employed by Takwin for a period and then left to form a start-up.	<ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Presentation skills</li> <li>• Entrepreneurship</li> </ul>
<b>Marwan</b>	<b>OurCrowd</b> (Financial analyst)	Freelance work	Continued with freelance work; seeking full-time employment	<ul style="list-style-type: none"> <li>• Research skills</li> <li>• Investment analysis</li> </ul>
<b>Wajdi</b>	<b>Medisafe</b> (Software developer)	Freelance work	Employed full-time by Medisafe as a software developer; has amassed two years experience in high-tech	<ul style="list-style-type: none"> <li>• Entrepreneurship process</li> <li>• High-level programming</li> </ul>

**CYCLE 2 (Summer 2015)**

<b>Name</b>	<b>Host company (Position)</b>	<b>Employment status pre-PIP</b>	<b>Employment status post-PIP</b>	<b>Skills gained from PIP (from intern feedback)</b>
<b>Yasmin</b>	<b>Thomson Reuters</b> (HR & biz dev)	Unemployed	Working on Palestinian economic development for Office of the Quartet	<ul style="list-style-type: none"> <li>• Multinational corporate culture</li> </ul>
<b>Natalie</b>	<b>Start A Fire</b> (Marketing officer)	Working as a secretary	Employed full-time by Start A Fire as an e-marketing specialist; guiding Cycle 4 PIP intern at company	<ul style="list-style-type: none"> <li>• Social media and marketing skills</li> <li>• Presentation</li> </ul>
<b>Anas</b>	<b>Imagry</b> (Software developer)	Unemployed	Returned to education to train in legal and accounting services	<ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• New programming languages</li> <li>• Professional practices</li> </ul>
<b>Mohammad</b>	<b>Lool Ventures</b> (Financial analyst)	Clerk at Discount Bank	Working full time in another high-tech sector company	<ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Entrepreneurship</li> </ul>
<b>Ameer</b>	<b>Evolero</b> (Customer Relations officer)	Unemployed	Studying for MA degree at London School of Economics	<ul style="list-style-type: none"> <li>• Sale and marketing skills</li> <li>• Professional practices</li> </ul>
<b>Ibrahim</b>	<b>Hiro Media</b> (Software developer)	Fresh graduate seeking employment	Employed full-time at Hiro Media; has amassed over a year of high-tech experience	<ul style="list-style-type: none"> <li>• New technologies</li> <li>• Reviewing code</li> <li>• Professional practices</li> </ul>
<b>Walid</b>	<b>Thomson Reuters</b> (Software developer)	Construction worker	Employed full-time by Thomson Reuters	<ul style="list-style-type: none"> <li>• Presentation skills</li> <li>• Professional practices</li> <li>• Management skills</li> </ul>

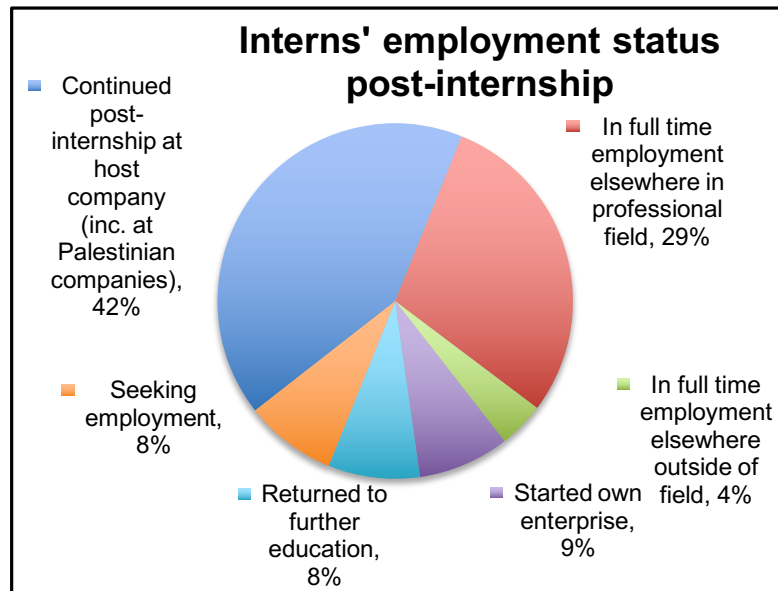
**CYCLE 3 (Winter 2015/16)**

<b>Name</b>	<b>Host company (Position)</b>	<b>Employment status pre-PIP</b>	<b>Employment status post-PIP</b>	<b>Skills gained from PIP (from intern feedback)</b>
<b>Razan</b>	<b>Thomson Reuters</b> (Software developer)	Fresh graduate seeking employment	Employed full-time in a Palestinian software development company	<ul style="list-style-type: none"> <li>Working in a new professional environment</li> <li>Working professionally with different people</li> </ul>
<b>Ruba</b>	<b>Beyond Family Office</b> (Research analyst)	Working part-time as a nutritionist.	Continued with part-time work; seeking full-time employment	<ul style="list-style-type: none"> <li>Making professional connections</li> <li>A new experience in a challenging environment</li> </ul>
<b>Mahmoud</b>	<b>Gigawatt Global</b> (Research engineer)	Unemployed	Employed full-time in a Palestinian software company, including working as an in-house technician at Intel	<ul style="list-style-type: none"> <li>Introduced to the world of entrepreneurship</li> <li>Understanding what companies are looking for when hiring</li> </ul>
<b>Thaer</b>	<b>Yamsafer</b> (Marketing officer)	Working as a projects coordinator	Started his own media enterprise; founded a forum for Palestinian media research	<ul style="list-style-type: none"> <li>PIP supplementary events were useful and enjoyable</li> </ul>
<b>Nadine</b>	<b>Startup Nation Central</b> (Research analyst)	Working part-time as a nutritionist.	Employed full-time as an administrator at a Palestinian merchandise company	<ul style="list-style-type: none"> <li>Being introduced to the tech and business sectors</li> <li>A challenging environment</li> </ul>
<b>Hussein</b>	<b>Thomson Reuters</b> (Software developer)	Part-time data analytics engineer	Senior in-house engineer for a Palestinian software company	<ul style="list-style-type: none"> <li>Exposure to a new experience</li> </ul>
<b>Fadan</b>	<b>HP Indigo</b> (Marketing officer)	Business development coordinator	Internship extended at HP	<ul style="list-style-type: none"> <li>Joining the company at a conference in Germany</li> <li>Leaving comfort zone</li> </ul>
<b>Saja</b>	<b>Cross Labs Network</b> (Printing engineer)	Part-time work, looking for permanent employment.	Employed full-time as an analyst at a software company.	<ul style="list-style-type: none"> <li>Being introduced the 'company world' for the first time</li> <li>Understand how professional relationships work</li> </ul>
<b>Ayman</b>	<b>Freightos</b> (Software developer)	Fresh graduate seeking employment	Employed full-time at Freightos' R&D Center in Ramallah	<ul style="list-style-type: none"> <li>Being introduced to tech world</li> <li>Working in a challenging environment</li> </ul>

## vii. Summary of successes so far

In less than three years, PIP has developed an internship model that improves the professional development of talented Palestinian graduates who lack (more) opportunities, while also – incidentally – providing a rare example of a Palestinian-Israeli effort that benefits both sides. The following is a summary of PIP’s successes to date:

- 24 intern graduates from 18 leading high-tech and financial companies
- By the end of Cycle 4, female participation rate is projected to exceed 50%
- Two alumni have launched startups, another gained a Fulbright scholarship, and a third is studying at the London School of Economics
- Increase in number of internship cycles from one per year to two

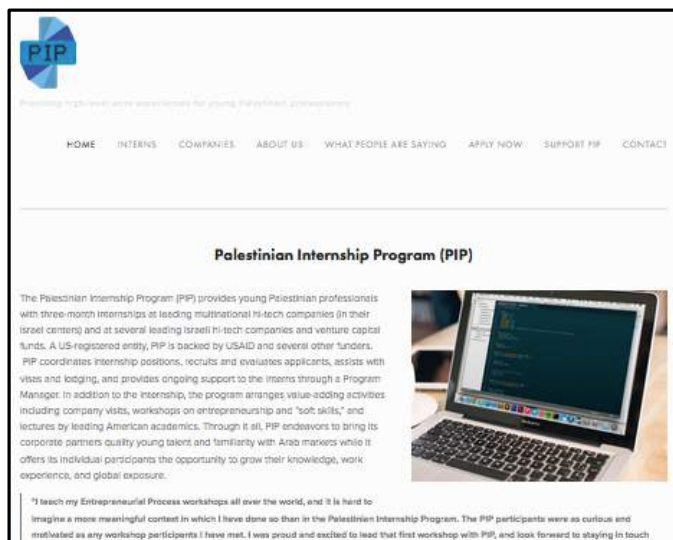


- Holding ‘end of cycle’ gatherings twice a year that bring together key players from the Palestinian and Israeli high-tech sectors
- Attainment of 501(c)(3) non-profit status in the United States in 2014 and affirmation of Good Standing in the US in 2015
- Registration as a “foreign organization for the public good” in Israel in 2016
- A board consisting of two leading Israeli-American venture capitalists, a renowned Palestinian entrepreneur, and a senior Palestinian lawyer specializing in high-tech
- Successful adoption of a model where host companies now pay interns a salary from their own budgets (whereas PIP funded interns’ stipends in its early rounds)
- Establishment of an alumni network for mutual support and networking, informing of professional opportunities, and referring prospective PIP candidates
- Awarding of two grants from USAID, as well as private donations from Israeli and Palestinian organizations
- Pro-bono support from DLA Piper and PricewaterhouseCoopers, and registration with ‘Google for Nonprofits’ and ‘AmazonSmile’

## viii. Plans for future development

Following these successes, PIP is now focused on organizational improvements that will increase the program's participation rate and enrich the experience it offers:

- Hiring a Marketing & Outreach Officer dedicated to improving recruitment among potential interns
- Updating the PIP website (*right image*) and production of video materials aimed at improving intern and host companies recruitment
- Holding a week-long pre-internship accelerator for post-interview 'finalist' candidates prior to matching with companies
- Expanding and improving the PIP Alumni Association, including appointing an association leader that will revolve among alumni
- A trip to the US high-tech sector (companies, VC firms, business schools) for alumni (subject to receiving funding).



*The homepage of PIP's current website*

## ix. Supporting PIP

As a non-profit working in a challenging environment, PIP depends on the generous and committed backing of its supporters. Particularly, PIP seeks support in the following:

- Donations to help fund PIP's activities: PIP is seeking \$120,000 to fund its activities throughout 2017
- Referrals of intern candidates and host companies
- Host families for our interns for the three-month period they are interning in Israel
- Publicity opportunities to help spread the word about PIP
- Pro bono support for PIP's website development, graphic design, printing, video production and other technical support.

If you are able to support PIP in these or any other area, please contact Program Director Jesse Divon at [jesse@palinternship.com](mailto:jesse@palinternship.com) or visit [www.palinternship.com](http://www.palinternship.com).





## **PALESTINIAN INTERNSHIP PROGRAM**

*Providing high-level work experiences  
for young Palestinian professionals*

[www.palinternship.com](http://www.palinternship.com)