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Annual Report

Cooperative Agreement No:
AID-294-A-13-00004

October 1, 2013 –
September 30, 2014

IREX West Bank
Partnerships
with Youth
Program

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents are the sole responsibility of IREX and do not necessarily reflect the views of USAID or the United States Government.

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ABBREVIATIONS & ACRONYMS

AC	Affiliated Youth Club
ATC	Anti-Terrorism Certification
BOD	Board of Directors
COP	Chief of Party
D&G	Democracy and Governance
HCYS	Ministry of Youth and Sport/Higher Youth Council of Youth and Sport
HQ	Headquarters
HR	Human Resources
ICT	Information and Communications Technology
IR	Intermediate Result
IREX	International Research and Exchanges Board
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MT	Master 'Leadership in Action' Trainer
NGO	Non-governmental Organization
OP	Operational Plan
PDU	Professional Development University
PMP	Performance Management Plan
PPYD-SLA	Palestinian Positive Youth Development and Service-Learning Approach
PWY	Partnerships with Youth
PYD	Positive Youth Development
RAP	Rapid Assessment Process
SOW	Scope of Work
TOT	Training of Trainers
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VPN	Virtual Private Network
WB	West Bank
WBG	West Bank/Gaza
YDRC	Youth Development Resource Centers
YLC	Youth Leadership Councils

OVERVIEW

Partnerships with Youth (PWY) is a USAID-funded project to expand educational and leadership opportunities for young people aged 14-29 in the West Bank by creating sustainable hubs for youth innovation and learning. In doing so, PWY supports USAID's Mission Objective of increasing opportunities for youth to realize their potential to effectively contribute to the social and economic development of a stable and prosperous Palestinian state.

PWY is designed around a cohesive national youth engagement strategy based on the principles of Positive Youth Development (PYD) and Service Learning (SL). The PYD-SL approach ensures that participating youth develop key personal skills, pre-employment skills, and technical skills. PWY has two Intermediate Results (IRs) and six sub-IRs, which focus on strengthening the capacity of selected Youth Development Resource Centers (YDRCs) to provide sustainable youth programming, and to increase the number of youth throughout the West Bank who are participating in activities, training, and other leadership opportunities through the YDRCs.

In fiscal year 2014 (FY2014), PWY achieved the following key results:

- 1,098 youth gained access to non-formal educational and leadership opportunities; 61% of all youth assisted were female and 39% were male.
- 6 YDRCs received grants and/or capacity building assistance that enabled them to implement training and a variety of other activities for youth.
- 50 youth participated in internships at the YDRCs and private media and ICT companies; 45% of the PWY interns gained full- or part-time employment after completing the program.
- 21 partnerships were established between PWY and public and private entities, securing approximately \$96,500 of cost share.
- 1,500 youth completed surveys and 119 youth participated in focus groups as part of PWY's 21st Century Youth Competencies Assessment.

Under **IR 1, Strengthen capacity of Palestinian youth-serving organizations to implement PYD-SL programming and manage partnerships**, PWY entered into grant agreements with three established YDRCs, selected three youth-serving organizations to host new YDRCs, provided organizational capacity building to all six YDRCs, and supported improved youth development and leadership programs.

IREX also developed 21 partnerships with public and private sector entities to support YDRC sustainability and to improve and expand their youth programming. Among other activities, these partnerships provided 10 youth with internships at local media and ICT companies, enabled youth to receive practical training from Google and Cisco trainers, allowed access to robust course materials for

PWY Results Framework

IR 1: Strengthen capacity of Palestinian youth-serving organizations

- 1.1 Strengthen capacity of the Higher Council of Youth and Sport (HCYS)
- 1.2 Develop partnerships to support youth development programs
- 1.3 Strengthen capacity of YDRCs, ACs, and youth NGOs

IR 2: Strengthen youth leadership and development through improved youth programming

- 2.1 Strengthen youth leadership programming through community initiatives, exchanges, and training
- 2.2 Strengthen and expand innovative programming in media, ICT, and thematic areas
- 2.3 Develop and support standardized youth internship programming

Intel's Technology and Entrepreneurship program, and prepared the YDRCs to implement Silatech's Tamheed career advising services for youth in FY2015.

PWY provided a series of capacity building workshops and on-going coaching to the YDRCs on grant management, financial management, human resource management, and program design and implementation, as well as technical training on enhanced youth programming. PWY staff also supported efforts at the youth-serving organizations selected to host the new YDRCs in Jenin and Qalqilya to initiate "quick-win" ICT and media activities. These activities provided educational opportunities to youth through programs directly implemented by PWY staff at the facilities of the newly selected YDRCs.

Under **IR 2, Strengthen youth leadership and development through improved youth programming**, project staff directly implemented and/or facilitated through the YDRCs a total of 17 training workshops and youth development activities in ICT, media, and employability. PWY also conducted a Leadership in Action (LIA) training of trainers (TOT) workshop for YDRC and PWY staff, interns, and fellows, and supported the new trainers' efforts to replicate the LIA workshops in their respective governorates. Additional TOT workshops took place to build the media and ICT skills of YDRC staff and interns, who subsequently reached over 600 other youth with PWY support and coaching.

The PWY project also included an internship component that placed 50 youth with the YDRCs and other local organizations, and allowed them to gain technical experience in a variety of fields, to develop employability skills, and to improve their confidence, communication, and decision-making skills.

Following a two-month program suspension during the summer of 2014, IREX was able to quickly restart PWY activities and ended FY2014 on an upswing with high expectations for the upcoming year. With its current funding obligation, PWY anticipates reaching 5,500 youth through educational and leadership opportunities and further strengthening the 6 YDRCs through grants and capacity-building workshops. IREX also intends to award funding for at least one thematic grant and approximately 10 youth-led initiatives, which were delayed and subsequently cancelled due to the funding situation in FY2014. Additionally, PWY will facilitate 15 new partnerships to support the YDRCs' programming and overall sustainability, and prepare and place 60 youth in internships.

STATUS OF PROGRAM PROGRESS VS. APPROVED INDICATORS

In FY2014, PWY fully operationalized its Performance Management Plan (PMP), collecting data and reporting on all performance indicators, as well as updating USAID's TraiNET and Geo-MIS systems as required. Due to PWY's reduced operating level in quarters three (Q3) and four (Q4), the project was unable to meet some of its indicator targets for FY2014; however, IREX achieved and, in some cases, exceeded several of its targets. The table below shows PWY's achievements and targets for its performance indicators in FY2014.

PWY Ind. #	Indicator	FY2014 Target	FY2014 Results	Comments
Objective: Expand educational and leadership opportunities for youth (ages 14-29) throughout the West Bank by creating sustainable hubs for youth innovation and learning.				
A	Number of youth who have increased access to non-formal educational and leadership opportunities	8082	1098	FY2014 target missed due to obligation of only 60% of anticipated funding, a project suspension in Q3 & Q4 FY2014, personnel changes, and lack of documentation provided by YDRCs to verify numbers.

B	Changes in youth public participation and engagement as a result of USG-funding	Baseline	Baseline Index Score of 22 out of 50	Baseline Established
C	Change in "21st century" youth competencies amongst youth involved in PWY PYD-SL activities	Baseline	Baseline Index Score of 101 out of 140	Baseline Established
IR 1 - Strengthen capacity of Palestinian youth-serving organizations to implement PYD-SL programming and manage partnerships				
I.A	Number of institutions with adequate capacity and improved youth services as a result of USG-funded capacity building assistance	24	3	FY2014 target missed due to obligation of only 60% of anticipated funding and project curtailing and suspension. IREX and USAID agreed to focus on the YDRCs only, rather than additional Affiliated Clubs.
I.B	Percentage of YDRC, AC, or NGO staff satisfied with training received	70%	97%	Target Exceeded
Sub-IR 1.1 Strengthen capacity of Higher Council for Youth and Sports (HCYS)				
I.1.a	Number of HCYS staff that benefit from capacity building project activities	TBD	N/A	PWY did not work with HCYS following USAID guidance.
I.1.b	Percent of HCYS staff expressing satisfaction with PWY training	70%	N/A	PWY did not work with HCYS following USAID guidance.
Sub-IR 1.2 Develop partnerships at the national and district level to support youth development programs				
I.2.a	Number of partnerships created between Youth Serving Institutions and the public/private sector	12	17	Target Exceeded
I.2.b	Amount of funding secured by PWY partners from other public/private entities	\$200,000	\$96,500	FY2014 target missed due to project suspension in Q3 & Q4 FY2014.
Sub-IR 1.3 Strengthen capacity of YDRCs, ACs, and Youth NGOs				
I.3	Number of YDRCs that improve in one or more of the five key areas of organizational development.	3	Baseline scores for 3 YDRCs in the five key areas of organizational development.	PWY determined baselines for 3 established YDRCs in FY2014.
IR 2 - Strengthen youth leadership and development through improved youth programming				
2.A	Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming	Baseline	Baseline Score of 5 on USAID's Generalized Self-Efficacy measure	Baseline self-efficacy score established for West Bank through 21st Century Youth Competency Assessment.
2.B	Percent of youth beneficiaries satisfied with PWY-supported programming	70%	98%	Target Exceeded
Sub-IR 2.1 Strengthen youth leadership programming through community initiatives, exchanges, and training				
2.1.a	Number of youth who receive civic and leadership training	704	31	FY2014 target missed due to obligation of only 60% of anticipated funding, a project suspension in Q3 & Q4 FY2014, personnel changes, and lack of documentation provided by YDRCs to verify numbers.
2.1.b	Number of youth who participate in community initiatives	5000	23	FY2014 target missed due to obligation of only 60% of anticipated funding, and a project suspension in Q3 & Q4 FY2014. IREX and USAID agreed not to hold the initiative grant program in FY2014.
2.1.c	Number of community projects implemented by youth that contribute to bringing about positive change in the community	12	1	FY2014 target missed due to obligation of only 60% of anticipated funding, a project suspension in Q3 & Q4 FY2014. IREX and USAID agreed not to hold the initiative grant program in FY2014.
Sub-IR 2.2 Strengthen and expand innovative youth programming in media, ICT, and thematic areas				

2.2.a	Number of participants in media programming	80	89	Target Exceeded
2.2.b	Number of participants in ICT programming	80	74	Target Achieved within +/- 10%
2.2.c	Number of participants in thematic programming	4,850	0	FY2014 target missed due to obligation of only 60% of anticipated funding, a project suspension in Q3 & Q4 FY2014. IREX and USAID agreed not to hold the thematic grant program in FY2014.
2.2.d	Percentage of participants in ICT, media, or thematic sub-grant activities who remain engaged in PWY/YDRC programs	75%	45%	FY2014 target missed as it proved unrealistic given the current level of organizational capacity of the YDRCs; in addition, activities were curtailed due to project suspension.
Sub-IR 2.3 Develop and support standardized youth internship programming				
2.3.a	Number of participants in internship programming	50	50	Target Achieved
2.3.b	Percentage of people gaining employment as a result of participation in a USG-funded program	65%	45%	Target proved unrealistic given the job market in the West Bank in FY2014, and the conflict in Gaza during and ripple effects during the summer of 2014.
2.3.c	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	50%	62%	Target Exceeded

ESTABLISHMENT OF BASELINE DATA

PWY successfully established baselines for five impact and outcome performance indicators in FY2014 by conducting organizational capacity assessments of the Al Bireh, Hebron, and Nablus YDRCs and through the implementation of the 21st Century Youth Competencies Assessment. The project submitted a stand-alone report on the organizational capacity assessments of the YDRCs to USAID with the Q3 report and submitted the 21st Century Youth Competencies Assessment to USAID in early October 2014. The table below shows the indicators to which each assessment applies, and the table above includes the baselines values established.

Assessment	Description	Applicable Performance Indicators
Organizational Capacity Assessment of Established YDRCs	Identifies strengths and opportunities for organizational improvement, and sets a baseline to track YDRC progress as PWY builds their capacity to serve youth.	1.A Number of institutions with adequate capacity and improved youth services as a result of USG-funded capacity building assistance 1.3 Number of YDRCs that improve in one or more of the five key areas of organizational development.
21st Century Youth Competencies Assessment	Gauges the skills and knowledge that youth need for a successful transition to adulthood by measuring the cognitive, social, psychological, and physical competencies that lead to young people's future economic, civic, and social participation.	B. Changes in youth public participation and engagement as a result of USG-funding C. Change in "21 st century" youth competencies amongst youth involved in PWY PYD-SL activities 2.A Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming

PWY submitted a revised PMP for FY2015 on September 10, 2014, and the PMP remained under consideration by USAID at the beginning of FY2015. The PMP included several revisions to performance indicators in order to better measure the project's overall performance and to collect timely and actionable data for internal management and monitoring purposes. For more information on these revisions, please see the Appropriateness of the PMP subsection in the Monitoring and Evaluation section below.

IR I: STRENGTHEN CAPACITY OF PALESTINIAN YOUTH-SERVING ORGANIZATIONS

PWY intends to develop a network of YDRCs and ACs operating sustainably throughout the West Bank and providing high-quality youth programming that builds young people's skills and prepares them for successful economic and social engagement. In order to achieve sustainability, innovation, and a joint national youth approach, PWY strives for buy-in at the national and local levels, working to develop partnerships that strengthen the capacity of YDRCs, ACs, and NGOs.

IR I.1 – STRENGTHEN CAPACITY OF HIGHER COUNCIL OF YOUTH & SPORT

In January 2014, USAID requested that IREX not work directly with the Higher Council of Youth & Sport (HCYS) nor provide it with capacity building assistance and training. USAID and PWY staff continues to meet with HCYS representatives periodically to remain informed about each other's activities and to discuss potential partnership opportunities.

IR I.2 – DEVELOP PARTNERSHIPS AT THE NATIONAL AND DISTRICT LEVEL TO SUPPORT YOUTH DEVELOPMENT PROGRAMS

In FY2014, PWY initiated 21 partnerships in support of YDRC sustainability and to expand the reach and impact of USAID's investment in youth development in the West Bank. PWY identified key organizations with clear mutual interests and common goals, and established active partnerships at the international, national, and local levels. The table below details the partnerships initiated in FY2014.



Staff from Faten (left) and PWY (right) sign a memorandum of understanding in May

Partnerships Initiated in FY2014	
Partner	Focus Area
Faten (Palestine for Credit and Development)	Agreed to train youth in financial education and entrepreneurship development.
Silatech	Providing Tamheed psychometric assessment software and training for career advisors to provide career advising at YDRCs. Providing TOT and training in employability.
Al Quds Education TV	Provided two three-month internships with youth, helping them to learn media skills.
HD Vision TV	Provided two three-month internships with youth, helping him or her to learn media skills.
Wattan TV	Provided two three-month internships with youth, helping them to learn media skills.
Palestinian News Network (PNN) TV	Provided two three-month internships with youth, helping him or her to learn media skills.
Al Najah University	Provided two three-month internships with youth, helping them to learn media skills, at their media center.

Microsoft	Discussed a potential partnership through software provision in order to facilitate ICT activities. IREX is contributing to the development of the Microsoft Youth Portal (ta3mal.com).
Cisco	Provided cost-share to the YDRCs and PWY through providing the salary of trainer for a Cisco IT Essentials program at the Al Bireh YDRC, Jenin YDRC, and Qalqilya YDRC.
Intel	PWY provided TOTs to ICT Coordinators and Interns in Intel Technology and Entrepreneurship trainings at YDRCs. USAID and PWY also proposed a partnership with Intel for equipment, materials, and training-of-trainers at the YDRCs.
Museum of Science (MOS)	The MOS implements the Intel Clubhouse program. MOS provides Computer Clubhouse software to the clubhouses and technical support to the Clubhouse coordinators. MOS and IREX cost-share the travel of staff from the YDRCs to attend Intel Clubhouse Network Conferences.
Google	Provided cost-share to the YDRCs and PWY through providing part of the salary of trainer for a Google program at the Al Bireh, Hebron and Nablus YDRCs. Google also agreed in principle to provide small funding for groups of youth under the Google Online Marketing Campaign.
National Olympic Committee	PWY developed a draft MOU which USAID approved to coordinate programs at the existing YDRCs, agree on selection process for YDRCs, and to conduct shared site visits.
Palestine for New Beginning	Identified representatives from businesses and consultants that may provide workshops and coaching for YDRCs, PWY, and/or youth.
Red Crescent	Contributes to the programming of a Summer Camp at the Al Bireh YDRC and to awareness raising activities for youth with the Qalqilya YDRC.
GIZ	The GIZ Local Governance and Social Society Program expressed interest in collaborating with PWY. This may include hosting GIZ's Youth Create Change (YCC) Academy at several of the YDRCs.
Leaders	PWY and Leaders discussed several potential partnerships in ICT, including income generation training, ICT boot camp, internship, and other training.
Souktel	PWY and Souktel drafted a MOU to coordinate workshops and trainings at the YDRCs in order to enhance the job market skills of youth and bridge the gap between employers' expectations and job seeker skills. Souktel provided cost-share to the YDRCs and PWY through providing the salary of trainer for an employability and social media program with the Jenin YDRC.
Concepts	PWY and Souktel agreed to coordinate workshops and trainings at the YDRCs in order to enhance youth social media skills for employability.
Sharek	Hosts activities for the Jenin YDRC temporarily during its first year pending the construction of a permanent facility.
Qalqilya Municipal Library	Hosts activities for the Qalqilya YDRC temporarily during its first year pending the construction of a permanent facility.

IR I.3 STRENGTHEN CAPACITY OF YOUTH DEVELOPMENT RESOURCE CENTERS, AFFILIATED CLUBS, AND YOUTH NGOS

In FY2014, IREX engaged in partnerships with six YDRCs under the PWY program: three established YDRCs in Al Bireh (Al Bireh Youth Foundation), Hebron (Palestinian Child's Home), and Nablus (Jabal An Nar Sports Club), and three new YDRCs in Jenin (Jenin Sport Club), Jericho (Good Shepherd Club), and Qalqilya (Qalqilya Ahli Club). PWY supported the three established YDRCs through general support grant agreements that provided funding for operations and youth programming, and also offered them organizational capacity building and facilitated additional partnerships to enhance their sustainability. PWY worked with the three new YDRCs to prepare them to implement PYD-SL programming and to manage their nascent organizations. Specific activities included selecting appropriate local clubs to begin the new YDRCs, coaching the new YDRCs as they hired staff and refurbished their locations, implementing quick-win activities for youth through the Jenin and Qalqilya YDRCs, and preparing the YDRCs' board members and staff to manage grants in FY2015.

Palestinian YDRC Partners

PWY issued sub-grants to the following established YDRCs in FY2014:

- Al Bireh YDRC
- Hebron YDRC
- Nablus YDRC

PWY selected and prepared to issue grants to the following new YDRCs in FY2014.

- Jenin YDRC
- Jericho YDRC
- Qalqilya YDRC

ESTABLISHED YDRCS

IREX signed 12-month general support grant agreements with the Hebron and Nablus YDRCs worth approximately \$150,000 each in January 2014, and awarded a two-month general support grant with the Al Bireh YDRC worth approximately \$40,000 in March 2014, after the YDRC received vetting approval from USAID. However, due to funding delays, IREX was forced to modify the total grant amounts and end dates for all three YDRCs. The table below presents the original grant amounts and periods of performance, as well as actual disbursements and end dates for each of the established YDRCs in FY2014:

	Period of Performance		Original Agreement Amount		Payments Made in FY2014	
	Start Date	End Date	Cash	In-Kind	Cash	In-Kind
Al Bireh YDRC	Apr. 1, 2014	Jun. 30, 2014	\$40,270	-	\$18,473	-
Hebron YDRC	Jan. 10, 2014	Jun. 30, 2014	\$149,415	-	\$72,713	-
Nablus YDRC	Jan. 10, 2014	Jun. 30, 2014	\$149,791	\$20,265	\$61,535	0
		Total	\$339,476	\$20,265	\$152,722	0



IREX and the Al Bireh YDRC sign a grant agreement in March 2014.

Prior to signing their grant agreements with IREX in the second quarter (Q2) of FY2014, the established YDRCs received several months of coaching from PWY staff on the development of an annual activity workplan and budget. This planning process helped them to outline the range of their activities over the next year and simultaneously build their capacity to apply for and manage USG-funded grants. The YDRCs also participated in a training program on PYD-SL, which was conducted by consultant Elizabeth Robinson from Emergence International in December 2013. The training focused on lessons learned for team-building, practical applications of the Vision-Align-Apply module of youth

programming, and the development of training manuals for upcoming workshops.

Once the grants were signed, the YDRCs commenced recruiting for key staff positions to implement youth activities and PWY staff provided guidance to YDRC staff on developing specific programs for youth, such as Leadership in Action and Cisco IT Essential programs.

PWY also provided multiple organizational capacity development opportunities to the Al Bireh, Hebron, and Nablus YDRCs on grant management, financial management, effective internships, and work planning (see text box for details). PWY reviewed YDRC financial reports and advance requests, building the YDRCs capacity in grant management and financial reporting in the process. The project staff held frequent consultations with each YDRC to address planning, implementation, and financial and management questions and issues as they arose. Following the issuance of suspension letters on May 29, 2014, which ended the grant agreements of the Al Bireh, Hebron and Nablus YDRCs effective June 30, 2014, PWY worked with the YDRCs to reallocate costs and adapt activities to enable them to continue providing programming to youth.

In May 2014, PWY conducted organizational capacity assessments of the Al Bireh, Hebron, and Nablus YDRCs in order to identify strengths and areas in need of improvement, and to establish a baseline against which to measure YDRC progress over time. PWY and the Al Bireh YDRC held a subsequent planning workshop to review the results of the organizational assessment and identify priorities for technical assistance and training for staff on improving youth leadership, ICT, and media programs, as well as on building the YDRC's institutional capacity.



Al Bireh YDRC staff participates in a planning workshop in June 2014

Capacity Building Training and Technical Assistance for Established YDRCs

- *Training on administering ICT-related programs for the Al Bireh, Hebron, and Nablus YDRCs on November 3, 2013*
- *PYD-SL training for the Al Bireh, Hebron, and Nablus YDRCs on December 12-14, 2013*
- *Effective internship administration for the Hebron and Nablus YDRCs on January 26, 2014*
- *Grant management and financial reporting training for the Al Bireh, Hebron, and Nablus YDRCs on January 30, 2014*
- *Financial management technical assistance for the Hebron YDRC on March 3 and for the Nablus YDRC on March 6, 2014*
- *Audit software and financial terminology training for the Al Bireh and Hebron YDRCs on March 5, 2014*
- *On-site workplan development assistance for the Al Bireh, Hebron, and Nablus YDRCs from October-December 2013*
- *Workplan development for the Al Bireh, Hebron, and Nablus YDRCs on April 23, 2014*
- *Training on the evaluation of youth-led initiatives for the Al Bireh, Hebron, and Nablus YDRCs on April 23, 2014*
- *Organizational capacity assessments of the Al Bireh, Hebron and Nablus YDRCs conducted in May 2014*
- *Planning workshop with the Al Bireh YDRC to discuss organizational capacity assessment results on June 4, 2014*

Due to delays in funding, IREX was forced to suspend all activities with the YDRCs during the months of July and August 2014. However, in September, after the project recommenced operations, PWY staff assisted the three established YDRCs to plan activities and develop budgets for new activity-based, fixed-obligation grants to be awarded in FY2015.

NEW YDRCS

According to the PWY workplan, IREX selected three new Palestinian organizations to host YDRCs in Jenin, Jericho, and Qalqilya in FY2014. In the first quarter (Q1) of the year, PWY evaluated several potential YDRC-host organizations for grants and partnership opportunities, administering a survey questionnaire to their staff. IREX coordinated with the HCYS to draft the evaluation criteria and to finalize a list of clubs to evaluate. PWY undertook the survey in December 2013 and verified that the clubs were active and capable of receiving grants and capacity building support. The project staff analyzed the strengths and weakness of each club, and prepared a report for USAID and the HCYS recommending three clubs to host the YDRCs in Jenin, Jericho, and Qalqilya.

Organizations Assessed as New YDRC Hosts		
Jericho	Jenin	Qalqilya
Ein Al Sultan Youth Club	Jenin Sport Club*	Qalqilya Ahli Club*
Good Shepherd Club*	Marj Ben Amr Club	
Jericho Hilal Club	Shabat Palestine Club	
Jericho Youth Club		
Shabibet Al Rai Al Saleh		

* Clubs selected by PWY to host a YDRC

In February 2014, in consultation with USAID and the HCYS, PWY selected the Qalqilya Ahli Club as the Qalqilya YDRC and the Jenin Sports Club as the Jenin YDRC. In March 2014, PWY selected the Good Shepherd Club in Jericho as the Jericho YDRC. In Jericho, PWY initially selected the Jericho Hilal Club; however, based on valid feedback from the HCYS, IREX and USAID consulted and agreed to select the Good Shepherd Club to host the Jericho YDRC. Following the selection process, PWY entered into discussions with each of the new YDRCs about grant agreement terms, potential activities, staffing, and capacity building needs.



PWY staff visit the Good Shepherd Club in February to initiate the process of establishing the new Jericho YDRC

Throughout FY2014, PWY prepared to issue sub-grants that would officially establish and begin to develop the three new YDRCs. Project staff drafted grant agreements, identified potential locations for youth activities, and assessed equipment needs. Representatives of USAID, PWY, HCYS, and American Near East Refugee Aid (ANERA) traveled to the new YDRCs to evaluate their existing facilities and equipment, and determine construction needs for future permanent office space. PWY also helped the new YDRCs to secure temporary space to implement their activities.

In Qalqilya, the YDRC made arrangements to utilize the municipal library for a period of one year. In Jenin, PWY identified the offices of Sharek, a local NGO, as a temporary facility for the Jenin YDRC. And in Jericho, the Good Shepherd Club demolished its existing facility to make way for a new structure to be built in FY2015 and moved its offices into the Terra Santa School, a private school affiliated with the Good Shepherd Club, which also currently offers the YDRC *pro bono* use of its classrooms and computer lab.

PWY also worked with the three new YDRCs to improve their organizational management capacity. Project staff assisted board members from the Jenin and Qalqilya YDRCs to interview candidates for their executive director and activity coordinator positions in anticipation of entering into grant

agreements. Through the interview and selection process, the participating board members gained an understanding of the importance of a transparent hiring process and deepened their knowledge of PWY objectives and the YDRC model.

As IREX was forced to suspend all activities during the months of July and August 2014, the three new YDRCs did not receive grants in FY2014 and could not hire staff or make other long-term arrangements. However, in September, after the project recommenced operations, PWY staff assisted the YDRCs to move forward with hiring decisions and temporary facilities, create a workplan of activities, and develop budgets for new activity-based, fixed-obligation grants to be awarded in FY2015. PWY also worked with the new YDRCS to prepare the required documents for USAID vetting.

IR2: STRENGTHEN YOUTH LEADERSHIP AND DEVELOPMENT THROUGH IMPROVED YOUTH PROGRAMMING

IREX approaches its youth programming through the PYD and SL approach which aims to connect skills-building activities to needed pre-employability and employability skills. The PWY project works to ensure that all leadership programming aligns and supports internship programs and technical activities in areas such as media, ICT, sports, the environment, and drama, among others. The project's youth leadership programs aim to help youth serve their communities by providing opportunities to build relevant leadership and educational skills such as conflict management, problem solving, and creative thinking.

IR 2.1 – STRENGTHEN YOUTH LEADERSHIP PROGRAMMING THROUGH COMMUNITY INITIATIVES, EXCHANGES, AND TRAINING

In FY2014, IREX designed a youth leadership program for the YDRCs that strategically links leadership skills training (i.e., Leadership in Action workshop) with opportunities for practical application of the skills gained (i.e., Youth-led Initiatives Program). PWY staff created the LIA training curriculum by drawing on tested IREX training methodology for youth civic engagement and leveraging successful components of past leadership training workshops conducted through the YDRCs. The LIA training is designed to teach youth critical leadership skills such as conflict management, problem solving, and creative thinking. PWY staff initiated the leadership program by providing a LIA TOT workshop, which was followed by LIA training for youth at the YDRCs. .

"I am a little shy by nature. The Leadership in Action training really boosted my confidence as a trainer and gave me the skills I need to start conducting my own trainings for young people."

Sireen Hanaan, PWY Fellow and participant in the Leadership in Action Training-of-Trainers workshop.

Ideally, the Youth-led Initiative Program, a pool of funding administered by PWY for community initiatives, would begin immediately after the LIA training to provide practical opportunities for youth to apply their new leadership skills by developing and implementing initiatives to serve or improve their communities. However, in FY2014, PWY was not able to implement the youth-led initiatives due to a lack of funding.



Leadership in Action TOT participants practice teamwork skills.

In Q1, IREX recruited seven fellows to join the PWY team to assist with the implementation of youth leadership programming and the development of community outreach strategies. The fellows worked closely with PWY staff and provided input for the programming and co-led program implementation with youth. As the fellows contributed to the success of PWY's programming, they developed their skills as youth leaders in the process.

On March 16-21, 2014, IREX conducted a six-day LIA TOT workshop for 19 staff, fellows, and interns from the Al Bireh, Hebron, and Nablus YDRCs, and PWY. The training

equipped the participants with the skills and knowledge necessary to provide training to groups of up to 30 youth across the West Bank. The training also taught the participants techniques for fostering a sense of service by identifying community needs and creating a service action plan, and provided practical experience in producing videos to promote civic engagement or raise awareness of issues within their communities.

On April 17, 2014, PWY conducted a LIA facilitation skills and action planning workshop for 12 youth from Qalqilya, Jenin, and Hebron to teach them the process of facilitating youth-led initiatives. The training strengthened the participant's facilitation skills and introduced them to action planning tools that helped them to plan subsequent LIA trainings and facilitate youth initiatives in their communities.

Although PWY had planned to initiate the application process and award funding for the youth-led initiatives immediately following the LIA training, this phase of the youth leadership program was curtailed due to funding delays and the deceleration of PWY program activities.



Youth participate in a community initiative in Azzoun village.

Despite the lack of PWY funding available, in May 2014, a PWY fellow and another youth graduate from a LIA training organized a community initiative involving youth in Azzoun village in the Qalqilya governorate. Twenty-three youth – 12 female and 11 male – participated in theatrical and musical presentations and performed folklore dances to promote gender equality at a local community center. Approximately 50 parents and community members attended the performances, along with representatives of community organizations and local government offices.

After the project's restart in late August 2014, PWY prepared materials for a new LIA TOT to be held for staff and interns of the Al Bireh, Jenin, Jericho, and Qalqilya YDRCs in the first quarter of FY2015. PWY staff also prepared application forms, selection criteria, and procedures for the Youth-led Initiatives Program, which will be launched through the YDRCs in FY2015.

IR 2.2 – STRENGTHEN AND EXPAND INNOVATIVE YOUTH PROGRAMMING IN MEDIA, ICT, AND THEMATIC AREAS

At the beginning of FY2014, PWY prepared its strategies for strengthening and expanding the ICT and media programming offered by the YDRCs, and developed new TOT materials and courses for these programs in collaboration with the media and ICT coordinators at the established YDRCs. The new materials and courses included the ICT TOT manual, the media TOT manual, and the social media training manual. The programming teaches youth ICT and media topics, and provides them with opportunity to practically apply these lessons, such as re-assembling computer hardware at Cisco IT Essential trainings or holding photography competitions at photography and photo editing trainings. The new programming also offers a dynamic and exceptional platform for learning leadership skills, as well as youth engagement, innovation, and skill-building.

PWY also employs the TOT workshops to prepare interns to work as trainers in the YDRCs and provide sessions for youth on ICT and media topics, as well as to organize youth leadership initiatives and volunteer activities in the communities. For more information on the internship program, please see the section below, Sub-IR 1.3 Develop and support standardized youth internship programming.

Performance Indicators for Sub-IR 2.2		
Indicator	Target	Result
Number of participants in media programming	80	89
Number of participants in ICT programming	80	74
Number of participants in thematic programming	4,850	0
Percentage of participants in ICT, Media, or thematic sub-grant activities who remain engaged in PWY/YDRC programs	75%	45%

MEDIA PROGRAMMING

From February 10-13, 2014, PWY conducted a four-day media TOT workshop for nine YDRC media coordinators and project staff. As a result of the training, the participants improved their skills as media trainers, including their ability to identify youth training needs and set learning objectives.

These newly trained media coordinators and staff subsequently delivered a second TOT workshop for 21 interns, 2 new YDRC media coordinators, and 5 PWY fellows from March 24-27, 2014. The training participants learned journalistic story-telling and video production,

and gained leadership skills to foster teamwork and group decision-making.

The four media interns associated with the Jenin and Qalqilya YDRCs carried out a total of four “quick win” media training sessions for youth between April and June 2014. Twenty-four youth at the Jenin YDRC and 28 youth at the Qalqilya YDRC learned writing skills for news articles, photography, and other basic journalism techniques as a result. Additionally, the interns at the Al Bireh and Nablus YDRCs conducted media skills training for secondary students as part of their respective YDRC’s annual summer camp.

PWY also conducted additional media training in June in partnership with Souktel and Concepts for 20 university students and recent graduates from Jenin. The training introduced social media tools, such as Facebook, Twitter, and LinkedIn, and taught the participants how to use the tools to gain employment and/or attract customers and market their products. The training also discussed techniques for using Google Docs and Google Drive to exchange ideas, encourage teamwork, and foster innovation.

“I am very interested in becoming a television presenter. In one of the training sessions, we learned how to properly enunciate words by reading and speaking aloud. I practice these techniques every day, and I think they will help me to find a job on television.”

Duaa Jadallah, a female media intern with Wattan TV

ICT PROGRAMMING

PWY worked closely with several big-name tech companies to provide ICT training and TOT workshops to staff and interns at the YDRCs. Partners in training included Intel, Cisco, and Google.

From March 24-27, 2014, PWY implemented an ICT TOT workshop for 14 ICT coordinators and interns from the Al Bireh, Hebron, and Nablus YDRCs. The participants received training the Intel Entrepreneurship Program designed to increase youth employment skills and innovation through an e-learning course and on how basic technology tools can empower businesses. The final day of training



ICT Coordinators and interns from Al Bireh, Hebron, and Nablus YDRCs participate in an ICT TOT on March 24-27.

included practical exercises and participants pitched their technology-related ideas to address global challenges and present business plans and budgets created using online tools.

In order to provide training skills specific to the Cisco IT Essentials programs for youth, PWY supported a second TOT workshop for 13 ICT coordinators and interns from March

29 – April 2, 2014. This activity was conducted in partnership with Cisco, which provided the trainer. The participants

received intensive training on computer hardware, operating systems, computer maintenance, troubleshooting, and computer networking. The curriculum aims to help students prepare for entry-level ICT career opportunities and CompTIA A+ which is a certification provided by the vendor CompTIA on maintenance of PCs, mobile devices, laptops, operating systems and printers. The skills enable students to differentiate themselves in the marketplace and advance their careers.

Following this TOT program, the two ICT interns from Jenin and Qalqilya delivered two “quick win” training sessions on IT Essentials for youth in April, and in June-July the Al Bireh and Nablus YDRCs included the Cisco IT Essentials courses as part of their annual summer camps (more details are included below).

In April 2014, two staff from the Hebron YDRC and one from the Al Bireh YDRC traveled to Denver, Colorado, to attend the MOS Intel Clubhouse Network’s annual conference. Through the Computer Clubhouse Project, the MOS supports Intel Clubhouses at the Al Bireh and Hebron YDRCs in the West Bank and offers opportunities for additional training and certification. The three YDRC staff utilized the trip to the conference to hone their ICT skills, acquire best practices for helping youth to learn entrepreneurship through technology, and exchange innovative ideas with other Clubhouse Network members from around the world. When they returned to the YDRCs, the staff utilized their new skills to develop components on Adobe InDesign graphics and a video editing for their ICT and media activities.

The Hebron YDRC conducted a Google online marketing training course for 23 youth with a trainer provided by Google and additional support from PWY on April 18-20, 2014. The youth participants learned digital marketing techniques and how to develop advertising goals and strategies, which they later put to use in the Google Online Marketing Challenge. In June, a team from the YDRC successfully passed to the second round of the competition, but did not move on to the next round. The Nablus YDRC also conducted a Google online marketing training workshop for 16 youth in May 2014, but the youth did not participate in the Google Online Marketing Challenge.

"Most of what I learned in college was purely theoretical. The IT Essentials Cisco training is the first time I was exposed to practical applications in computer hardware and maintenance. During the course of my Computer Science studies, I was always told that working on computer hardware was difficult for girls. I actually excelled at our hardware activities during the training, and now I can't wait to teach my new skills to others."

Hiba Nijah, an ICT Coordinator participating in the TOT in March and April

During the months of June-August 2014, the established YDRCs also included ICT and media training as part of their annual summer camps:

- The Al Bireh YDRC included a Cisco IT Essentials course in addition to training activities on photography design, media writing, and Adobe Photoshop in its summer camp for approximately 70 youth.
- The Hebron YDRC offered Adobe Photoshop, Google Online Marketing, and Intel Clubhouse activities to 180 youth through its summer camp.
- The Nablus YDRC provided Adobe Photoshop, media training, Cisco IT Essentials, Google Online Marketing, and Intel technology and entrepreneurship activities to approximately 300 youth during its summer camp.

THEMATIC PROGRAMMING AND SUB-GRANTS

In March 2014, PWY organized an informational session for local youth-serving organizations on the process for bidding on thematic grant opportunities in the areas of sports, the environment, English language, and the arts. Based on their expressed interest, IREX issued a request for proposals (RFP) to approximately 30 potential NGO partners in these thematic areas. In April, PWY convened a selection committee to review the 18 grant applications submitted and shortlist the most competitive. The requirements for the thematic grants specified that the selected NGOs must implement program activities that reach at least 1,000 youth each and transfer expertise to the YDRCs to enable them to continue to implement these activities going forward. In September 2014, after the project's restart, PWY issued a request for best and final offers (BAFO) from the two NGOs selected for thematic grants: Sports for Life (PSFL) and the Continuous Education Institute (CDCE I).

At the end of FY2014, due to the limited funding available for the thematic grants, PWY coordinated with PSFL to decrease its budget and programming to reach only 500 youth beneficiaries through the YDRCs, and put on hold its plans to award the second grant to CDCE I until receiving the next funding obligation in FY2015.

IR 2.3 – DEVELOP AND SUPPORT STANDARDIZED YOUTH INTERNSHIP PROGRAMMING

In early FY2014, PWY finalized the design of its internship program in consultation with the Al Bireh, Hebron, and Nablus YDRCs. PWY supported 50 internships, including 40 at the YDRCs and 10 at media and ICT companies, over-three months (April-June). The interns received employability skills training and TOT capacity building provided by PWY. The interns at the YDRCs subsequently led media, ICT, and leadership activities for youth, while interns at the media and ICT companies participated in work activities and gained skills and knowledge valued in the economy.

On February 8, 2014, PWY advertised the internship program through Jobs.ps and Al Quds Newspaper, and the established YDRCs advertised the internship program on their Facebook pages. PWY received over 2,700 applications for the internship program, and assisted the YDRC staff in Al Bireh, Hebron, and Nablus to review and evaluate the applications, select a shortlist of potential candidates, and interviewed the potential candidates. PWY staff also worked with the board members of the clubs selected to become the new YDRCs in Jenin, Jericho and Qalqilya to evaluate applications and interview candidates for

"The training was very helpful in preparing me for my new position as an intern at the Nablus YDRC. I feel that I gained management and teamwork skills to help me navigate my relations with my fellow interns and my supervisor. I am excited to begin my new job!"

Masoud Yassen, male youth program intern at the Nablus YDRC

internship placement. In addition to the 40 youth selected for internships at the YDRCs, PWY also placed 10 ICT and media interns at five private companies and institutions, including Al-Najah University, Al-Quds Educational TV, Wattan TV, Panorama, and the PNN. Please see below for a detailed breakdown of the placement of PWY interns in FY2014.

On March 19 and 20, 2014, 22 of the 50 interns participated in a two-day Employability Skills training program to prepare them for placement at the YDRCs and partner organizations. The interns received instruction and guidance on writing a resume and cover letter, interviewing, workplace communication, and conflict management, as well as information on the principles of PYD and SL methodologies.



Interns role play office scenarios during an employability skills training in March.

The interns also participated in several PWY TOT workshops to strengthen their knowledge of their respective technical specialties (i.e., ICT, media, and youth programming), to develop their skills as a trainer, and to build their confidence as leaders. (The various TOT workshops are described in detail above in section IR 2.2.) They also received ongoing coaching and feedback from the PWY staff to help improve their ability to conduct effective training programs for youth.

Over the course of their three-month internships from April-June 2014, the 40 YDRC interns implemented a total of over 11 different ICT, media, employability, and leadership activities for over 700 youth. The 10 interns assigned to partner ICT and media companies also attended many of the PWY technical training workshops and were able to make important contributions to their organizations as a result. Five of the 10 interns gained full- or part-time employment after completing their internships.

The table below shows the results of a survey of PWY interns conducted in September 2014 on their employment status after completing their internships.

Total # of Interns	# who responded to PWY survey	# Employed (% of respondents)	Employment Type	
			Full Time	Part Time
50	47	21 (45%)	17	4

In September 2014, PWY posted an announcement on Jobs.ps, a popular employment website, and in the Al Quds newspaper to recruit a new cadre of interns at the YDRCs to serve as trainers in the areas of ICT, media, youth programming, and YDRC administration. Over 600 youth applied in response.

In preparation for this new group of interns, PWY staff reviewed and updated all forms for its internship program (e.g., application form, interview evaluation form, performance evaluation template, and general scopes of work for ICT, media and youth programming interns) and shared them with the YDRCs. YDRC board members and staff, along with PWY staff, held interviews for intern candidates at the Jenin, Jericho, and Qalqilya and selected four interns per YDRC to assist with the implementation of upcoming youth programs in FY2015. As a result of the capacity building provided by PWY earlier in FY2014, each of the three established YDRCs successfully recruited and selected six interns on their own.

In late September 2014, after the project's suspension during the summer, PWY provided additional TOT training in media and ICT to 18 new interns from the YDRCs in Al Bireh, Jenin, Jericho, and

Nablus. This TOT prepared the new interns to work as trainers in the YDRCs and provide sessions for younger youth, to lead technical ICT and media workshops, and to facilitate youth leadership initiatives and volunteer activities in their communities. The interns will go on to lead media, ICT, and leadership activities for around 230 youth at each of the new YDRCs and 350 youth at the established YDRCs by January 2015.

described in the Assessment. Please see the full Organizational Capacity Assessment report for established YDRCs sent separately to USAID for more details. PWY staff intends to conduct follow-up assessments of the YDRCs on an annual basis.

21ST CENTURY YOUTH COMPETENCIES ASSESSMENT

Between April and June 2014, PWY conducted the 21st Century Youth Competencies Assessment in all 11 governorates in the West Bank. The assessment process engaged youth in the design and implementation of surveys, focus groups, and interviews, and gauged the skills and knowledge that young people need for a successful transition to adulthood. This baseline assessment measured the cognitive, social, emotional, and physical domains of Palestinian youth, and PWY will measure its performance and progress against the baseline data in midterm and final evaluations.

21st Century Youth Competencies Assessment

- ✓ **1500 youth** surveyed in 11 governorates of the West Bank
- ✓ **119 youth** participated in focus groups
- ✓ **10 key individuals** interviewed
- ✓ **35 youth enumerators** conducted the survey



A youth enumerator administers a survey questionnaire to a young respondent as part of the 21st Century Competencies assessment in May.

PWY staff presented the preliminary results of the assessment to USAID prior to the project's suspension, and submitted the full report in early October 2014 (FY2015).

The key findings of the assessment were that a youth who is active in a youth organization or YDRC is 62% more likely than the average youth to gain employment; and a youth who participates in a skills training similar to those implemented by PWY is 51% more likely than the average youth to gain employment. PWY intends to use the results of the assessment to help the YDRCs to strengthen their existing programming, to recruit disadvantaged youth, and to focus new activities on the development of key competencies necessary for young people to prepare

for economic, civic and social participation. Please see the full 21st Century Youth Competencies Assessment sent separately to USAID for further details.

KEY FINDINGS: Palestinian Youth in the West Bank



Low competency levels identify disadvantaged youth groups



Youth community involvement varies, especially among females



Youth engagement can predict youth employment



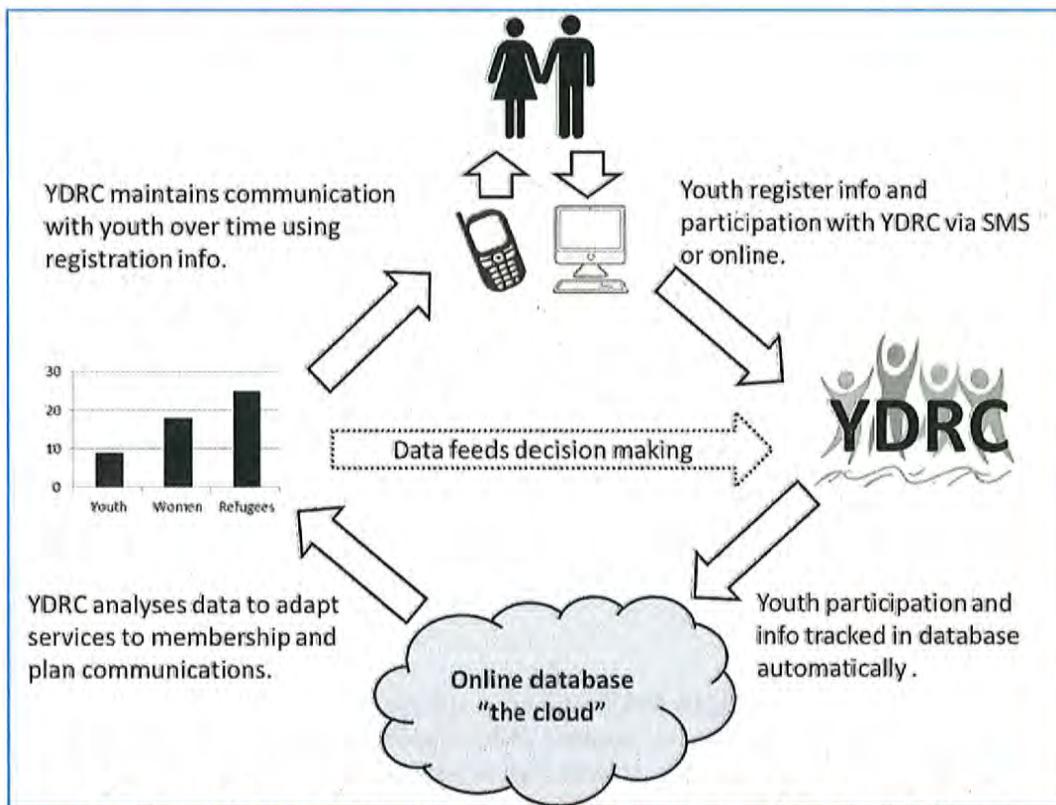
Youth believe they can lead but lack opportunities



Many young people remain undecided about participating in youth organizations

PARTICIPANT MANAGEMENT AND TRACKING SYSTEM

PWY anticipates developing a Participant Management and Tracking System to help youth register their participation with YDRCs via SMS or online, and to enable the YDRCs to analyze their membership, tailor services accordingly, and send individualized communications to participants. Please see the infographic below depicting the system's functionality. The project anticipates commencing the procurement in Q1 of FY2015. During FY2014, the project identified the most competitive bidder through an international RFP process and several round of questions and answers. In August 2014, the project met with the selected bidder to discuss adapting the system to other IREX projects in the region as well as to divide the procurement into phases. PWY sought a phased approach in order to allow the project to proceed with the procurement with the limited obligated funding that it has received. Upon receiving additional obligated funding, PWY and an additional IREX project in the region will enter into a contract with the selected vendor and begin the development and implementation of the Participant Management and Tracking System.



A depiction of the principles behind the online Participant Tracking and Management Platform.

DATA QUALITY ASSESSMENT

In June 2014, USAID conducted a data quality assessment (DQA) of PWY's M&E plan and systems. The DQA covered two of the project's four performance indicators that are reported in USAID's annual Operational Plan (OP):

- Indicator 1.2.a (PPR 6.3.2.A): "Number of partnerships created between Youth Serving Institutions and the public/private sector."

- Indicator 2.3.c (PPR 6.3.2.B): “Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources.”

USAID staff visited PWY’s office to conduct a spot check of files, processes, and procedures against the metrics of validity, reliability, timeliness, precision, and integrity. PWY followed up on the meeting by sending soft copies of the data sources to USAID. PWY received notification from USAID in late June that the results of the DQA were positive and the performance data contained no significant errors or risk. USAID made several recommendations to improve the data collection process in the future, which PWY has incorporated into its PMP.

PROJECT IMPACT

PWY made substantial progress toward its intended results during FY2014. The project increased the access of 1,098 youth to non-formal educational and leadership opportunities; 98% of these youth reported satisfaction with the programs in which they participated, and 45% reported that they remained engaged at the YDRC through participation in other programs. Based on the results of the 21st Century Youth Competencies Assessment, PWY found that a youth who is active at a YDRC is 62% more likely than the average youth to gain employment; and a youth who participates in a skills training provided by PWY and the YDRCs is 51% more likely than the average youth to gain employment. This finding was also demonstrated by the PWY internship program, as 45% of the interns trained by IREX and involved at the YDRCs received offers of employment following their internships. IREX believes the impact of the PWY project on the lives of youth, particularly their employability and contributions to their communities, will become more visible and measurable over the course of the next three years.

The PWY project also had an impact on the sustainability of the YDRCs. Through the 21 public and private partnerships established during FY2014, the YDRCs were able to expand their programming and services for youth. With additional training and capacity building from PWY, the YDRC staff made efforts to increase the quality of their youth programming and began to think about ways in which to make it more cost effective. IREX will measure the progress of the YDRCs’ organizational development in FY2015, and anticipates that all six current YDRCs will show improvement.

For a complete view of PWY’s accomplishments against its performance indicator targets, please see the section entitled Status of Program Progress vs. Approved Indicators.

APPROPRIATENESS OF PMP

Based on lessons learned during FY2014, PWY submitted a revised PMP for FY2015 on September 10, 2014, for USAID review and approval. The modified PMP included several revisions to performance indicators in order to better measure the project’s overall performance and to collect timely and actionable data for internal management and monitoring purposes. The table below details the proposed changes to performance indicators in the PMP for FY2015.

Performance Indicator	Proposed Change	Comment
Indicator I.b “Percentage of YDRC, AC, or NGO staff satisfied with training received.”	Remove	The target population is too low in FY2015. Only approximately 20 staff members exist from current and planned partner YDRCs, ACs and NGOs. To operationalize this indicator PWY would essentially survey the same 20 people repeatedly.
Indicator I.I.a “Number of HCYS staff that benefit from capacity	Remove	Following USAID guidance, PWY does not implement activities measured by this

building project activities.”		
Indicator 1.1.b “Percent of HCYS staff expressing satisfaction with PWY training.”	Remove	indicator. Following USAID guidance, PWY does not implement activities measured by this indicator.
Indicator 2.A “Proportion of females who report increased self-efficacy at the conclusion of USG-supported training/programming.”	Remove	PWY proposes to remove this indicator following a USAID request to decrease the number of PPR indicators.
Indicator 2.1.c “Percentage of participants in ICT, Media, or thematic sub-grant activities who remain engaged in PWY/YDRC programs.”	Replace with 2.C “Percentage of youth beneficiaries who remain engaged in PWY/YDRC programs.”	The new indicator (IREX Indicator 2.C) more meaningfully measures the engagement of all PWY/YDRC beneficiaries, while the old indicator only measures engagement for youth participating in three types of programs. The new indicator will measure engagement for all youth participants.
Indicator 2.1.c “Number of community projects implemented by youth that contribute to bringing about positive change in the community.”	Modified to “Number of community projects implemented by youth to contribute to positive change in the community.”	The modification enables PWY to include all projects aimed at “bring about positive change in the community” rather than having to evaluate whether the projects do affect “positive change.”

PWY also modified the targets for some performance indicators in FY2015 given that obligated funding to date has been at less than 60% of the anticipated funding, and/or based on actual experience over the past year and planned levels of activities for the upcoming year.

TRAINET & GEO-MIS

Throughout FY2014, PWY updated USAID TrainET and Geo-MIS on a regular or quarterly basis as required by the cooperative agreement.

PLANNING & CHALLENGES

LIST OF REPORTS/DELIVERABLES COMPLETED

- On October 30, 2014, the project submitted a Performance Report detailing key activities for the period of September 1-30, 2013. The report followed PWY's Program Report from March 1 to August 31, 2013.
- On December 20, 2014, PWY received USAID approval for its Performance Management Plan (PMP) and, in coordination with USAID, developed a PMP Quarterly Reporting Template along with a PMP Indicators Tracking List.
- On February 5, 2014, PWY submitted a 90-Day Components Action Plan to USAID with tasks and deliverables through April 30, 2014. Included as an attachment was a status report on the plan as of March 31, 2014. As PWY began to curtail activities due to potential funding delays, PWY remained in close communication with USAID.
- In January 30, 2014, PWY submitted its Quarterly Report for October – December 2013, Q1 of FY2014.
- On April 30, 2014, PWY submitted its Quarterly Report for January – March 2014, Q2 of FY2014.
- On June 26, 2014, PWY presented preliminary findings of its 21st Century Youth Competencies Assessment to USAID.
- On August 6, 2014, PWY submitted its Quarterly Report for April – June 2014, Q3 of FY2014.
- On August 6, 2014, PWY submitted the Organizational Capacity Assessment Report on the established YDRCs along with its quarterly performance report for Q3 of FY2014.

KEY CHALLENGES

The most significant factor affecting the performance of the PWY program has been the level and timing of funding obligations from USAID. Overall, IREX has received less than 60% of the funding anticipated for the PWY program, based on the original cooperative agreement. Subsequent delays in the obligation of incremental funding forced IREX to decrease the number and scope of PWY activities in the spring of 2014. IREX's design for PWY is based on efficiencies of scale and a multiplication effect. Therefore, reduced funding levels and funding delays have exponential effects on program results.

In coordination with USAID, PWY began curtailing activities in March 2014. IREX informed USAID that it intended to notify staff and partners of the impending program suspension in mid-May 2014; however, USAID requested that IREX delay two weeks before issuing the notifications. On May 29, IREX issued notifications of suspension to staff and partners and suspended all operations completely on June 30. On August 12, IREX received a funding notification that allowed it to restart the PWY project at a reduced operating level on August 24.

Additionally, PWY experienced a key personnel turnover during FY2014, as well as other challenges with staff and partners. IREX took substantial steps to address the issues at hand in February 2014 and introduced a modified organizational structure for the program and clarified the goals and responsibilities of each staff member. However, IREX fully resolved the PWY staffing issues during the project suspension and was able to restart the program in September 2014 on solid footing with a modified team of dedicated and hard-working professionals eager to implement PWY activities.

IREX issued long-term, general operational support grants to the established YDRCS in FY2014 which failed to guarantee documentation that verified the numbers of youth participating in activities. In many cases, the YDRCs conducted activities with staff salaried through IREX's grant and yet refused to submit attendance sheets to PWY. Without attendance sheets, PWY proved unable to verify the number of youth participants to report to USAID. After the project's restart, IREX focused on shorter-term, activity-based FOGs as more flexible mechanisms and as a strategy to hold YDRCs accountable for performance. The grants anticipated for FY2015 include attendance sheets, post-activity surveys, and photos as deliverables for milestone payments.

PWY also experienced significant challenges in reaching agreement with the three established YDRCs on the optimal modality to provide them with financial, technical, and material support. The YDRC executive directors found it difficult to transition from being direct hires of an international implementer and from the YDRCs receiving in-kind grants only to the YDRCs receiving sub-grants that provide funding to cover operational and program costs.

The Hebron and Nablus YDRCs expressed concerns regarding a number of programmatic issues and their method of negotiation was to delay activities and threaten to pull participants from training events. IREX was required to conduct negotiations with the two YDRCs about several key components of the PWY project, including the equipment grants, participation in the LIA TOT and youth-led initiatives program, and the recruitment process and agreement terms for interns. To resolve this challenge, IREX instituted a system of bi-weekly consultations by phone and in person with each YDRC to limit lengthy communications that detracted from activity implementation.

As each of the YDRCs required USAID vetting, waiting for the approvals delayed implementation of several planned activities in FY2014. The delays were further compounded for the Al Bireh YDRC, as it took significant time for the HCYS and the Al Bireh YDRC to submit the paperwork required to start the vetting process.

PWY also experienced a delay in confirming the Jericho YDRC selection. The HCYS expressed concern with the selection. IREX and USAID consulted, and IREX met with the HCYS in March. As a result of the process, the project selected a new partner, The Good Shepherd Club, as the new Jericho YDRC.

Moreover, because vetting of individuals is required for all partners prior to providing more than five consecutive days of training to youth aged 16 and above, the YDRCs have focused on beneficiaries under the age of 16. As the USAID age parameters for youth are ages 14-29, the YDRCs' unwillingness to request vetting of individuals means that there is limited to no training for a large number of youth. PWY intends to work with the YDRCs in FY2015 to find a relatively easy and efficient way to vet older youth.

Throughout FY2014, security concerns remained a constraint for PWY and the YDRCs. The unstable political situation in the West Bank, Israel, and Gaza negatively affected the implementation and timing of activities as heightened tension caused limited movement around the West Bank. At times PWY staff was unable to travel freely or frequently to the YDRCs to provide technical assistance and capacity building, and beneficiaries were hesitant to attend activities at the YDRCs.

UPCOMING TARGETS FOR FY2015

For a complete list of upcoming activities, please see PWY's Workplan for FY2015 and PMP for FY2015, which were submitted to USAID on September 10, 2014. With its current obligation of funding, PWY expects to reach the following primary targets by the end of May 2015:

IR 1 - Strengthen capacity of Palestinian youth-serving organizations to implement PYD-SL programming and manage partnerships

- 6 YDRCs with increased capacity
- 6 YDRC activity-based grants awarded
- 6 YDRC equipment grants awarded
- 6 YDRC grants extended
- 1 thematic grant awarded to an NGO
- 4 YDRC capacity-strengthening workshops provided
- 15 new partnerships underway

IR 2 – Strengthen youth leadership and development through improved youth programming

- 5,500 youth provided with increased access to non-formal educational and leadership opportunities, including:
 - 900 youth participating in youth initiatives
 - 500 through one thematic grant
 - 60 youth participating in internships

Monitoring & Evaluation

- Conduct organizational capacity assessments for three new YDRCs
- Develop a participant management and tracking system

PROJECTED USAID APPROVALS, WAIVERS, OR DEVIATION REQUESTS

IREX submitted a workplan and PMP for the PWY program for upcoming year to USAID on September 10, 2014, and anticipates receiving approval for these key performance plans in early FY2015.

STATUS OF BUDGET EXPENDITURES AND ANALYSIS OF COST OVERRUNS

In FY2014 PWY did not experience cost overruns or high unit costs.

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