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IREX West
Bank:
Partnerships
with Youth
Program

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ACRONYMS & ABBREVIATIONS

AC	Affiliated Club
AOR	Agreement Officer's Representative
CBO	Community based organization
CDCE-I	Community Development and Continuous Education Institute
CDP	Capacity Development Process
CSS	Cascading Style Sheets
EVS	European Voluntary Services
FAA	Fixed Amount Award
FY	Fiscal Year
FOG	Fixed Obligation Grants
GEW	Global Entrepreneurship Week
HCIE	Higher Council for Innovation and Excellence
HCYS	Higher Youth Council of Youth and Sport
HR	Human Resources
HTML	Hypertext Markup Language
ICT	Information and Communications Technology
IR	Intermediate Result
LIA	Leadership in Action
LII	Leaders in Influence
LET	Local Employment and TVET
LOE	Level of Effort
M&E	Monitoring and Evaluation
MOE	Ministry of Education
MOH	Ministry of Health
MONE	Ministry of National Economy
MOL	Ministry of Labor
MOS	Museum of Science
MOU	Memorandum of Understanding
NCE	No-cost Extension
NGO	Non-governmental Organization
OCA	Organizational Capacity Assessment
OSS	One Stop Shop
P&P	Policies and Procedures
PMP	Performance Management Plan
PWY	Partnerships with Youth
PYD	Positive Youth Development
PYD-SL	Positive Youth Development and Service-Learning
Q	Quarter
SL	Service Learning
SOW	Scope of Work
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TOT	Training of Trainers
USAID	United States Agency for International Development
WBG	West Bank/Gaza
YDRC	Youth Development Resource Center
YLI	Youth Led Initiatives
YSI	Youth Serving Institutions

EXECUTIVE SUMMARY

Partnerships with Youth (PWY) is a USAID-funded and IREX-administered 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.

OVERVIEW

Youth comprise one-third of the Palestinian population, and demographic trends indicate that youth will continue to constitute a growing proportion of the population in the years to come.¹ With increasing unemployment rates and low political representation,² youth often feel that their future is bleak, that their voices are not heard, and that they have insufficient opportunities.³ However, despite the reality of life for youth in the West Bank, they are resilient, exhibiting a commitment to education, and are poised to make meaningful contributions to their communities, if given the opportunity.

Within this context, IREX implemented the five-and-a-half-year, \$14.4 million USAID-funded Partnerships with Youth (PWY) program. PWY's objective was the **USAID West Bank/Gaza Objective** from its May 2013 Youth Development Strategy: **youth with increased opportunities to realize their potential to effectively contribute to social and economic development in a stable and prosperous Palestinian state**. PWY worked to achieve this by expanding educational and leadership opportunities for youth aged 14-29 throughout the West Bank by creating sustainable hubs for youth innovation and learning. In doing so, PWY employed a comprehensive youth development strategy based on Positive Youth Development (PYD) – Service Learning (SL). PYD-SL facilitates transitions to adulthood by providing youth with opportunities to build and practice competencies necessary in contributing, engaged adults. PWY implemented PYD-SL activities through sub-grants and support to Youth Development Resource Centers (YDRCs), while building their capacity to provide youth programming and services effectively. In supporting existing, community-based youth institutions and working through youth interns placed in these institutions, PWY's unique model created change at scale that was organic and sustained through partnerships.

The program expanded educational and leadership opportunities for youth by accomplishing two intermediate results (IR):

- **IR 1:** Strengthen capacity of Palestinian youth-serving organizations to implement PYD-SL programming and manage partnerships
- **IR 2:** Strengthen youth leadership and development through improved youth programming

Under IR 1 – **Strengthen the capacity of Palestinian youth-serving organizations to implement PYD-SL programming and manage partnerships** – the program developed partnerships at the national and district level to support youth development, and strengthened the capacity of YDRCs, affiliated clubs, and NGOs. Launched in March 2013, the Partnerships with Youth program grew the YDRC model from the three previously-established YDRCs to the current network of eight YDRCs and two implementing partner organizations that cover the whole of West Bank – a network that **these ten organizations themselves formalized by signing a Memorandum of Understanding in September 2018**.⁴ IREX built this network through the provision of \$2.4 million in assistance and equipment to these centers, coupled with capacity-building support in the form of more than 30 joint workshops plus additional, tailored on-site mentoring and coaching. To help these community-based YDRCs⁵ offer high-quality youth programming,

¹ Palestinian Bureau of Statistics (PCBS), International Youth Day 12/8/18 Press Release, <http://www.pcbs.gov.ps/post.aspx?lang=en&ItemID=3215>

² Ibid.

³ Arab World for Research and Development (AWRAD), Youth Survey, 2016.

⁴ IREX supported a total of 10 YDRCs over the course of the PWY program, but two – the Jerusalem YDRC and Al Bireh YDRC – were not involved with PWY at the program's close.

⁵ Throughout this report, unless otherwise specified, YDRCs will be used to refer to both YDRCs and the two implementing partners in Al Bireh and Bethlehem.

PWY trained over 400 youth interns to lead training programs in the YDRCs and assisted the YDRCs to develop a **network of 146 local, regional, and international partners**. These partnerships allowed the YDRCs to leverage needed resources to increase youth participation, diversify course offerings, create opportunities for youth employment and skills application, and access funding and in-kind support.

Under IR 2 – **Strengthen youth leadership and development through improved youth programming** – the program strengthened youth leadership through community initiatives, exchanges, and training; expanded innovative youth programming in media, information communication technology (ICT), employability, and other thematic areas; and developed standardized youth internships. YDRCs built young people’s skills and prepared them for successful economic and social engagement, directly supporting USAID’s Mission Objective. They also provide safe spaces where Palestinian youth are able to learn, lead, grow, and engage in their communities. Over the course of the program, **24,583 unique youth gained access to educational and leadership opportunities**. Of these youth participants, **96% expressed satisfaction with the programming** conducted by PWY or the YDRCs, and 35% participated in more than one activity. Putting their acquired skills into practice, **3,768 youth participated in a total of 108 youth-led community initiatives across West Bank**, implementing projects to improve or solve problems in their communities. Of the over 500 youth who participated in PWY internships, external internships, and fellowship programs, **48% gained employment after completing their internships**.

Over the course of the program, **24,583 unique youth** gained access to educational and leadership opportunities.

These achievements are all the more impressive when examined within the program’s operating environment. Over the course of five and a half years, the Partnerships with Youth program has maintained its focus,

Of the over 500 youth who participated in PWY internships, external internships, and fellowship programs, **48% gained employment after completing their internships**.

adapting and evolving as needed both to improve effectiveness and quality of programming, but also in response to a shifting political and financial climate in the West Bank and United States. Insecurity of funding led IREX to delay the selection of and implementation of activities early in the program. Further funding delays forced IREX to suspend all activities during July and August 2014. Funding limitations and the timing of USAID obligations of incremental funding required IREX to issue several short-term grants (three to four months) rather than the year-long grants originally proposed.

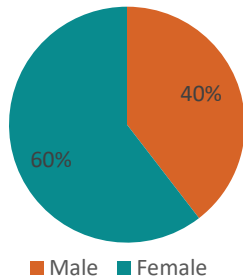
While a frustration to the YDRCs, IREX used this as an opportunity to work closely with the YDRCs to build their grants-management capacity, tightening grants requirements with each subsequent grant cycle.

While the end goal of the PWY program was youth-focused, the heart of the program’s approach was the YDRC model: community-based centers capable of implementing robust, PYD-SL programming that strengthen youth leadership and development. PWY provided resources and support to the centers through grants that enabled these organizations to provide increased services to youth. PWY also built the capacity of the YDRCs to manage these grants and their associated activities – improving internal systems, guiding strategic development processes, and helping to mobilize resources. Part of this capacity building was facilitating partnerships among institutions. As a model of PYD-SL programming, PWY trained youth interns for the YDRCs to help implement the programming funded through these activity grants. Predominantly, these interns led trainings and activities under one of the program’s four technical areas – employability, ICT, leadership, or media – receiving mentorship and support from PWY’s technical specialists. The PWY program supported technical courses and programs that built youths’ technical and soft skills, connecting these to needed pre-employability and employability skills in an effort to help youth realize their potential to effectively contribute to the social and economic development of Palestine.

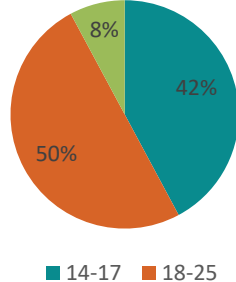
OUR IMPACT

During its lifetime, through **over 1,400 trainings offered by ten YDRCs**, two implementing partners, and PWY directly, **the PWY program touched the lives of 24,583 unique youth aged 14-29 living throughout the West Bank**. The demographic breakdowns of these youth, over the life of the program, are depicted in the charts below.

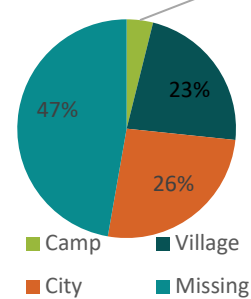
% of Youth Reached by Gender (LOP)



% of Youth Reached by Age (LOP)



% of Youth Reached by Location (LOP)

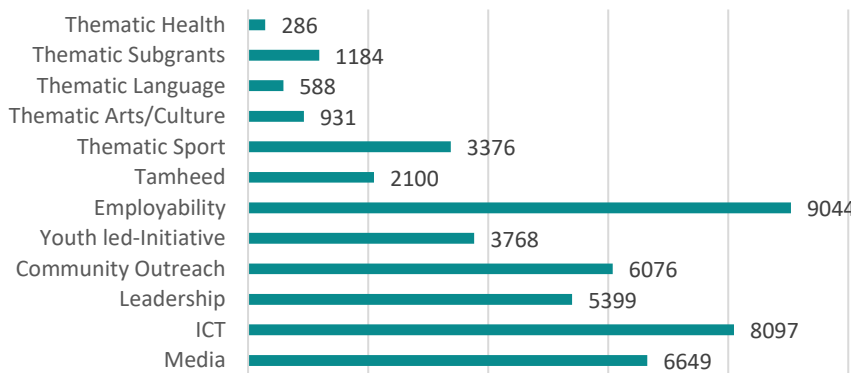


The unique model of PWY and the YDRCs offered these thousands of youth the space and the environment to grow, share, learn, and express themselves. These individual transformations were most recently captured via IREX's Most Significant Change (MSC) study undertaken in June and July 2018. Of the youth who participated in the study, **86% indicated that the YDRCs/PWY had significantly impacted their personal lives** – crediting the YDRC trainings, internship programming, and YDRC environment with building their self-confidence, making them feel valued, and supporting their goals and dreams. (More details on the MSC study can be found in the Monitoring and Evaluation section, below.)

By strengthening youth leadership and development through improved youth programming, the program also increased opportunities for youth to contribute positively to their communities: **Over 3,700 youth participated in over 100 PWY-supported, youth-led community initiatives**. These short-term initiatives have had lasting impact: **82% of youth in the MSC study indicated that their participation in YDRC activities had resulted in an increased involvement in their communities via volunteer**

work or community improvement initiatives and that they had a greater understanding and general awareness of local community or social issues.

of Youth Participants Reached by Component



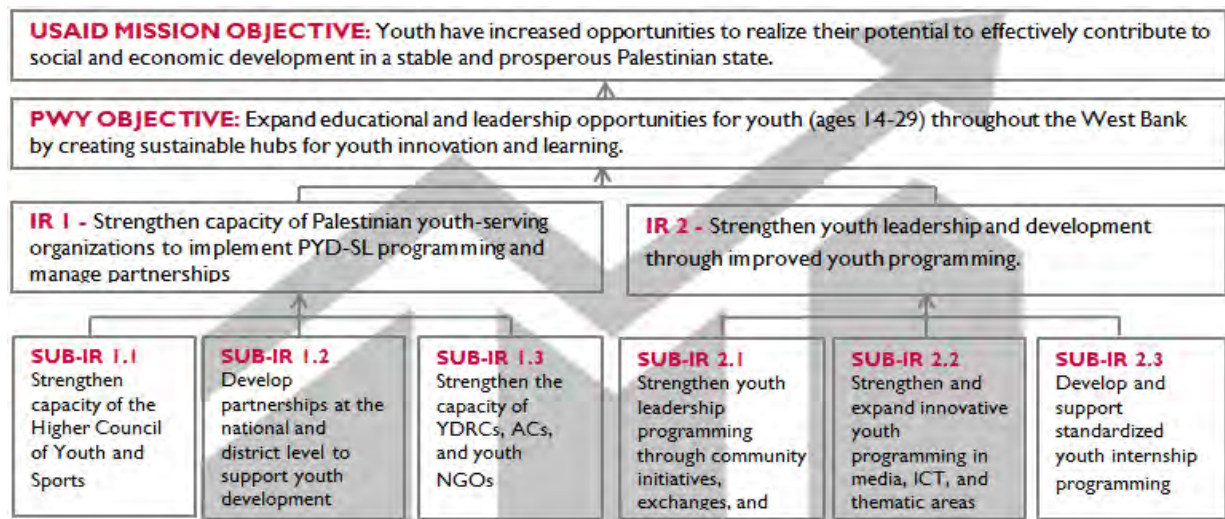
These trainings and community initiatives formed the backbone of activities lead by the YDRCs throughout the life of PWY. Each YDRC customized these activities and offered additional activities in their programming based on the needs and interests of the young people in their governorates.

These activities were

predominately focused on the technical components of leadership, media, ICT, employability and other thematic – cultural, arts, sports – activities. Most trainings under the four major technical components were

led by one of the youth interns. The number of youth participants reached by all organizations, over the life of the program, are listed in the above chart by component (these numbers are not unique; for example, a youth who benefited from both ICT programming and Tamheed would be counted twice).

The various components fell under one of the six sub-Intermediate Results, which form the basis for PWY’s results framework. This framework (pictured below) serves as a useful tool to frame PWY’s broad outcomes and impact, described in greater detail in the narrative below (page 5-20).



IR 1: STRENGTHEN CAPACITY OF PALESTINIAN YOUTH-SERVING ORGANIZATIONS TO IMPLEMENT PYD-SL PROGRAMMING AND MANAGE PARTNERSHIPS

IR 1.1 – STRENGTHEN CAPACITY OF HIGHER COUNCIL OF YOUTH & SPORT

PWY did not undertake any activities to strengthen the capacity of the Higher Council of Youth and Sport (HCYS) based on a request from USAID not to provide the HCYS with capacity building assistance and training.

IR 1.2 – DEVELOP PARTNERSHIPS AT THE NATIONAL AND DISTRICT LEVEL TO SUPPORT YOUTH DEVELOPMENT PROGRAMS

A key component to PWY’s approach to strengthening youth-serving organizations and youth programming in West Bank was fostering partnerships across institutions. During the life of the program, **PWY and the YDRCs developed a network of 146 partnerships with public and private sector entities** with the goal of strengthening the implementation of PWY/YDRC youth programming and ensuring the sustainability of the YDRC model. The partnerships allowed the YDRCs to recruit for trainings and activities, strengthen and diversify their course offerings, and created youth employment opportunities.

INCREASE AND STRENGTHEN YOUTH PARTICIPATION

Partnerships with local, national, and international NGOs and youth-serving organizations strengthened the YDRCs’ community network and supported their programmatic activities. **Forty-two organizations supported YDRC recruitment efforts in their communities.** This was especially important in recruiting young women in more conservative communities at the start of the program, when centers were seen as places only for males. “Female participation was one of the first, and most important challenges that our YDRC faced. We managed to overcome this challenge by developing partnerships with organization and associations, like Takafoul, to recruit both genders to the center,” said Othman Abbas, coordinator of the Jenin YDRC. This effort was so successful that ultimately 60% of all PWY participants were female, an

overcorrection that PWY tried to account for and address in its youth-led gender assessment (discussed under Monitoring and Evaluation, below).

Partner	YDRC	Nature of Partnership
Ministry of Education	All YDRCs	Connect the YDRCs with governmental schools in their respective governorates to implement and recruit youth for PWY trainings. Some of the YDRCs faced difficulty in recruiting youth aged 14-16 via the local schools in their governorates. Often, the schools were unwilling to share advertisements for the YDRC trainings without a letter from the MOE confirming their support for the YDRCs and their activities. The MOE disseminated an MOU to all governmental schools to endorse the YDRCs and their programs.
Ministry of Health	All YDRCs	The MOH circulated a letter of support for the PWY program to all of the local health directorates, encouraging them to conduct free informational and awareness sessions on health-related topics. The topics were determined in consultation with each YDRC.
Qalqilya Municipality	Qalqilya YDRC	In 2014, the Municipality provided facilities to the Qalqilya YDRC to hold its youth activities.

Partnerships established with government bodies, such as the Ministry of Education, Ministry of Labor, and the Ministry of Health, resulted in partnerships at the local, governorate level that also helped YDRCs access more youth. Nine official partnerships, along with other unofficial collaborations, were established with governorate and village municipalities to ensure support from local governing bodies and to extend the reach of the YDRCs to villages and towns outside of the governorate capitals where most YDRCs are located. These partners primarily assisted with recruitment and provided facilities for YDRCs to conduct trainings and activities, such as in schools; however, some municipalities partnered to support youth-led initiatives. For example, the Tubas Municipality supported the “Musical Scales” initiative that aimed to alleviate traffic congestion, and municipality representatives were featured in the “Sha’shaboun” initiative, where youth record discussions and interviews with local leaders about issues impacting youth.

DIVERSIFY COURSE OFFERINGS

PWY and the YDRCs established strategic partnerships to support and strengthen the design and implementation of their programming. Through partnerships with private companies, academic organizations, and other local NGOs, the YDRCs added new courses to their curriculums. For example, Paltel – one of the largest telecommunication companies in the West Bank and Gaza – partnered with the YDRCs to provide programming and coding training, as well as financial support for small projects. The MOU between the Nablus YDRC and Paltel resulted in the Paltel Social Responsibility Unit’s agreement to fund small projects with other YDRCs. Other technical partnerships, like PWY’s five-year partnership with Silatech, strengthened employability training and mentorship across all of the YDRCs. PWY continually used the Silatech-created employment portal Ta3mal, which offers youth resources, tools, and virtual workshops to bridge the gap between academic intuitions and the labor market.

While the Paltel and Silatech partnerships added courses and resources under PWY’s traditional technical areas (ICT and employability respectively), other partner organizations provided non-traditional services and trainings to the YDRCs. For example, youth identified health as an area where more services and information was needed, a topic outside of what the centers were able to offer themselves. As such, YDRCs partnered with organizations like the Madeed Center for Counseling and Mental Health, Mays Nutrition Clinic, Nazerth Hospital, and the Palestinian Red Crescent Society to provide a variety of health services and trainings to youth and community members inside the YDRCs. PWY thematic subgrantees, discussed below under Grants, similarly helped YDRCs provide activities outside of their traditional technical areas. Because these technical

activities were provided through a formal grant, they often had sustainability measures built in – for example, establishing a health club in the YDRC after the grant ended.

CREATE OPPORTUNITIES FOR EMPLOYMENT SKILLS APPLICATION

As discussed below under External Internships, PWY and YDRCs also formed partnerships with institutions to provide youth with the opportunity to put their newly-acquired skills into practice in a real work setting. Beginning in the fall of 2016, PWY partnered with Silatech to leverage its intern and employer training programs to offer the YDRCs the abilities to create and manage internship opportunities for youth in their governorates. Through the life of the project, **PWY and the YDRCs trained 161 individuals through 31 “Internship Toolkit for Employers” trainings**, which helped employers establish successful and productive internship programs at their respective organizations and companies. In the last two years of the program, the external internship program was greatly expanded: a total of **114 youth were placed in external internships across the governorates, with 62 in the private sector and 38 in the public sector** (four were not categorized).

ACCESS FUNDING AND IN-KIND SUPPORT

The YDRCs also established partnerships with 10 organizations that provided some form of financial support, including large organizations like the National Beverage Company (Coca-Cola) and the Bank of Palestine, and local companies like Trust Insurance (Qalqilya) and in-kind donations from entertainment companies like Fozi Saeed (a clowning organization).

Microsoft provided over \$400,000 in support for five of the YDRCs, in addition to digital literacy trainings to three of the YDRCs. These types of financial partnership are important not only because they support the YDRC programming, but because they lend credibility to the YDRCs among other potential donors. Developing these financial partnerships was important to improving facilities and adding trainings, but the experience of fostering and maintaining these partners was also critical for the YDRC’s own capacity building to identify, build, and maintain partnerships for their long-term sustainability.

“We received a \$20,000 donation from Microsoft in the form of software. In addition to allowing us to organize more ICT trainings in the future, the donation from a large company provides credibility for the club with other donors.”

*-Reem Futeih,
Salfit YDRC Coordinator*

IR 1.3 – STRENGTHEN CAPACITY OF YOUTH DEVELOPMENT RESOURCE CENTERS, AFFILIATED CLUBS, AND YOUTH NGOS

The PWY team integrated its commitment to building the capacity of youth-serving institutions into all levels of program implementation, from embedding interns in the YDRCs to helping leverage partnerships, but the two principle avenues were grants and targeted capacity-building efforts. PWY closely involved the YDRC staff in the development and management of their subgrants. Staff held dozens of organizational development trainings and had hundreds of on-site visits. All of these efforts collectively aimed towards helping these institutions serve as trusted, effective, and sustained youth-serving entities.

GRANTS

As a program committed to building the capacity of youth-serving institutions, PWY dedicated a significant amount of resources over the implementation period to developing, awarding and managing partner subgrants. Over the five-and-a-half-year implementation period, **PWY awarded a total of \$2.5million in subgrants to 16 partners**, including ten YDRCs, two implementing partners, and four thematic grant recipients. The PWY grants team worked closely with partners to build their grants management capacity, including holding pre- and post-award meetings with all subgrantees beginning in 2016.

Of the total grant funding distributed during the program, **\$2 million was distributed to YDRCs and IPs as activity-based grants.** These grants supported the majority of these partner’s activities, including staffing and costs for trainings and events. These subgrants provided partners with the resources to provide valuable services and also served to build the capacity of the YDRCs and IPs to manage grants, including developing budgets, thinking through program design, and collecting means of verification, skills critical to their sustainability as the YDRCs continue to receive and manage funding from donors and foundations. In addition to activity-based grants, the **YDRCs and IPs received over \$400,000 in in-kind grants,** through which IREX primarily provided ICT and media equipment, in addition to discrete types of technical assistance or capacity building.

PWY distributed another **\$100,000 to four youth-serving NGOs in the West Bank** who lead new activities for the YDRCs outside of PWY’s four core technical areas, transferring their expertise to the YDRCs in an effort to broaden their programming. In response to requests from youth who pointed out the lack of health services specifically catered to youth, IREX awarded three health-related subgrants. Under each of these, the subgrantee trained youth in select YDRCs to then lead or co-facilitate workshops, trainings, and activities. An example of one such thematic grant is included in the text box to the right. Using a similar model, Taawon for Conflict Resolution trained youth in conflict negotiation and civic engagement; these youth then reached another 94 youth through peer-to-peer workshops. These **thematic subgrants reached a total of 1,184 participants.**

Addressing Pressing Health Issues

Under a thematic grant, Juzoor trained 136 youth in four YDRCs (Jenin, Al Bireh, Tubas, and Salfit) on healthy lifestyles, emergency response, and sexual and reproductive health and rights. In Al Bireh alone, 95% of the participants received a certificate from the American Heart Association, testifying their ability to perform life-saving emergency procedures such as CPR. After the trainings, in partnership with the YDRCs, youth-led health awareness campaigns. Dr. Jamal Abu Bishara, board member for the Tubas YDRC, noted that, *“In Tubas we have a problem with obesity. Children are playing less outside and their diets are getting worse. The youth health volunteers organized an advocacy campaign about the issue of obesity in Tuba.”* All YDRCs signed MOUs with Juzoor, committing to continuing health activities after PWY.

Total Grant Support			
The below table lists the total amounts awarded to each partner organization over the life of the program, either as cash payments for activities under activity-based grants or as equipment and discrete technical assistant under in-kind grants. The differences in amounts for activity-based grants generally reflects when a particular center was added to the PWY program (e.g. IREX signed subgrants with Hebron and Nablus first, so they have received more funding because of the longer period of engagement). The last four partners listed as having received activity-based grants are the four organizations who implemented thematic grants.			
YDRC/Partner	Activity-Based Grants	In-Kind Grants	Total Grants Amount
Al Bireh YDRC (Al Bireh Youth Foundation)	\$77,148.38	\$7,858.40	\$85,006.78
ABCC Implementing Partner (Al Bireh Cultural Club)	\$89,468.00	\$28,231.00	\$117,699.00
CDCE-I Implementing Partner (Community Development & Continuing Education Institute)	\$93,796.00	\$2,396.19	\$96,192.19
Hebron YDRC (Palestinian Child’s Home Club)	\$323,560.33	\$37,773.40	\$361,333.73
Jenin YDRC (Jenin Sports Club)	\$255,396.00	\$43,140.30	\$298,536.30

Jericho YDRC (Good Shepherd Youth Club)	\$236,954.00	\$79,819.97	\$316,773.97
Jerusalem YDRC (Al Quds Club)	\$27,190.00	\$5,508.00	\$32,698.00
Nablus YDRC (Jabal An Nar Sports Club)	\$339,187.00	\$46,973.63	\$386,160.63
Qalqilya YDRC (Qalqilya Ahli Club)	\$230,970.17	\$55,292.92	\$286,263.09
Salfit YDRC (Bidya Youth Club)	\$119,029.00	\$30,943.43	\$149,972.43
Tubas YDRC (Tubas Sport Club)	\$135,921.00	\$41,872.82	\$177,793.82
Tulkarm YDRC (Shwekeh Club)	\$89,749.00	\$37,331.13	\$127,080.13
Palestine Sports for Life	\$20,978.00	N/A	\$20,978.00
Palestinian Initiative for Supporting Students	\$29,993.00	N/A	\$29,993.00
Juzoor for Health & Social Development	\$29,593.00	N/A	\$29,593.00
Taawon for Conflict Resolution	\$24,998.00	N/A	\$24,998.00
Total	\$2,123,930.88	\$417,141.19	\$2,541,072.07

CAPACITY BUILDING

By the close of PWY, IREX had grown the YDRC model from the three previously-established YDRCs (in Hebron, Nablus, and Al Bireh) to a network of eight YDRCs and two implementing partner organizations that cover the whole of West Bank. When PWY first started working with these organizations, most were representative of Palestinian youth clubs in general: focused on sports and cultural programs, predominantly for boys, and lacking a comprehensive approach to youth development.⁶ By the end of PWY, these ten organizations were providing robust youth programming to both genders, and have since committed to continuing this work by formalizing their network through an MOU (signed after the program close) and the establishment of three sub-committees to direct the sustainability of the YDRC model.

Categories of Capacity Building support to YDRCs/IPs include:

- Good Governance
- Strategic planning
- Financial Management
- Grants Management
- Human Resource Management
- Partnership Development
- Resource Mobilizations (Outreach, Networking, and Marketing)
- Data Management

PWY accomplished this through targeted capacity building guided by the IREX-designed Capacity Development Process (CDP), a participatory methodology that requires YDRCs to reflect on their capacity in six factors strongly associated with organizational effectiveness and sustainability: participation, leadership, programs, community, resources, and internal systems. A key component of this process was the IREX Organizational Capacity Assessment (OCA), which includes a scale of five potential levels of organizational capacity – Non-Functioning, Developing, Operational, Well-Developed, and Model of Excellence – based on their self-assessment of and scoring for the six key areas. The PWY team then designed capacity building approaches based on the identified strengths and weaknesses, ensuring that the program’s priorities were defined by the YDRCs themselves. YDRCs reflected on their progress on an annual basis. By the end of PWY, all but one of the YDRCs and IPs were operating at the Operational level or higher, with five

⁶ IREX Award: Cooperative Agreement No. AID-294-A-13-00004

YDRCs having seen a jump in stage between FY16 and FY17, from either Developing to Operational or Operational to Well-Developed. More information about the YDRCs individual capacity development progress can be found in Annex I, Partner Profiles.

Building Financially Sound Institutions

PWY worked with the YDRCs to complete baseline assessments of their finance and compliance systems, based upon the results of which they established a gradual financial capacity-building process to implement new policies without overwhelming staff. PWY provided the YDRCs with training and technical assistance, focusing on internal financial controls, cash procedures and forms, inventory tracking, safeguarding assets, taxes, and timesheets. Based on YDRC capacity and preferences, PWY provided financial management software or Excel-based financial tracking systems.

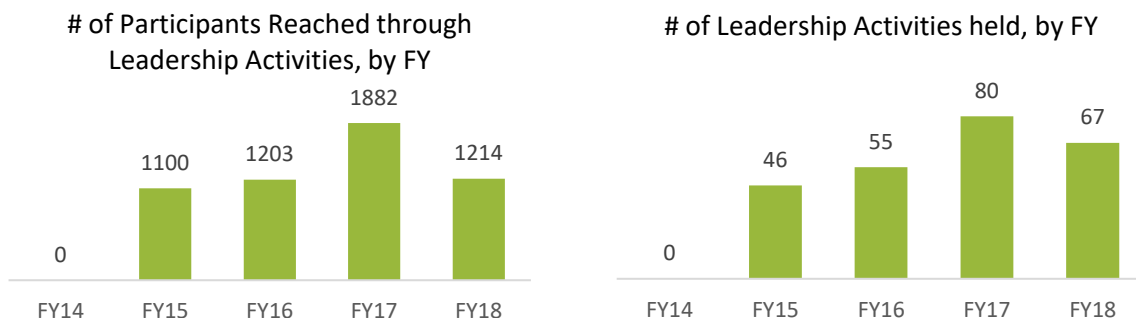
Based on learning and evidence from the CDP and OCAs, a common thread through all of PWY’s capacity building was a focus on the principles of PYD to ensure the programming being offered to youth helps them develop key personal, pre-employment, and technical skills. Much of PWY’s other capacity-building efforts reflected the phasing on of new YDRCs: as new organizations were brought on to host YDRCs, capacity building was focused on the immediate needs for program implementation and PWY staff worked to ensure these institutions had solid organizational systems in place. Earlier years saw several trainings and on-site support visits dedicated to financial management, grants management, compliance, and human resources systems. As YDRCs became more established, PWY increasingly focused on elements related to sustainability: communications and outreach, partnership development, fundraising and resource mobilization.

Additionally, PWY adjusted its organizational development support to YDRCs over the five-year implementation period to focus less on piecemeal programming and more on a comprehensive approach to youth services. For example, the comprehensive employability programming introduced in 2017 provides youth with basic labor market demanded soft and technical skills – such as communication, public relations, ICT, media and career guidance sessions – while also linking youth with private and public sector institutions to complete an internship based on their areas of specialization. Through emphasizing comprehensive programming with YDRC interns, staff, and board members, PWY sought to help YDRCs improve the appeal of their programming and encourage sustained engagement among youth who benefit from a suite of progressive services, thus increasing their long-term investment in the YDRC.

IR 2: STRENGTHEN YOUTH LEADERSHIP AND DEVELOPMENT THROUGH IMPROVED YOUTH PROGRAMMING

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

LEADERSHIP PROGRAMMING

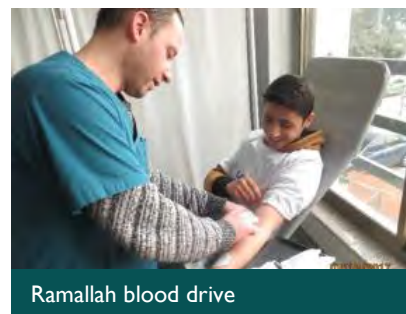


As a core component of the program as reflected under IR2 – **strengthen youth leadership and development through improved youth programming** – all PWY youth programming aimed to build leadership skills in one way or another. Given the importance of these skills in achieving PWY’s and USAID’s goal, leadership was also a major technical area throughout the program, as reflected in sub-IR2.1. IREX achieved this result, **reaching 5,399 youth, through dedicated leadership trainings, leadership initiatives that responded to community needs, and training cohorts of leadership youth interns** to lead these activities themselves in the YDRCs. Through PWY’s leadership programming, youth learned to lead peer groups, speak publicly, identify community issues, and design and implement initiatives that address these issues. Using the PYD-SL model, youth-led trainings built youth leaders by providing them real-life opportunities to apply skills and knowledge while improving their communities. **Throughout the life of PWY, 3,768 youth led and/or participated in a total of 108 community initiatives.**

Leadership in Action

PWY’s flagship leadership course, Leadership in Action (LIA), was customized for Palestinian youth aged 14-29. The course prepared youth to become active leaders and change agents in their own communities by combining skills training and an experimental learning component in which youth plan and lead initiatives to improve their communities. LIA trainers – who were leadership interns – guided youth through the process of developing an initiative proposal, including creating a budget and anticipated results. PWY then funded select initiatives – small projects that encouraged sustained solutions to an issue or problem in the community as identified by youth. **During the life of the program, youth designed and implemented a total of 92 initiatives.** Some of these initiatives resulted in a:

- Blood drive for the Ramallah hospital blood bank organized by youth from the Al Bireh Cultural Club and in cooperation with students of Modern University College. The youth also distributed blankets to the emergency room, and toys for critically ill children and conducted an informational session on blood donation.
- Community garden through the rehabilitation of an empty space by the Salfit YDRC youth in the neighboring village of Al Zaweyeh. The garden now serves as a public, outdoor space for families and their children to spend quality time.
- Establishment of a children’s football team at the Arab Society for Orphans School by youth from the Tulkarm YDRC. Due to extremely limited resources of the school, it did not have the ability to provide recreational activities for the children so youth from the Tulkarm YDRC assisted in training the school children and providing soccer balls and nets.
- Trash bins installed throughout the Qalqilya city center streets along with a promotional campaign encouraging environmental cleanliness. Qalqilya YDRC youth initiated with the municipality and local carpenters to mount more waste bins throughout the center to reduce littering in the area. Extra wood from carpenters’ shops was used to make the bins, adding to the environmentally-friendly nature of the initiative.
- Free vision screenings for 375 youth aged 14-16 in Ramallah. 18 of the youth screened were diagnosed with uncorrected vision and given a free pair of glasses, which were collected via a community drive.



Ramallah blood drive



Ramallah youth receiving needed glasses

Beyond the community results of the initiatives themselves, this activity provided great value to the youth participants. The process promoted learning and youth development in the most effective way: by empowering

youth to realize and enhance their skills, interests, and abilities while actively contributing to their own communities. As measured in PWY's midline assessment, youth were more likely to be better prepared for adulthood (i.e. experienced the highest gain in 21st century competencies) after participating in youth-led initiatives than after participating in any other program the YDRCs offered.

Leaders in Influence

Building on the success of the LIA course and the youth-led initiatives, and in response to requests from YDRCs and youth, **PWY also established a network of 37 leaders aged 18-29 through its advanced leadership Leaders in Influence program.** Through Leaders in Influence, youth learned advanced leadership and advocacy skills, designed and implemented advocacy projects based on community needs, coached one another and created best practices for youth-led advocacy efforts. **The youth leaders designed and implemented 16 community influence projects, which engaged more than 200 youth.** These projects resulted in, among other things:

- A library at Al Shawawreh elementary school, which is in a marginalized area of the Bethlehem governorate. Youth from CDCE-I collected books from the members of the community as well as private bookshops and contacted a local carpenter who donated shelves.
- The establishment of a debate club in the village of Deir Estia, in the Salfit Governorate in youth from the YDRC trained other youth in dialogue and constructive discussion. This is the first time debate activities have been implemented in the village of Deir Estia.

SUCCESS STORY: Sha'shabon

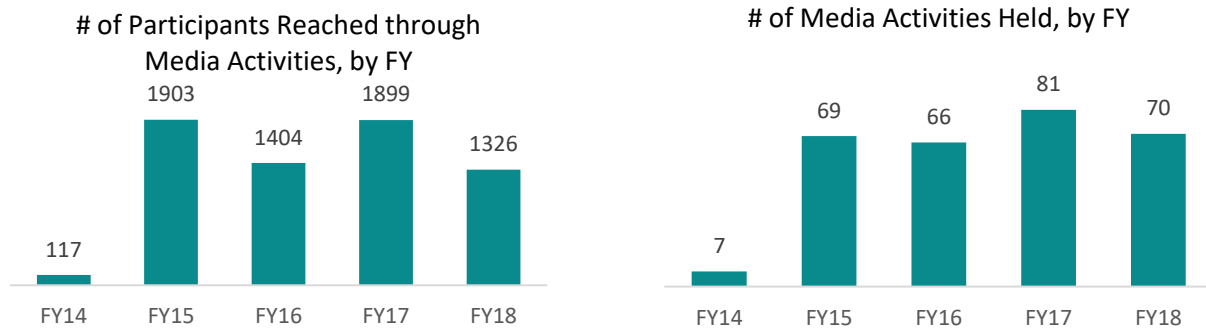
Sha'shabon started as a PWY-funded initiative for the Tubas YDRC after youth in Tubas submitted their youth-led proposal for an educational theatre aiming to reach other youth in their district. The Sha'shabon theater group wrote and performed educational plays aimed to raise educational and health awareness among youth in the city of Tubas and surrounding area, specifically the marginalized regions of the northern Jordan Valley. *"We put on plays that encourage reading as opposed to watching TV or pointlessly scrolling through social media sites. We've covered issues such as the harms of smoking and the importance of both physical and mental exercise,"* said Mohammad Daraghmeh, a former leadership intern at the Tubas YDRC and a founding member of the Sha'shabon initiative. *"We knew that we would no longer have the resources to travel around and perform after the funding ended and feared that we would not be able to reach anyone, so we decided to begin Radio Sha'shabon,"* said Daraghmeh.

Radio Sha'shabon is an online series filmed at the Tubas YDRC and aired on the YDRC's Facebook page. The program aims to give Tubas youth a voice and a platform from which to be heard. *"The majority of our population is made up of youth, and we've been ignored long enough",* Daraghmeh said, adding *"youth are the future, and policy makers should at least hear our concerns and ambitions."* When the initiative started, the YDRC had very limited media equipment so filming was done creatively and modestly: episodes were filmed on a smartphone, which is propped up by a stapler and a hole-puncher, the makeshift lighting was a light bulb placed inside a cardboard box covered with aluminum foil, the program theme music played on an old tape recorder at the beginning of every episode. Radio Sha'shabon, with its two 15-year-old female anchors have published over two dozen episodes covering youth issues in the region from unemployment to environmental concerns and lack of recreational facilities, among other issues. PWY was able to provide the Tubas YDRC with media equipment – including a 4K video camera, LED lights, and microphones – so that creative youth like those involved in Sha'shabon can produce higher quality material while gaining valuable media experience. This new equipment was met with excitement and joy by the Sha'shabon youth, who will use the new equipment for future filming.

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

Throughout the life of the program, PWY strengthened and expanded the media, ICT, employability, and other thematic programming at ten different YDRCs and two implementing partners. PWY-trained youth interns helped to implement this programming in the centers, adjusting programmatic offerings based on the needs of youth in their respective communities. PWY technical specialists provided on-site support to these youth interns. For each technical area, trained youth interns led trainings in the YDRCs, while also helping to lead the implementation of non-training activities specific to that technical area – media campaigns, advocacy efforts, robotics competitions, external internships, etc.

MEDIA PROGRAMMING



Included from the outset of the program under sub-IR 2.2 – **strengthen and expand innovative programming in media, ICT, and thematic areas** – PWY’s media programming was designed to help youth develop media and communication skills, and to use those skills to express themselves in creative and positive ways, have a voice in society, and advocate for their beliefs and needs. In total, PWY and the **YDRCs implemented 293 media-related trainings for a total of 6,649 youth participants**. Trainers of the programming were YDRC interns who participated in the PWY-facilitated Media Training-of-Trainers.



At the beginning of the program, PWY’s **media courses** focused predominately on journalistic skills, basic photography, and general communication and presentation skills. As the program evolved – and based on the changing needs of the YDRC youth – PWY modified its approach to focus on low-cost, easily accessible media platforms, allowing a greater amount of youth to participate. Many of the youth in the West Bank own or have access to a smartphone, so PWY focused on mobile/smart phone photography and editing. Through the PWY Practical Media Skills training, the youth also learned how to creatively identify and highlight issues of concern to them using the available technology. The media trainings focused on the importance of story structure, differences and similarities between new and traditional

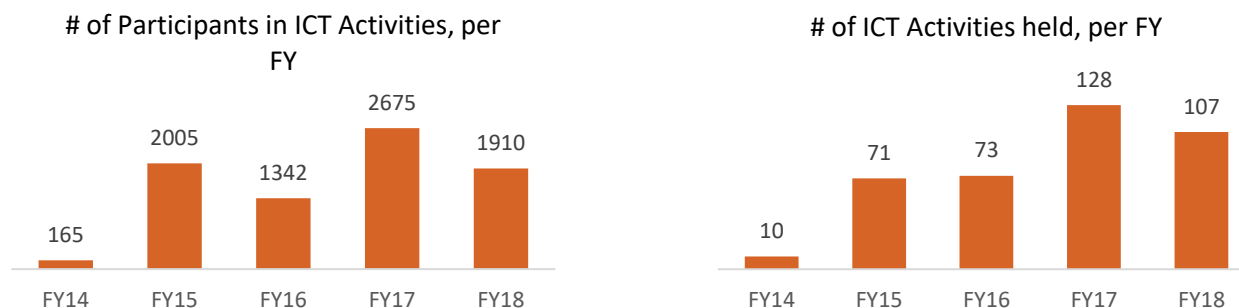
media, critical thinking and dissecting the news. For YDRCs with well-established and -equipped media centers such as Hebron and Nablus, the YDRCs gave advanced media trainings in videography and video editing.

Equipped with improved media skills, the youth advocated for change in their communities through **media campaigns** that set light on their concerns, resulting in the following, among others:

- The re-construction of the Qalqilya football field by the municipality, after youth who participated in media training created a video and held a photo exhibition at the Qalqilya YDRC addressing the lack of recreations areas for the youth of Qalqilya.
- The refurbishment of restrooms in al Quds Open University in Salfit to include accessibility of persons with disabilities, since the bathroom’s previous structure included restrictions to persons with disabilities. A participant in a media training held by the Salfit YDRC in the Open University, who is a person with a disability, shed light on the issue through a photography project, which then evolved into a video story to advocate access to the restroom.
- Youth seen as credible leaders by the Nablus community and municipality: Former PWY media interns created a web-based program called Etl’a Tal’a program to shed light on issues of concern to them and their communities. Written and made by youth of the Nablus YDRC Media Committee, the Etl’a Tal’a program published an episode concerning the public issue of traffic congestions in Nablus, which was discussed during a meeting of the municipality’s planning department.



ICT PROGRAMMING



PWY’s ICT programming was driven by the dual incentives of youth interest and employer demand. **8,097 youth participated in 389 ICT-related courses and activities** offered through PWY and the YDRCs. In keeping with the program’s sub-IR2.2 – **to strengthen and expand innovative programming in media, ICT, and thematic areas** – PWY’s ICT portfolio varied over the life of the project. At the onset of PWY, its ICT programming focused on computer hardware, operating systems, computer maintenance, troubleshooting, and computer networking as well as specialized courses offered by the YDRCs, contingent on the in-house knowledge of their ICT interns and staff. For each cycle of the ICT internship throughout the life of PWY, the focus of the courses changed based on feedback from previous ICT interns and YDRC staff regarding what was needed by youth in different governorates and to ensure relevancy in the ever-changing ICT sector. Often, new ICT trainings were made possible because of partnerships with private companies.

For example, in January 2016 – PWY began offering the Cisco IT Entrepreneurship course, which covered the

concept of entrepreneurship and enabling an e-business. This topic was chosen based on feedback from youth in Jenin, Jericho, and Qalqilya. There is a global trend focusing on entrepreneurship as a means to addressing unemployment, a trend also observed in Palestine. PWY and the YDRCs responded to the interest raised by youth in knowing more about entrepreneurship by **teaching 74 youth how to launch businesses and to recognize market opportunities, innovation and technology.**

In May 2016, PWY, in collaboration with the BCI company, offered training on mobile maintenance, also in response to youth interest and demand. The course was designed to equip youth with skills to increase their access to available job opportunities in mobile phone maintenance and technology. The training covered an introduction to mobile phones, mobile communication systems, and mobile phone generations, mobile phone operating systems with a focus on android systems, the main electronic/physical components, and tools and equipment that can be used to troubleshoot problems or repairs.

In October 2017, PWY introduced additional new courses: The **ICT for Everyday** training provided basic computer skills to participants with non-ICT backgrounds. During the trainings, a total of **1415 participants learned the necessary ICT knowledge and skills to be more competitive in the job market**, including: Google applications, Dropbox, LinkedIn, word processing, and search engines. While in the coding and animation training youth learn to code using the Scratch program, an easy and interactive programming language and online community in which users create and share interactive projects such as stories and games.

PWY also added a new **robotics** program in 2017 to its portfolio of ICT programming, beginning in Qalqilya and later expanding to five other YDRCs. The robotics program opened doors for youth in new and innovative fields in ICT. Through the robotics trainings, youth learned to design, build, test, and program robots using LEGO Mindstorm technology. The trainings taught youth how to apply science, technology, engineering, and math concepts while promoting creativity and imagination. It also offered youth the opportunity to develop critical thinking and team-building skills. These trainings culminated in a robotics competition for six YDRCs, hosted by the Nablus YDRC, and ultimately won by the robotics team from Hebron.

Putting Skills into Practice to Benefit the Community

At the Nablus YDRC, Osayd Fityan, a former ICT intern and current trainer, organized a day of free computer repair and maintenance for community members. Fityan engaged several youth who had participated in his software and hardware maintenance training course to assist in the activity. The youth fixed over 40 computers during the day and, as a result of this success, the YDRC plans to continue offering free computer maintenance days on a regular basis as a way to build the youths' skills in computer maintenance and to encourage the idea of community service.



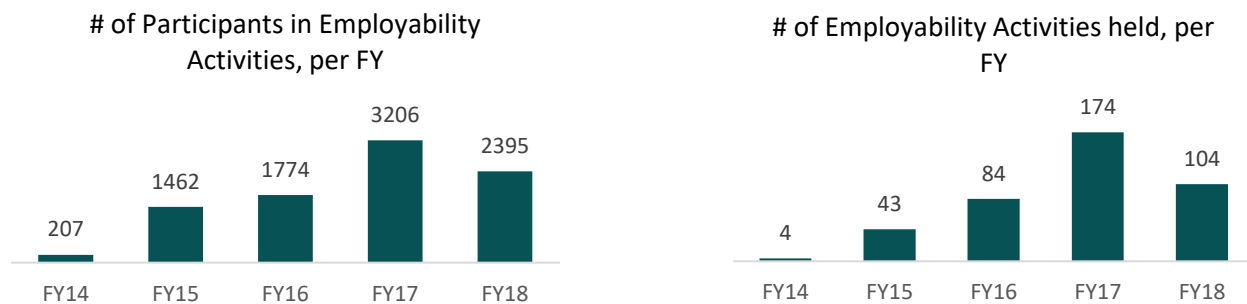
Robotics training in Qalqilya

SUCCESS STORY: Robotics Competition

Building off of the success of the robotics team in the PWY-supported Qaqlilya YDRC, IREX supported the establishment of robotics teams at five more YDRCs in the West Bank – in Nablus, Tubas, Salfit, Jericho, and Hebron. In July 2017, PWY organized a national robotics competition for all six teams, hosted at the Nablus YDRC. The competition provided a unique experiential learning opportunity for Palestinian youth from these six centers to become familiar with robotics technology, develop STEM skills, and connect with other youth from across the West Bank. “Usually, when people think about robotics for youth, they think of the benefit as it being an introduction to STEM and engineering, and that really is one of the benefits,” said Odai Qabaja, PWY ICT specialist and coach, adding, “but at PWY we also try to focus on the teamwork and soft skills that participants develop through robotics. Things like communication, analysis, decision making and leadership. The six teams of ten competed in three stages during the competition, which tested their team values, their robotics construction and programming, and their robots’ abilities to perform pre-determined functions.” The goal of this competition was to introduce the teams to competitive robotics and get them accustomed to the competitive atmosphere. “Our hope is that all the YDRCs will compete in the First Lego League national competition in February-March 2019,” said Qabaja.

The youth team from Hebron won the competition, and was awarded a tablet, which the YDRC will use for future coding and robotics programming. “Their program code was very simple and straight-forward and the whole team was able to explain the code, and their creative task was very innovative and appropriate,” said Qabaja, adding “they built a robot that could do Dabke, it was so inspiring to watch their creativity in action!” The PWY-sponsored training and competition was met with much success, developing the youths’ technical skills in an exciting new field but also allowed them to develop critical soft skills - becoming stronger communicators, creative thinkers, and leaders.

EMPLOYABILITY PROGRAMMING



While not a technical area explicitly mentioned in PWY’s results framework, IREX greatly expanded and adapted the employability programming in response to requests from YDRCs and youth. In 2017, the unemployment rate for youth aged 15-29 years old was 41%, more than a 10% increase over the 2007 rate of 30.5%.⁷ In addition, the unemployment rate among graduates (those individuals 15-29 years old and with intermediate diploma degrees or higher) reached a staggering rate of 55.8%. Rising unemployment rates and a lack of technical and soft skills, including teamwork, communication, and problem solving as cited by Palestinian employers, drove the demand for more robust employability activities and trainings. In light of these realities, IREX added employability interns for YDRCs in the fall of 2015. PWY and the YDRCs helped to bridge the

⁷ PCBS: International Youth Day, 12/08/2018, <http://www.pcbs.gov.ps/post.aspx?lang=en&ItemID=3215>

employment gap by providing training and practical activities that help youth develop the skills required to enter the workforce. The YDRCs offered career guidance, soft skills development, and linkages with employment opportunities.

Initially, most employability programming done under PWY was limited and conducted through partnerships: Silatech led Tamheed career counseling, and the International Youth Foundation provided training to six YDRCs on the Silatech-Microsoft employment portal Ta3mal. But in 2015, IREX began increasing PWY's employability offerings in an effort to attract more youth in the 26-29 age range and in response to youth requests. PWY hired an Employability Specialist and added employability interns to the YDRCs to lead trainings on topics ranging from cover-letter and CV writing to interview skills. As a result, the number of trainings offered increased dramatically, from 4 and 43 in FY14 and FY15 respectively to 84 trainings in FY16 and 174 trainings in FY17. These numbers also reflect the high demand for such trainings: **The PWY employability courses were the most well attended of the programs four technical areas, with 11,144 participants over the life of the program.**



Tamheed advisor, Khalid Abuqaran provides guidance to youth in Qalqilya.

Comprehensive Employability Programming

In the last year of the program, in an effort to be even more responsive to youth needs, PWY shifted its focus from one-off employability training to comprehensive employability programming, working with several of the YDRCs to develop longer-term, multi-course programs. The comprehensive programs aimed to provide youth with basic labor market demanded soft skills, such as communication and public relations, with technical skills such as ICT and media. Participants also attended career guidance sessions in preparation for their being placed with local private and public sector institutions to complete a practical one- to three-month internship based on their areas of specialization. At the end of the project, six YDRCs – Nablus, ABCC, Jenin, Jericho, Qalqilya, and Tubas – had adopted a comprehensive approach to employability training, following the success of the Nablus YDRC's Empowerment for Fresh Graduates (EFG) program.

"The (employability) program connected me with potential employers. I also learned how to write a great CV and present myself professionally... I was placed in an administrative internship with the National Beverage Company, which allowed me to practice directly what I learned. I have been able to employ what I have learned through the program in my current career, such as communication and problem-solving skills."

-Ahmad Abu Rahmeh
Employability Program Participant,
Jericho YDRC

In addition to its youth training programs, PWY developed the STEPS Comprehensive Employability Package, a suite of 14 manuals for trainers and 12 for trainees that covers the full spectrum of employability programming for youth, from multi-level curricula to resources to labor market information. PWY developed this package in response to the needs of youth and of youth-serving organizations through a participatory, PYD design process that included both YDRC staff and youth. The needs assessment conducted indicated that employability skills training, internship management system guidance, and career guidance were the priority needs of youth and youth-serving organizations in the region. The package was designed to enhance the ability of the centers and their trainers to address these priorities and improve youth competencies. The YDRCs will use the package to provide expanded comprehensive employability services to youth. The package will also further support sustainability of the YDRCs/IP programming and encourage a comprehensive approach to program design.

THEMATIC PROGRAMMING

The final component of programming under sub-IR2.2 – **to strengthen and expand innovative programming in media, ICT, and thematic areas** – was the thematic programming conducted by the YDRCs, which evolved and expanded over time. The thematic activity component allowed YDRCs the opportunity to design and implement programming in response to the needs of youth in that specific community outside of PWY’s core technical areas of media, ICT, leadership, and employability, often facilitating activities focused on sports, arts, or language. Overall, **5,181 youth participants participated in different thematic activities across the YDRCs**. These activities ranged from oil painting in Tubas to skateboarding in Tulkarm to English language training in Qalqilya.

Thematic activities were valuable elements of the YDRCs’ offerings as they provided both a safe and constructive space for youth to engage with peers and adults and build a range of skills including teamwork, collaboration, self-confidence, and creative thinking. These activities also offered youth the opportunity to develop their physical, social, and emotional competencies. This was crucially important as the physical domain within the PWY 21st Century Youth Competency Framework (discussed in detail under the below Monitoring and Evaluation section) was the second lowest scoring domain. The results of the formative competencies assessment, coupled with feedback from YDRC beneficiaries, indicated that youth need and are interested in fitness and health-related activities and opportunities. Further, IREX’s recent Youth-Led Gender Assessment (discussed in detail under the below Monitoring and Evaluation section) indicated that male youth in particular could be attracted to sport, arts, and cultural activities at the YDRC. As such, YDRCs began offering a variety of health activities, from skateboarding to medical check-up days. Some of these thematic activities were made possible thanks to partnerships formed under thematic subgrants. For example, in 2018, IREX signed two subgrants with local organizations (ESNAD and Juzoor) to lead health-focused activities in partnership with six YDRCs.

IR 2.3 – DEVELOPED AND SUPPORT STANDARDIZED YOUTH INTERNSHIP PROGRAMMING

PWY’s internship and fellowship programs provided recent university graduates the opportunity to develop their skills, encourage innovation, and broaden their horizons beyond their specific field of academic study to prepare them to enter the workforce.

YDRC INTERNSHIPS

To support the YDRCs, PWY instituted its flagship internship program, which proved to be an important added value for both the YDRCs and the selected youth interns, putting PWY’s PYD-SL approach into practice. Selected youth served as interns in the YDRCs where they lead trainings for other youth. Every internship cycle, each YDRC would have an intern for each of the technical components under which trainings are offered: originally media, leadership, and ICT, with employability added later in the program. In the last year of the program PWY also added M&E interns to each of the YDRCs, who, rather than lead trainings, helped the centers establish and populate M&E databases, analyzing the data to improve programming. (Some YDRCs also had accounting or management interns, but these youth did not lead trainings, instead providing administrative support.) Through the internship program, the YDRCs received the necessary human resources to conduct training programs, as well as a young person’s perspective on its programming, and the youth gained new skills, knowledge, and practical experience in training, program implementation, and organizational development that prepared them to enter the workforce.

“When I joined the intern program, I did not know the other interns from Hebron and I thought that the program was just for Hebron. Once I met the interns from all over the West Bank, I realized that we were part of something bigger. Now, in every Palestinian city, we have friends.”

--Muath Dabbas, Former Media Intern, Hebron YDRC

During the life of the project, **over 400 youth served as interns in the YDRCs**. Following completion of their programs, **58% of these interns had gained employment**.⁸ The internship program also resulted in tremendous personal changes for many of the interns. At every mid- and final-term evaluation, the youth were given the opportunity to discuss their successes – with a majority telling stories of personal transformations. The youth shared personal anecdotes, noting that as result of the program they had increased self-confidence, found their voice in the community, and felt valued, among others. They also mentioned that they improved their soft skills – interpersonal communication, networking, problem solving, and critical thinking. These evaluation results are supported by the findings of PWY’s Most Significant Change study, which found that in 86% of the 178 stories collected youth identified a personal change as having been most significant as a result of their engagement with PWY and the YDRCs.

Internship Growth: Number of Interns per Focus Area for Each Intern Cycle								
Internship Cycle	Account./ Mgmt.	ICT	Media	Youth Leadership	Employ.	M&E	Other	Total
Cycle One: March-June 2014	2	16	17	5	0	0	2	42
Cycle Two: October-December 2014	2	9	9	6	0	0	3	29
Cycle Three: March-June 2015	3	9	6	4	0	0	0	22
Cycle Four: September-December 2015	0	5	4	4	6	0	0	19
Cycle Five: January-April 2016	1	6	8	7	5	0	0	27
Cycle Six: May-September 2016	1	10	9	10	10	0	0	40
Cycle Seven: October 2016–January 2017	0	8	11	9	10	0	0	38
Cycle Eight: January-April 2017	1	8	11	12	10	0	0	42
Cycle Nine: April-October 2017	0	11	12	11	13	0	0	47
Cycle Ten: September 2017-January 2018	1	10	11	11	10	11	0	54
Cycle Eleven: February-June 2018	1	8	10	9	9	10	1	48
Total	12	100	108	88	73	21	6	408

⁸ Note that this figure is only for interns placed at YDRCs. The employment rate for YDRC interns, PWY fellows, and youth with external internships was 48%

As part of the internships, each PWY intern attended two five-day training-of-trainers (TOT) workshops. The first TOT focused on general training and facilitation skills (i.e., how to be a trainer), while the second TOT provided technical knowledge and skills in one of PWY's priority areas: leadership, media, ICT, employability, and, in the last year of the program, monitoring and evaluation (M&E). After completing these trainings, interns returned to their respective YDRCs to lead trainings themselves, with PWY technical staff providing mentoring and support. With each intern cohort, PWY made modifications to ensure the program was meeting the needs of the youth. PWY also lengthened the period of the internship program to six months. Both the YDRCs and the interns felt that a longer internship period was more beneficial for the youth, allowing for sufficient skills development. PWY also added an overlap period between the internship cycles, which allowed for information exchange and transfer among the former and new interns. In addition, PWY introduced a one-week orientation at the YDRCs in between the general skills TOT and the technical TOTs. This week served to familiarize the interns with the YDRC staff, programming, and administration. As a result the interns better understood the club's history, process, procedures, and current programming.

"Internships contribute to building the youth's soft skills and professional capacities. They also benefit the host institutions; they can bring increased productivity and fresh perspectives."

-Rajab Abu Mayalieh,
Vice President, Al Quds Open
University, Tubas

EXTERNAL INTERNSHIPS

Recognizing the importance and value of the YDRC internship program, PWY partnered with Silatech in the fall of 2016 to leverage its intern and employer training programs to offer the YDRCs the abilities to create and manage internships opportunities for youth in their governorates but outside of the YDRCs. Through the life of the project, **PWY and the YDRCs implemented a total of 43 "Internship Toolkit for Youth" trainings and 18 "Internship Toolkit for Employers" trainings.** The internship workshop for employers is designed to help employers establish successful and productive internship programs at their respective organizations and companies, while the internship workshop for youth helps youth to find potential internship opportunities and prepares them to be successful interns.

In the last two years of the program, PWY worked with the YDRCs to embed the external internship program within their own employability-focused comprehensive programs (described above under Comprehensive Employability Programming). After completing the comprehensive program, a portion of participating youth were placed at local companies and organizations to complete a practical internship. **Since 2017, a total of 114 youth were placed in external internships across the governorates.** The placements ranged from one month to three or four months, and 62 were in the private sector, while 38 were in the public sector (4 were not categorized).

These internships offered youth the opportunity to practically apply their skills and knowledge and gain experience in a real-world work environment. PWY staff followed up with the external interns systemically following the completion of their internships. Of the interns PWY was able to reach, **39 had found employment either with their internship hosts or elsewhere in the community, representing 28% of total external interns placed.** While this ratio is not as high as it is for former YDRC interns, it marks a step in the right direction. The external internships were only introduced in the latter part of the PWY program and it took time for the YDRCs to accept and adjust the programs accordingly, just as it took time for PWY to learn and adapt its own internship program to ensure the best possible experience for the youth.

MONITORING & EVALUATION

PWY monitored and evaluated its activities in order to enable enhanced management, results-based decision-making, and reporting. The program employed assessment, surveys, and other instruments to garner timely, reliable, and verifiable data on its impact and inform ongoing PWY and YDRC programming. The following section details PWY's major M&E initiatives.

21ST CENTURY YOUTH COMPETENCIES ASSESSMENT

PWY conducted a baseline, midline, and formative 21st Century Youth Competencies assessment, in partnership with Arab World for Research and Development (AWRAD). IREX defines 21st Century Youth Competencies as the knowledge, skills, and attitudes that youth need to be prepared for economic, civil, and social participation, and emotional and physical health in today's world.⁹ This includes all domains that interact as a young person develops: cognitive/intellectual, social, psychological/emotional, and physical. Competencies facilitate a successful transition from childhood to adolescence to adulthood. International research suggests that when youth develop greater competencies, they arrive at better adult milestones, such as advanced educational attainment, greater employment, and higher levels of community participation.¹⁰

By measuring competencies through a customized 21st Century Competency Framework, PWY assessed its contribution in helping youth realize their potential to contribute effectively to the social and economic development of a stable and prosperous West Bank. Within each of the four main domains of youth development – cognitive/intellectual, social, psychological/emotional, and physical – the Framework identified seven skills or knowledge necessary for a youth to become a successful and engaged adult. The three assessments conducted are discussed below. In the spring of 2018, IREX received approval from USAID to conduct a Most Significant Change study instead of a Competencies assessment. Reports for every assessment undertaken can be found on the DEC.

BASELINE ASSESSMENT

Between April and June 2014, PWY, in partnerships with AWRAD, conducted its baseline 21st Century Youth Competencies Assessment. This baseline assessment engaged 35 youth enumerators 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. The assessment employed a mixed methods approach. It gathered data through a representative survey of 1500 youth in the West Bank, from all 11 governorates, at a 2.8% confidence interval and a 95% confidence level, 10 key informant interviews, and focus groups in which 119 youth participated. The baseline assessment provided key benchmarking information about youth across the West Bank. Please find below key findings from the baseline assessment.

Key Findings of Baseline Youth Competencies Assessment



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.

Project staff utilized the results of the assessment to help the YDRCs develop new youth programming to address the challenges faced by young people in the West Bank. At an orientation session for the new YDRCs in Jenin, Jericho, and Qalqilya in October 2014, the M&E Manager presented key findings of the assessment and identified groups of young people with lower competency levels for these YDRCs to target. In December

⁹ MacNeil (2014), Partnerships with Youth: 21st Century Youth Competencies Framework.

¹⁰ USAID. *State of the Field Report: Holistic, Cross-Sectoral Youth Development*. Washington, DC. February 2013. p.15.

2014, PWY prepared customized reports for all six YDRCs (Al Bireh, Hebron, Jenin, Jericho, Nablus, and Qalqilya) with key data on youth in their respective governorates. These reports included recommendations for targeting the identified groups of youth with lower competency levels and/or participation rates in key activities, such as female participants and those in the age range 26-29. As a result of these baseline findings, PWY increased its employability offerings and YDRCs increased their community outreach.

MIDLINE ASSESSMENT

In spring 2015, PWY conducted a midline 21st Century Youth Competencies Assessment to ascertain how PWY programming affects youth who participate at the YDRCs, to develop a clear picture of youth who are served by the YDRCs, and to inform and strengthen PWY programming. While the baseline assessment surveyed a representative sample of youth in all 11 West Bank governorates, PWY’s midline competencies assessment surveyed youth who have participated in PWY programming at YDRCs in six governorates (Al Bireh, Hebron, Jenin, Jericho, Nablus, Qalqilya). PWY used the same 21st Century Youth Competencies Index to compare the competencies of youth at the YDRCs with the baseline findings for youth across the West Bank. Key findings from the midline assessment included:

Key Findings of Midline Youth Competencies Assessment



Youth at the YDRCs have higher competencies than their peers.



PWY reaches disadvantaged youth through the YDRCs.



PWY employability training increases youth confidence in job prospects.



PWY activities help youth develop social skills to build peaceful communities.



YDRCs offer unique opportunities in the West Bank.

The midline assessment also provided valuable information for how the YDRCs could improve their effectiveness even further. For example, the assessment found that female and refugee youth at the YDRCs do not build skills at the same rate as other youth. While not a surprising finding – societal pressures and stigmatization lead to lower confidence and limited opportunities to build skills – it was helpful in guiding the YDRCs to offer greater encouragement and targeted opportunities to these groups.

2016 FORMATIVE ASSESSMENT

In fall 2016, IREX conducted a formative 21st Century Youth Competencies Assessment to ascertain how PWY programming and the YDRCs affect youth who participate to understand the type of youth being served by PWY and the YDRCs, and, as with the midline assessment, to inform and strengthen PWY programming. The assessment followed the baseline youth competencies assessment and the midline assessment. The 2016 formative assessment gauged how PWY programming over the previous two years may have contributed to the competencies of youth involved in PWY programming through the YDRCs. IREX worked again with AWRAD to survey a representative sample of youth across all 11 governorates, in addition to a subset of youth who participated in PWY programming at five YDRCs assessed in the midline assessment. IREX used the results to compare the competencies of youth at the YDRCs with youth across the West Bank. Key findings from the formative assessment include:

Key Findings of Formative Youth Competencies Assessment



YDRC youth have higher competencies than their non-YDRC peers .



Youth who participate in employability training have the highest overall competencies.



YDRCs help youth develop socially and psychologically.



YDRC youth report greater social participation and civic engagement.



PWY employability training gives youth the confidence and skills to find job prospects.

Despite the many positive results of the formative assessment, it highlighted for IREX some of the limitations of such a study. The largest of these is that the Competencies Assessment is not a true counterfactual (and it was never meant to be), but as such does not have a control group: West Bank youth have access to other youth-serving organizations, trainings, and services, making it difficult to have a true comparison between YDRC youth and youth in the West Bank at large.

YOUTH-LED GENDER ASSESSMENT

In August 2017, in cooperation with DC-based staff from IREX's Center for Applied Learning and Impact (CALI), PWY conducted a youth-led gender assessment in seven governorates in the West Bank (Hebron, Jenin, Jericho, Nablus, Qalqilya, Tubas, and Tulkarm). The PWY team identified the need for a gender assessment when M&E data revealed a steadily increasing gender imbalance in YDRC participation rates 2014-2016, specifically, the declining participation of males. While pleased to have high female participation rates, the PWY team strove for gender balance in all of its activities and conducted the gender assessment primarily to identify reasons for the decreasing participation of male youth. A secondary goal was to build key competencies (cognitive and social skills) among youth researchers. Fourteen youth researchers were employed to collect the data – one male and one female – in each of the governorates. IREX first trained the youth in various quantitative and qualitative data collection methods and had them co-design the data collection tools. Following two weeks of data collection, PWY reconvened the researchers to review the data together and draft preliminary findings and recommendations. The six key findings are:

Key Findings of Youth-Led Gender Assessment

- 1) Differences between young men and women were most often ascribed to gender norms.
- 2) Gender norms that *constrain* opportunities for youth were mentioned twice as often as gender norms that *expand* opportunities.
- 3) Although gender norms that expand opportunities were reported less, such norms were roughly equal for males and females.
- 4) Perceptions of (un)equal employment opportunities are not based on empirical data on current unemployment rates among young men and women.
- 5) Time as a factor affecting participation was cited more often in terms of strongly gendered perceptions of who has available time.
- 6) Among the factors under YDRCs' immediate control, the range of content currently offered was most often reported as a factor affecting the participation of males in the 18-25 target age group, followed by the gender appropriateness of content, and lack of awareness of YDRC activities.

YOUTH-LED MOST SIGNIFICANT CHANGE STUDY

In spring 2018, IREX received approval from USAID not to conduct a final 21st Century Competencies Assessment and not to report on PWY Indicators B + C in fiscal year 2018 (which report on the assessment results). While the Competencies Assessment was beneficial earlier in the program, particularly in identifying youth needs, it only measured a small piece of YDRC impact. As a final study, IREX wanted to conduct an assessment that would capture the broader impact of PWY and the YDRCs. To do so, IREX conducted a Most Significant Change (MSC) study that not only captured valuable qualitative information from youth, but also enablers and blockers of change, valuable information for the YDRCs and USAID's knowledge base.

In June and July of 2018, utilizing a PYD approach, IREX trained a team of 20 youth researchers to conduct the study. The MSC study was primarily designed to gather qualitative data regarding PWY's impact on the YDRC youth beneficiaries; a secondary goal was to build key competencies (cognitive and social skills) of the youth

researchers. PWY chose MSC as it is a participatory form of M&E that is often used to evaluate complex situations¹¹ and traditionally involves gathering stories of significant change from project stakeholders through story circles. Using MSC allowed IREX to directly attribute the youths' change to the PWY program and their participation in PWY/YDRC activities.

Through the study, the researchers conducted 20 story circles, two per YDRC, from which they collected a total of 178 stories of significant change. Of these 178 stories, story-circle participants chose 10, one per YDRC, as the stories of **most** significant change based on selection criteria they themselves established as a group. Those 10 stories reflect the types of stories or change that resonated the most strongly with the youth. The stories ranged in content, but a majority of the youth spoke of strong personal transformations – increased self-confidence, sense of value, maturity, etc. – as a result of participating in either a YDRC or PWY training or activity. The selected stories were then filmed, providing personal, firsthand accounts that form an integral part of the findings and this report.

Following the review and sorting of the stories, the youth research team established four domains of change (DoC) or common themes seen throughout the stories. The agreed upon DoCs were as follows: Personal, Economic, Social, and Academic. All the stories were coded, noting into which DoC(s) the story best fit, which allowed the researchers to analyze trends across the stories. Overall, the most commonly identified DoC was personal, with 153 stories of personal change, followed by social (146), economic (60), and academic (26).

The researchers also identified the factors that had contributed to the changes identified (*enablers of change*) and the factors participants had to overcome to achieve those changes (*blockers of change*). The research team captured the following enablers of change: PWY trainings at the YDRCs; PWY's internship program/YDRC external internship program; the YDRC environment; family support; and internal motivation. While the primary blockers of change included: traditional norms; community perspective and preference towards employment rather than sending youth to attend YDRC trainings; geographical barriers to travel to the YDRC; and fear of social situations/interpersonal communication.

Key Findings of Youth-Led Most Significant Change Study

- The most commonly identified DoC was Personal, with 153 stories (86%).
- All 10 of the most significant change stories exhibited personal changes or transformations, highlighting this type of change as important for youth.
- 60 stories (39%) were coded as within the Economic DoC. Despite unemployment in West Bank and Gaza consistently being cited as a common youth concern, one reason there may be fewer stories of change within the Economic DoC is that personal changes may be of higher value to Palestinian youth.
- Gender and age did not play a role in predicting the DoC: There was a relatively representative split of males and females within each DoC, as well as representative numbers of the PWY age ranges (14-17, 18-25, 26-29) for each DoC.
- More than half of the participants that exhibited personal changes (54%) had taken a PWY Leadership in Action course, and a similar ratio (53%) had served as a PWY intern at a YDRC.
- 57% of youth who demonstrated an economic change had participated in a PWY employability training.

¹¹ Davies, R. and Dart, J. (2005). The Most Significant Change (MSC) Technique – A Guide to Its Use, pp 8.

CHALLENGES

IREX expects, and is well prepared for, a certain degree of challenges when operating in an environment like West Bank. Some challenges IREX faced in implementing PWY are common to many other programs implemented by IREX: tensions and sensitivities surrounding receiving US government funds, mixed and oftentimes lower capacity of local organizations and institutions, navigating complex relationships. However, given the additional pressures in West Bank, there were a few challenges that created unexpected difficulties to implementing the Partnerships with Youth program. The below-listed challenges were identified through internal conversations with IREX staff and through in-depth discussions with YDRCs and implementing partners.

- ***Start-and-stop nature of the program due to funding***

The most frequently cited challenge among both IREX staff and YDRCs was the inconsistent programming as a result of funding uncertainties. Having the program suspended for months in 2014 created uncertainty that stymied momentum, leading to delays in establishing three YDRCs and delays in implementation. Delays in confirmation of additional funding obligations and no-cost extensions put considerable pressure on the YDRCs: first in not being able to plan as long-term as ideal, and second in creating urgency to reinstate programming when funding became available again. Many subgrants had periods of three to four months, rather than a year as planned. Without longer grant periods, YDRCs were unable to do long-term planning or programming, inhibiting their development and creating frustration. As mentioned above, IREX tried to use this as an opportunity to focus on grants-management capacity building, working closely with YDRCs on their applications, and strengthening the grants process with every new cycle.

- ***Compliance challenges and vetting***

A large, West Bank-specific challenge was the issue of vetting and compliance with Mission Order No. 21 (MO21). While IREX implements vetting requirements and adherence to US law around the world, MO21 creates additional bureaucratic hurdles, and sensitivities in the West Bank surrounding identification cards and vetting led to recruitment challenges. Vetting was always a challenge for program implementation because of the sensitivities in the security situation, but after IREX implemented new systems in 2018 to ensure stronger compliance, YDRCs faced even greater challenges. In order to ensure 100% compliance with MO21, PWY began requiring youth, regardless of age, to register for trainings weeks in advance and requiring an ID for registration; unfortunately, this, coupled with an increasingly tense political environment, led to significant drops in participation: In the last three months of 2017 PWY had 3,123 of unique youth training beneficiaries, compared to the first three months of 2018 when PWY had 1,465 number of unique youth. This pre-registration process was also at odds with the ethos of YDRCs as being safe, open spaces where all youth are welcome. While IREX worked hard to make accommodations – granting walk-in waivers for certain trainings, being flexible about deadlines – compliance still created barriers to open participation.

- ***Announcement to move US embassy to Jerusalem***

Implementation of IREX's new, rigorous MO21 procedures encountered additional resistance because it was unfortunately timed only a few months after the US government's announcement to move its embassy from Tel Aviv, Israel to Jerusalem. The unexpected announcement in December 2017 caught both PWY and the YDRCs off-guard, in some instances leading to a strong, negative backlash against the program, centers, and youth because of the association with USAID. The relationship between the YDRCs and Al-Quds Open University was quickly severed, ending a long-standing practice of hosting trainings in the university. A few interns were asked to leave organizations when trying to lead trainings outside of the YDRCs. In Jericho, people burned US and Israeli flags in front of the YDRC. Learning from this experience, in preparation for the embassy move itself in May 2018, IREX held a series of discussions internally and with partners regarding how PWY could best prepare for negative ramifications. PWY staff spoke with all of the YDRCs, strongly encouraging them to have an open, honest conversation with staff and interns, and emphasizing that personal safety is always more important than continued programming.

While there were no incidents at the time of the embassy move itself, towards the end of the program PWY was unfortunately affected by the political ramifications of this move. PWY was working with a YDRC-nominated youth steering committee to hold a Youth Symposium, complete with a summit that would promote youth solutions to issues, a film festival, and a YDRC marketplace where the centers could showcase their work. In late June, a month before the scheduled Symposium, and after considerable preparations, PWY canceled the event after the YDRCs stated they did not feel comfortable participating given the current political environment.

- ***Relationship with the Higher Council for Youth and Sports***

While PWY's results framework originally included a sub-IR to strengthen the capacity of the Higher Council for Youth and Sports (HCYS), in January 2014, USAID requested that IREX not work directly with the HCYS nor provide it with capacity building assistance and training. For the first half of the program, this presented no difficulties. However, in 2016, the Palestinian Authority began enforcing a new banking resolution that requires organizations registered as not-for-profit companies with the Ministry of National Economy (MoNE) (as IREX is) to receive approval from the Cabinet of Ministers to access all new transfers of funds into their bank accounts. As a result, IREX was required to seek formal approval from the MoNE and the Cabinet of Ministers in order to access any funds wired to its local account at the Arab Bank. While several prior funds approval requests were successfully approved by the MoNE and the Cabinet of Ministers, in July, 2017, in response to a funding request that IREX submitted for PWY, the MoNE engaged the line Ministry responsible for PWY, the HCYS. Despite frequent communication with the HCYS over the course of several months, the MoNE has neither approved nor rejected IREX's request. As such, over the last year of the program, based on conversations with IREX's lawyer and USAID, PWY continued to function but without access to its local bank account. While PWY has been able to continue in this way, relying on Western Union and credit card payments has created challenges and added an administrative burden.

- ***Resistance to the principles of positive youth development***

Despite PWY being a youth program and the YDRCs being youth centers, not all YDRC Boards of Directors have fully embraced the PYD approach, which has been at the core of all components of PWY's approach – from trainings to capacity building. As such, and as noted above, a lot of the capacity building with YDRCs focused on PYD and integrated PYD principles into all YDRC activities. The OCAs themselves took a PYD approach, including youth in the process directly. PWY largely succeeded in encouraging PYD uptake in the YDRCs, as reflected in the later youth-led activities such as the MSC study and as reflected in feedback from Board members themselves. However, despite great strides and continued effort to encourage buy-in of PYD, IREX saw some resistance even at the end of the program: when discussing a youth bill of rights for YDRCs during the good governance workshop, not all YDRCs agreed with the rights youth had written, particularly those surrounding youth having a right to be involved in the governance of the YDRCs.

LESSONS LEARNED

Throughout the life of the Partnerships with Youth program IREX strove for a **CLA** (collaborate, learn, adapt) approach to its management, an approach reflected in the evolution and results of the program. While IREX adjusted its programming and management in response to issues as they arose, there are lessons learned that stand out either in their importance or in the fact that IREX and its partners feel there is still room for improvement in future work. In reflecting on PWY as a whole, both internally with staff as well as through in-depth discussions with the YDRCs, these standout lessons learned correlate with each component of CLA.

Collaborate

IREX's collaboration with its main PWY partners, the YDRCs, is the first major lesson learned: close collaboration with and among the YDRCs was necessary for efficient programming and sustainable success. Given the centrality of the YDRCs to PWY's model, IREX strove to involve these partners in every aspect of programming, both to build capacity and to ensure buy-in. This included the grants team holding pre- and post-award meetings with YDRCs to review their grant activities and requirements, the organizational development team leading strategic planning workshops, and the finance manager providing on-site support to establish financial systems. But while IREX succeeded in moving YDRCs through an iterative, gradual capacity-building process based on their OCA results and when they joined the PWY program, even within a YDRC cohort (as YDRCs were usually brought onto the program a few at a time) there was sometimes large differences in capacity that led lower-capacity YDRCs to feel a bit overwhelmed. Further, there was sometimes a disconnect between the Board's expectations and the hopes of the staff. IREX needed to invest more time in ensuring that both the YDRC staff and board fully understood the YDRC model and were bought into the process. Adding additional staff to the organizational development team in 2017 helped in this regard by ensuring YDRCs received more regular mentorship.

Learn

Related to this lesson learned on the need for close collaboration, IREX wished there had been more opportunities for organic networking among the YDRCs – opportunities to learn from one another – and deliberate pauses for reflection on the part of both IREX and the YDRCs. IREX is delighted that the YDRCs have taken it upon themselves to continue as a network beyond PWY (as reflected in the ten organizations signing an MOU in September 2018 to formalize their network and relationship), since in IREX's long institutional experience networks among organizations do not last unless they are organically formed. However, under different circumstances IREX could have created more opportunities for greater collaboration and learning earlier on in the program, which might have benefited lower-capacity YDRCs. The political and financial context in which IREX worked shifted planned implementation timelines and approaches, causing YDRCs to be brought onto the program later than intended, and often necessitating a focus on more immediate program demands such as trainings for youth. As such, it was only later in the program that IREX was able to begin focusing more on opportunities for learning among the YDRCs.

Further, while YDRCs often identified monitoring and evaluation (M&E) support as one of the greatest pieces of support provided by PWY, this support often focused on day-to-day M&E and M&E systems. The start-and-stop nature of the program's funding put both IREX and the YDRCs under considerable time crunches, leaving limited opportunity for partners to reflect more broadly on how PWY was working and to share this information back with IREX in a systemic way. Future programming would benefit from workshops dedicated to broader programmatic and organizational learning. One opportunity for this that IREX implemented was the organizational capacity assessment (OCA). The OCA process proved very useful for YDRCs as it helped them to assess their strengths and areas for improvement in a systemic way. Should YDRCs continue this process on their own – and IREX has left them the tools to do so – it would provide regular opportunities for learning and reflection.

Adapt

One of the biggest lessons learned discussed, both internally and during meetings with YDRCs, was the need to have greater flexibility in the type of programming YDRCs offered. While YDRCs chose which specific trainings to offer, the program model and management structure necessitated a particular, fairly rigid, approach, involving an intern and trainings in each of the four main technical areas: employability, ICT, leadership, and media. The thematic activities were a great way to ensure programming responsive to the particular needs of different governorates, and YDRCs made good use of these opportunities to adapt their programming. IREX too adapted a lot of its curricula, including an overhaul of its leadership component and regular changes to its ICT programming. However, PWY would have benefited from doing so more regularly, in one of two ways: (1) customizing curricula to ensure it was meeting the needs of youth in each specific governorate and (2) offering more advanced trainings that would entice youth to continue to progress in a technical area. For example, despite regular changes to the ICT programming, upon reflection, ICT trainings should have been organized into two tracks, a basic track focused on everyday ICT use and an advanced track for people who wanted a career in ICT. More regular adaptation of trainings might have provided youth the opportunity to progress even further in their learning and opportunities.

PWY 2.0/RECOMMENDATIONS

Building upon the lessons learned from PWY, IREX and the YDRCs have four major recommendations for future youth programming in West Bank. As with the lessons learned, these recommendations are based on internal conversations within IREX, as well as lengthy discussions with each of the YDRCs. Were there to be a program similar to PWY, a PWY 2.0, the below are the adaptations in program design and management that IREX would recommend.

- **Conduct a thorough needs assessment for each YDRC and work with the YDRCs to use the assessment results in designing program activities.**

Related to the need for closer collaboration with each of the YDRCs, as well as the need for more regular moments for reflection with the YDRCs, IREX's first recommendation would be to conduct a needs assessment in each governorate in combination with the OCA. The needs assessment should be two-fold: determining what youth needs are for the area and determining what the needs of the YDRC are with respect to capacity building and organizational-development support (which the OCA does). While IREX and the YDRCs have a very good sense of each center's strengths and areas for improvement thanks to the OCA, as well as the needs of youth in their area based on informal feedback from youth participants and interns, a dedicated needs assessment would form the basis for designing each center's program activities and organizational-development process in a more customized way. As one major lesson learned was the need to adjust trainings more often, the results of the needs assessment should be used to customize program activities and trainings to best suite youth in each governorate. This process would also ensure that YDRCs are more included in the program-design process and feel greater investment in the program.

- **Implement more centralized program management of each YDRC**

Coupled with a more customized program for each YDRC based on the specific needs of that YDRC, IREX would also recommend a more centralized management approach to the YDRCs and their subgrants. One piece of consistent feedback received from the YDRCs was that they were sometimes confused as to who within IREX they should be communicating, since communication was diffuse across multiple staff: grants staff for subgrant questions, different technical staff for each technical area and respective intern, organizational-development staff for capacity building, administration staff for financial issues. IREX long recognized this challenge and tried different solutions, including having had a more centralized approach early in the program with YDRC "focal points," but without a dramatic overhauling of its program-management structure, no solution solved the problem entirely. If given the opportunity to redesign how the program is managed, IREX would recommend maintaining the different technical specialists – as these are necessary for training and supporting the intern trainers – but combining the grants and organizational development responsibilities into an overall program manager position, with at least two program managers (five YDRCs per manager). Beginning with the needs assessment process, program managers would act as the main focal point with each YDRC, centralizing the communication, and overseeing their program activities as a whole: helping to design the subgrant activities, overseeing the technical support provided, developing their capacity-building plan, managing their organizational-development process, and fielding questions as they arise.

- **Increase internships to at least six months**

While IREX overall recommends greater customization of activities for a PWY 2.0, there are a few recommended adjustments to apply across the entire program. The first would be longer internship cycles for the technical interns at the YDRCs. These internships were one of the most successful aspects of PWY – as seen through internship evaluations and the Most Significant Change study – but that success varied slightly dependent on the length of the cycle and the number of opportunities to lead training. A longer internship period, at least six months as was done towards the end of PWY, would afford more time for training the interns to ensure full absorption of material and additional practice, ensure all interns have the opportunity to lead multiple trainings, and allow interns to work more closely with PWY technical specialists and establish stronger relationships with the YDRCs.

- ***Shift target age range to 10-25 and add a focus on family***

Finally, a consistent recommendation, received from staff, YDRCs, and youth themselves, is to shift the age range of the program beneficiaries from 14-29 to 10-25. YDRCs noted great interest among younger youth, those falling below PWY's target age range, and a desire to offer more trainings for them. Youth themselves felt that it was important to offer opportunities and engage with youth at a younger age. Staff also noted that while certain trainings are more helpful for an older age demographic because of their usefulness in seeking employment, because of a desire for employment there is higher turnover among older youth, and less support among parents who would rather their children work than visit the YDRC. YDRCs can engage younger youth in longer programming. In addition, given both the desire to target younger youth and the finding from the MSC study that family was one of the blockers of change (see MSC report for additional details), IREX would recommend that future programming specifically target family involvement, especially parents: hosting more outreach activities that engage community members and family beyond youth, inviting parents to events, hosting family days, etc. YDRCs would benefit from stronger relationships with parents, and youth would have an easier time accessing the services of YDRCs if their parents were more supportive having seen the value of the YDRCs firsthand.

ANNEX 1: Our Partners

GROWTH AND EVOLUTION OF YDRC PARTNER NETWORK

The Partnerships with Youth (PWY) program was built upon USAID's learning from their investments in youth development programming in the region starting in 2008. At the time of initial design, there were approximately 350 youth clubs operating in the West Bank and Gaza, the majority of which focused their activities on sports and cultural programs, most lacking a comprehensive approach to youth development.¹² USAID had facilitated significant capacity growth among the established YDRCs in Nablus, Hebron, and Al Bireh, but a 2011 evaluation identified the need and opportunity to expand this support across the West Bank to further these gains and achieve greater results for targeted Palestinian youth. By the close of PWY, IREX had grown the YDRC model from the three previously-established YDRCs to a network of eight YDRCs and two implementing partner organizations that cover the whole of West Bank.

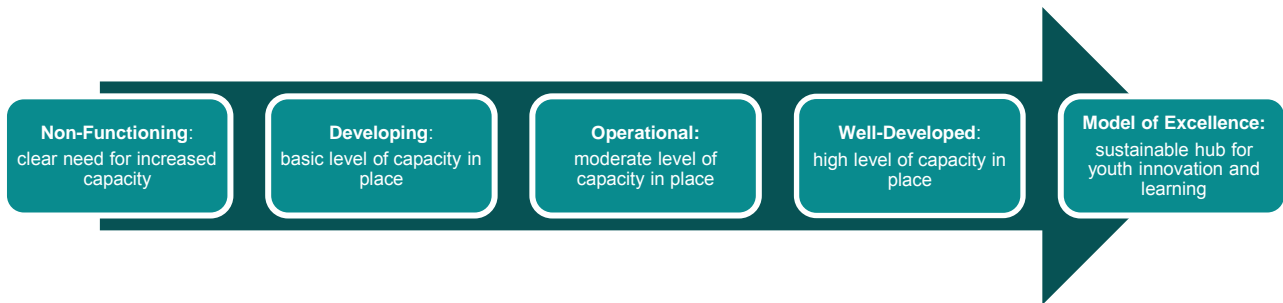
Yet this expansion happened in the face of a political and financial context that forced IREX to shift planned implementation timelines and approaches. Insecurity of funding led IREX to delay the selection of and implementation of activities with all but the original three YDRCs (IREX signed subgrants with Al Bireh, Hebron, and Nablus in January 2014). By March 2014, IREX had selected organizations in Jenin, Jericho, and Qalqilya to host YDRCs, but funding delays forced IREX to suspend all activities during July and August 2014; as a result, PWY did not sign these subgrants until the fall of 2014. In February 2016, IREX began the process of selecting new YDRCs in Bethlehem, Jerusalem, Salfit, Tubas, and Tulkarm, and by October 2016 had signed subgrants with newly-established YDRCs in Salfit, Tubas, and Tulkarm.

IREX was unable to find an organization in Bethlehem to meet all of the criteria necessary to become a YDRC, instead choosing to partner with CDCE-I to implement activities. In Jerusalem, IREX's initial selection, Hilal Al Quds Club, had leadership issues that forced IREX to restart the selection process, ultimately choosing Al Quds Club for the Jerusalem YDRC. By January 2018, shortly after the announcement that the US would move its embassy to Jerusalem, the Al Quds Club severed its relationship with IREX. Finally, in August 2015, the original YDRC in Al Bireh did not pass USAID vetting. Through conversations with USAID, IREX ultimately partnered with Al Bireh Cultural Club (ABCC) to serve the Ramallah/Al Bireh area, signing the first grant in July 2017, but ABCC continued as an implementing partner, not a new YDRC. These funding and implementation challenges meant that IREX worked with ten different YDRCs, but ended the program with eight, plus two implementing partners. After the close of the PWY program, this network of ten formalized their relationship with one another by signing an MOU and establishing three sub-committees to help the network continue: a fundraising subcommittee, a networking/relationships subcommittee, and a program development subcommittee.

CAPACITY DEVELOPMENT PROCESS AND ORGANIZATIONAL CAPACITY ASSESSMENT

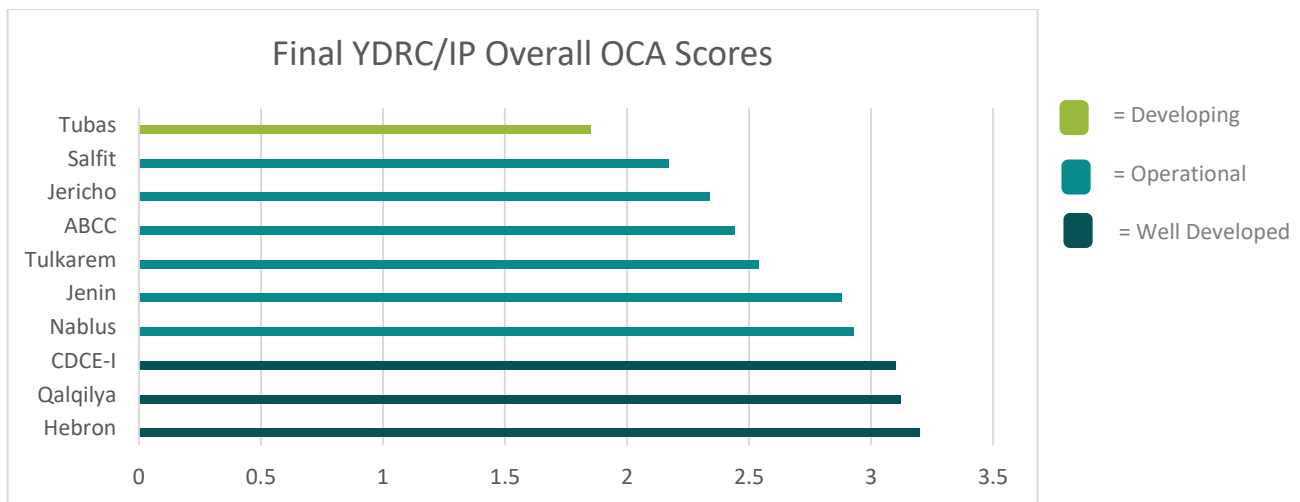
The PWY capacity development process (CDP) used a participatory and asset-based methodology, which examined the YDRCs' respective capacity in six internal and external factors – participation, programs, leadership, community, resources, and internal systems – which are strongly associated with organizational effectiveness and sustainability. The assessment scale includes five potential levels of organizational capacity for YDRCs – (0) Non-Functioning, (1) Developing, (2) Operational, (3) Well-Developed, and (4) Model of Excellence – based on their self-assessment of and scoring for the six key areas. The assessments identified both strengths and areas for improvement, and allowed PWY to track the organizational development progress of the YDRCs as they build their capacity to serve youth and achieve sustainability. These assessments assisted PWY and the YDRCs themselves to evaluate their development as organizations and to pinpoint ways in which they can develop in the future.

¹² IREX Award: Cooperative Agreement No. AID-294-A-13-00004



In 2016, IREX updated PWY’s capacity development process after determining that additional tools and modifications to the process were required to guide the YDRCs through the organizational development learning and planning activity. Utilizing the original CDP toolkit, as well as other organizational capacity assessment (OCA) tools developed under the auspices of other USAID-funded projects for NGO development,¹³ PWY created an OCA rubric that incorporates elements of PYD and is suited to the context of a YDRC. The PWY OCA rubric was the key modification to the CDP, as it articulated the general expectations for a YDRC at each of five developmental stages, ranging from non-functional to a model of excellence, and helped the YDRCs to gain understanding, confidence, and skills to make dependable judgments and to self-assess and plan for their capacity development over time. These organizational improvements are ultimately to help the YDRCs be sustainable organizations capable of implementing robust, strong youth programming.

At the conclusion of PWY, all YDRCs and IPs, with the exception of the Tubas YDRC, were operating at the Operational level or higher, with five YDRCs having seen a jump in stage between FY16 and FY17, from either Developing to Operational or Operational to Well-Developed. The below sections profile each of the ten organizations in this now-formal network and examine the growth they have experienced both as measured by the OCA and as described by their leadership.



¹³ PWY referenced other organizational development tools including: The Participatory Organizational Needs Assessment Tool (PONAT) developed under the Tamkeen Project by Catholic Relief Services; the Institutional Development Framework (IDF) developed by Management Systems International (MSI); and the Organizational Capacity Self-Assessment developed under the Rwanda Civil Society Strengthening by IREX.

PARTNER PROFILES

Partner Profile: Al Bireh Cultural Club

The Al-Bireh Cultural Club (ABCC) joined the PWY program as an implementing partner in July 2017, benefiting from direct services and support for 12 total months. Despite limited engagement, ABCC was a strong PWY partner, providing comprehensive programming on employability, ICT, leadership and media that **reached almost a thousand unique youth beneficiaries through over 57 trainings**. The center employed 11 interns and supported 3 youth-led initiatives. ABCC is situated in between three local schools near the center, but it is also located at the base of an Israeli settlement, presenting a challenging opportunity. Historically known for its fencing program, ABCC provides a safe space where youth can access robust services and programs, many of which are possible thanks to strong partnership development. For example, through their event partnership with Film Lab, 100 community members attended a screening of the film “Wanted 18,” with 85% of the attendees indicating they would attend another such screening. To expand the center’s reach, PWY supported the center’s outreach to marginalized youth in the Al-Bireh community and surrounding areas: the center partnered with organizations like the Ronaldo Youth Center, a local educational institution that serves children with learning disabilities, where PWY-trained interns led leadership trainings and supported recreation activities. The administration at the Ronaldo Youth Center, was skeptical at first, concerned that the youth would not be able to learn and engage in the training and really absorb the concepts presented. However, the youth’s participation and response was quite the reverse. They quickly engaged and the trainer, PWY leadership intern, Sabreen Shwiki, noticed a marked transformation in their behavior. She said, “it was difficult to get the center to agree at first because they didn’t think the youth would understand or benefit from the training, but the youth absorbed everything I said with genuine interest. I was truly inspired.” Participant Mohammed Abed Al-Aziz also said, “I learned to be a leader and to express myself confidently.”

“Youth who participated in the fencing training said they are more motivated, focused and excited to learn. Although it was the boys who pushed for the fencing training, we noticed that the girls showed more dedication during the exercises, their drive and hard work is very apparent.”

– Aseel Khattab, assistant trainer

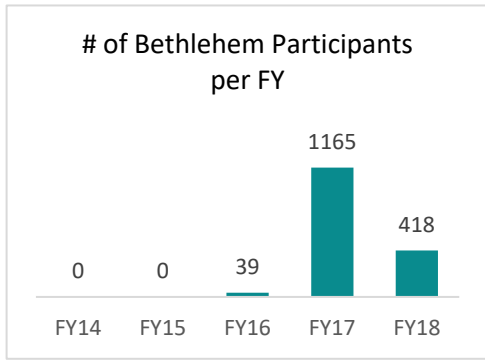
“These programs are necessary for giving youth an alternative to violence, drugs and dropping out of school. They give them an opportunity to use their gifts for the benefit of their society.”

– Daoud Al-Mitwally, Board Member

In December 2017, PWY conducted a baseline OCA for ABCC with a total of 13 staff, board members, interns, youth beneficiaries, and community members attending. The participants agreed on an overall score of 2.44, placing ABCC in the “operational” stage of development. The center’s community engagement, work with marginalized communities, and robust programming are reflected in the OCA’s initial assessment, where **community (2.50)**, **participation (2.70)**, and **programming (2.67)** were identified as its areas of great

strength. Based on these initial results, PWY’s organizational development team worked closely with ABCC to develop a strategic plan that would improve the identified growth areas such as **resources (2.15)** and **internal systems (2.33)**. The strategic-planning process involved three formal meetings that engaged center staff, board members, youth beneficiaries, and community members. At the close of PWY, ABCC Board Member Daoud Al-Mitwally identified the strategic-planning process as a major success of the PWY program that not only helped strengthen their internal systems, but that raised their visibility and reputation in the community thanks to its inclusive approach.

Partner Profile: Community Development and Continuing Education Institute



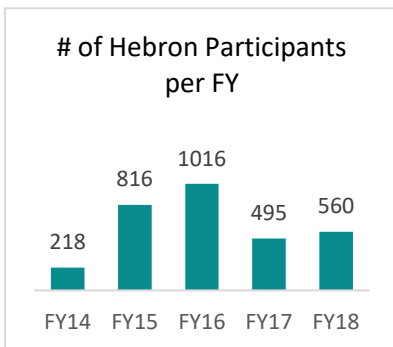
The Community Development and Continuing Education Institute (CDCE-I) is a non-profit established in Bethlehem in 2010 and housed within Palestine Ahliya University College – Bethlehem. Through PWY’s partnership with CDCE-I, beginning in 2016, the institute reached over 1500 unique youth beneficiaries through a thematic grant and comprehensive youth development programming as an implementing partner. Before becoming an official implementing partner, the center received a thematic grant in 2016 to support their “Act English” program. In partnership with the Jenin and Qalqilya YDRCs, nearly 200 youth received drama-themed English-language training and eight youth-coordinated interactive

performances on community social issues were staged. As a result, the YDRCs replicated the program and continue implementing drama-focused English-language trainings and activities.

In July 2017, IREX brought CDCE-I onto PWY as an implementing partner (the institutes location meant it did not meet the necessary criteria for being a YDRC). Despite the relatively limited duration of partnership with CDCE-I as an implementing partner, **the center reached over 1600 unique youth by conducting over 60 trainings, employing 9 interns, and supporting 7 youth-led initiatives.** As an already well-established institution, CDCE-I proved a strong partner, keen on further developing their systems, programming, and reach. CDCE-I worked with partners such as the Beit Fajjar Municipality to offer programming to youth unable to travel to the center. The center also founded the first Debate Club in Bethlehem, offering a unique opportunity for youth to develop critical analysis, creativity, and self-confidence. To help CDCE-I capitalize on their years of strong programming, PWY staff worked with the institute to build up their monitoring and evaluation systems, helping them to create and populate a database that includes all of their projects since 2011. This database includes both beneficiaries and volunteers, allowing them to pull upon these resources to expand their reach.

Although PWY partnered with CDCE-I as an implementing partner for only 12 months, the center did participate in an initial OCA. As an established institution and because of PWY’s support, the assessment identified **leadership (3.17), internal systems (3.17), and participation (3.15)** as its areas of greatest strength. It also identified **resources (3.00) and community (3.00)** as the priority areas for organizational capacity growth.

YDRC Profile: Hebron



The Palestinian Children’s Home Club (Hebron YDRC) was established in 1996 and became one of the first PWY partners in 2014 having already established a YDRC under a previous USAID program. During the five-year partnership with PWY, **the center reached over 2800 unique youth beneficiaries** through comprehensive youth development programming. The Hebron YDRC reached community youth by **conducting over 120 trainings, employing 37 interns, and supporting 5 youth-led initiatives.** In addition to traditional PWY-supported programming, the Hebron YDRC supports entrepreneurship among youth, creating a space where they can put their ideas into practice. Leveraging their partnership with the LET council, the center hosted a seminar for youth on the labor

market as well as an event on how to better support young entrepreneurs and recent graduates from the TVET programs. Hebron’s comprehensive programming also focuses on entrepreneurship, and through this programming **302 youth learned about entrepreneurship and 26 innovative youth projects were put on public exhibition.** Additionally, two former ICT interns from the center founded Adam Technology, a technology company that provides web design mobile app and e-services. The center also established a

diverse portfolio of partnerships to support programming, including with international donors and organizations like the U.S. Consulate, Mercy Corps, and the International Youth Foundation.

The center experienced significant improvements across the organizational categories of the development continuum in **participation (3.50)**, **leadership (3.33)**, and **internal systems (3.23)**. Diversification of the youth served is a primary focus of the YDRC to ensure inclusive youth **participation** and this is the center's greatest strength. The center is also inclusive of youth, staff, and board in the decision-making process, cultivating **leadership** at all levels of the organization. **Internal systems** have continued to be a strength, ensuring efficient administrative management and effective M&E systems. The YDRC's **overall OCA score increased overtime from 2.84 in FY16 to 3.20 in FY17**.

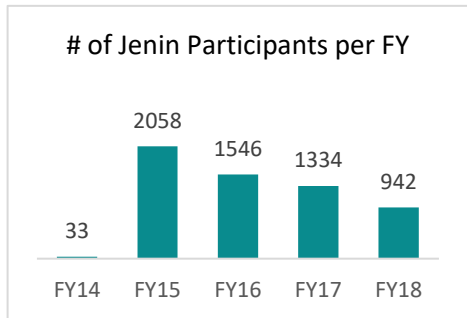
YDRC Profile: Jenin

During the four-year partnership with the Jenin Sports Club (Jenin YDRC), **the center reached over 5000 unique youth beneficiaries** through comprehensive youth development programming. The Jenin YDRC reached community youth by **conducting over 200 trainings, employing 42 interns, and supporting 15 youth-led initiatives**. This impact is significant given that Jenin is located in one of the most remote, and conservative areas of the West Bank. Engaging females at the center was an initial challenge, and the center and its leadership made concerted efforts to engage more female participants through activities like the female volleyball team, and the events celebrating female entrepreneurs. The center's Woman and the Law workshops are conducted by a local female lawyer who provides free counseling to young women about their rights, which has reached 58 women. Additionally, the YDRC was unique in that it integrated environmental conservation and education into its traditional PWY-supported programming: Youth led the "Hand by Hand" initiative, which raised awareness in the community about recycling; they led a project to raise awareness in the Faqu'a village about local flowers species; and organized environmental camps. Due to

their extensive environmental work with youth, the center was selected as the coordinating organization for the Palestinian Environmental NGOs Network. Overall, through the support of PWY, the Jenin Sports Club was transformed into a true YDRC, from a space with limited use to a true institution, a model for what programming and partnership for youth can look like in Jenin.

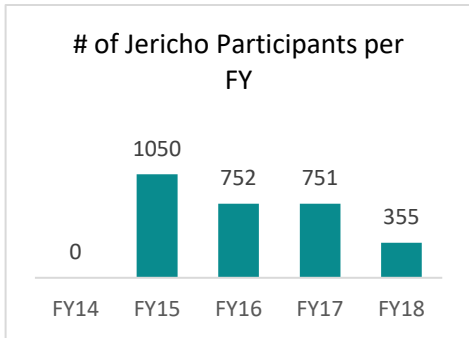
The expanded and more inclusive programming and increased access to leadership roles is reflected in the center's strongest organizational categories of the development continuum, including **participation (3.55)**, **leadership (3.33)**, and **programming (3.00)**. The center's efforts to engage youth from across Jenin and neighboring villages and its use of the participant database to shape its outreach efforts make **participation** its greatest strength. Youth also indicated that they were given more opportunities for **leadership** roles and that the YDRC leadership, including the director, developed a more inclusive approach to decision making. The diversity of **programming** offered, increased engagement of youth as trainers of programs and trainings, and the incorporation of activity feedback were important to strengthening their comprehensive programming. The YDRC's **overall OCA score increased overtime from 2.17 in FY16 to 2.88 in FY17**.

YDRC Profile: Jericho



“More than 75% of the youth who come to the club are girls. When they come to the club they are the owners of the club, they aren’t beneficiaries.”

-Othman Sadiq, Director



PWY and the Good Shepherd Club’s (Jericho YDRC) four-year partnership resulted in **over 2300 unique youth reached through comprehensive youth programming**. In addition to PWY’s support for programming, PWY, USAID, and ANERA supported the construction of a state-of-the-art youth center, which opened in March, 2017. The modern building is fully accessible for youth with disabilities, and includes a computer lab, media center, sports facilitates and other spaces for youth to express themselves. This new building was an important factor to **conducting over 180 trainings, employing 34, interns, and supporting 15 youth-led**

initiatives. The center has enhanced PWY-supported programming by engaging the Jericho municipality and local institutions. One youth-led initiative partnered with the municipality and local police to ensure side-walk safety. Another, recent, initiative called “The Reading Tree,” promoted reading and book clubs among youth, and was made possible after the municipality allotted land in the center of town near a famous tree for the Jericho YDRC to use. The YDRC also hosted an advanced leadership forum, called “Youth of Jericho” that hosted regular meetings and roundtables to connect youth with local government officials and community stakeholders to discuss issues of concern to youth, such as employment opportunities. In addition to strong partnerships with local institutions to ensure sustainability, the center is also focusing on resource mobilization. The center recently initiated an after-school tutoring and recreational program where parents pay for the children to participate.

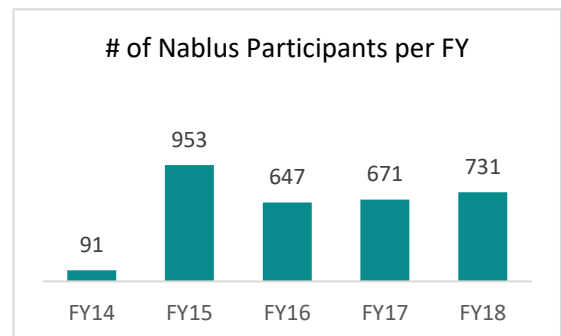
The construction of the new building is a primary factor in the increased capacity of the center. The final OCA report indicates that **participation (3.05), programming (2.58), and resources (2.30)** are the center’s greatest strength and the YDRC’s **overall OCA score increased overtime from 1.79 in FY16 to 2.34 in FY17**. To continue to strengthen programming, the center will focus more in creating stronger internal systems and improve outreach to and engagement of marginalized communities. IREX also hopes that the Jericho YDRC will make use of its media center not only to support more youth-friendly media programming, but also for income-generating activities.

“The opening was one of my proudest moments. I feel that our new building is like a child that we have built together as a team. Watching my colleagues from the staff to the board to the volunteers devote so much effort to the ceremony made me feel like we are truly one family.”

-Safa Omar, Jericho Media Intern

YDRC Profile: Nablus

PWY’s partnership with Jabal Al Nar Club (Nablus YDRC) began in January 2014, making it one of the program’s first YDRC partners. The club was established in 2003 as a youth center and opened a YDRC in 2008 as part of the USAID-funded RAWWAD program. During the five-year partnership with the Nablus YDRC, **the center reached over 2700 unique youth beneficiaries** through comprehensive youth development programming. The Nablus YDRC reached these youth by **conducting almost 200 trainings, employing 47 interns, and supporting 4 youth-led initiatives**. The



center’s exemplary comprehensive employability programming for fresh graduates (Empowerment for Fresh Graduates) provided 120 youth with a suite of trainings to improve their employability skills before placing them with other institutions and companies for external internships, which resulted in 14% of youth

participants gaining employment. Five additional YDRCs/IPs replicated and implemented this successful model in 2018.

“The Nablus YDRC and the EFG (Empowerment for Fresh Graduates) Program allowed me to find my dream job. And I learned it is never too late to be what you might have been.”

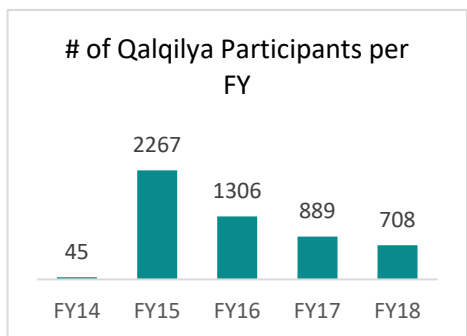
– Rafif Suissa, Nabulsi youth

Over the life of the program, the center experienced significant improvements across the organizational categories of the development continuum including **community (3.50), participation (3.30), and programming (3.42)**. The YDRC’s **overall OCA score increased overtime from 2.81 in FY16 to 2.93 in FY17**. The center is trusted in the Nablus **community** and has a well-developed network of partnerships with local academic institutions, NGOs, and governing institutions. The center established 39 formal partnerships with local, national, and international

organizations, including Coca-Cola and the Palestinian Medical Relief Services. The center also developed a more inclusive approach to youth **participation**, implementing activities in villages outside Nablus and fostering a safe space for youth to learn and grow. Additionally, the center diversified **programming**, ensuring that services are youth-driven, serving youth of a variety of ages and both genders, and expanding programming to reach more marginalized communities.

The YDRC’s organizational transformation and central location in the north positions it as an important link in the YDRC network. The YDRC plans to continue hosting regional YDRC meetings and national events, such as the National Robotics Competition, to support the network and continue collaboration between its members.

YDRC Profile: Qalqilya



The Qalqilya Ahli Club’s (Qalqilya YDRC) four-year partnership with PWY resulted in **over 4200 unique youth reached**, despite being located in an area nearly completely cut off from the rest of the West Bank and being surrounded and closely monitored by Israeli security forces. The center, which exclusively provided sports programming to boys prior to partnering with PWY, has undergone a dramatic transformation to a strong, safe space that provides varied, comprehensive programming for all youth in Qalqilya area. Over the course of PWY, **the Qalqilya YDRC conducted over 240 trainings, employed 42 interns, supported 21 youth-led initiatives, and engaged over 2,200 female youth**. The increased

engagement of female youth increased by over 14% from the initial quarter of implementation when only 36% of beneficiaries were female.

With the support of PWY, the YDRC also **fostered 46 partnerships to network in the community and ensure sustainability**, which was indicated as a strength in their OCA assessment (**community 3.13**). As a result of both the reputation of their training programs and relationships with private companies, companies now approach the center when hiring, know that youth from the center will be strong candidates. Another example of their deep community ties are the success of their **community outreach activities that reached over 1100 community members**. One such outreach activity, in June 2018, demonstrated the strength of these ties by raising over 8,000 shekels for the YDRC (\$2,200). Another strength of the YDRC is its diverse and youth-driven **programming (3.08)**. The YDRC’s robotics team won first place at the National Palestinian First Lego League Challenge

“The robotics training helped me discover myself personally and professionally level. I feel more confident and creative. And now I’m sure I will complete my studies in the field of technology.”

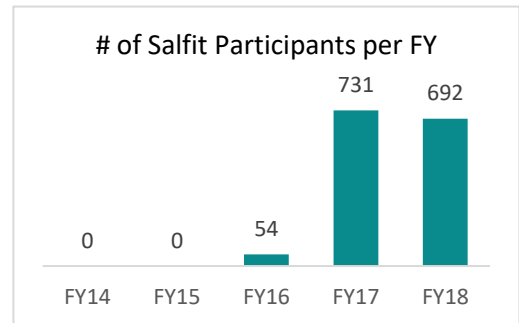
–Basel Abu Hamed, Qalqilya robotics program participant

and represented the West Bank in Egypt, where they placed fourth overall, and where their female coach won the award for best team coach. A third strength of the organization is its **leadership (3.50)**, where the board, staff, and youth express that decision-making is a shared responsibility among all stakeholders, also demonstrating the centers commitment to PYD. The YDRC’s **overall OCA score increased overtime from 2.67 in FY16 to 3.12 in FY17.**

The center has identified procurement of technical **resources**, strengthening of M&E and human resource **internal systems**, and increasing **participation** of male youth and persons with disabilities as three areas for growth.

YDRC Profile: Salfit

Despite only a two-year partnership with the Bidya Sports Club (Salfit YDRC), **the YDRC’s comprehensive programming reached over 1300 youth.** The YDRC also **conducted over 85 trainings, employed 26 interns, and supported 10 youth-led initiatives.** In addition to effective implementation of PWY-supported programming, the YDRC focused on inclusive **participation (3.20)** for marginalized groups and persons with disabilities, a strength identified in their OCA. For example, a youth with a disability who participated in a media training created a video that pressured the Al Quds Open University to make their bathrooms accessible for persons with disabilities. The YDRC also partnered with a volunteer group called “Hand-in-Hand” to engage persons with disabilities and provide trainings in marginalized villages, and a youth-led initiative called the Educational Bus raised funds to start a local library run by two persons with disabilities. The center also focused on strengthening its resource mobilization efforts through its partnership with Microsoft, which donated \$56,837 to support the computer lab, and its recent partnership with the local municipality to renovate a park and establish income generating activities, like a café. The Salfit YDRC also has a strong focus on thematic activities such as drawing classes and a chess club.



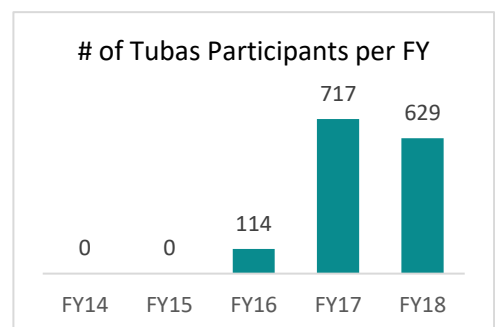
“The youth have a lot to say, so we were going to make programs that highlight issues that concern us; that are produced, filmed, and edited by us.”

-Rami Hammad, Salfit media intern

The centers youth-driven **programming (2.67)**. is also a strength, and they recently created a media room for youth to hold and broadcast civic engagement discussions. The **leadership (2.67)** of the center is also a driving factor behind their organization development across components. The center plans to strengthen **community** engagement efforts, expand participation by improving the accessibility of persons with disabilities, and strengthen **programming** by involving youth at all stages of program design and implementation. The YDRC’s **overall OCA score increased overtime from 1.36 in FY16 to 2.17 in FY17.**

YDRC Profile: Tubas

PWY’s partnership with the Tubas Sports Club (Tubas YDRC) resulted in **over 1200 unique youth reached** in one of the most marginalized regions of the West Bank. Additionally, the center **conducted over 100 trainings, employed 24 interns, and supported a dozen youth-led initiatives.** Because of the YDRC’s location, the center has a strong focus on outreach to marginalized villages and Bedouin populations in the Jordan Valley. Two youth-led initiatives, “Good Youth” and “Youth are Welcome,” provided trainings and facilitated recreational activities



to Bedouin populations, and also raised awareness about the Bedouin lifestyle through a media program. In Al Aqabbah village, a village completely controlled by Israeli security forces, youth facilitated recreational village for children. In another village, Tammoun, youth partnered with the local municipality to implement educational trainings not normally offered to youth. A recent youth-led initiative called [Sha'shaboun](#) ('Spyder') is "a way to give young people an opportunity to express themselves in a closed society," says Mohammad Daraghmeh, the youth who started the project. The youth interview community leaders about issues that are affecting youth in the community (for more information see the success story above). Since the initiative began, the Facebook page received over 4,000 followers.

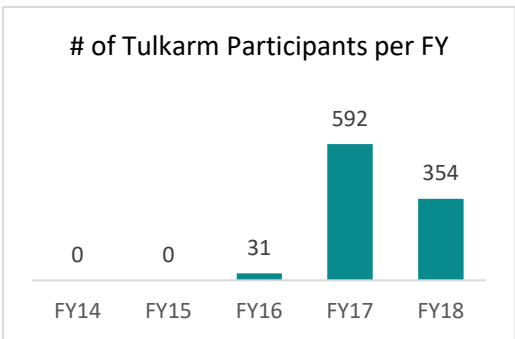
"PWY opens so many doors for you. All the skills and capabilities I have now I owe to IREX and the experience I gained from my time at the YDRC."

-Israa Abu Dawas, Tubas Leadership intern

In a relatively short period of time, the Tubas YDRC has begun a transformation from a sports club to a strong YDRC, with a dedicated board that has absorbed the principles of PYD, as demonstrated in its strong OCA scores for **participation (2.60)** and **leadership (2.33)**. In addition, **resources (2.20)** were also identified as a strength. The three areas of focus for the center are stronger **community** engagement, strengthened **programming**, and improved **internal systems**. The Tubas YDRC worked actively over the final year

of PWY to improve those organizational areas. By the close of PWY, board members noted the marked improvement in internal systems as a result of PWY's organizational development support, believing this to have been the biggest change as a result of PWY. They also remarked upon their increased access in the community, recognizing the importance and opportunity of their position. The YDRC's **overall OCA score increased overtime from 1.30 in FY16 to 1.85 in FY17**. To improve their programming, the center has tried to be responsive to the specific needs of Tubas youth; for example, providing health programming as a result of PWY's thematic grants was valuable because of the health issues facing youth in the area.

YDRC Profile: Tulkarem



PWY's two-year partnership with the Al Shweikeh Youth Club (Tulkarem YDRC) resulted in **over 900 unique youth reached**. Additionally, the center **conducted over 70 trainings, employed 25 interns, and supported 10 youth-led initiatives**. The Tulkarem YDRC implemented a diverse range of programming that were design in response to youth needs. The center has a strong focus on employability trainings, and is now an accredited organization by the European Commission's Erasmus+EVS after attending a national training. They also partnered with World Learning to provide story circle experiences to the youth. ICT is another strength in their

programming. One of their ICT interns went on to start his open business called Super Tec, which provides website design and maintenance services to 18 local businesses. Tulkarem also focuses on non-training activities, such as their skateboarding program and community initiatives.

In addition to identifying **participation (3.60)** as a strength through the OCA process, two of its other strengths on the development continuum are **leadership (2.67)** and **programming (2.67)**. The three areas of focus for the center are stronger **community** engagement, greater **resources**, and improved **internal systems**. The YDRC's **overall OCA score increased overtime from 1.71 in FY16 to 2.54 in FY17.**

“My training with BCI was more than wonderful. I have always had an interest in learning about mobile maintenance because I didn’t in my university courses. I am confident that my new skills will create opportunities for me.”

-Moath abu Sara, ICT Intern, Tulkarem

ANNEX II: COMPLETE INDICATOR MATRIX--STATUS OF PROGRAM SUCCESS AS MEASURED BY INDICATORS

The table below shows PWY's achievements for FY18 against its targets, as well as the life of project results. Note that targets were only set on a fiscal-year basis; as such, there are no life-of-project targets.

PWY Ind. #	Type	Indicator	FY18 Target	FY18 Actual	Life of Project Results
A	Output / PPR	Number of youth who have increased access to non-formal educational and leadership opportunities	3,000 ¹⁴ F: 1,500 M: 1,500	6,255 F: 4,140 M: 2,115	24,583
B	Impact	Changes in youth public participation and engagement as a result of USG-funding	5% (Index Score of 26)	NA ¹⁵	NA
C	Impact / PPR	Change in "21st century" youth competencies amongst youth involved in PWY PYD-SL activities	5% (Index Score of 114) out of 140	NA	NA
1.A	Outcome	Number of institutions with adequate capacity and improved youth services as a result of USG-funded capacity building assistance	8	NA ¹⁶	9
1.2.a	Output / PPR	Number of partnerships created between Youth Serving Institutions (YSIs) and the public/private sector	15 ¹⁷	31	146
1.2.b	Output	Amount of funding secured by PWY partners from other public/private entities	\$125,000	\$185,709	\$1,091,698
1.3	Outcome	Number of YDRCs that improve in one or more of the six key areas of organizational development	8	NA	8
2.B	Outcome	Percent of youth beneficiaries satisfied with PWY-supported programming	90%	96%	96%
2.C	Outcome	Percentage of youth beneficiaries who remain engaged in PWY/YDRC programs ¹⁸	30%	33%	35%

¹⁴ The FY18 target for Indicator A estimates that the number of unique youth who have increased access to non-formal educational and leadership opportunities will be approximately 60% of the total number of participants in PWY programming. At the beginning of FY18, IREX set an initial target of 3,000 unique youth, as presented in the GeoMIS, based on the remaining time available in the cooperative agreement. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 4,700 unique youth. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

¹⁵ In consultation with USAID, PWY chose to conduct a Most Significant Change (MSC) study at the end of the project, in place of the planned final 21st Century Competencies Assessment, to examine the impact of the program.

¹⁶ PWY did not conduct a FY18 organizational capacity assessment (OCA) with the YDRCs as the project ended in July and the final OCA would have been completed in September had the program been granted a no-cost extension.

¹⁷ At the beginning of FY18, IREX set an initial target of 15 partnerships, as presented in the GeoMIS, based on the time period remaining. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 33 partnerships. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

¹⁸ This measures the percentage of youth who take more than one training course in a year.

2.1.a	Output	Number of youth who receive civic and leadership training	1,150	1,214	5,399
2.1.b	Output	Number of youth who participate in community initiatives	1,550	670	3,768
2.1.c	Output	Number of community projects implemented by youth to contribute to positive change in the community	58	18 ¹⁹	108
2.2.a	Output	Number of participants in media programming	950	1,326	6,649
2.2.b	Output	Number of participants in ICT programming	1,050	1,910	8,097
2.2.c	Output	Number of participants in thematic programming	1,200	1,937	6,365
2.2.c.i	Output	<i>Number of participants in thematic sub-grants</i>	600	1,184	1,921
2.2.c.i	Output	<i>Number of participants in thematic programming</i>	600	753	4,444
2.2.d	Output	Number of participants in employability programming	2,350	2,935	11,144
2.3.a	Output	Number of participants in internship programming ²⁰	85 ²¹	221	591
2.3.b	Outcome	Percentage of people gaining employment as a result of participation in a USG-funded program	50%	43%	48%
2.3.c	Output / PPR / GNDR	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	43 females out of 85 (50%) ²²	167 out of 221 total (76%)	428 out of 593 total (72%)

¹⁹ Actual number of community projects led by youth in FY18 (18) fell below target (58) as a result of PWY anticipating greater interest when setting this target. Additionally, the number of Leadership in Action trainings was lower than projected, resulting in fewer initiatives.

²⁰ Indicator includes PWY/YDRC interns, external internships, and PWY-hosted fellows.

²¹ At the beginning of FY18, IREX set an initial target of 85 participants in internships (55 youth in YRDC internships, 30 youth in external internships), as presented in the GeoMIS, based on the time remaining in the agreement. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 165 participants in internships (105 in YRDC internships, 60 in external internships). This increased target is not included in the GeoMIS as it is tied to the target for PPR indicator 2.3c.

²² At the beginning of FY18, IREX set an initial target of 43 out of 85 total youth, as presented in the GeoMIS, based on the time remaining in the agreement. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 83 females out of 165 total youth, maintaining the same target proportion of 50% female. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

ANNEX III: COMPLETE INDICATOR MATRIX

PWY Ind. #	Type	Indicator	Frequency	FY2014 Target/ Results	FY2015 Target/ Results	FY2016 Target/ Results	FY2017 Target/ Results	FY2018 Target/ Results	Life of Project Results
A	Output / PPR	Number of youth who have increased access to non-formal educational and leadership opportunities	Quarterly	8,082 ²³ / 585	7,500*/ 8,375	5,000/ 5,884	3,000 ²⁴ F: 1,500 M: 1,500/ 8,091 F: 5,242 M: 2,849	3,000 ²⁵ F: 1,500 M: 1,500/ 6,255 F: 4,140 M: 2,115	24,583
B	Impact	Changes in youth public participation and engagement as a result of USG-funding	FY14, FY16 & FY18	Baseline Index Score of 22 out of 50	N/A	5% (Index Score of 23)/ Index Score of 26	N/A	5% (Index Score of 26)/ NA	NA
C	Impact / PPR	Change in "21st century" youth competencies amongst youth involved in PWY PYD-SL activities	FY14, FY16 & FY18	Baseline Index Score of 101 out of 140	N/A	5% (Index Score of 106)/ Index Score of 109	N/A	5% (Index Score of 114) out of 140/ NA	NA

²³* Targets for Indicator A, Number of youth who have increased access to non-formal educational and leadership opportunities, for FY14 and FY15 were established based on the number of participants in PWY programming, not on the number of unique youth who accessed one or more leadership and educational opportunities. However, the results included for FY14, FY15, and FY16 are the number of unique youth who accessed one or more leadership and educational opportunities.

²⁴ The FY17 target for Indicator A estimates that the number of unique youth who have increased access to non-formal educational and leadership opportunities will be approximately 60% of the total number of participants in PWY programming. At the beginning of FY17, IREX set an initial target of 3,000 unique youth, as presented in the GeoMIS, based on the funding available at that time. With an additional obligation of funding, IREX increased PWY's target for total participants in FY17 to approximately 9,000 youth, and set an internal target of 5,400 unique youth accordingly. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

²⁵ The FY18 target for Indicator A estimates that the number of unique youth who have increased access to non-formal educational and leadership opportunities will be approximately 60% of the total number of participants in PWY programming. At the beginning of FY18, IREX set an initial target of 3,000 unique youth, as presented in the GeoMIS, based on the remaining time available in the cooperative agreement. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 4,700 unique youth. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

1.A	Outcome	Number of institutions with adequate capacity and improved youth services as a result of USG-funded capacity building assistance	Annual	24 / 3	6 / 6	7 / 4	6 / 7	8 / NA	9
1.2.a	Output / PPR	Number of partnerships created between Youth Serving Institutions (YSIs) and the public/private sector	Annual	17 / 17	17 / 28	15 / 43	18 ²⁶ / 34	15 ²⁷ /31	146
1.2.b	Output	Amount of funding secured by PWY partners from other public/private entities	Annual	\$200,000/ \$96,500	\$200,000/ \$491,830	\$200,000/ \$150,649. 92	\$200,000/ \$210,525	\$125,000/ \$185,709	\$1,091,6 98
1.3	Outcome	Number of YDRCs that improve in one or more of the six key areas of organizational development	Annual	Baselines for 3 establishe d YDRCs	6 / 6	5 / 5	8 / 8	8 / NA	8
2.B	Outcome	Percent of youth beneficiaries satisfied with PWY-supported programming	Quarterly	70% / 98%	90% / 95%	90% / 95%	90% / 95%	90% / 96%	96%
2.C	Outcome	Percentage of youth beneficiaries who remain engaged in PWY/YDRC programs	Quarterly	75% / 8%	50% / 24%	50% / 32%	30% / 36%	30% / 33%	35%
2.1.a	Output	Number of youth who receive civic and leadership training	Quarterly	704 / 30	770 / 1,165	1,000 / 1,192	1,200 / 1,890	1,150 / 1,214	5,399

²⁶ At the beginning of FY17, IREX set an initial target of 18 partnerships, as presented in the GeoMIS, based on the funding available at that time. With an additional obligation of funding, IREX increased PWY's internal target accordingly to 30 partnerships. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

²⁷ At the beginning of FY18, IREX set an initial target of 15 partnerships, as presented in the GeoMIS, based on the time period remaining. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 33 partnerships. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

2.1.b	Output	Number of youth who participate in community initiatives	Quarterly	5,000 / 26	1,900 / 1,162	1,100 / 1,153	1,750 / 1,273	1,550 / 670	3,768
2.1.c	Output	Number of community projects implemented by youth to contribute to positive change in the community	Quarterly	12 / 1	18 / 13	22 / 22	54 / 56	58 / 18	108
2.2.a	Output	Number of participants in media programming	Quarterly	80 / 125	770 / 2,160	1,500 / 1,460	1,500 / 1,813	950 / 1,326	6,649
2.2.b	Output	Number of participants in ICT programming	Quarterly	80 / 198	950 / 1,922	1,500 / 1,350	1,400 / 2,591	1,050 / 1,910	8,097
2.2.c	Output	Number of participants in thematic programming	Quarterly	4,850 / 25	1,000 / 2,190	1,500 / 1,354	1,140 / 817	1,200 / 1,937	6,365
2.2.c.i	Output	Number of participants in thematic sub-grants	Quarterly	4,850 / 0	1,000 / 936	0 / 0	360 / 0	600 / 1,184	1,921
2.2.c.i.i	Output	Number of participants in thematic programming	Quarterly	0 / 25	0 / 1,254	1,500 / 1,354	780 / 817	600 / 753	4,444
2.2.d	Output	Number of participants in employability programming	Quarterly	0 / 176	0 / 1,769	1,500 / 2,307	2,000 / 3,974	2,350 / 2,935	11,144
2.3.a	Output	Number of participants in internship programming	Annual	50 / 50	75 / 63	66 / 102	136 / 157	85 ²⁸ / 221	591
2.3.b	Outcome	Percentage of people gaining employment as a result of participation in a USG-funded program	Annual	65% / 45%	45% / 45%	50% / 56%	50% / 53%	50% / 43%	48%

²⁸ At the beginning of FY18, IREX set an initial target of 85 participants in internships (55 youth in YRDC internships, 30 youth in external internships), as presented in the GeoMIS, based on the time remaining in the agreement. However, with a no-cost extension through July 31, 2018, IREX increased PVY's internal target to 165 participants in internships (105 in YRDC internships, 60 in external internships). This increased target is not included in the GeoMIS as it is tied to the target for PPR indicator 2.3c.

2.3.c	Output / PPR / GNDR	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	Annual	Target: 25 female out of 50 total (50%) Actual: 30 female out of 50 total (60%)	Target: 38 female out of 75 total (50%) Actual: 47 female out of 65 total (72%)	Target: 33 female out of 66 total (50%) Actual: 72 female out of 102 total (71%)	Target: 68 female out of 136 total (50%) ²⁹ Actual: 112 female out of 157 total (71%)	Target: 43 females out of 85 (50%) ³⁰ Actual: 167 out of 221 total (76%)	428/593 (72%)
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²⁹ At the beginning of FY17, IREX set an initial target of 68 females out of 136 total youth, as presented in the GeoMIS, based on the funding available at that time. With an additional obligation of funding, IREX increased PWY's internal target to 89 females out of 179 total youth, maintaining the same target proportion of 50% female. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

³⁰ At the beginning of FY18, IREX set an initial target of 43 out of 85 total youth, as presented in the GeoMIS, based on the time remaining in the agreement. However, with a no-cost extension through July 31, 2018, IREX increased PWY's internal target to 83 females out of 165 total youth, maintaining the same target proportion of 50% female. This increased target is not included in the GeoMIS due to USAID reporting requirements for PPR indicators.

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