



meet the middle
east entrepreneurs
of tomorrow

Northern Innovators (NI)

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FY20-FY23

Monitoring, Evaluation and Learning Plan **July 2020 – September 2023**

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1. PROJECT DESCRIPTION AND EVALUATION OVERVIEW

Northern Innovators (NI) is MEET's cutting-edge program for excelling Jewish and Arab teenagers from the North of Israel, combining intensive Summer Programs, weekly sessions during each school year and special events to build these youths' capacities in computer science (CS), social entrepreneurship, leadership and hands-on project work in diverse teams, fostering personal and professional networks and facilitating them in bridging divides and working together for the benefit of their communities. The program includes iterative and integrative recruitment, Yearlong Program and Summer Program modules, each repeating annually throughout NI's three-year grant period (2020-2023), engaging a total of 180+ direct unique beneficiaries. Throughout each school year (October-April/May), ongoing session

ns will take place via zoom with monthly physical sessions at either a MEET hub or in a high tech office, with MEET's intensive Summer Programs taking place in West Jerusalem (in July/August), and a few special events and excursions taking place at other Israeli locations (such as Tel Aviv, Herzliya, Neveh Shalom/Wahet al-Salam).

The program's change hypothesis is that, IF excelling youth from both sides become personally and professionally connected to one another through working on joint projects and acquiring a mutual set of skills, values and capacity for entrepreneurship and technological innovation in an equitable, safe context, THEN the next generation of Jewish and Arab leaders will be better positioned to bring about and scale positive social, economic and political change.

The goal of cultivating a generation of future Jewish and Arab leaders and equipping them with the experience, tools, skills, and motivation to create positive change in the region, stipulates the **first desired intermediate result (IR1)**: Increased capacity of a networked cadre of excelling Jewish and Arab youth to create joint bi-national CS and entrepreneurship projects for the benefit of their communities. Towards this, the program will focus on developing students' CS and entrepreneurship

knowledge and skills, while simultaneously fostering shared values and a deeper understanding of and improved attitudes towards the “other”. The **second desired intermediate result (IR2)** is increased exposure among program participants’ family members and among stakeholders (e.g., entrepreneurs, hi-tech company representatives) to program activities, values and products (e.g., successful examples of bi-national CS/entrepreneurship projects and presentations), towards increasing its circles of influence and impact.

NI’s key expected **outcomes** for the project’s lifetime (2020-2023) per activity module include:

- 1) **Three Recruitment cycles (2021, 2022, 2023):** 5400+ 9th graders from the area attending recruitment presentations; 1,080+ applicants to the program, 120 new students recruited, of those 120 students we will strive for there to be equal distribution of male and female participants, as well as Arab and Jewish participants;
- 2) **Three Yearlong Programs (YL20-21, YL21-22, YL22-23):** 80%+ of trainees reporting increased CS and entrepreneurship capacities as well as better attitudes and motivations towards “the other” and joint work for the common good; 72 projects produced by students; 24 advanced projects selected for summer accelerator as result of votes from 2000¹+ stakeholders and community members; 30-40 business/tech stakeholders involved as mentors, judges, lecturers;
- 3) **Three Summer Programs (2021, 2022, 2023):** 80%+ of trainees reporting increased CS and entrepreneurship skills as well as better attitudes and motivations towards “the other” and joint work for the common good; 150+ projects produced by students, of which 24 advanced ones as part of our Year3 accelerator; projects showcased to 700²+ business/tech stakeholders and community members;
- 4) **Monitoring and Evaluation:** two interim reports and one final report produced, identifying best practices and lessons learned.

MEET will evaluate and monitor the stances and behaviors of our students on an ongoing bi-annual basis, via online surveys, personal interviews, staff reports on progress and individual participants’ shifts, observations of activities, and management reviews of stats and aggregated data. Evaluation will include analysis of quantitative indicators collected on an ongoing basis throughout the year (such as weekly electronic attendance records and number of projects created) as well as bi-annual student surveys (after each programming module), to assess program outcomes (e.g., increased skills and knowledge, changes in perceptions and attitudes), students’ levels of satisfaction with the program, and programmatic lessons learnt.

MEET will be utilizing an Evaluation and Information Manager, as well as the services of an external evaluator, to assess the program’s outcomes. The external evaluation process will focus on a

¹ This number is estimated per year/cycle and included as the overall figure as there may be repetition we can’t estimate the scope of from year to year (therefore, we went with the minimal number).

² We expect 500+ non-trainees to attend outreach events each year and anticipate considerable overlap between years (e.g., parents who will attend in the 2021 Year1 final summer event will be in great overlap with the parents of the same cohort who will attend the 2022 summer Year2 final event and likewise for the 2023 graduation ceremony). Therefore, to estimate the total number for the three-year period, we went with a conservative estimate of 500 for the first year plus 100 for each of the subsequent years, representing parents of the new cohorts.

longitudinal study of the NI Class of 2023, accompanying this cohort of 40 students throughout their time in the program and enabling an in-depth and comparative examination of shifts over a significant time period (the three years of the project). Findings will be summarized in reports, whose lessons will be used to inform MEET's programming, as well as contribute to the understanding of the potential and pitfalls of CMM programs in our context.

Please note the following:

- a) This MEL Plan (and subsequently the indicators presented in Section 3.2 and the PIRs in Section 5) covers the period where programming modules are actually implemented, therefore there are no indicators or targets associated with the preparatory period of FY20Q4. Moreover, while the original award document only covered the period up to June 26, 2023, we understand that to be an error that will be rectified by USAID in accordance with the work plan included in the award, and therefore are including here the full period of FY23Q4 and the outputs and outcomes of the 2023 Summer Program.

2. RESULTS FRAMEWORK

Assumptions: 1) If excelling youth from both sides become personally and professionally connected to one another through working on joint projects and acquiring a mutual set of skills and values, then they will be better positioned to bring about positive change in the region. 2) Causing major change in the adult population is limited due to deeply entrenched stereotypes, prejudices and long-standing fear of “the other”, but work with the region’s youth during their formative teenage years has greater potential for developing their relationships, attitudes, skills & values. 3) CS and entrepreneurship are critically important in the context of the Israeli-Palestinian Conflict and in the context of narrowing gaps within Israeli society, both because of their economic potential for the benefit of both sides (especially when working together) and the major socio-political impact of social media and hi-tech applications.

Strategic Objective

Cultivate a generation of future Arab and Jewish leaders and equip them with the experience, tools, skills, and motivation to create positive change in the region.

Indicators: 1 # of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale.

2: # of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation, and in particular, related indicator “Number of trainees who complete the required percentage of training”

3: (1.6.2-c096): % of targeted participants who agree that they have a better understanding of the others that helped in changing their attitude positively.

Intermediate Result (IR) 1: Increased capacity of a networked cadre of excelling Jewish and Arab youth to create joint bi-national CS and entrepreneurship projects for the benefit of their communities.
Indicator: # of bi-national teams of Israeli and Palestinian (including Palestinian citizens of Israel) students who will develop joint CS/entrepreneurship projects and present them to stakeholders and their families.

Intermediate Result (IR) 2: Increased exposure among program participants’ family members and among stakeholders (e.g., entrepreneurs, hi-tech company representatives) to program activities, values and products (e.g., successful examples of bi-national CS/entrepreneurship projects and presentations).
Indicator 1: # of parents and/or family/community members attending summer outreach events.
Indicator 2: # of stakeholders attending outreach events, or exposed to participants’ presentations through special events and excursions.
Indicator 3: # of individuals voting in social media campaign to select student projects for the accelerator

Sub-IR 1.1: Increased CS knowledge and skills among participants.

Indicator: % of targeted participants who demonstrate improved CS knowledge and skills via completing CS projects.

Sub-IR 1.2: Increased entrepreneurship knowledge and skills among participants.

Indicator: % of targeted students who demonstrate acquired entrepreneurship knowledge and skills via presentations in at least one event (in one or more event).

Sub-IR 1.3: Improved perceptions about the other.

Indicator: % of targeted participants who report increased willingness to work together, belief in the importance and impact of bi-national cooperation, and other relevant self-reported measures not covered by 1.6.2-C096.

Activity 1: Recruitment – presentations at schools, exams, group dynamic sessions, interviews etc.

Activities 2-3: Training as part of Yearlong Program and Summer Program modules, including Yearlong sessions, special events, excursions, and intensive three-week summer programs comprising training in CS, entrepreneurship and Deeper Understanding curricula. Both types training modules (Yearlong and Summer) have outreach elements via special events where students present their projects.

Activity 4: Monitoring and evaluation of program outputs, outcomes and impact and recommending improvements.

3. PERFORMANCE MONITORING PLAN

Several types of program data will be collected as part of the program's monitoring and evaluation efforts: 1) quantitative data pertaining to the number of program activities and events, and the number (including relevant disaggregations) of people attending them; 2) qualitative data on issues, challenges or highlights of implemented activities; 3) data on the products of activities (e.g., games developed by students, student presentations); 4) quantitative and qualitative data on participating students' attitudes and perceptions regarding the "other", the knowledge and skills they have gained through the program, the process(es) they underwent and more.

3.1 Data collection methodology and DQA procedures and considerations

1) The methodology for gathering **data on the number of activities/events and related attendance** will depend on the type of activity and the attendees in question:

A) For activities involving only NI participants (the ~180 trainees of all the classes taking part in the program) **and special events including NI participants and other MEET trainees**, such as the yearlong weekly sessions, opening and closing events, excursions, conferences, and summer program, data will be collected, tracked and analysed via MEET's integrated Business Intelligence system, Salesforce³. Event and sessions' dates, locations and student attendance will be documented by MEET staff, with students signing weekly online attendance forms to offer further validation. Obtaining these signatures will be the responsibility of the Program Coordinators, prompted and validated by the Compliance Officer, who will also ensure that the Program Coordinators and Program Director will validate these documents electronically before the information is submitted to USAID as part of the year-end reporting process. The information in Salesforce also includes key demographics such as cohort, gender, nationality and hub, enabling disaggregations and comparisons. Any changes made by one of the coordinators (or any user) to the Salesforce data are automatically logged in the system, with general oversight by MEET's Evaluation and Information Manager to prevent tampering. This process addresses the *validity, precision, integrity* and *reliability* data quality considerations, while reducing paperwork and the load on the students and program staff. Moreover, it enables the quick, automated and *timely* generation of attendance statistics via the Salesforce interface.

B) For broader outreach activities, involving participants' family members, community members and stakeholders such as local entrepreneurs and CS experts, MEET will implement a different system. For in-person events, a system of electronic sign-in will be used, either via a special form or a designated app such as SplashThat (TBD). The information recorded per

³ In 2018, with growing student and alumni numbers, MEET conceived a new business intelligence model, utilizing an electronic interface to enhance and deepen our business intelligence capabilities so that we can best track and engage with applicants, students, and alumni throughout their entire MEET experience. Part of the idea was to render large parts of several important processes automatic (e.g., inviting applicants to take exams, generating recruitment statistics, processing quantitative survey results) to save time and work, and to make important information accessible to authorized personnel in a timely, up-to-date and accurate way. Israeli company balink created this new interface for MEET in 2019, with a pilot of the recruitment process. Since then, more features were added such as tracking attendance and retention of students, and now also tracking projects and other student outcomes. The system is integrated with the existing Salesforce platform (previously used by MEET for resource development purposes only, e.g., tracking grants and donor relations).

guest at a minimum will include name and gender, with nationality, role and email address optional (unless the event takes place online via Zoom, in which case all email addresses will be logged automatically and reports generated via Zoom itself). Nevertheless, the quality of this data is expected to be lower than that of NI participants' and other MEET trainees' attendance data, in terms of *integrity* and *precision* in particular. For example, as MEET does not have the ability or willingness to force guests to sign in, there is likely to be underreporting of numbers when it comes to the larger scale events. This is especially taking into consideration that some guests are not necessarily computer savvy (e.g., younger siblings and/or grandparents of participants). In order to mitigate the effect that this situation will have on the program's outcomes, we have opted to create an Attendance Compliance Plan⁴ involving: using alumni and teaching assistants to ensure everyone is registered and to help anyone who requires assistance, hanging QR codes facilitating the registration process, and enticing guests by providing a party favour to anyone who RSVP'd or signs in during the event. For the annual online campaign to select the projects for the summer accelerator, engaged users will have to sign in to the voting website using their email address, and a report listing these email addresses will be generated to create a count of individual voters⁵, with a process in place for eliminating duplicates by cross-referencing IPs as well as by using an algorithm that detects duplicate accounts by checking if the account data/info are similar/the same, which was developed by our CS Lead and NI alumnus Loai Qubti (strengthening *integrity* and *precision*).

- 2) **Staff will record their impressions** of noteworthy occurrences, aspects, insights, participants' quotes, issues, challenges, deviations from plans and other relevant qualitative data pertaining to program activities (sessions, events, etc.), on an ongoing basis, and upload pertinent data (e.g., activity reports, protocols of staff meetings) to the staff's shared GoogleDrive folder (or another secured online platform to be used by MEET), in addition to reporting pressing issues, concerns and unexpected (positive or negative) results to their supervisors and/or in staff meetings, in a *timely* and *precise* manner. This information will be used for monitoring purposes and to adapt the work plan as necessary (triangulating information from several staff members, to verify its *reliability*), and highlights will additionally be provided to the evaluator, to provide another perspective than that of the participants regarding the program, thereby increasing the *validity* of the evaluation process.
- 3) **Data on changes in trainee students' perceptions, attitudes, knowledge and skills as a result of the program** will be gathered through various means, most notably online survey questionnaires, but also the products of their work (e.g., computer programs, presentations, etc.), and staff evaluations.
 - A) Online anonymous **surveys using MEET's Salesforce Business Intelligence platform** will be held twice each year, in April/May following the yearlong component, and in August following the summer component. Regarding the PPR perceptions indicator, relevant

⁴ In order to ensure the highest accuracy with data collection in broader outreach activities, we are inquiring about the use of event applications, QR code reminders, and hiring extra staff to support this plan. In order to further explain the attendance compliance plan an appendix will be sent with the MEL plan as a separate document.

⁵ Not included in the count of the indicator of people attending USG-funded events, as it would be hard to cross-reference with other attendance records based solely on email addresses (e.g., trainees will likely vote as well, and we'd like to make sure they're not counted twice).

questions will be included in the surveys at the end of each Summer Program. Quantitative questions (total + according to sub-group disaggregations) will be calculated automatically by the system, and qualitative information will be automatically logged and available for analysis by the Evaluation and Information Manager and/or Compliance Officer in an anonymized form (e.g., to obtain student quotes for evaluation reports). Analysis of qualitative data overall will be performed also in light of interviews, staff notes and observations. The use of the electronic and largely automated computerized system will facilitate MEET in maintaining *integrity*, *precision*, and *reliability* of the data, especially as any changes in the system are logged and tracked (making it easy to identify tampering). The filling out of the online surveys will be done *timely* during a dedicated timeslot with MEET staff available (in person or online) to assist in explaining any questions if needed. Students will have several days to complete the surveys beyond this dedicated time slot, if needed. This will allow students to have the time and space to respond, including students who were unable to attend on the day when surveys were administered. Since the surveys are largely anonymous, it is expected that students will respond with their true thoughts rather than saying what they think MEET wants to hear, which will contribute to the *validity*. Critical comments and suggestions for improvement from past surveys offer support for this hypothesis. Data will be fed into Salesforce via surveys that each student will get a unique link to fill out (associated with their Salesforce record). This will ensure that no duplicate responses will be recorded. This data will only be accessible by the Evaluation and Information Manager, who if needed will be able to confirm that no duplicates exist. Aggregated statistics for different groups of students (by cohort, hub, gender, nationality) will be made available to MEET's staff, management and partners.

- B)** Data on the **products of trainee students' work** will also be collected and recorded by NI staff as they are produced/submitted or following their presentation at program sessions/events, and will be additionally verified by MEET management and the program's Compliance Officer. Specifically, these products include completed individual projects using Python, completed group projects for the creation of small functional computer games, applications or websites, and presentations at outreach events. Data will include type of product/presentation, student(s) involved (including gender, nationality, class and hub), date, location completed/presented, and additional comments (e.g., instructor marks), if relevant.

Generally speaking, the use of quantitative surveys increases the *reliability* of the data, while its combination with qualitative survey questions and performance measures such as the creation and presentation of CS projects increases the overall *validity* and *precision* of data collection and analysis. Also addressing validity, the risk of social desirability bias in the surveys will be reduced, as they will be done online and individual identifying information will not be available to the educational staff. In terms of *integrity*, the datasets of surveys are automatically saved, so transcription errors are not an issue. Any changes to the data are logged automatically, reducing the likelihood of tampering. Data pertaining to products and presentations will be verified by the supervisors, and the Compliance Officer will additionally attend the main outreach events at which students' projects will be presented, documenting and further verifying the information. Unlike the data about activities and attendance, these data will be reported per class on an *annual* basis. Results from the analysis of class data will inform the continuing implementation of the program,

and overall lessons as per the final evaluation report will serve for future implementation of MEET's programs and other similar programs.

Going beyond the overall statistics, MEET will perform analyses related to comparisons between groups – males and females first and foremost. Gender aspects will be taken into account throughout the data collection and analysis process and will include (but will not be limited to) disaggregating data for all relevant indicators per gender. In terms of enrolment and attendance at training activities, the timely collection and presentation of gender-disaggregated data will enable staff to identify and take measures in case of problems. See section 4.3 below for more gender-related considerations.

3.2 Performance indicators

*Program targets as stated in the MEL are not identical to the targets that appear in the Cooperative Agreement due to a narrower focus being used per USAID instructions.

**Some performance indicators have been left at 0 and will be updated once they can be supported by proper verification.

*Note: fiscal year target results do not add up to project lifetime results⁶

No.	Level	PMP Indicator Type	Indicator Name	Base line Value	Target FY21	Result FY21	Target FY22	Target FY23	Project lifetime
1	Strategic Objective	PPR	PS 6.2-5 # of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale (bi-national)	0	15	15	15	15	45
2	Strategic Objective	PPR	PS 6.2-4 # of people participating in USG-supported events, trainings or activities designed to build mass support for peace and reconciliation. Disaggregation:	0	878	814	878	878	1396 ⁷
			PS 6.2-4 -a Male	0	439	368	439	439	698
			PS 6.2-4 -b Female	0	439	391	439	439	698
3	Strategic objective	PPR	PS 6.2-1-wbg : % of targeted participants who agree that they have better understanding of the others that helped in changing their attitude positively. Disaggregation:	0	80%	93%	80%	80%	80%
			PS 6.2-1-wbg-a The above % for Males	0	80%	93%	80%	80%	80%

⁶ Due to the expectation the same participants (be them trainees, family members or other stakeholders) will arrive to various different events, we have adjusted the targets to reflect this. Further explanations are provided in the respective PIRS sheets.

⁷ This number is based on the following calculation: the FY target, 100 NI trainees+ 200 other MEET trainees+ 78 Stakeholders+ 500 family members, for a total of 878 yearly participants in any USG-supported events. Taking into account participants arriving to multiple events, we have calculated a total participation of 180 NI trainees+ 360 other MEET trainees (counted as guests to MEET broader outreach events)+ 700 family members + 156 stakeholders = 1396.

			PS 6.2-1-wbg-b The above % for Females	0	80%	91%	80%	80%	80%
4	IR 1	MGT/Custom	# of bi-national CS and/or entrepreneurship summer projects that will be developed by teams of Israeli and Palestinian (including Palestinian citizens of Israel) students and presented to stakeholders and family members.	0	50	93	50	50	150
5	IR 2	MGT/Custom	# of parents and/or family and community members attending summer outreach events	0	500	369	500	500	700 ⁸
6	IR 2	MGT/Custom	# of stakeholders attending outreach events, or exposed to participants' presentations through special events and excursions.	0	78	125	78	78	156 ⁹
7	Sub-IR 1.1	MGT/Custom	% of targeted participants who demonstrate improved CS knowledge and skills via completing CS projects	0	80%	0**	80%	80%	80%
8	Sub-IR 1.2	MGT/Custom	% of targeted students who demonstrate acquired entrepreneurship skills and knowledge via presentations in at least one outreach event	0	70%	0**	70%	70%	70%
9	Sub-IR 1.3	MGT/Custom	% of targeted participants who report measures of improved perceptions about the other not already covered by the standard custom indicator 1.6.2-01.	0	80%	96%	80%	80%	80%
10	IR 1	MGT/Custom	Number of NI trainees (direct beneficiaries) who complete the required percentage of training	0	100	95	100	100	180
11	IR 2	MGT/Custom	# of individuals voting in social media campaign to select student projects for the accelerator	0	2000	0**	2000	2000	2000

We have set the baselines for all improvement-related indicators to 0, since they are essentially retrospective.

⁸ This count is based on target of 200 for Year3 graduation, 140 for the Year2 final event, and 160 for the Year1 final event. As the majority of these parents will attend events in more than one FY, the lifetime target of the project was determined at 700 (rather than 500 per year times 3 years). Taking into account participants arriving to multiple events, and parents having more than one child in a MEET program, we have set the overall target to 700.

⁹ Each year, we are estimating 30 stakeholder guests for the Yearlong Program events (4 Year2 Pitch Deck judges, 26+ at Year1 event), plus 48 for summer (8 Series A judges, 20+ Networking Night, 12+ Year2 presentations event, 8+ Facebook Year1 event), accounting for around 50% repetition in people from year to year, this gives us a project lifetime target of 78+39+39=156

4. PERFORMANCE MONITORING MANAGEMENT

4.1 Roles and responsibilities

NI's staff will all play a role in monitoring and evaluation, in addition to MEET's Evaluation and Information Manager and an external evaluator whose work in the project will be dedicated solely for this purpose. As mentioned above, staff members will record their impressions and insights pertaining to program activities (sessions, events, etc.) on an ongoing basis. The ground staff (**Program and Logistics Coordinators, Instructors, Teaching Assistants**) will share pertinent information on a timely basis with the management staff (**Program Director/ Y1,Y2 and Recruitment Managers, MEET CEO**) to inform decision-making and to make it possible to address urgent issues as soon as possible (e.g., response to violent events in the context of the Conflict, to developments in the Coronavirus situation, to critical events that occurred within the sessions).

The **Program Coordinators** of the Nazareth hub and the summer staff will be directly responsible for collecting data on events (dates, type, location) and trainees' attendance and recording it in Salesforce. They and the **instructors** will also be responsible for recording information regarding students' products and presentations. This information will be uploaded by them to the staff's shared GoogleDrive, Salesforce and/or another secured online system to be used by MEET at the time. The **Program Director/Y1,Y2 and Recruitment Managers** will sign post each programming module on Salesforce attendance report printouts per student to verify the data, and will generally serve in a supervisory capacity.

The **Compliance Officer** will be responsible for ensuring that the Program Coordinators are uploading the required information to the online systems, for cross-referencing and otherwise checking and verifying data as possible, for generating on-the-fly, quarterly and annual statistics and disaggregations as relevant, and for reporting to the USAID AOR on program activities, challenges and achievements, whether through narrative reports submitted via email or through TEAMS. The Compliance Officer will also be responsible for: 1) devising the best procedure, strategies and platform for collecting online attendance information from non-trainees (sign-ins), together with the CEO and with the approval of the AOR, in advance of the first outreach event (slated for March 2021); 2) gathering from staff and other sources any additional relevant data (e.g., regarding projects and their evaluation); and 3) verifying the information in the evaluation reports produced before submitting them to the program's USAID AOR.

The **Evaluation and Information Manager** will be responsible for: 1) creating performance indicators based on the parameters provided by MEET (in conjunction with MEET staff), and revising targets if and as necessary; 2) creating and administering the online surveys and generating automated quantitative analysis reports via Salesforce; 3) preventing tampering and ensuring the integrity of all survey information and all other pertinent evaluation-related data (descriptions of products, staff notes, interviews, etc.) stored on Salesforce; and 4) contributing to writing evaluation reports – interim annual evaluation reports and a final evaluation report at the end of the program, containing an evaluation of the program's implementation and results using both qualitative and quantitative means, as well as conclusions, best practices and lessons learned.

The **External Evaluator** (Yuval Piurko of Zofnat Institute) will be responsible for conducting a longitudinal study, following the program each summer throughout the three years of the project. The study will involve interviews and focus groups with students.

4.2 Evaluation plan

NI's evaluation plan relies on a strategy of combining qualitative and quantitative research spanning different methodologies, and relying primarily on surveys, interviews, and analysis of additional data such as attendance records and student products (e.g., computer programs, presentations).

Data will be collected and monitored on an ongoing basis as the program is implemented. Evaluation will be focused on assessing program outcomes (e.g., increased skills and knowledge, changes in perceptions and attitudes), students' levels of satisfaction with the program, and programmatic lessons learnt.

When assessing program outcomes, the evaluation process will address the indicators outlined in the Results Framework and assess the extent to which the targets laid out in the Performance Indicator Tracking Table were met, in addition to the program outcomes outlined in the implementation plans and additional metrics of interest to MEET's educational team.

An important data collection tool will be online surveys that the participants will fill out, both after the Yearlong Program component and after the Summer Program component. The surveys will include a variety of questions, some involving choosing the answer from a given category, some involving rating on a 1-5 Likert scale, some with "Agree/Disagree" as the answer options, and some open questions (focused primarily on the reasons provided for agreement/disagreement). Likert scale items include possible statements such as: "MEET helped me gain practical experience and increased my CS knowledge, understanding and skills", "MEET increased my willingness, ability and motivation to cooperate and work on projects together with students from the other nationality", "My CS instructors are easy to talk to when I have questions or problems", and more. It will also contain the three questions pertaining to the 1.6.2-C096 indicator (PIRS Indicator #3).

In addition to assessing the program's main outcomes and its implementation and deriving insights and lessons related to those, we may additionally look into other questions and issues that may arise from the field or from the data, e.g., regarding the impact of political events or outbreaks of violence, changes in the program in light of the Coronavirus (if any), unexpected program results, etc. Furthermore, we will perform analyses related to comparisons between groups, such as Jews/Arabs, NI students vs those of MEET's two other hubs, and first and foremost, boys and girls.

Longitudinal Study: MEET will commission an external longitudinal evaluation study of the NI cohort taking part in the USAID-funded program throughout the full path of the five programming modules, the Class of 2023. The study will explore students' experience of participation, the unique characteristics and challenges of MEET's Nazareth student, and the effect of their participation in MEET/NI upon various life aspects, by following this cohort along three summers (from 2021 through 2023). The use of a longitudinal format enables us to delve deeper into participants' experience, and assess changes over time. This study will provide MEET with deep insights about the experience of participating in NI and the various type of effects on students from a longitudinal

perspective. Relying on participant's ability to reflect and express themselves, this study takes a qualitative approach. Building on a personal, long-term connection with participants, this approach allows exploration of pre-determined questions in depth, as well as other themes that may emerge. Information for this study will be gathered through interviews and a focus group. The research questions may include topics such as motivations, the experience of participation, knowledge and skills gained, effect on personal life, effect on perceptions of the Conflict and minority-majority relations in Israel, effect on plans for the future and milestones.

Combined and triangulated data using the sources and methodologies above will feed into the annual evaluation reports for the program (two interim reports and one final report). The recommendations and lessons learned will be used to inform MEET's programming, as well as contribute to the understanding of the potential and pitfalls of CMM programs in our context (if relevant). For example, MEET initiated an organization-level gender-mainstreaming process in response to an evaluation survey that showed that girls were feeling less safe than boys in the program. MEET embarked on a process to determine the meaning of this finding (e.g., what do they mean by "safe"? what would make them feel more "safe"?), and to go beyond that in exploring gender and intersectional identities as cross-cutting topics in our work. The process has enriched our Deeper Understanding curriculum with conflict-sensitive gender-focused activities, and a robust sexual harassment prevention policy (including workshops for staff and students every year). The fruits of the special attention paid to students' sense of safety (in particular after gender differences showing girls feeling less safe in previous evaluations), were evident in the subsequent 2019-20 Yearlong Program survey results, with average ratings varying from 92% to 100% and gender differences in sense of safety disappearing.

4.3 Gender considerations

An important challenge for the program will be to ensure the enrolment and participation of young girls to the program. We have identified several central obstacles for this, including 1) prevalent cultural norms and gendered roles that limit women's ability to participate and equally advance in the public sphere in general, and in "male" academic and professional fields in particular (such as CS, business and entrepreneurship positions); 2) barriers ingrained in both societies regarding personal security, freedom of movement and over-protectiveness that hinder female students' abilities to partake in afterschool and summer program; 3) environmental factors that lead girls to undermine their potential for excellence, especially in hard sciences and math, fearing antagonism from their families and peers. To address these issues and insure the successful recruitment and retention of 50:50 ratios of male-female students, MEET speaks to parents and families directly, gaining their acceptance of the program and approval for the regular attendance of their daughters as part of the recruitment process itself. MEET takes care to approach all-girl schools as it does all-boys schools, and to develop recruitment materials that feature female students as group leaders. MEET additionally addresses the logistical barriers by providing transportation, supervised activities and taking the students' safety as a priority. We also tackle the environmental and cultural norms on several levels – through the Deeper Understanding curriculum, through role modelling and example set by female staff, mentors, alumni and advisors, and through insistence on diversity and equal representation. Furthermore, NI's programming and curriculum development includes important gender mainstreaming principles, taking into account the different learning patterns and social construction of young men and women.

Gender aspects will be taken into account throughout the data collection and analysis process, and will include disaggregating data for all relevant indicators per gender. In terms of enrolment and attendance at training activities, the timely collection and presentation of gender-disaggregated data will enable staff to identify and take measures in case of problems. These lessons could result in adjustments of MEET's Deeper Understanding curriculum, addition of female role models, confidence-building activities for girls, etc., as reflected in the example included at the end of Section 4.2 above.

4.4 Estimated costs associated with the MEL Plan

For the purposes of this plan, we focus on the direct evaluation costs, namely the costs associated with the salary of MEET's Evaluation and Information Manager, and the fees to be paid to the external evaluator. Indirect costs such as the time spent by other program staff on gathering, inputting and/or verifying data are hard to estimate in advance and are not allocated separately. Therefore, the estimated costs associated with the MEL plan amount to **\$49,227**, according to the following breakdown:

- **Evaluation and Information Manager**, TBD, 30% position at \$720 per month x 34 months = \$24,480, plus fringe benefits (29.83%) = **\$31,782**
- **External evaluation**, Zofnat Institute, \$5,815 a year x 3 years = **\$17,445**

5. PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

Indicator #1
Name of Result Measured: Strategic Objective: Cultivate a generation of future Arab and Jewish leaders and equip them with the experience, tools, skills, and motivation to create positive change in the region.
Name of Indicator: PS 6.2-5 Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale
Is this a PPR indicator? Yes, Reporting year/s: FY21, FY22, and FY23. If yes, link to foreign assistance framework: PS.6.2
DESCRIPTION
Precise Definition(s): This indicator registers the number of USG-funded activity activities – such as a trainings or events -- that aim to build popular support for peace or reconciliation among the general population. Each activity, event, or training counts as one unit. Specifically in the context of NI, for the purposes of this indicator: 1) The regular Yearlong Program weekly sessions and events in each cycle will be counted once per module per cohort, including non-outreach events and activities such as the opening event (2 per year) 2) The intensive summer program component for each of the Year 1, Year2, and Year3 cohorts, will count as one training per cohort each year, including non-outreach activities such as excursions (3 per year) 3) Special outreach events and activities that involve students presenting projects will each count as a separate event even if they take place as part of the Yearlong Program or Summer Program modules (10 in total: pitch deck event, Y1 Yearlong Closing event, social media campaign, Year1 Facebook presentations, Year1 final summer event, Year2 case study presentations event, Year2 final event, Year3 Networking Night, Year3 Series A event, Year3 Graduation) 4) Not included: recruitment presentations and meetings between MEET management staff and potential stakeholders, or small-scale site visits during ongoing sessions/activities.
Unit of Measure: Number
Disaggregated by: All the above events are expected to be bi-national (the PPR indicator disaggregates to uni/bi-national).
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source Electronic attendance sheets and events reports
Method of data collection and construction: As MEET staff will conduct these activities, the information will be collected through observation and administrative records as logged on MEET's online systems (primarily Salesforce and GoogleDrive). The Compliance Officer will aggregate and validate this data (cross-referencing staff report and documents with online attendance records), and will maintain an ongoing master Excel table (password protected) that will include dates, locations and links to event photos (if available). Following verification, data will be reported to NI's USAID AOR.
Reporting Frequency: Quarterly, no later than one month after the end of the relevant quarter.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer:
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: No known limitations in counting the events.
TARGETS AND BASELINE
Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY 21- 15 FY 22- 15 FY 23- 15 Rationale for Targets (optional): See details in the precise definition above.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):

THIS SHEET LAST UPDATED ON: Sep. 24th, 2020

Indicator #2

Name of Result Measured: Cultivate a generation of future Arab and Jewish leaders and equip them with the experience, tools, skills, and motivation to create positive change in the region.

Name of Indicator: PS 6.2-4 Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation, M/F

Is this a PPR indicator? Yes, Reporting year/s: FY21, FY22, and FY23.

If yes, link to foreign assistance framework: PS 6.2-4

DESCRIPTION

Precise Definition(s): This indicator registers number of men and women, boys and girls identified with a party or parties to the conflict attending events or activities, both public and private, related to building support for peace and reconciliation. Specifically in the context of NI, for the purposes of this indicator, we will count anyone who attended any NI-related event or training session (and signed in electronically in the case of non-trainees, or was registered by staff and signed weekly electronic attendance sheets in the case of trainees). This includes NI trainees attending the program's training sessions and non-NI MEET trainees attending some of the outreach events (not as NI beneficiaries), as well as family members and stakeholders attending outreach events. Not included: engagement via voting in the social media campaign (due to large overlap and potential issues with cross-referencing different types of information across different systems).

Unit of Measure: Number

Disaggregated by: Male/Female. For internal purposes, if given: Israeli (Jewish)/ Israeli Arab (including Palestinian citizens of Israel)/other.

Rationale or Justification for indicator (optional):

PLAN FOR DATA COLLECTION BY USAID

Data Source: Electronic sign-ins (via app or form) for non-trainees, attendance records of trainees logged by staff on Salesforce (verified by weekly electronic attendance forms).

Method of data collection and construction: *For training activities, events and excursions involving trainees,* NI's Program coordinators will be responsible to log trainees' attendance in MEET's business intelligence system (using the Salesforce Platform). In relevant circumstances, such as inability to attend events in person (e.g., due to the implications of the Coronavirus), remote attendance via online systems such as Zoom and Sococo will count as well. NI trainees will sign weekly electronic attendance forms, with final signatures and verification provided by the Hub Manager/Program Director and the Compliance Officer processing these printouts. A similar process will be in place for non-NI trainees (involving the staff of MEET's Jerusalem and MEETx hubs). *For broader outreach activities,* involving non NI- Trainees (not as beneficiaries), NI participants' family members, community members and stakeholders such as local entrepreneurs and CS experts, MEET will implement a different system. For in-person events, a system of electronic sign-in will be used, either via a special form or a designated app such as SplashThat (TBD). The information recorded per guest at a minimum will include name and gender, with nationality, role and email address optional (unless the event takes place online via Zoom, in which case all email addresses will be logged automatically and reports generated via Zoom itself).

Reporting Frequency: Quarterly, no later than one month after the end of the relevant quarter.

Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.

DATA QUALITY ISSUES

Date of Past Data Quality Assessments and reviewer:

Date of Future Data Quality Assessments (optional): September 2021

Known Data Limitations: For the portion of the data pertaining trainees, the risk is minimal, since MEET staff would know all their names and details in advance, and since they are committed to the program and to its attendance requirements and since the information will be logged in the system by expert staff and later verified by the students themselves. The quality of attendance data regarding non-trainees is expected to be lower than that of NI participants' and other MEET trainees' attendance data, in terms of integrity and precision in particular. For example, although an attendance compliance plan will be in place as MEET does not have the ability or willingness to force guests to sign in, there is likely to be underreporting of numbers when it comes to the larger scale events. This is especially taking into consideration that some guests are not necessarily computer savvy (e.g., younger siblings and/or grandparents of participants).

TARGETS AND BASELINE

Baseline timeframe (optional): 0 at the beginning of FY21.

Targets:

FY21- 100 NI trainees + 200 other MEET trainees + 78 professional stakeholders + 500 family/community members = 878
FY22- same
FY23- same

Rationale for Targets (optional):

For explanation of trainee targets, see Indicator #10. For explanation of stakeholder targets, please see Indicator #6. For explanation of community/family member targets, see Indicator #5.

When it comes to disaggregation, we are assuming equal gender distribution for all, though we only have a real basis to do so for trainees, where we control the makeup of each new cohort by ensuring equal representation. Regarding the stakeholders and family/community members, this is not something MEET has much control of, especially when it comes to attending family members and guests at “mixer” type event such as Networking Night. For stakeholders on panelled events (such as the Pitch Deck and Series A events), we try to ensure equal representation as well.

Note that the overall project lifetime target is 1396 rather than 3 years * 878 attendees per year, since a large portion of attendees will repeat from year to year.

The rationale for the lifetime target of 1396 is explained in the indicators 5,6 & 10. For convenience, we have added these explanations here:

Indicator #5: Targets set based on past experience with family members, though it should be noted that past numbers were based on students' reports and it is possible that not all arrivals will be captured via online sign-in. This count is based on target of 200 for Year3 graduation, 140 for the Year2 final event, and 160 for the Year1 final event. As the majority of these parents will attend events in more than one FY, the lifetime target of the project was determined at **700** (rather than 500 per year times 3 years).

Indicator #6: Each year, we are estimating 30 stakeholder guests for the Yearlong Program events (4 Year2 Pitch Deck judges, 26+ at Year1 event), plus 48 for summer (8 Series A judges, 20+ Networking Night, 12+ Year2 presentations event, 8+ Facebook Year1 event), accounting for around 50% repetition in people from year to year, this gives us a project lifetime target of $78+39+39=156$

Indicator #10: The target for each year assumes ~70 Year1 and Year2 students attending each program module, and a new cohort of 40 students joining each summer (as a veteran one graduates), which accounting for ~10 annual dropout brings us to 100. The overall target for the programs' 3 years is **180**, as two cohorts will continue from each FY's summer to the next FY's Yearlong Program and therefore cannot be counted twice. Hence the calculation is 100 in the first year plus 40 new students for each of the two remaining years, rather than 100 per year x 3 years. We assume that half the NI trainees will be female and half male, half Jewish and half Arab/Palestinian (all citizens of Israel).

In addition to the 3 indicators, the other MEET trainees from Jerusalem and MEETx will be attending broader outreach events, these trainees are not counted as beneficiaries of the Northern Innovators program, but they are counted as guests of the events under indicator #2, meaning they will be included in the total expected participants, for a total of 360 over the course of the whole program.

$700+156+180+360=1396$

CHANGES TO INDICATOR

Changes to Indicator:

Other notes (optional):

THIS SHEET LAST UPDATED ON: Sep. 24th, 2020

Indicator #3

Name of Result Measured: Cultivate a generation of future Arab and Jewish leaders and equip them with the experience, tools, skills, and motivation to create positive change in the region.

Name of Indicator: PS 6.2-1-wbg: Percentage of targeted participants who agree that they have better understanding of the others that helped in changing their attitude positively.

Is this a PPR indicator? Yes.

If yes, link to foreign assistance framework: N/A

DESCRIPTION

Precise Definition(s): This indicator shows the outcome of conflict mitigation grants on having beneficiaries get to understand each other, and value each other from both parties Arabs and Jews. The way to measure this indicator is to ask the NI participants (trainees only, not including outreach event non-trainee attendants) three questions at the end of the year/period and to calculate the percentage of who agree on the three questions (see below example)

Please replace the words *them/their* in the below questions with the relevant category (Israeli Jew, or Israeli Arabs), as in the first question. (The blue text is from the USAID-provided template indicator PIRS, replaced per the note below).

NOTE: The online surveys for this indicator will be standard for all NI participants and MEET's other trainees, so the phrasing we've opted for is "students from the other nationality" (our surveys are general and demographic data is attached separately via our business intelligence system).

- 1- *As an Israeli Jew* I can now understand *Israeli Arabs'* the perspective of people from the other nationality
Agree- Disagree
- 2- I am more positive about *them* Agree- Disagree
- 3- I am willing to work with *them* on common issues Agree- Disagree

Assuming we have 100 persons, their results in a table could be as follows:

No.	Question	Agree	Disagree
1	I can now understand their perspective	80	20
2	I am more positive toward them	60	40
3	I am willing to work with them on common issues	50	50
	Average	63.3%	36.7
	Percentage of targeted participants who Agree is	63.3%	

Unit of Measure: % (0%-100%).

Disaggregated by: PS.6.2-1-a-WBG: Percentage for Male; PS.6.2-1-b-WBG: Percentage for Females. For internal purposes: Israeli Jewish/Israeli Arab

Rationale or Justification for indicator (optional):

PLAN FOR DATA COLLECTION BY USAID

Data Source: Self report, program participants' feedback on the three questions

Method of data collection and construction: Online surveys will be administered via MEET's business intelligence Salesforce platform, at the end of each activity year (after the summer component). In these surveys (among other questions), NI participants (i.e. Nazareth hub trainees, not including attendants of outreach events such as parents and stakeholders or trainees from MEET's two other hubs) will be asked to answer the three questions. The raw data will be automatically saved by the system and verified by the Evaluation and Information Manager, who will also generate reports that calculate statistics automatically via the system, including disaggregation options, and will provide them to the Compliance Officer.

Data quality will be maintained in the following ways. The results of the online surveys will directly populate the database maintained by the Evaluation and Information Coordinator, maintaining integrity, precision, and reliability of the data. The online surveys conducted at the end of the Summer Program will be done timely during a dedicated timeslot with MEET staff available to assist in explaining any questions. In addition, students who require it will have up to another week to complete the surveys, allowing them the time and space to respond. The risk of social desirability bias in the surveys will be reduced, as they will be done online and individual identifying information will not be available to the educational staff. In terms of integrity, the datasets of surveys are automatically saved, so transcription errors are not an issue. Any changes to the data are logged automatically, reducing the likelihood of tampering.

Reporting Frequency: Annually, within a month following the end of the fiscal year (initial numerical analysis of the data can be made available to USAID as early as September in each relevant FY).

Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.

DATA QUALITY ISSUES

Date of Past Data Quality Assessments and reviewer:

Date of Future Data Quality Assessments (optional): September 2021

Known Data Limitations: Validity could be called into question due to social desirability bias, but having the questionnaires online and essentially anonymous will hopefully sufficiently address this. We have also seen in this type of questionnaires that student do give low scores on some items from time to time, including also suggestions for improvements to the program.
TARGETS AND BASELINE
Baseline timeframe (optional): N/A
Targets: FY 21- 80% FY 22- 80% FY 23- 80% Rationale for Targets (optional): 80% selected as a reasonable target based on past experience.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON: Sep. 30 th , 2020

Indicator #4
Name of Result Measured: Intermediate Result 1: Increased capacity of a networked cadre of excelling Jewish and Arab youth to create joint bi-national CS and entrepreneurship projects for the benefit of their communities.
Name of Indicator: # of bi-national CS and/or entrepreneurship summer projects that will be developed by bi-national teams of students and presented to stakeholders and family members.
Is this a PPR indicator? No. Reporting year/s: FY21, FY22, and FY23.
If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This indicator measures the number of bi-national projects of NI trainees in mixed groups with other MEET trainees), who will develop joint CS projects (e.g., computer games, websites) and/or entrepreneurship projects (e.g., social canvas) aimed at making a positive change (e.g., anti-racism campaigns, protecting the environment, etc.) and will present them to stakeholders and/or family members at designated MEET events as part of the Summer Program.
Unit of Measure: Number
Disaggregated by: N/A (for internal purposes, will be disaggregated by cohort)
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff reports, student-created materials (PPTs, posters, videos) and other materials (e.g., project evaluation rubrics filled by stakeholder judges).
Method of data collection and construction: Data on the products of trainee students' work will be collected and recorded by Program Coordinators as they are produced or following their presentation at program sessions/events, and will be additionally verified by MEET management and the program's Compliance Officer. For this indicator, these products include group projects for the creation of small functional computer games, aps, demos and/or websites, and or entrepreneurship project/business plan PPTs and/or promo videos, presented at outreach events. Data will include type of product/presentation, student(s) involved, date and location completed/presented, and additional links and comments, if relevant.
Reporting Frequency: Annually, within a month after the end of the fiscal year, and/or within the relevant quarterly report.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: To address potential reliability issues, data pertaining to products and presentations will be verified by the supervisors, and the Compliance Officer will additionally attend the main outreach events at which students' projects will be presented, documenting and further verifying the information.
TARGETS AND BASELINE

Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY 21- 50 FY 22- 50 FY 23- 50 Rationale for Targets (optional): Minimal target selected to allow for flexibility. It may be, for example, that for one cohort the CS and entrepreneurship projects will be combined into one, while for others there will be two separate group projects per summer. The number of students per project group will depend on the type of project as well, and in turn (given a fixed cohort size) will affect the number of projects.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON: Sep. 24th, 2020

Indicator #5
Name of Result Measured: Intermediate Result (IR) 2: Increased exposure among program participants' family/community members and among stakeholders (e.g., entrepreneurs, hi-tech company representatives) to program activities, values and products (e.g., successful examples of bi-national CS/entrepreneurship projects and presentations).
Name of Indicator: # of parents and/or family and community members attending summer outreach events
Is this a PPR indicator? No. Reporting year: FY21, FY22, and FY23. If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This output indicator registers the number of trainees' family and community members attending the final summer outreach events, counted based on electronic sign-ins.
Unit of Measure: Number
Disaggregated by: N/A
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff reports, and additionally (as available): RSVPs, event pictures
Method of data collection and construction: For in-person events, a system of electronic sign-in will be used, either via a special form or a designated app such as SplashThat (TBD). The information recorded per guest at a minimum will include name and gender, with nationality, role and email address optional (unless the event takes place online via Zoom, in which case all email addresses will be logged automatically and reports generated via Zoom itself). The per-event information will be accessed and processed by the Compliance Officer, who will maintain a special password-protected EXCEL sheet to track attendance at all events and across the project's lifetime. Following verification, data will be reported to USAID.
Reporting Frequency: Annually (after summer each year).
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: MEET would not know all the details about these attendants in advance, nor does MEET have the ability or willingness to force such guests to sign in electronically and provide their demographic information. Given this, the large volume of attendance at events involving family members (some of whom children or elderly and therefore not necessarily internet-savvy), and the cultural tendencies among some of them, there is therefore likely to be underreporting of numbers when it comes to the larger scale events, and some data (like gender, for example) may not be filled appropriately.
TARGETS AND BASELINE

Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 500 FY22 - 500 FY23 - 500
Rationale for Targets (optional): Targets set based on past experience with family members, though it should be noted that past numbers were based on students' reports and it is possible that not all arrivals will be captured via online sign-in. This count is based on target of 200 for Year3 graduation, 140 for the Year2 final event, and 160 for the Year1 final event. As the majority of these parents will attend events in more than one FY, the lifetime target of the project was determined at 700 (rather than 500 per year times 3 years).
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON:

Indicator #6
Name of Result Measured: Intermediate Result (IR) 2: Increased exposure among program participants' family members and among stakeholders (e.g., entrepreneurs, hi-tech company representatives) to program activities, values and products (e.g., successful examples of bi-national CS/entrepreneurship projects and presentations).
Name of Indicator: # of stakeholders attending outreach events, or exposed to participants' presentations through special events and excursions.
Is this a PPR indicator? No.
If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This output indicator registers the number of stakeholders (entrepreneurs, hi-tech sector workers, etc.) attending one or more of the Yearlong Program and Summer Program outreach events, or exposed to participants' presentations through special events and excursions (e.g., trips to Google or Facebook HQs, and students' entrepreneurship project presentations at SamsungNEXT or elsewhere).
Unit of Measure: Number
Disaggregated by: Internal: Gender (M/F).
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff reports, RSVPs and online sign-ins, event pictures (as relevant)
Method of data collection and construction: For in-person events, a system of electronic sign-in will be used, either via a special form or a designated app such as SplashThat (TBD), where in the case of these stakeholders will likely also collect RSVPs in advance. The information recorded per guest at a minimum will include name and gender, with nationality, role and email address optional (unless the event takes place online via Zoom, in which case all email addresses will be logged automatically and reports generated via Zoom itself). The per-event information will be accessed and processed by the Compliance Officer, who will maintain a special password-protected EXCEL sheet to track attendance at all events and across the project's lifetime. Following verification, data will be reported to USAID.
Reporting Frequency: Quarterly, no later than one month after the end of the relevant quarter.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: Stakeholders will for the most part come to events by invitation or will be associated with the companies visited, and what's more, will be much fewer than family members at an estimated 4-40 per event), making it easier to track them and register their names and details in advance (e.g., via their RSVPs in platforms such as SplashThat). Moreover, they will be likelier to cooperate with the sign-in process at the event (however, note that in the past, we've had Palestinian judges who refused to even have their names disclosed).
TARGETS AND BASELINE

Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 78 FY22 - 78 FY23 - 78 Rationale for Targets (optional): Each year, we are estimating 30 stakeholder guests for the Yearlong Program events (4 Year2 Pitch Deck judges, 26+ at Year1 event), plus 48 for summer (8 Series A judges, 20+ Networking Night, 12+ Year2 presentations event, 8+ Facebook Year1 event), accounting for around 50% repetition in people from year to year, this gives us a project lifetime target of 78+39+39=156
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON:

Indicator #7
Name of Result Measured: Sub-IR 1.1: Increased CS knowledge and skills among participants
Name of Indicator: % of targeted participants who demonstrate improved CS knowledge and skills via completing CS projects
Is this a PPR indicator? No.
If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This outcome indicator measures the percentage of NI trainees (not including non-trainee participants of outreach events) who successfully complete small Python programming projects (Year1 students) and/or who are part of teams who successfully create more advanced CS game / application / website together (more advanced cohorts).
Unit of Measure: Percentage
Disaggregated by: For internal purposes: male/female, Jewish/Arab
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff reports, and as relevant also other materials.
Method of data collection and construction: Data on the products of trainee students' work will be collected and recorded by NI staff as they are produced/submitted or following their presentation at program sessions/events, and will be additionally verified by MEET management and the program's Compliance Officer. Specifically, these products include completed individual projects using Python, completed group projects for the creation of small functional computer games, applications or websites, and presentations at outreach events. Data will include type of product/presentation, student(s) involved (including gender, nationality, class and hub), date, location completed/presented, and additional comments (e.g., instructor marks), if relevant.
Reporting Frequency: In the report for the relevant quarter, and otherwise annually, within a month after the end of the fiscal year.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: The use of this indicator in conjunction with other indicators for the same IR based on survey results increases the reliability, validity and precision of data collection and analysis. Although such additional indicators are not included in NI's MEL Plan (following the example of the final TEEM2 MEL Plan), these will nevertheless be collected and reported on as part of the larger framework of the evaluation reports as they are part of the per-module expected outcomes. To address potential reliability issues, data pertaining to these products will be verified by the supervisors.
TARGETS AND BASELINE

Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 80% FY22 - 80% FY23 - 80%
Rationale for Targets (optional): 80% selected as a reasonable target based on past experience.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON:

Indicator #8
Name of Result Measured: Sub-IR 1.2: Increased entrepreneurship knowledge and skills among participants.
Name of Indicator: % of targeted students who demonstrate acquired entrepreneurship skills and knowledge via presentations in at least one outreach event
Is this a PPR indicator? No.
If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): The % of targeted students who present an entrepreneurship project idea and plans (or MVP) in at least one of the Yearlong Program or Summer Program outreach events, such as the Pitch Deck event, Networking Night, etc.
Unit of Measure: Percentage
Disaggregated by: NA. For internal purposes: Male/female, Israeli (Jewish) /Palestinian (including Palestinian citizens of Israel), region (Jerusalem/Nazareth).
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Staff reports, and as relevant also PPTs and other materials.
Method of data collection and construction: Data on the products of trainee students' work will be collected and recorded by NI staff online (via GoogleDrive or another secured system to be used by MEET) as they are produced/submitted or following their presentation at program sessions/events, and will be additionally verified by MEET management and the program's Compliance Officer. For this indicator, these products could include Lean Canvas poster, PPT/video presentations of designed projects or even MVP demos. Data will include type of product/presentation, student(s) involved (including gender, nationality and hub), date and location completed/presented, and additional comments, if relevant.
Reporting Frequency: In the report for the relevant quarter, and otherwise annually, within a month after the end of the fiscal year.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: The use of this indicator in conjunction with other indicators for the same IR based on survey results increases the reliability, validity and precision of data collection and analysis. Although such additional indicators are not included in NI's MEL Plan (following the example of the final TEEM2 MEL Plan), these will nevertheless be collected and reported on as part of the larger framework of the evaluation reports as they are part of the per-module expected outcomes. To address potential reliability issues, data pertaining to these products will be verified by the supervisors.
TARGETS AND BASELINE
Baseline timeframe (optional): 0 at the beginning of FY21.

Targets: FY21 - 70% FY22 - 70% FY23 - 70%
Rationale for Targets (optional): 70% selected as a reasonable target based on past experience (and in light of the fact some students can't make it to the presentation events for various reasons).
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON:

Indicator #9
Name of Result Measured: Sub-IR 1.3: Improved perceptions about the other.
Name of Indicator: % of targeted participants who report measures of improved perceptions about the other not already covered by the standard custom indicator 1.6.2-01.
Is this a PPR indicator? No. If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This outcome indicator measures the percentage of NI trainees (not including non-trainee participants of outreach events and/or other MEET trainees) who agree that their training (supported by USG assistance) has increased their willingness, ability and motivation to work together and/or other relevant self-report measures not covered by the standard custom indicator 1.6.2-01.
Unit of Measure: Percentage
Disaggregated by: NA. For internal purposes: Male/female, Israeli (Jewish) /Palestinian (including Palestinian citizens of Israel).
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Self report, program participants' feedback on the relevant survey question(s).
Method of data collection and construction: Data will be collected through MEET's bi-annual surveys with students required to state the degree of their agreement (Likert scale 1-5) with statements such as "MEET increased my willingness, ability and motivation to cooperate and work on projects together with students from the other nationality." The survey will be conducted by the Evaluation and Information Manager using MEET's business intelligence platform, which will be automatically populated with all the data once the survey forms are submitted by each student. Percentage calculations will be done automatically in the system following the creation of a relevant Salesforce report by the Evaluation and Information Coordinator. Data quality will be maintained in the following ways. The results of the online surveys will directly populate the database maintained by the Evaluation and Information Coordinator, maintaining integrity, precision, and reliability of the data. The online surveys conducted at the end of the Summer Program will be done timely during a dedicated timeslot with MEET staff available to assist in explaining any questions. In addition, students who require it will have up to another week to complete the surveys, allowing them the time and space to respond. The risk of social desirability bias in the surveys will be reduced, as they will be done online and individual identifying information will not be available to the educational staff. In terms of integrity, the datasets of surveys are automatically saved, so transcription errors are not an issue. Any changes to the data are logged automatically, reducing the likelihood of tampering.
Reporting Frequency: Annually, up to one month following the end of the fiscal year.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: Validity could be called into question due to social desirability bias, but having the questionnaires online and essentially anonymous will hopefully sufficiently address this. We have also seen in this type of questionnaires that student do give low scores on some items from time to time, including also suggestions for improvements to the program.

TARGETS AND BASELINE
Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 80% FY22 - 80% FY23 - 80% Rationale for Targets (optional): 80% selected as a reasonable target based on past experience with similar survey questions in MEET programming.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON:

Indicator #10
Name of Result Measured: Intermediate Result 1: Increased capacity of a networked cadre of excelling Jewish and Arab youth to create joint bi-national CS and entrepreneurship projects for the benefit of their communities.
Name of Indicator: Number of NI trainees (direct beneficiaries) who complete the required percentage of training.
Is this a PPR indicator? No. If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This output indicator registers the number of male and female persons identified with a party or parties to the conflict attending events or activities, both public and private, related to building support for peace and reconciliation. Specifically in the context of NI, for the purposes of this indicator, we will count participants attending at least 70% of the training program's mandatory activities and events per their class that FY (in person or online). For the new class of participants, which starts as Year1 students each summer, we will count those attending at least 70% of the summer component and special events. Note that trainees' voluntary attendance at "Open Sessions" throughout the Yearlong Program may be considered as making up for missed sessions. In special cases (e.g., prolonged illness, family travel), students may be allowed to continue in the program and will be counted even if their attendance rate is lower, pending the approval of the Program Director/Hub Manager and completion of program tasks.
Unit of Measure: Number
Disaggregated by: NA. For internal purposes (not for PPR reporting): Male/Female, Israeli Jewish / Israeli Arab class (Year1/Year2/Year3)
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: Online attendance records filled by staff in MEET's BI system (Salesforce), corroborated by student signatures on attendance print outs at the end of each programming module.
Method of data collection and construction: Trainees' attendance data will be collected, tracked and analysed via MEET's integrated BI system, Salesforce. Event and sessions' dates, locations and student attendance will be documented by MEET staff, with students signing printouts of their attendance records after each programming module (Yearlong/Summer) to offer further validation. Obtaining these signatures will be the responsibility of the Program Coordinators, prompted and validated by the Compliance Officer, who will also ensure that the Program Coordinators and Program Director will sign these printouts before the information is submitted to USAID as part of the year-end reporting process. The information in Salesforce also includes key demographics such as cohort, gender, nationality and hub, enabling disaggregations and comparisons.
Reporting Frequency: Quarterly, no later than one month after the end of the relevant quarter, verified by student signatures each FYQ3 (for Yearlong Program module attendance records) and FYQ4 (for Summer Program module attendance records)
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA

Date of Future Data Quality Assessments (optional): September 2021
Known Data Limitations: Any changes made by one of the coordinators (or any user) to the Salesforce data are automatically logged in the system, with general oversight by MEET's Evaluation and Information Manager to prevent tampering. This process addresses the validity, precision, integrity and reliability data quality considerations, while reducing paperwork and the load on the students and program staff. Moreover, it enables the quick, automated and timely generation of attendance statistics via the Salesforce interface.
TARGETS AND BASELINE
Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 100 FY22 - 100 FY23 - 100 Rationale for Targets (optional): The target for each year assumes ~70 Year1 and Year2 students attending each program module, and a new cohort of 40 students joining each summer (as a veteran one graduates), which accounting for ~10 annual dropout brings us to 100. The overall target for the programs' 3 years is 180, as two cohorts will continue from each FY's summer to the next FY's Yearlong Program and therefore cannot be counted twice. Hence the calculation is 100 in the first year plus 40 new students for each of the two remaining years, rather than 100 per year x 3 years. We assume that half the NI trainees will be female and half male, half Jewish and half Arab/Palestinian (all citizens of Israel).
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON: Sep. 24th, 2020

Indicator #11
Name of Result Measured: Intermediate Result (IR) 2: Increased exposure among program participants' family members and among stakeholders (e.g., entrepreneurs, hi-tech company representatives) to program activities, values and products (e.g., successful examples of bi-national CS/entrepreneurship projects and presentations).
Name of Indicator: # of individuals voting in social media campaign to select student projects for the accelerator.
Is this a PPR indicator? No.
If yes, link to foreign assistance framework: N/A
DESCRIPTION
Precise Definition(s): This indicator registers the number of individuals engaged each year in the student-run online campaign for the selection of the projects for the summer accelerator.
Unit of Measure: Number
Disaggregated by: N/A
Rationale or Justification for indicator (optional):
PLAN FOR DATA COLLECTION BY USAID
Data Source: User management system of online campaign website.
Method of data collection and construction: A special website for the online campaign will be set up, including a login system where users will need to create accounts using their email addresses (and/or sign in with their Gmail accounts), and log in in order to vote for their favourite project ideas (videos, presentations and/or mockups of each bi-national project will be available on the website, along with a brief description). The email addresses provided by the voters will be logged by the system, and a report listing them will be generated to create a count of individual voters, with a process in place for preventing duplication.
Reporting Frequency: Quarterly, no later than one month after the end of the relevant quarter.
Individual(s) responsible at USAID: USAID AOR for the program, Mr. Nidal Abed El Gafer.
DATA QUALITY ISSUES
Date of Past Data Quality Assessments and reviewer: NA
Date of Future Data Quality Assessments (optional): September 2021

Known Data Limitations: In order to eliminate duplicates from the database (and mitigate the risk of fake votes as well as an inaccurate reporting of the number of voters), a verification process will take place narrowing down the list of addresses by cross-referencing IPs as well as by using an algorithm that detects duplicate accounts by checking if the account data/info are similar/the same, which was developed by our CS Lead and NI alumnus Loai Qubti (strengthening integrity and precision).
TARGETS AND BASELINE
Baseline timeframe (optional): 0 at the beginning of FY21.
Targets: FY21 - 2000 FY22 - 2000 FY23 - 2000 Rationale for Targets (optional): A target of 2000 per year is deemed reasonable based on past years' experience. We have not tracked or cross-referenced in the past which people vote for more than one year, so for the moment, the project cycle lifetime estimation for this is the minimum, at 2000.
CHANGES TO INDICATOR
Changes to Indicator:
Other notes (optional):
THIS SHEET LAST UPDATED ON: