



YOUTH:WORK JORDAN Quarterly Report

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I. Executive Summary

The quarter ending September 30, 2009 saw the convergence of three significant milestones towards overall program goals for Youth:Work Jordan (YWJ): the substantial completion of the Rapid Community Appraisal (RCA) to identify the needs and priorities for intervention in the YWJ's six target areas, the selection of the Coordination NGOs (CNGOs) that will oversee the implementation of activities in the first two years, and the initial planning for the development of the "community action plans" (CAPs) by the CNGOs based on the RCA results. In addition, YWJ continued to develop its management structures formalizing the Technical Working Group which will play an important advisory function. Major accomplishments during the quarter include:

- **Rapid Community Appraisal:** The completion of all secondary and field research for the Rapid Community Appraisal of YWJ's six target areas under the direction of technical specialists from IYF, the PMU and local firm Mahara Consulting Group.
- **Coordination NGOs:** The completion of the RFA process and selection of four Coordination NGO finalists to support the implementation of activities in each community including the Jordan River Foundation (JRF), the Jordanian Hashemite Fund for Development (JOHUD), the Jordan Career Education Foundation (JCEF) and the Al Farouk Charity Association for Orphans.
- **Community Action Plans:** Extensive planning and initial steps taken to develop YWJ's community action plans including several orientation meetings conducted for the CNGO finalists and a five day CAP design workshop for CNGOs held shortly after the reporting period, from October 11-15.
- **Advisory Structures:** The finalization of members of YWJ's Technical Working Group (TWG) and the successful holding of the first TWG meeting in August.
- **Ministry of Social Development:** Capacity building work plan and approach shared and approved by MoSD, including consensus on specific path forward to map MoSD capacity building needs. Additionally substantial progress was made in integrating MoSD Central Ministry and field teams in support of the program as advisors and partners, together with the integration of the two MoSD seconded staff into the YWJ team offices.
- **Monitoring & Evaluation:** The identification of an external M&E firm, Analytic Resources, to provide substantial support in the design of YWJ's Monitoring and Evaluation System. Analytic Resources was selected after evaluating nine "Expressions of Interest" received by Jordanian and International firms in response to IYF's M&E Terms of Reference distributed in early September.
- **Leverage:** Strong interest expressed by the Ministry of Planning and International Cooperation (MOPIC) to support the implementation of Youth:Work Jordan in two additional areas of Jordan, Ajloun and Aljara, as well as the King Abdullah Fund to support Career Counseling Certification programs, and the Talal Abu Ghazaleh Group to support the expansion of its Knowledge Society initiatives in YWJ communities.

Activities and accomplishments in each of these areas are discussed in greater detail below in the following sections.

II. Operations

Activities during the quarter	Results
1. Staffing & Management	<ul style="list-style-type: none"> • Technical Program Officer hired • Field Office Driver/Office Clerk hired
2. Field Office operations	<ul style="list-style-type: none"> • Fully functional procurement, financial and administrative systems in place

Staffing & Management

Several new staff joined the YWJ Program Management Unit (PMU) during the quarter. To provide additional support to the growing responsibilities of the PMU, we are pleased to have Ms. Hiba Aloul join the IYF team as Technical Program Officer. Hiba previously worked with Tatawor Association for the Preparation of Youth and will work closely with IYF staff member Linda Tubaishat to provide day-to-day management oversight and technical guidance to YWJ's Coordination NGOs. Mr. Othman Qandeel was also hired as IYF's new Driver/Office Clerk. Finally, IYF has identified a suitable candidate for the M&E Specialist position, and we are in the process of extending an offer to the candidate who is expected to start working for YWJ shortly after.

IYF's existing staffing structure also underwent one change. The Finance Officer Fadi Soussou resigned and will be replaced by Essam Barakat who will serve as Finance and Administration Manager. Mr. Barakat has strong experience in the area of finance & accounting for International NGOs, with previous work experience at the Jordanian Health Awareness Society and JRF. He also has extensive knowledge of USAID funding and in providing financial management training and capacity building for community based organizations. His experience will be particularly valuable as the capacity building process for CNGOs and their sub-grantees gets underway.

III. Program Activities

The following section provides an update of program accomplishments for the quarter organized by component area. For each component, a summary table of highlights is provided followed by an explanation of activities undertaken and a note on any relevant challenges.

A. Component One: Life, Employability and Entrepreneurship Skills

Objective: Improved access of youth to life, employability and entrepreneurship skills training for the 21st century (IR 1)

During the quarter, IYF achieved the following results in support of Component One under Youth Work Jordan. Each of these accomplishments is described in greater detail following this summary table.

Life, Employability and Entrepreneurship Skills	
Activities during the quarter ¹	Results

¹ These activities are listed under Component One for ease of reading however they have relevance to all components as YWJ strives to take a comprehensive, holistic approach to ensuring overall program targets are met.

Rapid Community Appraisal	<ul style="list-style-type: none"> • Completion of all secondary and field research for YWJ's target areas • Completion of draft RCA report and <i>Areas at a Glance</i> • Presentation of RCA findings to MoSD field directors and Coordination NGO finalists
Selection of YWJ Coordination NGOs	<ul style="list-style-type: none"> • 24 applications received and reviewed by evaluation committee • Due diligence site visits conducted for 10 shortlisted applicants • Four finalist organizations selected for the role of CNGOs
Community Action Plans	<ul style="list-style-type: none"> • One day orientation conducted for CNGO finalists and MoSD field directors to present the CAP outcome logic model and share the RCA results • Initial neighborhood assessments and youth focus group discussions undertaken by CNGO finalists based on the RCA as a first step to designing their action plans • A five day CAP design workshop conducted for the CNGOs to brainstorm implementation approaches and develop draft outlines for the six CAPs²
Granting and Sub-granting	<ul style="list-style-type: none"> • Signed contracts with the 4 CNGO finalists to carry out planning activities, hire essential staff and develop their action plans • Two day Grant-making workshop conducted for CNGO finance and grants staff, during the overall five day CAP workshop

Rapid Community Appraisal

During the quarter, IYF completed all secondary research and field work for YWJ's rapid community appraisal (RCA) with the support of Mahara Consulting Group who was contracted to provide substantial on the ground support in the implementation of the RCA. Major milestones in the quarter towards the completion of the RCA include:

- The completion of a quantitative survey of more than 1,320 households in YWJ's target areas
- The completion of 36 focus group discussions with 172 youth and 33 parents, as well as the completion of nine focus group discussions with community leaders in YWJ's target areas

² The CAP workshop was held from October 11-15 however IYF has felt it is important to discuss at least some of the workshop outcomes in this progress report as much of the planning activities undertaken by both IYF and the CNGOs in September has been towards the preparation of the CAP design workshop. Next quarter's report will focus on the progress of CAP development activities after the workshop.

- The completion of interviews with 55 experts and employers to assess labor market needs and priorities, including the particular strengths and weaknesses businesses identify among youth when they seek to hire skilled and semi skilled entry level job seekers
- The tabulation and compilation of secondary and primary data into a draft RCA report
- The completion of Areas at a Glance – a summary document of main data findings for each localities

The RCA findings were also shared with the MoSD field directors and 15 CNGO participants at a presentation during a one day RCA and CAP orientation workshop organized by IYF in the PMU offices in Amman on October 7. Notwithstanding these significant milestones for YWJ and progress made in this area, IYF has encountered significant difficulties with Mahara in the timely delivery of the final report including the online database of service providers in YWJ targets areas. This delay has had some effect on the CNGOs as they begin to develop their community action plans in earnest and could benefit from this information. The IYF RCA team has also encountered difficulties in analyzing the findings as presented in the draft reports despite continuous feedback and technical guidance to the consulting team. IYF continues to work with the firm in the development of a final, quality report acceptable to IYF.

Selection of Coordination NGOs

In parallel to the rapid appraisal, considerable work was devoted to the CNGO solicitation and selection process which was officially launched through Jordanian news publications in late June. As mentioned in last quarter's report, IYF conducted a national CNGO road show in early July making presentations about the RFA in Amman, Zarqa, Irbid and Ma'an and attracting 142 organizations and 183 participants in all. During the road show, IYF documented many questions about the RFA and spent considerable time formulating the appropriate answers in close consultation with USAID and MoSD. A copy of these questions and IYF's responses is provided as an annex to this report.

In total, 24 applications were submitted. Members of the CNGO Evaluation Committee, which included representatives from IYF, USAID, and MoSD, performed an initial Administrative Review of the application materials. Only those applications meeting minimum requirements, including full submission of all requested documentation and legal eligibility according to US government standards, advanced to the Desk Review stage. Of the 24 applications received, 16 passed to the Desk Review stage.

The Desk Review consisted of an evaluation and scoring of applications against standard criteria. The 16 applications were reviewed and scored by all members of the Evaluation Committee, and the Evaluation Committee discussed and verified their scoring. Ten applications received a passing score of at least 50 out of 100. The next stage for the ten organizations that passed the Desk Review was Site Visit Interviews by representatives of the PMU and USAID based on a standard questionnaire developed by the Evaluation Committee. The questionnaire was used as a guide during discussions with the applicant organizations to validate the information provided in the application and to further assess their technical capacity to undertake the CNGO role.

Of the ten organizations visited, five were shortlisted for final evaluation and consideration. The final stage in the selection process consisted of a Pre-Award Assessment conducted by the Operations Manager from IYF/Baltimore and site visits by members of the Evaluation Committee to the organizations, their partners, and their beneficiaries.. Of these five organizations, four were approved by the CNGO Evaluation Committee to serve in the CNGO role for the program: Al Farouk Charity

Association for Orphans, Jordan Career Education Foundation (JCEF), Jordanian Hashemite Fund for Development (JOHUD), and Jordan River Foundation (JRF).

Taken together, these CNGOs bring considerable experience and expertise to YWJ to support program efforts.. They were selected based on their strong employment and civic education interventions, geographical presence in YWJ’s target areas, organizational and institutional capacity to issue and manage sub-grants, as well as their ability to leverage resources and build public private partnerships in support of the program. The table below outlines the YWJ geographical areas that were allocated to the CNGOs in consultation with USAID. The allocation of specific areas to the CNGOs was based on a combination of factors including program and geographical strengths, an appropriate rural/urban balance and an opportunity for those CNGOs with sufficient capacity to expand their presence to new areas.

CNGO	City	Target population*
JCEF	Amman	14,131
JOHUD	Maan	1,870
	Rosaifa	3,226
Al Farouq	Irbid	6,458
JRF	Zarqa	10,097
	Jordan Valley	2,946
Total		38,728

**Young people in the communities between the ages of 15-14*

Community Action Plans

To kick start the design of the Community Action Plans, IYF conducted a series of orientation meetings late in the quarter for the new CNGO teams to provide them with important background information on YWJ and the tools they should utilize in developing their action plans. In a first meeting with the CNGOs, the IYF RCA team provided an introduction to the RCA and its methodology. This meeting was followed by a more in-depth one day workshop that focused on sharing the results of the rapid appraisal and introducing the outcome logic model approach that will be used within the CAPs to ensure target program outcomes are clearly articulated and that activities being designed and supported directly relate to such outcomes. Following these meetings, as a preparation for a more intensive action planning workshop with IYF and core partners, the CNGOs were asked to conduct their own initial assessments of their communities, making field visits to their communities and holding informal discussions with neighborhood youth.

These orientation activities culminated in a five day interactive CAP Design workshop from October 11 - 15 which brought together more than 65 personnel from the CNGOs, Technical Working Group, MoSD, USAID, the YWJ PMU and IYF specialists from Baltimore. During the workshop, the CNGOs benefited from the expert advice of the participants to help guide their collective and individual thinking on priorities, needs and best practice strategies based on the RCA findings. IYF specialists also worked closely with the CNGOs in small teams to begin the development of their outcome logic models and brainstorm implementation approaches and initial activities to be undertaken within such models. At the end of the workshop, the CNGOs presented broad outlines of their CAPs, including their initial thinking on implementation approaches, activities and their outcome logic models. Outcomes from the

workshop will be discussed in more detail in IYF’s next quarterly report. A copy of the workshop agenda and CAP guidelines document are attached to this report as annexes.

Granting and Sub-granting

As a first step towards providing grant awards to the CNGOs, IYF signed contract agreements with each of the CNGOs to support initial planning activities and perform the critical tasks of hiring key personnel and developing their action plans from September to November. Thereafter, as action plans are being finalized, IYF will work closely with the CNGOs to determine the appropriate allocation of funding for the CNGO management budgets and seed funds for community-based activities. Such allocation will be committed to the CNGOs through a two-year grant agreement, which are expected to be finalized in the current quarter upon successful completion and approval of the CAPs by YWJ’s key stakeholders.

To build the grant-making capacity of the CNGOs, IYF also conducted a two day Grant Making workshop for CNGO finance and grants staff as a part of the larger five day CAP Design workshop held in October. The objective of the grant-making workshop was to provide the CNGOs with an understanding of IYF’s grants process, share a standardized plan for sub-grant management and discuss compliance, budgetary and financial reporting requirements. Further details on grant-making aspects of the CAPs and the CNGOs budget allocations will be discussed in next quarter’s report.

B. Component Two: Provision of Youth Friendly Services

Objective: Improved Cross Cutting Services for Youth (IR 2)

During the quarter, IYF achieved the following results in support of Component Two under Youth Work Jordan:

Provision of Youth Friendly Services	
Activities during the quarter	Results
MoSD Capacity Building	<ul style="list-style-type: none"> • MoSD capacity building concept paper developed, shared, and approved by the Ministry. • The capacity building assessment scope of work developed and shared with MoSD • Performance objectives and professional development set forth for MoSD seconded staff to PMU • MoSD active engagement in the RCA and CAP development process

MoSD Capacity Building

Last quarter, we reported that IYF held a number of initial consultations and informal discussions with senior MOSD staff about their capacity building needs to determine a path forward for strengthening the capacity of Central Ministry and Field Directorate staff to develop, implement, and evaluate programs that prepare marginalized youth for successful livelihoods. This quarter, IYF developed and shared a capacity building concept paper with MoSD staff describing the road map forward. The paper covers an overview of anticipated outcomes, the consensus building process for developing the capacity

building plan, possible areas of capacity building that could be put in place, and the approach to monitor and evaluate the future capacity building efforts. To identify the actual capacity building needs for YWJ related MOSD staff, a comprehensive assessment is expected to start during November. To this end, a scope of work for this assignment was developed and shared with the Ministry, and IYF interviewed several possible consultants to help carry out this work. The contract for the consultant assigned for this mission is expected to be finalized in October.

During the quarter, substantial progress was made in integrating MoSD Central Ministry and field teams in support of the program as advisors and partners, together with the integration of the two MoSD seconded staff into the YWJ team offices. IYF staff in Amman worked closely with YWJ's MoSD seconded team, Mr. Ayman Hamad and Ms. Iman Roussan, to support their technical and professional advancement, mapping their performance goals and professional development objectives. As a part of their professional training, both Mr. Hamad and Ms. Roussan have begun English courses. In addition, they have gained valuable skills from their involvement in the RCA work engaging in the process of conducting focus groups held with community leaders in the YWJ targeted areas and taking part in reviewing the RCA draft report and results. IYF was particularly pleased at the full participation of the MoSD seconded staff at the CAP design workshop where they engaged with each of the CNGO design teams throughout the five days, providing technical guidance and sharing the perspectives of MoSD. Going forward, the MoSD staff have been assigned to work closely with the IYF Amman team to manage the day to day progress of the CAP development process with the CNGOs.

Ms. Rasha Qudisat was also hired as an IYF consultant to work directly for the Minister in support of the program after the Ministry's consultations with USAID and USAID's approval of this arrangement. In addition to serving as the Ministry's counterpart for all YWJ M&E related work, Ms. Qudisat is serving as the Minister's chief M&E consultant to build the M&E capacities of the Ministry. Ms. Qudisat was also MOSD's main designated representative for the CNGO selection process.

Throughout the quarter, the PMU was in frequent contact with the Minister and the Secretary General, as well as executive office consultants and staff, regarding the conduct of the RCA, the CNGO solicitation process, interface with other government stakeholders and other strategic consultations for the program. IYF is grateful for the continued support of MOSD field directors to the RCA and CAP development process. The MoSD field directors took part in the one day CNGO orientation meeting on the RCA results, and they also participated in the first day of the CAP design workshop (which was also attended by the MoSD Secretary General). The presence of the field directors at these two sessions was particularly beneficial for the CNGOs given the pivotal role they will have in supporting the CAP activities that will be undertaken as a part of Component Two to improve cross cutting youth services. Both forums offered an excellent platform for the CNGOs to get to know their MoSD counterparts and begin to working as a team.

C. Component Three: Community Infrastructure and Environment Improvements

Objective: Improved Community Infrastructure Benefiting Youth (IR 3)

The findings from the recent rapid appraisal and initial steps taken towards designing the action plans at the CAP design workshop present the first insights into the priority needs for YWJ's localities and the types of activities that could be implemented under Component Three. During the quarter, as data from the rapid appraisal was tabulated and synthesized, IYF held several internal discussions as well as discussions with USAID on how to best interpret the objective of Component Three. In this respect, the

RCA results reveal that youth civic participation and engagement in community activities is almost non-existent in YWJ’s target communities with only 3.9% percent of youth regularly participating in civil activities and just 5.5% youth participation in any cultural and sports programs. A majority of youth cited “lack of information” or “lack of time” as reasons for not participating. At the same time, youth expressed enthusiasm and willingness to volunteer in their communities and indicated that they might be interested in engaging in community services if opportunities were provided.

Given these results, in consultation with USAID, the program plans to broaden the interpretation of activities under this component to encompass youth participation and civic engagement activities beyond just community infrastructure and environment improvements – although it is anticipated that youth driven- community mapping, infrastructure improvements and environmental activities will constitute significant elements of activities under component three. A more complete definition of the Component and the corresponding Intermediate Result under the YWJ M&E framework will be developed in the current quarter in further consultation with USAID.

D. Component Four: Policy Coordination

Objective: Improved youth employability models, practices and policies (IR 4)

During the quarter, IYF achieved the following results in support of Component Four under Youth Work Jordan:

Policy Coordination	
Activities during the quarter	Results
YWJ Management Structures	<ul style="list-style-type: none"> Finalization of prospective members for YWJ’s Technical Working Group (TWG) and the successful holding of the first TWG meeting in August The identification of four organizations for the role of Coordination NGO (discussed in Component 1)
Monitoring and Evaluation	<ul style="list-style-type: none"> The identification of an external M&E firm, Analytic Resources, to support the design of YWJ’s Monitoring and Evaluation System
Outreach and Leveraging	<ul style="list-style-type: none"> Strong interest by the Ministry of Planning and International Cooperation (MOPIC) to support the implementation of YWJ in Ajloun and Aljara 15,000 sqm of forest granted to CNGO Al Farouk by the Ministry of Agriculture for the YWJ program Meetings held with King Abdullah Fund, Talal Abu Ghazaleh and Aramex, among others

YWJ Management Structures

During the course of the summer, IYF worked with USAID and MOSD to finalize the draft list of Technical Working Group members (See Annex E). In all, there are 12 core technical experts in addition to one representative each from USAID, MOSD and IYF. In August, IYF hosted its first meeting of the Technical Group to introduce the TWG members to the significant elements of the YWJ program, first year milestones and to discuss roles and responsibilities. IYF was pleased to see strong support from all technical working group members and a commitment to provide guidance and support to the program. As the program continues to grow and take shape, IYF anticipates that it will be necessary to form sub groups of 1-3 experts to address specific technical needs and issues that arise in the implementation of the action plans. The PMU is also looking to identify youth leaders from YWJ's target areas to join the group.

Last quarter, we reported that the formation of the Advisory Board had been a slower than expected process due to the government protocols and communication channels involved in inviting senior Government ministers to join a multi-stakeholder, USAID funded initiative. Given the continued difficulties in this arena, as well as the active role of the Technical Working Group, the core project partners decided to put the formal establishment of the Advisory Board on hold. In the interim, IYF will consult relevant government ministers and/or secretary generals on an individual basis to update them on program developments and seek their support and guidance as needed.

Monitoring & Evaluation

During the quarter, IYF identified Analytic Resources to provide support in the design of YWJ's monitoring and evaluation system. Analytic Resources is an international M&E consulting group with experience building large-scale international youth development programs and conducting evaluations of several youth leadership and employment initiatives operating in the US, Europe, the Middle East, Africa and Latin America. The firm was selected after evaluating nine "Expressions of Interest" received by Jordanian and International firms in response to IYF's M&E Terms of Reference distributed in early September.

Significant M&E design work is anticipated for the current quarter and Analytic's lead consultant and partner is expected to travel to Amman in early November to meet with the Program Management Unit, USAID, the CNGOs and other key project stakeholders. As mentioned earlier in this report, IYF has been actively interviewing candidates for the M&E specialist position and has recently identified a suitable candidate for the position. It is expected that the M&E specialist will serve as the primary point person for all daily monitoring and evaluation related work within the PMU and will work closely with IYF Baltimore and Analytic Resources to develop the overarching M&E system, as well as with the CNGOs to make sure the CNGOs and partner CBOs implementing activities have the capacity to implement the plan.

Leverage and Outreach

Outreach and leverage activities to support and expand YWJ activities began in earnest this quarter. Last quarter, we reported that the World Bank and Microsoft committed \$70,000 and \$30,000, respectfully, in cash grants towards program activities. We are also pleased to have further commitments of staff time and resources from the Ministry of Social Development, which are in the process of being quantified more directly.

This quarter, the PMU began planning YWJ's overall leverage strategy, mapping out initial partners (Jordanian, Arab region, and other international) who might support cross-cutting programmatic elements of Youth:Work. Early in the quarter, IYF Country Director Rana Al-Turk and IYF Vice President Awais Sufi held preliminary meetings with prospective Jordanian leverage partners, the Talal Abu-Ghazaleh Foundation (TAG-Org) and the King Abdullah II Fund for Development (KAFD) to discuss their potential support of the program. Both TAG-Org and KAFD expressed interest in supporting projects that are complementary to YWJ. In early October, Ms. Al Turk and IYF Baltimore based leverage Manager, Mara Kronenfeld met with TAG-Org and KAFD again to further discuss the potential partnerships, and we are currently in the process of mapping out in detail what those partnerships will look like. Ms. Al Turk and Ms. Kronenfeld also had positive meetings with six other potential Jordanian leverage partners in mid-October, the details of which will be reported in next quarter's report. With the CNGOs now on board, it is expected that leveraged resources in support of YWJ will grow significantly in the coming months. Already, through IYF efforts with the Ministry of Agriculture, a forest with 15,000 sqm has been granted to Al Farouk Charity to qualify it to serve the youth in YWJ targeted neighborhoods in Irbid.

We are also currently in talks with the Ministry of Planning and International Cooperation which has expressed a strong interest in implementing Youth:Work Jordan in two disadvantaged communities of Ajloun and Anjara with their support. This commitment could represent a significant source of leverage for YWJ and is exactly the kind of large alliance partner YWJ is seeking to attract in order to build momentum for the program and expand best practice activities at a national level. As a next step, IYF has been asked to prepare a further details regarding a proposed expansion at the request of the Prime Minister.

Finally, during the CAP workshop in October, Ms. Kronenfeld gave a presentation to the Coordination NGOs on Youth:Work Jordan leverage general policies, expectations, and led a prospecting exercise to encourage the CNGOs to start brainstorming about potential leverage partners at the project and community level. During the CAP workshop, IYF Operations Manager, Mr. Mark Nilles, also met with operations staff from the CNGOs to discuss leverage policy and tracking mechanisms in more detail, including the administrative aspects of leverage, including determining what counts as leverage and how to document, track, and report leverage contributions.

As discussed in the YWJ Annual Work Plan, the program has also finalized the leverage policy for YWJ, which defines leverage and provides protocols for measuring, tracking and record keeping obligations regarding leverage for the program. This leverage policy is included as an annex to this quarterly report.

Conclusion

As YWJ's second quarter comes to a close, the hard work and momentum of the last 5-6 months to set up YWJ's main management and advisory structures, implement a rapid appraisal of the program's target areas for the first two years, and select the Coordination NGOs have all converged into the critically important task of developing the community action plans. In the coming quarter, IYF expects to devote considerable effort and resources to working with the CNGOs to develop robust and innovative action plans and finalize the granting process. Capacity building efforts and support to YWJ's key stakeholders in the areas of life skills, M&E, leverage and youth friendly services will also be important priorities, particularly as activities on the ground get underway. Planning for YWJ's launch event under the patronage of Her Majesty will also be a major focus. Finally, IYF will continue to follow up on outreach and leverage opportunities after a number of promising discussions with Jordanian public and private sector groups