

YOUTH:WORK

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YOUTH:WORK JORDAN Quarterly Report

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I. Executive Summary

The main focus of Youth:Work Jordan's activities during the quarter ending December 31, 2009 revolved around the integration of YWJ's four Coordination NGOs (CNGOs) into YWJ's management structure and working with the CNGOs in developing and completing their Community Action Plans (CAPs). Activities under each of YWJ's three program components also got underway in earnest with the initial development of RFAs for Community Based Organizations (CBOs) to support youth employability initiatives in each of YWJ's target communities; the commencing of IYF's youth friendly capacity building assessment study of MoSD; and substantial planning around the engagement of youth from YWJ's neighborhoods into the CAP process. During the quarter, YWJ continued to benefit from a high level of coordination and cooperation between USAID, the Ministry of Social Development (MoSD) and the Project Management Unit (PMU). MoSD working relationships in particular have been fostered by the strong support of Her Excellency the Minister of Social Development and reflected in her continuous support, follow up, and guidance on program activities. Major accomplishments during the quarter include:

- **Rapid Community Appraisal:** The Rapid Community Appraisal of YWJ's target areas has been completed, which includes a comprehensive report of the study's key findings, results and recommendations for YWJ's program activities based on these results.
- **Community Action Plans:** The overall design of YWJ's community action plans (CAPs) was completed, which included the design of core activities to be implemented under YWJ's three main program components and the development of CNGO budgets to manage the CAPs under grant agreements currently pending approval.
- **Coordination NGOs:** YWJ's Coordination NGOs have been integrated into YWJ's management structure, with CNGOs recruiting essential program staff to be working on program activities and fully engaging these teams in the community action plan design work and planning for YWJ's youth civic engagement activities under Component 3.
- **Ministry of Social Development:** The capacity building assessment for MoSD is officially underway with the completion of the initial MoSD Capacity Building GAP Assessment study. An inventory of MoSD experienced trainers has also been completed, and substantial progress has been made towards completing an inventory of toolkits, training modules and effective practice publications currently used by MoSD.
- **Youth Civic Engagement:** The first set of program activities in support of Component Three is underway including the organization of several IYF-CNGO workshops to develop a process for youth integration into the community action plans. Under this framework, the first community level public orientation meetings to mobilize neighborhood youth in support of program efforts has been held, and youth committees were formed to represent YWJ's 12 neighborhoods at a 3-day retreat planned that was held from January 19-21.
- **Leverage:** A Leverage Strategy Plan has been developed outlining the overarching principles guiding the search for leverage under the program.

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"> Monitoring & Evaluation Specialist hired Baltimore based Program Coordinator hired A 2-day IYF Amman retreat to reflect on accomplishments and lessons learned and to plan for upcoming activities conducted

Staffing & Management

This quarter IYF is pleased to report the hiring of Ms. Farah Tukan to serve in the role of Monitoring & Evaluation Specialist in Amman and Ms. Maria Andrawis as YWJ Program Coordinator based in Baltimore. Ms. Tukan joined the IYF Amman team in December and Ms. Andrawis is expected to commence work early in the new year.

In December the IYF Amman team conducted a two-day offsite retreat to reflect on major milestones to date, lessons learned and to plan for upcoming program. YWJ has seen rapid growth of its Amman based staff since the program began in March 2009. The forum offered a good opportunity for the entire team to come together in a focused setting to review the team's objectives, roles and responsibilities.

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)

Life, Employability and Entrepreneurship Skills	
Activities during the quarter ¹	Results
Rapid Community Appraisal	<ul style="list-style-type: none"> Final drafts of Rapid Community Appraisal Report completed and ready for distribution pending final reviews from core partners.
Community Action Plans	<ul style="list-style-type: none"> A five day CAP design workshop conducted for

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.

	<p>the CNGOs to brainstorm implementation approaches and develop draft outlines for the six CAPs²</p> <ul style="list-style-type: none"> • Completion of draft CAPs by CNGOs and the development of CNGO Budgets to implement the CAPs
Coordination NGOs	<ul style="list-style-type: none"> • Formal integration of CNGOs in YWJ’s management structure through short-term contracts until CNGO grant agreements are signed with IYF • Hiring of key CNGO personnel for YWJ program
Granting and Sub-granting	<ul style="list-style-type: none"> • Development of CNGO management and seed grant budgets to implement the CAPs • Development of draft YWJ Grants manual to guide the granting and sub-granting process for CNGOS and their network of partners

Rapid Community Appraisal

Last quarter, IYF reported difficulties getting Mahara, RCA’s main implementing partner, to develop a final, quality report acceptable to IYF. We are pleased to report that a final draft of the RCA report was completed in December after significant input from IYF Baltimore, USAID and MoSD to make the presentation of its findings more clear. With final comments received and integrated early in the current quarter, the RCA report is now fully completed and ready for distribution at the program launch event in February. The completion of the RCA study is a major milestone for the YWJ program - the results and recommendations from the study will lay the foundation for the CAP implementation strategies and will help guide YWJ’s overall implementation approaches in the coming years.

Community Action Plans

This quarter was marked by extensive design work around YWJ’s six community action plans. To guide the CNGOS in the design of their CAPs, IYF conducted a five-day interactive CAP Design workshop from October 11 -15. The workshop brought together more than 65 personnel from the CNGOs, Technical Working Group, MoSD, USAID, the YWJ PMU and IYF specialists from Baltimore. It provided a forum for YWJ’s key stakeholders to collaboratively share their perspectives on implementation approaches, activities and outcomes for the CAP. After the workshop, the CNGOs developed first draft CAPs that were shared with IYF for feedback. Subsequent drafts were worked on with significant technical guidance from IYF to ensure that implementation approaches and activities being proposed were aligned with YWJ’s overall goals and objectives.

Overall, the development of the CAPS has been a longer than expected process. IYF held a number of meetings with the CNGOS individually and as a collective group to review their design elements and troubleshoot specific issues. The CNGOs have required considerable technical support in mapping their implementation approaches, especially in understanding their roles as “Coordination” NGOs and not implementing organizations. Nonetheless, the iterative process of reviewing the CAPs, providing

² The CAP workshop that was held from October 11-15 was discussed in last quarter’s report. This quarter’s report focuses on the progress of CAP development activities after the workshop.

feedback and reviewing subsequent drafts has been an important exercise for the CNGOs. The process has helped increase their understanding of YWJ's program models and management structures and the important role they serve as CNGOs to provide overall leadership and capacity building support to the CBOs they are managing. The CAPs have now been finalized and submitted to USAID for final approval with updates to their outcome logic models to reflect the final cross cutting outputs, outcomes and indicators that have been developed by IYF's M&E team for YWJ's monitoring and evaluation framework.

Coordination NGOs

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 December. These contracts have paved the way for their rapid integration into YWJ's formal management structures and engagement in planning activities. As mentioned above, the Coordination NGOs have worked very hard to hire essential staff for the program and design their community action plans. Through our work with CNGOs during the quarter, core partners have been able to assess particular areas of strength and challenges within each of the CNGOs that will help better structure capacity building and other support provided to each of these partners as their grants progress.

Granting and Sub-granting

During the quarter, IYF's operations teams in Amman and Baltimore worked closely with the CNGOs' finance officers to develop their management and sub-grant budgets and ensure that these budgets accurately reflected the activities being proposed under the CNGOs' CAPs. By the close of the quarter, both the CAPs and the CNGO budgets were completed and submitted to USAID for review. Upon approval by USAID of the CNGO CAPs and budgets, the CNGOs will sign their grant agreements with IYF. Once finalized and approved, the Jordanian law requires that the CNGOs obtain approval for their grant amounts from the MoSD and Prime Minister's office before they can actually receive their first grant disbursements. This government approval process is expected to take approximately two weeks.

During the quarter, IYF also developed a draft YWJ Grants Manual which outlines the basic granting, financial and programmatic guidelines to be followed by the CNGOs and the CBOs. The manual describes the policies and processes for grantmaking from IYF to CNGOs and also for grantmaking from CNGOs to CBOs under their YWJ program. The approval of the Grants Manual by USAID will constitute pre-approval for all grants and sub-grants awarded under YWJ according to the procedures detailed in the Grants Manual, paving the way for full implementation of the CAP activities. The draft manual has been shared with USAID for comments and feedback with revisions currently being finalized. One significant change from initial versions per USAID feedback is the splitting of the manual into two components, one for IYF direct grants, and other for CNGO grantmaking to CBOs.

In addition to finalizing the CNGO grants, IYF began planning the process for issuing YWJ's first round of sub-grants which will take place in the February – April time frame. In particular, IYF developed a draft comprehensive Call for Interest which explains the process for qualifying eligible CBOs to receive sub-grants for implementing community-based interventions targeted at youth. This Call for Interest was developed in consultation with the CNGOs and with input from USAID and MoSD. Its development is an important milestone in the sub-granting design process because it will ensure consistent and uniform practices across the YWJ CNGOs for accepting, reviewing and evaluating proposals from community-based organizations. Furthermore, it outlines an approach for providing technical assistance and capacity building support to shortlisted applicants in the proposal design phase. The final Call for

Interest will be announced in major Arabic newspapers around the country on January 31. Further details on YWJ’s sub-granting approach can be found in the draft Call for Interest attached to this report as an annex.

B. Component Two: Provision of Youth Friendly Services

Objective: Improved cross-cutting services for youth (IR 2)

Provision of Youth Friendly Services	
Activities during the quarter	Results
MoSD Capacity Building	<ul style="list-style-type: none"> • First phase of MoSD Capacity Building Assessment complete • Implementation of Gap Assessment phase underway • MoSD Seconded Team participated in a number of workshops and conferences, including the Planning and Team Building retreat held for YWJ PMU Staff in Aqaba • Regular program update meetings between IYF and HE Minister of Social Development and HE Secretary General

MoSD Capacity Building

As a part of the YWJ program, IYF is committed to work with MoSD to help strengthen the capacity of concerned central level ministerial staff, MoSD seconded staff as well as staff in the field directorates in domains related to the YWJ program.

During the quarter, MoSD’s Capacity Building Assessment got underway in earnest, with initial steps completed in identifying the capacity building needs of MoSD staff working in ministry units with a strong youth focus. To support this priority area for the program, IYF’s consultant to the project, Ms Natasha Shawarib, conducted a number of meetings with senior MoSD officials as well as MoSD training unit staff. Significant progress was made towards the development of an inventory of toolkits, training modules and other resources in youth development used by MoSD line staff. An inventory of experienced MoSD trainers and an assessment of their needs in the areas of youth programming also got underway. A comprehensive gap assessment report synthesizing the findings and recommendations is expected to be complete in the coming quarter. The report will be shared with MoSD stakeholders during a one-day MoSD wide workshop and will form the basis for MoSD’s final capacity building plan.

This quarter, MoSD’s seconded team continued to be actively engaged in YWJ’s many activities. As part of the PMU staff, Mr. Ayman Hamad and Ms. Eman Roussan participated in the YWJ staff Planning and Team Building Retreat held in Aqaba in December. It is particularly important to note that beyond their daily work in support of program efforts, this quarter witnessed their active participation in the field where they were heavily engaged, updating MoSD field directorates on YWJ’s progress as well as collecting information in support of the capacity building assessment. Mr. Al Hamad and Ms. Al

Roussan also participated in the Youth orientation meetings held at the community level with the CNGOS as part of YWJ's civic engagement planning. These meetings were the first step in mobilizing YWJ's out of school youth in forming neighborhood youth committees to support program activities. Finally, the MoSD seconded team participated in the following workshops and seminars:

1. Ms. Al Roussan participated in the "National Criteria for Adolescent Friendly Youth" organized by the UNICEF and Higher Council of Youth from Oct. 12 – 13, 2009.
2. Mr. Al Hamad and Ms. Al Roussan participated in the Microfinance Workshop held by the Development and Employment Fund (DEF) in cooperation with the Islamic Development Bank during the period Nov. 20 –21, 2009.
3. Mr. Al Hamad participated in the Career Guidance Partnership Conference organized by Al Manar Project held during the period Dec. 15 – 16, 2009.

Notwithstanding the overall strong cooperation between the PMU and MoSD, the lack of English fluency continues to be an obstacle for MoSD's seconded staff. As a part of their professional training, both Mr. Al Hamad and Ms. Al Roussan began taking English courses last quarter. To supplement this effort, the PMU is considering engaging a consultant to work closely with MoSD seconded staff to overcome this language barrier through translating and summarizing main documents and serving as an advisor for improved day-to-day communication and integration of MoSD in program activities.

Throughout the quarter, Ms. Rasha Qudisat continued to provide critical support to YWJ serving as the liaison between the PMU and the Ministry, actively working with the technical team in reviewing, developing, and evaluating main documents and reports pertaining to YWJ major activities, as well as facilitating all YWJ related arrangements and meetings with Senior Management at the Ministry and other Government departments. During the quarter, the YWJ management held a number of meetings with HE the Minister of Social Development and HE the Secretary General to update them on the progress of the program and to discuss specific issues related to the implementation of the activities.

One main difficulty the PMU has faced this quarter is the misalignment of expectations of the MoSD Field Directors on their role and involvement in the program. This has been an obstacle to the smooth progress of their integration and involvement in program activities at the field level. To address this challenge, the PMU is developing a communication plan to enhance the information sharing, updating and involvement of the field directorates. As a first step towards improving the communication flows, a comprehensive package with all YWJ related documents, reports, and updates was delivered to the field directors. In addition, the MoSD seconded staff made proactive field visits to keep the MoSD in the loop on various program activities. Finally, the MoSD field directors were invited to attend meetings with the CNGOs to enhance the coordination between these key players in the field. In this regard, contact points from the field directorates were assigned to support the CNGOs in their community activities and to facilitate administrative and logistical support as needed. In support of these efforts, IYF is hopeful that the central Ministry can provide further assistance to the YWJ management in framing the expectations of the field directors and their level of involvement.

C. Component Three: Community Infrastructure and Environment Improvements

Objective: Youth civic engagement for improved community infrastructure benefiting youth (IR 3)³

³ The wording of this IR has been refined to reflect the new formation of IR3 under YWJ's M&E Framework

Youth Civic Engagement	
Activities during the quarter	Results
Youth participation and capacity building	<ul style="list-style-type: none"> • CNGO planning workshops conducted for youth engagement activities related to CAP design and implementation • First YWJ orientation workshops for community youth held at community level attracting 541 youth • Youth committees established for YWJ's 12 neighborhoods to support CAP activities • Challenger Team hired to support youth mobilization and plan 3-day retreat of YWJ community youth committees in Amman

Youth Participation and Capacity Building

This quarter saw the first implementation of program activities in support of Component Three. In December, the CNGOs in collaboration with the PMU began planning for the active integration of youth in the program. In particular, IYF organized several planning meetings with the CNGOs to collectively come up with a practical, concrete plan to ensure early and structured integration of CBOs and youth in the design phase of program activities. Following these meetings and as a first step towards mobilizing neighborhood youth to support the program, the CNGOs organized two stages of youth orientation meetings in their designated communities to introduce the YWJ program. In the first meeting, CNGOs spoke about the YWJ community action plans and the CNGOs' role in the program. The youth themselves were also given an opportunity to speak about the challenges faced by their communities and were given an assignment to document and map these challenges visually with the use of disposable cameras. Follow-on meetings in the communities for interested youth were organized in early January to nominate youth committees to represent YWJ's 12 neighborhoods at a 3-day youth retreat to be held in January in Amman. The youth retreat had four major objectives:

- Develop a two year action plan for youth participation in the design, implementation and evaluation of the CAPs;
- Develop a capacity building plan to train these youth;
- Brainstorm YWJ's first set of youth projects; and
- Come up with key messages for YWJ's media awareness campaigns at the community level.

To build momentum for the program, YWJ's first set of youth projects will be launched as "quick wins" in the February – March time frame and will be showcased at YWJ's launch event to be held on February 23 under the Patronage of Her Majesty. To support these efforts, IYF engaged an external consultant (Challenger Team) to help in the identification and formation of the youth committees and to plan the youth retreat. Outcomes from the 3-day youth retreat will be discussed in next quarter's report.

In all, 541 youth in YWJ's neighborhoods attended the youth orientation workshops and integration meetings. These youth were mobilized through advertisements posted in public places that youth frequent, as well as through the MoSD field offices and CNGO's own community networks. A breakdown of the number of participants by neighborhood is attached in the annexes of this report.

D. Component Four: Policy Coordination

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

Policy Coordination	
Activities during the quarter	Results
YWJ Management Structures	<ul style="list-style-type: none">• Two meetings of YWJ's Technical Working Group held• Formal integration of CNGOs in YWJ's management following their competitive selection (explained in component 1)
Monitoring and Evaluation	<ul style="list-style-type: none">• Completion of baseline assessment for YWJ's M&E framework• Initial assessment trip conducted by YWJ's M&E consulting firm (Analytic Resources)
Outreach and Leveraging	<ul style="list-style-type: none">• YWJ leverage strategy plan developed• Meetings with Tkiyet Um Ali Foundation, KAFD, Talal Abu Ghazaleh and Zain Telecommunications

YWJ Management Structures

During the quarter, two meetings of the Technical Working Group were held. The first meeting was on October 22 and invited all TWG members to solicit their feedback, remarks and recommendations on the initial draft Community Action Plans developed by the CNGOs during the CAP design workshop held from October 11-15, 2009. A second, component-focused meeting among the youth specialist members of the TWG was held on December 23 to share progress on YWJ's Youth Engagement model in particular and get their technical guidance, feedback and recommendations on this model.

Monitoring & Evaluation

As mentioned earlier in this report, a major M&E milestone for the quarter was the hiring of Farah Tukan, YWJ's Monitoring & Evaluation Specialist. Farah 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. One of the first activities to be undertaken by Farah was the development of a youth baseline survey to serve as a benchmark for monitoring and evaluating our Programmatic results under YWJ's M&E Framework. The baseline survey was conducted on 111 youth representing YWJ's 12 neighborhoods at the YWJ 3-day youth retreat held in January.

In addition to developing baseline indices, planning of YWJ's M&E system got underway with an initial orientation trip to Amman by Analytic Resources' lead consultant Mr. Tom Leavitt. Mr. Leavitt conducted an initial planning meeting with the Program Management Unit, USAID, the CNGOs and other

key project stakeholders. He also began reviewing the CNGOs' proposed outcome logic models for their CAPs with IYF's M&E specialist. YWJ's final M&E framework will reflect the outputs, outcomes and indicators to be measured through the Community Action Plans. To this end, Analytic Resources will finalize the program's framework based on the final CAPs expected to be approved in February. In addition to the completion of the M&E results framework, considerable progress is expected in the design of other system components including the creation of data collection tools, M&E system user manuals and online data analysis tools.

Leverage and Outreach

This quarter the IYF team worked on the development of a leverage strategy outlining the overarching principles guiding the search for leverage under the program. As explained more fully in the strategy, IYF is prioritizing those contributions that are likely to have long-term and wide programmatic impact over one-time cash or in-kind contributions. Therefore, IYF focused much of the leverage activities in the last quarter on developing strategic relationships with prospective partners that would have an impact across the 12 YWJ target communities and beyond the five years of direct USAID support.

In this regard, IYF has had promising discussions with the King Abdullah II Fund for Development (KAFD), which has expressed an interest in contributing both resources and local expertise to help IYF train a cadre of career development specialists in Jordan to serve the career counseling needs of secondary school and university students as well as drop-outs and the unemployed. Together, IYF and KAFD intend to adapt the US-based National Career Development Association career facilitation curriculum for the Jordanian context and then train and credential Jordanian career facilitators to serve in YWJ target communities and beyond.

IYF also focused a significant amount of energy last quarter on developing relationships with a number of government ministries that we hope will result in contributions that again would have far ranging impact across the program. For example, IYF is pursuing a partnership with the Ministry of Planning and International Cooperation to develop a national youth volunteerism program, with the Ministry of Municipal Affairs to rehabilitate public spaces; and finally with the Higher Council on Youth to establish youth centers/clubs across the governorates. Job placement is also a key component of creating long-lasting impact on the lives of disadvantaged young Jordanians and IYF is accordingly in discussions with a number of entities including the Tkiyet Um Ali foundation and the Ma'an and Irbid development zones to place YWJ beneficiaries in jobs once they have been specially trained. In addition, IYF has been keen to engage the corporate citizenship arms of the private sector companies to support the program in meaningful ways. IYF is currently in discussions with both Talal Abu Ghazaleh Organization and Zain Telecommunications to support the program through the establishment of youth training centers and a community service award program respectively.

As discussed in the YWJ Annual Work Plan, the program has also finalized the leverage policy for YWJ, which complements our overall leverage strategy by defining average and providing specific protocols for measuring, tracking and record-keeping obligations regarding leverage for the program. The leverage policy is included as an annex to this quarterly report.

Conclusion

As YWJ's first nine months come to a close, the program has set a strong foundation for program success in light of overall objectives. The core partners of USAID, MOSD and IYF are working increasingly closely in support of the needs of youth, the technical foundation for the program has been laid through strong documentation of the needs of youth and the types of interventions to address them, and the

circle of partners is constantly widening to help broaden our impact. Building on this strong momentum, in the coming quarter, IYF expects to obtain the necessary granting approvals from USAID and the Jordanian government to activate the CNGO grants with IYF that will pave the way for full implementation of program activities on the ground. As such, a major priority of the PMU in the coming quarter is the overall management of YWJ's first round of sub-grant solicitations to identify community-based organizations to serve as implementing partners. In addition, capacity building efforts and support to YWJ's key stakeholders will be an important focus of the PMU, particularly as program activities on the ground get underway. Planning for YWJ's launch event to be held on February 23 under the Patronage of Her Majesty will also be an important priority. 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, building the long term sustainability prospects of the program.