

YOUTH:WORK

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YOUTH:WORK JORDAN Quarterly Report

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Contact:

Jennifer Hills
Program Manager, Work Programs
International Youth Foundation
32 South Street, Suite 500
Baltimore, MD 21202 USA



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I. Executive Summary

Youth Work Jordan (YWJ) made important progress this quarter toward overall goals and objectives of the program. A major highlight of the quarter was the official signing of grant agreements between IYF and YWJ's four Coordination NGOs which paves the way for the full design of YWJ's sub-grant awards to community based organizations. This quarter also saw the start of YWJ's first community based interventions through the initial implementation of 16 small scale infrastructure and environmental projects carried out by more than 150 neighborhood youth as "quick wins" to generate excitement and participation for the program. The excitement of these activities, as well as the major milestones from last year's start-up phase, were highlighted at a highly successful, youth-led launch event that brought together over 300 participants in the presence of Her Majesty Queen Rania Al Abdullah and USAID/Jordan Mission Director Jay Knott.

Major accomplishments between January 1 and March 30, 2010 include:

- **YWJ Launch Event:** Youth:Work Jordan (YWJ) was officially launched on February 23 at the Royal Cultural Center in Amman under the patronage of Her Majesty Queen Rania Al Abdullah. Her Majesty joined more than 300 government, business, NGO and youth leaders to celebrate the milestone event, including USAID Mission Director Jay Knott and IYF CEO and President Bill Reese. The event was youth led in virtually respect, with youth from target communities showcasing through skits and presentations both the challenges in their communities as well as their hopes and plans to overcome those challenges. The event received major coverage in the press and media, building important visibility for the program as it starts to build a wide base of support across Jordan for youth projects and activities.
- **Granting and Sub-granting:** The CNGO Community Action Plans and budgets were approved by USAID and the Government of Jordan paving the way for two-year grant agreements which were signed with the four Coordinating NGOs. The CNGOs also received their first grant disbursements. The solicitation process for partner Community-Based Organizations (CBOs) also got underway in each of the target communities with a public announcement of a *Comprehensive Call for Interest* for eligible CBOs to receive sub-grants to implement program activities. Core training on YWJ objectives and proposal writing was delivered to 64 qualifying CBOs.
- **Ministry of Social Development:** The MoSD Capacity Building Gap Assessment study was completed and the first draft of the capacity building assessment report were developed and shared with IYF and USAID for review. The Ministry's seconded staff and field directorates continued to be active participants in all components of the program including in the design of the CBO grant application process and the evaluation of proposals received by CBOs.
- **Youth Civic Engagement:** A 3-day retreat was held in early January for the approximately 120 youth identified to participate in YWJ's neighborhood youth committees and implement YWJ's first youth civic engagement projects in support of small scale community infrastructure and environmental improvements. These youth were also very active both in the launch event's preparation and actual delivery.

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">• Amman based Program Coordinator hired• Candidate for Communications and PR Specialist identified• Recruitment of Grant Compliance Officer and Capacity Building Technical Specialist commenced

Staffing & Management

In consultation with USAID and as detailed in the approved Annual Work Plan, IYF made strong strides during the quarter toward building the capacity of the local field office in critical areas. In this respect, IYF is pleased to report the hiring of Ms. Dana Yanis to serve in the role of Program Coordinator to support the Country Director and Amman technical team in the coordination of YWJ's many program components. Based in Amman, Ms. Yanis was hired late March and began work April 1. IYF also began actively recruiting for several other new positions to support growing operational requirements at the PMU as agreed with USAID. These additional staff include a Communications and PR Specialist, a Grants Compliance Officer and a Capacity Building Technical Specialist. After interviewing several candidates, Ms. Nermeen Obediat who currently serves as a consultant to the project on PR and media support, was selected to serve as the program's Communications and PR Specialist. Ms. Obediat will guide YWJ's overall strategy and communications activities on a part time basis and work closely with Ms. Hiba Aloul, IYF's Technical Program Coordinator, who will also provide support in this critical area.

In addition to these new hires, there was a change in the current management structure of MoSD's seconded staff to the program. In March, a decision was made by MoSD to recall Mr. Ayman Hamad back to the Ministry full time due to administrative considerations. Mr. Al Hamad has since left the PMU and MOSD is reviewing options for his replacement.

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 quarter¹	Results
Rapid Community Appraisal	<ul style="list-style-type: none"> • Four versions of the RCA officially approved by USAID and MoSD and distributed to the public: <ul style="list-style-type: none"> ○ Executive Summary in both Arabic and English ○ Full Version in both Arabic and English
Community Action Plans	<ul style="list-style-type: none"> • CAPs finalized and approved by USAID and MOSD
Coordination NGOs	<ul style="list-style-type: none"> • CNGO grants approved by both USAID and Government of Jordan • Continued hiring of key YWJ personnel
Granting and Sub-granting	<ul style="list-style-type: none"> • IYF Grant agreements signed with the CNGOs • IYF-CNGO Grants Manual completed and approved by USAID; CNGO-CBO Grants Manual submitted to USAID for review (approval received during the current quarter) • CBO Call for Interest Issued through public announcement • Core Training conducted for 64 qualifying CBOs
Skills training and job placement activities	<ul style="list-style-type: none"> • Rapid inventory of currently available life skills curricula for YWJ interventions conducted • Minimum Standards tool for core technical areas developed including Life Skills, IT, Business English, Career Counseling and Youth Participation • RFPs developed for service providers in IT, Business English, Career Counseling • Initial meetings with potential private and public sector partners conducted in support of employment and small business opportunities

Rapid Community Appraisal

YWJ witnessed the completion and distribution of two versions of the RCA study\ . Due to the length of the final RCA, it was decided to create an Executive Summary of the appraisal in which the most important findings and recommendations were highlighted. Both the full RCA and the Executive Summary were also translated into Arabic. Both English versions were distributed via CD at the YWJ launch event as well as the Arabic Executive Summary, while the Arabic full version was given to potential CBOs to help them in writing their grant applications.

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

Community Action Plans

After considerable design efforts which began last October, the CNGO Community Action Plans and Outcome Logic Models were finalized and approved by USAID. The CNGO grants were also approved by USAID, as well as the MoSD and Prime Minister's Office, paving the way for the signing of grant agreements with the CNGOs (described below in more detail). Furthermore, the CNGOs each developed a two-year action plan detailing implementation timelines. These plans are currently being modified in consultation with IYF and USAID.

Coordination NGOs

Throughout the CAP process, CNGOs have continued to ready themselves for program implementation by hiring key personnel. The CNGOs, particularly JOHUD and Al Farouk, have experienced some difficulty in hiring and retaining key personnel on the project. IYF has actively been working with these CNGOs to assess the reasons behind the personnel departures and to put in place a plan of action to ensure continuation of the CBO solicitation process and youth activities while new personnel are being hired. Throughout this process, IYF has consulted with USAID and we have appreciated USAID's support and presence at meetings with the senior management of these CNGOs to help emphasize the importance of progress on this key issue.

Of the four CNGOs it should be noted that Al Farouk has required special capacity building and technical support in the overall planning and management of program activities in Irbid and to ensure timely delivery of reporting requirements. To support Al Farouk to better perform its role as a Coordination NGO, IYF has engaged an external consultant to provide day to day mentoring and technical assistance in the delivery of YWJ activities. In addition, IYF has held several meetings in the presence of USAID and MOSD with Al Farouk's senior management to alert them of the PMU's concerns and to discuss how best to improve Al Farouk's management of the program.

It should also be noted that following the period of this quarterly report, on April 19th, IYF instructed Al Farouk to suspend all activities under its grant due to potential irregularities. USAID and MOSD have been notified of this action, and an external auditor is currently being engaged to conduct an audit of Al Farouk's systems and transactions related to the program. Additional detail will be provided to USAID directly as the audit proceeds and in the next quarterly report.

Granting and Sub-granting

This quarter saw the first major grants in Youth:Work Jordan awarded. Each of the CNGOs signed grant agreements with IYF on February 23, in the evening after the YWJ Launch Event. The first disbursements under the agreements were also made during the month of March.

During the quarter, IYF also received approval on the IYF – CNGO Grants Manual and submitted the CNGO – CBO Grants Manual to USAID. Upon approval of the Grants Manual by USAID (which occurred early in the current quarter), pre-approval is provided for all sub-grants awarded under YWJ according to the procedures detailed in the Grants Manual, paving the way for full implementation of the CAP activities.

In addition to signing the CNGO grants, IYF and the CNGOs began the process for awarding YWJ's first round of sub-grants in February. In particular, IYF developed a comprehensive Call for Interest which explained the process for qualifying eligible CBOs to receive sub-grants for implementing community-based interventions targeting youth. This Call for Interest was developed in consultation with the CNGOs and with input from USAID and MoSD. The Call for Interest was issued in Arabic in Jordanian

newspapers in early February. In parallel to the issuance of the Call for Interest, IYF worked closely with the CNGOs to develop a comprehensive CBO grant application which provided detailed guidelines for the CBOs to successfully write their proposals. The deadline for these applications is April 21.

By the deadline for Calls of Interest on February 21, 80 CBOs sent letters of interest, 63 of whom qualified to apply for sub-grants and were invited to week-long trainings conducted by the CNGOs. See the table below for breakdown of CBOs by area/neighborhood. In all, 140 participants from the 64 CBOs attended the training which took place in March. During the training, CNGOs presented the overall goals and strategies of YWJ and provided training in proposal writing, community mapping, employability and entrepreneurship, youth friendly services, and youth engagement. Al Farouq contracted JRF to conduct this core training in these areas. After the core training, the CBOs received grant applications and began developing their proposals.

Community	No. of Applications	No. of qualified applications
JRF		
Zarqa	15	10
Jordan Vally	18	17
JOHUD		
Ma'an	8	6
Rusaifah	15	15
Al Farouk		
Irbid	7	5
JCEF		
Amman	17	10
Total	80	63

Skills training and job placement activities

From the RCA, YWJ identified a number of skills training needs across the 12 neighborhoods that are not currently being met in the communities. These skills and areas of training included:

- Non formal education
- Life skills
- Employability
- Entrepreneurship
- Career exploration and counseling
- Business English
- Information technology training

With the full design of training activities starting this quarter, IYF focused heavily on creating a plan of action to address these needs in both the short and long term. As a first step, IYF developed a tool that encompasses the minimum standards for any YWJ programs in each of these areas. This tool builds on other best practice assessment tools and models that IYF has developed over the years for other global projects. It will be used by the CNGOs to select and improve all training programs in the future, in the hopes that programs across the YWJ target communities adhere to the same quality standards.

Building on the minimum standards tool and in order to accelerate the timeline for the delivery of skills training, IYF also developed scopes of work for potential service providers to deliver training to youth alongside CBO grantees in the following areas: non-formal education, business English, IT training, and career counseling. Given that the CBO grantees will require significant upfront capacity building before they can successfully implement their own best practice employability programs, it is anticipated that YWJ will contract with these service providers to provide this training in the short term while transferring their knowledge and best practice models to the CBOs who can then sustain the program in the long term. IYF will issue and announce the service provider RFPs in early April. Depending on the exact contours of the support needed, such contracts will be directly entered into by either IYF, the CNGOs or CBOs, as appropriate.

For life skills training in particular, it has been decided in consultation with USAID that JCEF, JOHUD, and JRF will administer their own life skills curricula in the short term as a complement to CBO sub-grant activities. These CNGOs participated in a workshop organized by IYF in January to review and adapt IYF’s life skills minimum standards assessment tool for the Jordan context. The CNGOs then conducted a self assessment of their own life skills program using the adapted life skills assessment tool. Building on these assessments, a more thorough report of the curricula strengths and weaknesses along with a capacity building plan should be completed by May. Al Farouq will continue solicit an external service provider for the life skills training portion as they do not have their own in-house life skills program.

Starting their grant activities in earnest, the CNGOs have also undertaken a variety of steps in furtherance of their mandate to build active, community based partnerships in support of YWJ components. These include:

- Meeting with potential employers and other private sector entities in their respective communities to discuss potential partnerships, job opportunities, and opportunities for investment.
- Discussions with the Ministry of Labor to begin mapping sectors with job opportunities in YWJ’s communities.
- Meetings with the local municipalities to introduce the YWJ program and to build relations and gather the support for community level interventions.
- Recruiting, screening, and identifying potential youth to participate in employability skills training to be carried out in the next quarter in close coordination with the CBOs.

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 comprehensive draft of the MoSD Capacity Building Assessment Report delivered to IYF and USAID for review • <i>Secoded staff</i> -Strong support provided by MoSD Secoded Team in the preparations for the YWJ Launch Event; the facilitation of the government approval process for the CNGO

	<p>grants; the design of the CBO grant application process; coordination of MoSD involvement in CBO orientation sessions; CBO core training; and initial desk reviews of CBO applications.</p> <ul style="list-style-type: none"> • <i>MoSD Field Directorates</i> - Regular and active participation of the MoSD field personnel in key YWJ capacity building workshops and other activities led by the PMU and CNGOs including CBO orientation sessions, CBO core training workshops, and initial desk review of CBO Expressions of Interest. • <i>MoSD Headquarters</i> - Regular program update meetings between IYF and HE Minister of Social Development and HE Secretary General
CNGO Capacity Building	<ul style="list-style-type: none"> • 3 Workshops held in January with CNGOs on YWJ Life Skills Minimum Standards Assessment Tool, Youth Friendly Services Assessment Tool and Youth Participation and Engagement • Workshop conducted in March for CNGOs on programmatic and M&E reporting
Youth Small Scale Initiatives	<ul style="list-style-type: none"> • 16 small scale initiatives initiated by youth focused on making public areas more youth friendly (with 11 completed - see Component 3 for more details)

MoSD Capacity Building

Last quarter, we reported that the Capacity Building Assessment for MoSD got underway with the contracting of Ms. Natasha Shawareb who was engaged to identify the capacity building needs of MoSD staff working in ministry units with a strong youth focus. During the quarter, substantial progress was made towards this goal with the completion of:

- A capacity assessment of MoSD staff at the Central Ministry (Training Unit and Trainers) and Field Directorate levels.
- An inventory of toolkits, training modules and effective best practice publications in youth development available from the MoSD.
- An inventory of experienced MoSD trainers and an assessment of their needs in the areas of youth.

To carry out the assessment, Ms. Shawareb conducted field visits to the 8 MoSD field directorates in YWJ target areas during which she met with field directors, liaison officers and key department heads that may provide support to the YWJ program over time. Through these visits, the consultant was able to identify the capacity building needs felt to be most critical for MoSD active engagement in YWJ Program activities. The consultant also held extensive consultations with the Central Ministry Training Department staff to assess their capabilities in designing, managing training programs and developing training manuals in areas related to youth services. Throughout this process, Mr. Ayman Hamad, MoSD's seconded officer to YWJ played a key role in organizing and facilitating meetings in both the field and Central Ministry and in gathering necessary information and inputs for the study. The first draft

of a comprehensive assessment report synthesizing the findings and recommendations was completed and shared with IYF and USAID. Following revisions from IYF and USAID, the report will be shared with YWJ partners and a follow up meeting will be organized with MoSD top management and key concerned staff to discuss the results and next steps.

More broadly, MoSD was an active and full partner of the initiative at all levels.

Seconded Team: The MoSD seconded team continued to be actively engaged in YWJ's many activities in the office and in the field. As part of the PMU staff, Mr. Ayman Hamad participated in the YWJ training held for the CNGOs on the following topics:-

1. Life Skills Minimum Standard Assessment Tool Orientation– January 13th, 2010
2. Youth Friendly Services – January 14th, 2010.
3. Youth Participation in Improving Community Infrastructure – January 18th, 2010

Ms. Eman Al Rosan was heavily involved in the preparation and implementation of a three-day youth retreat that was held January 19 – 21, 2010 for 110 youth leaders (described in more detail in under component 3). In addition to the above, the seconded staff actively took part in the design of the CBO grant application process working closely with IYF and the CNGOs. In particular, they played a key role in coordinating the assistance of the MoSD field directorates which supported outreach to community based organizations and the evaluation process. The seconded staff also helped in the preparation for YWJ's launch event which took place on February 23rd, 2010.

In late March, an important development was the decision by MoSD to recall Mr. Ayman Hamad back to the Ministry full time due to administrative considerations. Mr. Al Hamad has since left the PMU, and MoSD is reviewing options for his replacement.

Headquarters: Throughout the quarter, the Minister and Secretary General continued to provide invaluable support for the program. 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 activities. In addition, the Minister presided over the CNGO grants signing ceremony and actively participated at the youth retreat. Her visit and presence on two occasions while the 3-day retreat was ongoing was a major highlight for the youth participating in the YWJ forum as well as program partners. Further details of the retreat will be outlined under Component Three.

Throughout the quarter, Ms. Rasha Qudisat also 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. In addition, Ms. Qudisat assisted Ms. Al Rosan in fulfilling the role expected from MoSD seconded Staff after Mr. Al Hamad's departure.

Field Directorates: During the quarter, the PMU also institutionalized the role of MoSD focal points to improve coordination and communication with the MoSD field directors. As such, there has been notable improvement in the alignment of expectations between the MoSD field directors and MoSD focal points on their roles and involvement in the program with many field directors and other field personnel working with CNGOs on key trainings and activities. This improved coordination was reflected

in the strong involvement of the MoSD field directors and focal points in the CBO grant application process. In this respect, the field directorate offices were actively involved in outreach to local CBOs to make them aware of the YWJ RFA, and, in every community, either the MoSD field director himself or the field focal point participated in the core training workshops organized by the CNGOs. In developing the grant application guidelines, IYF also incorporated valuable feedback based on the extensive experience that MoSD has working and giving grants to CBOs. The field directors also represented MoSD in the CBO evaluation committee taking part in the initial desk review of the *Expressions of Interest* received by the CBOs. In the coming quarter MoSD will continue to be engaged in the evaluation process and will jointly conduct field assessments and review proposals of shortlisted candidates with the CNGOs and IYF.

Notwithstanding this improvement, the PMU feels that continued efforts need to be made to enhance communication among the key partners. To this regard, the PMU will conduct a two day workshop in April which aims to bring together YWJ partners from Ministry of Social Development (MoSD) field directors, Coordination NGOs' staff members working on YWJ program, and the PMU. In the retreat, IYF hopes to build team spirit and discuss the roles and responsibilities of all parties involved, as well as share information and exchange experiences and best practices among participants in areas of importance to YWJ. Additional information on the outcomes of this workshop will be detailed in next quarter's program report.

CNGOs Capacity Building

IYF is committed to building the capacity of the CNGOs in areas that support their performance within the framework of YWJ. As such, the following capacity building and technical support workshops were conducted this quarter for concerned CNGO staff in support of grants management and CAP implementation:

1. Life Skills Minimum Standard Assessment Tool Orientation– January 13th, 2010
2. Youth Friendly Services Orientation – January 14th, 2010.
3. Youth Participation in Improving Community Infrastructure – January 18th, 2010
4. Grants Management Workshop – January 19-20, 2010
5. M & E Orientation Workshop - January 19-21, 2010

In the coming quarter, there are plans to take these initial workshops to the next level and carry out a three day workshop that will discuss how to integrate best practices in employability and entrepreneurship, youth friendly services provision, and community service and volunteerism into the specific program interventions being proposed. The goal of this workshop is to ensure a shared understanding among new CNGO partner staff on YWJ concepts in all three programmatic areas, as well as on minimum standards in programming and evaluation, including means for verification of key indicators.

Youth Small Scale Initiatives

While small scale initiatives will be further discussed under component three, it is important to note that most of the initiatives proposed and carried out by youth during the months of February and March focused on making public parks, schools, clubs, etc., more youth friendly. Youth were able to engage with the adults in their communities who work in these facilities on how to improve the local services provided to youth. We have been very pleased at the connectivity of the different components under the program, and look to expand such connections over time to show the significant benefit of the comprehensive approach taken by the program.

C. Component Three: Community Infrastructure and Environment Improvements

Objective: Youth civic engagement for improved community infrastructure benefiting youth (IR 3)²

Youth Civic Engagement	
Activities during the quarter	Results
Youth participation and capacity building	<ul style="list-style-type: none"> • Establishment of YWJ's youth committees and three day capacity building workshop for these youth conducted with support from the Challenger Team • 16 small scale initiatives by youth in target communities initiated with 11 of these "quick wins" completed. • Performance and presentations delivered by youth at YWJ official launch event, presenting YWJ program objectives, the challenges they face in their communities, their hopes and aspirations, as well as their achievement in the program thus far.

Youth Participation and Capacity Building

This quarter saw the first direct implementation of program activities in support of Component Three. Following youth orientation meetings that were highlighted in last quarter's report, IYF and the CNGOs organized a 3-day capacity building workshop in January for the youth to present their findings of the community mapping they had completed in December and their recommendations for interventions to develop their communities. The youth also developed action plans for the proposed youth initiatives to be implemented by the youth in their communities after the workshop. 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 and implement the three day youth workshop. In all, there were 111 participants at the retreat and of this number 99 participants were youth from YWJ's target neighborhoods.

Table 1: Youth Participants' at YWJ 1st Retreat 19th-21st of January 2010 – by Gender

Neighborhood	Male	Female	Total
Khreibet Al Souq	4	6	10
Nozha	5	5	10
Al Shamieh	4	2	6
Abu Baker	7	2	9
Awajan	8	5	13
Mesharfieh	3	0	3
Malaha	3	5	8
Waqas	4	7	11
Hay Maasoum	1	5	6

² The wording of this IR has been refined to reflect the new formation of IR3 under YWJ's M&E Framework

Hay Al Hussein	3	4	7
Hay Turkman	4	4	8
Hay Al Shamali	5	3	8
Total Number of Participants	51	48	99

After the three day workshop and to build momentum for the program, YWJ’s first set of youth projects were launched as “small scale initiatives” in the February – March time frame to be showcased at YWJ’s launch event. Through these initiatives, a total of 11 new and/or improved community infrastructure spaces were created across YWJ’s communities with an additional 5 youth projects still ongoing. In all, more than 150 youth have participated in the projects. The table below highlights specific examples of the types of youth initiatives being implemented.

Area/Neighborhood	Description of Initiative	Number of Youth Participants involved
Zarqa	Clean and paint the “Hay Massoum” cemetery	17
Jordan Valley	Overall maintenance of school, painting of school’s walls and setting piles within classrooms.	7
East Amman	Tunnel in Khreibet Al Souq renovated and fixed, using reused waste to make it look brighter and youth friendly	15
Irbid	General maintenance of the main hall of Al Jaleel sports club and the playground, including painting the walls and implementing some decorations.	10
Ma’an	Maintaining Streets in Abu-Baker: Cleaning, Paintings, walls and digging holes to plant trees.	16
Russeifeh	Cleaning an empty land donated from the Municipality and preparing for a Park.	20

In addition to the small scale youth initiatives, the newly formed neighborhood youth committees took an active role in the preparation and delivery of YWJ’s launch event. Select youth leaders from the committees were engaged in a series of rehearsals during which the youth brainstormed and developed scripts for the launch event under the guidance of young Jordanian actors serving as consultants. The rehearsals resulted in the presentation of a lively skit by the youth during the launch about their lives and hopes for the future along with the YWJ program’s goals and strategies, all in the presence of Her

Majesty Queen Rania. Another group of youth at the event represented their neighborhoods at community booths where they showcased to Her Majesty, Mission Director Jay Knott, and the different stakeholders attending the launch the different challenges in their communities as well as what they have accomplished thus far in their small scale initiatives.

Notwithstanding the enormous benefit that these youth engagement activities have had, managing the youth projects and the expectations of youth involved has required significant effort. To improve coordination efforts and better manage the activities on the ground, the PMU in close consultation with the CNGOs, is developing a “Youth Engagement Protocol” manual which outlines specific guidelines for the CNGOs on the process they should undertake to issue and manage youth grants. The manual will be completed in the current quarter and shared with USAID for input. Additionally, recognizing that there is a need for more dedicated support to help manage youth involvement in program activities, the PMU has issued a competitive RFP in April for proposals to support YWJ’s youth engagement process and to put in place a practical model to integrate the youth committees and their perspectives in all components of program implementation.

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"> • Meeting of the Ministers of key YWJ partner Ministries conducted • Meeting of YWJ’s Technical Working Group held to solicit feedback on the CBO granting process • Meeting with H.E. the Minister of MoSD and the four CNGOs held to present an overview of the specific community action plans
Monitoring and Evaluation	<ul style="list-style-type: none"> • CAP outcome logic models and reporting indicators developed and approved by USAID • Detailed M&E work plan to execute YWJ’s M&E system completed • Architecture for YWJ’s M&E system completed • Technical specifications developed and web-hosting firm identified for program’s online M&E system
Outreach and Leveraging	<ul style="list-style-type: none"> • Leverage tracking sheet and reporting template developed • Resources leveraged by local communities for youth initiatives in each of 6 YWJ target communities • Outreach to key perspective donors including

	KAFD, Samsung, the Wallenberg Foundation conducted
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YWJ Management Structures

To support overall program implementation and ensure policy coordination activities under component four, the PMU conducted several high level meetings with Government actors and YWJ’s Technical Working Group. During the quarter, the following meetings took place:

- An orientation meeting for new ministers of the YWJ key partner ministries was held on January 7th to inform them about the program, its objectives, and achievements with the aim of fostering coordination and collaboration amongst Jordan’s key government actors that provide services to youth populations and job seekers. The meeting was arranged by MoSD, chaired by Her Excellency the Minister of Social Development and attended by Their Excellencies the Ministers of Planning & International Cooperation, Education, Labor, Rural Affairs, as well as the Secretary General of the Council of Youth and a Governor from the Ministry of Interior. The ministers discussed a number of possible areas for cooperation with YWJ. For example, the Minister of Labor expressed an interest in joint collaboration in the implementation of job fairs, career counseling initiatives and the sharing of employment opportunities. MOPIC offered to share their experiences and best practices in community development and engaging CBOs. The PMU is now following up with the relevant ministries to further concretize this cooperation and discuss the establishment of formal MOUs.
- On February 10th, a meeting for the Technical Working Group (TWG) was held. In addition to providing an update to the TWG members on the YWJ progress and developments, the PMU sought the advice of the TWG on several technical aspects of program design including how YWJ should define *Youth at Risk* and *Unemployed Youth*. The TWG also shared their advice on what important issues the PMU should be considering as they embark on the CBO granting process. The TWG was also consulted on the launch event preparations and youth participation. Finally, it should be noted that TWG member Mr. Qasem Al Butosh from the Ministry of Education is taking a new position overseas and the Minister of Education has selected Mr. Ahmad Fayez Al-Hwaitat, the Director of Vocational and Production Education Directorate to serve as his replacement.
- At the request of Her Excellency the Minister of Social Development, a meeting was organized for the CNGOs to present brief summaries of their Community Action Plans, the key interventions and initiatives, and to share their next steps for implementing the CAPs.

Monitoring & Evaluation

Early in the quarter USAID approved the final CAP outcome logic models and accompanying indicators paving the way for substantial work in the design of YWJ’s Monitoring and Evaluation system. Analytic Resources (AR) has been contracted to develop the system, including the development of data collection tools, the M&E plan and user manuals, an online database to track results and deliver training and technical assistance in support of the system. During the quarter, AR visited Jordan and worked closely with IYF to begin mapping the design of YWJ’s M&E system in detail. Major M&E milestones from the quarter include:

- **CAP Outcome Logic Models** - The finalization of YWJ's overarching outcomes, outputs and indicators under YWJ's four Intermediate Results which have been approved by USAID under the Community Action Plans. In addition, IYF, working closely with the CNGOs, finalized the target numbers for each of these indicators per community.
- **M&E work plan** – The development of a detailed work plan which was shared with USAID to execute YWJ's M&E system. The work plan provides a detailed timeline to:
 - Design the M&E system including the development of outcomes, indicators and outputs and data collection tools
 - Develop user manuals to outline the goals, procedures and roles and responsibilities for program partners
 - Train program partners on key elements of the M&E system including how to administer the data collection tools and use the online database system
 - Engage a local external consulting firm and carry out periodic data integrity checks for quality control
- **M&E System Architecture** – The completion of the architecture for YWJ's M&E system to guide the overall management, structure and implementation of M&E activities. Core elements of the system's architecture include:
 - A process to assess progress towards the results for a large set of indicators currently being developed for YWJ in a consultative process with USAID, IYF and the CNGOs.
 - Data collection mechanisms/forms that provide the information to assess the indicators including the role each form plays
 - Data collection, entry and verification procedures for IYF, the CNBOs and CBOs
 - A list of indicators and means of verification

This architecture is currently being documented in a comprehensive Monitoring and Evaluation Plan which describes the M&E system procedures as well as the roles and responsibilities in gathering and validating the data. The plan is expected to be completed in the current quarter and will be shared with USAID for review.

- **Online Database** – The development of the technical specifications for the M&E online database and the identification of a web-based hosting service for the database. The database is being built in Microsoft Access and development work is underway.
- **Other M&E Activities** – The CNGO M&E Officers were oriented on how to use the M&E tracking form which was developed to compile M&E data while the online database is still under development. In addition, IYF's M&E Technical Specialist developed registration forms and evaluation forms to track the participation and feedback for the CBOs Core Training on the CBO grant application process.

Early in the coming quarter, prior to the initiation of CBO activities, IYF expects to complete the design of the M&E system including the finalization of all indicators, data collection tools in Arabic and English, user manuals and online database. Training for the CNGOs and the CBOs will also be conducted on the use of these data collection tools, as well as the online database system. In addition, IYF expects to initiate data collection verification checks with the help of an external firm.

Leverage and Outreach

Leverage related activities began to increase in intensity this quarter as the overall program moved further into project design and closer to the implementation of activities in each community. Leverage activities focused on two specific areas: (1) finalizing overall leverage strategies, protocols, tracking and implementation approaches with all partners ; and (2) commencing direct outreach to prospective leverage partners at all levels.

Under the first area of focus, early this quarter, IYF submitted a leverage strategy which delineated the respective responsibilities of IYF and those organizations managing and implementing program activities at the community level. As outlined in the strategy, while CNGOs and CBOs are expected to seek leverage contributions which will improve and expand program activities that they implement in their respective communities, IYF will focus on soliciting leverage contributions which address programmatic priorities cross-cutting all YWJ target communities.

Additionally, in order to support more robust leverage activities at the CNGO and CBO level as programming is ramped up, IYF also began preparations during the quarter to lead a leverage capacity building training session for CNGOs (tentatively scheduled for June). The training session will provide IYF with an opportunity to:

- Train CNGOs in the use of the Leverage Reporting Template. Proper use of this template across YWJ management levels is necessary to ensure leverage is being tracked consistently, and that the value of leverage contributions is appropriately documented.
- Assist CNGOs in understanding the broad range of activities that count as leverage and to assist them in brainstorming prospective partners which might support program interventions that they and their CBO sub-grantees will be engaged in at the community level; and
- Provide CNGOs with templates which will be helpful as they and their CBO sub-grantees engage in leverage activities including: 1) a prospecting template to keep track of leverage opportunities; and 2) a proposal template for CNGOs and CBOs to populate with specific project information when approaching potential partners.

With respect to direct outreach with prospective partners, as previously mentioned, IYF received a grant from the World Bank to support the program's Rapid Community Appraisal and from Microsoft Jordan to support the delivery of an integrated life skills and IT literacy training program for unemployed and out-of-school youth. In the last quarter, we continued to engage in discussions with both of these partners to expand their respective cross-cutting programmatic support. In particular, as the World Bank is implementing a new project to test incentives for youth dropouts to enter community colleges for additional training and job placement within technical and vocational fields, IYF has been in discussions with the Bank to link such activities to YWJ interventions, with some portion of these funds also supporting YWJ activities. In addition, we have had discussions with Microsoft's Near East regional office about potentially aligning additional employability-related grant-making from Microsoft with the program.

We have also had promising discussions with a number of prospective partners to support the delivery of career development, IT, and entrepreneurship skills training across the Youth:Work Jordan program including:

- **King Abdullah II Fund for Development (KAFD)**- IYF continues to engage in negotiations with KAFD to help fund and contribute local expertise to support career development training activities under the Youth:Work Jordan program. KAFD's initial contribution, which is expected

to be approximately \$35,000, will be finalized as we develop the exact strategy for long term career development programming in the next 3-5 months.

- **Shabakat Al Ordon** - IYF is also in discussions with Shabakat al Ordon to contribute funds toward the provision of IT skills training at the community level. Shabakat's proposal is to contribute \$44,000 in leverage support toward YWJ programs providing IT training for youth who are, in turn, expected to train other members of YWJ target communities. Finalization of this program is pending a broader solicitation of interest from other parties that may be able to provide similar services.
- **Samsung**- Samsung's Levant office has expressed preliminary interest in partnering with Youth:Work Jordan to support youth entrepreneurship training under the program through the development of Samsung "Turn on Tomorrow" Entrepreneurship Academy. Samsung would also look to partner with Ministries of Information and Technology and Education in order to leverage services and infrastructure already available.
- **Carpe Vitam** - the IYF team recently met with Mr. Peder Wallenberg, a Swedish businessman and philanthropist, regarding partnering together with his organization, Carpe Vitam, to support youth development projects in Jordan. Discussions have centered around Carpe Vitam's plans to initiate an "Open Minds Academy" graduate studies program in Sustainable Development that could be used to provide continuing education in this field to Jordanian government staff members, beginning with MOSD employees. Given Carpe Vitam also has plans to invest in activities to transform the Zarqa River Valley into a vibrant eco-development zone, we have discussed an additional partnership option in which the organization would provide Youth:Work Jordan youth beneficiaries with training in sustainable development and support the engagement of these young people in projects to restore the Zarqa River.

CNGOs have also begun to leverage direct support for community-based activities. During the last quarter, the majority of leverage contributions achieved by CNGOs supported student-led small scale community improvement projects. For example:

- JRF partnered with the municipalities of Deir All and Zarqa which contributed leveling equipment and a garbage truck for small-scale youth projects.
- JOHUD engaged the Russeifeh Municipality, the Ma'an Municipality, the Ministry of Agriculture, and the Greater Amman Municipality to donate resources to support small-scale youth activities in Ma'an and Russeifah.
- JCEF partnered with the Greater Amman Municipality and a number of local private sector organizations to support small scale youth projects in East Amman.
- Al Farouk met with the Ministry of Agriculture which agreed to donate 15 *donums* of forested land to support programming in Irbid. Al Farouk and IYF also met with the Mayor of Irbid who expressed his interest in granting the use of "Bait Nabulsi" for project interventions.

Please note that as CNGOs have not yet provided direct documentation for contributions mentioned in their reports consistent with the leverage policy for the program, IYF has for now logged these leverage contributions they have reported as "prospective" in the Youth:Work Jordan Leverage Reporting Template (See Appendix B).

Conclusion

Throughout the quarter, the program built strong momentum and finalized the foundation for long-term, successful activities. Through a highly visible launch under the Patronage of Her Majesty Queen

Rania, the initiation of youth-led “quick win” activities, the signing of the CNGO grant agreements, and the commencement of the CBO sub-granting process, YWJ has built strong momentum to carry it into the current quarter and the rest of the year. As such, building on this momentum, we anticipate the first round of CBO sub-grants to be awarded and the design of specific program models under the CAPs to be completed in the current quarter. Substantial recruitment of youth participants for these interventions is also expected to take place and employability skills training will commence with the identification of skills training service providers. Finally, a particular area of emphasis in the coming quarter will be on building the capacity of the CNGOs and CBOs in the financial and operational management of program activities. We look forward to providing regular updates to USAID in these areas in the coming weeks.