

# YOUTH:WORK

## Jordan

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### YOUTH:WORK JORDAN Quarterly Report

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## I. Executive Summary

Youth:Work Jordan saw continued progress in building a strong foundation for activities on the ground in each of YWJ's target communities during the quarter ending June 30, 2010. Major milestones included the selection of Community Based Organizations (CBOs) to support comprehensive training programs for youth within YWJ's first three component areas, and the competitive selection of service providers which will bolster CBO efforts by delivering core employability skills and youth engagement training. This training, when combined with the technical training to be delivered through the CBOs and job placement support, will provide a holistic package of interventions for YWJ's youth in support of overall program objectives to improve the quality of employability related programming and prospects for youth employment.

A number of YWJ accomplishments and activities during the quarter are particularly noteworthy:

- **Increased Capacity of the YWJ PMU:** IYF hired three new staff members in consultation with USAID, and MoSD transitioned a senior staff member to the YWJ PMU to help bolster YWJ's ability to strengthen grantees effectiveness in technical areas, operational capacity, grants management, and monitoring and evaluation.
- **CBO Sub-granting:** 53 qualifying CBOs submitted grant applications, and IYF, MoSD and the CNGOs have reviewed and finalized the shortlisted candidates under the process outlined by the YWJ grants manual. 25 out of the 53 CBO grant applications from five communities have been selected, and we expect grant agreements for these activities to be signed on a rolling basis during the current quarter.
- **Selection of Service Providers for Life skills, IT, Business English, and Youth Engagement Training:** Solicitations for proposals were issued and service providers were identified to provide training alongside the first group of CBO grants in the following cross cutting technical areas:
  - Life skills and career preparedness training will be provided by the Coordination NGOs (CNGOs) in each of their communities.
  - Shabakat al Urdon and Talal Abu-Ghazaleh were selected by the CNGOs to provide IT Training.
  - British Council was selected to provide training in Business English for all YWJ's communities.
  - Challenger Team was selected to take lead in the engagement of youth participants in the program, working closely with the CNGOs and CBOs in the recruitment of youth and delivery of civic engagement training for these youth across all the communities.

The grants for each of the CNGOs was amended to allow for the implementation of these activities, and as of the writing of this report, life skills and IT training in East Amman, Zarqa, and Jordan Valley have begun, and we expect the other trainings to commence upon final approval of USAID.

- **Team Building Workshop for MOSD and Other Key Stakeholders:** A successful team building workshop was held in April for MOSD seconded staff, field directors, and liaison officers, along with representatives from each of the CNGOs and IYF/Amman staff to discuss how YWJ's key stakeholders can work closer together as an integrated team and improve lines of communication.

- **Building Operational and Programmatic Capacity Support Plans:** Significant efforts were undertaken during the quarter to develop YWJ strategies for programmatic and operational capacity building for the CNGOs. Development of such plans was based on a number of field evaluations that took place during the quarter by IYF and MoSD examining the success of initial youth projects, CNGO activities to engage community and youth members in target communities, and adherence to YWJ operational and compliance requirements. Based on these findings, an operational and compliance capacity building plan has been finalized and initial trainings to build capacity in these areas are underway; a full programmatic capacity building plan will also be finalized in the current quarter.
- **Youth-led Small Scale Initiatives and Activities Continued:** Youth in several communities completed the projects they began in the previous quarter and initiated others. YWJ target youth also began to participate in larger events such as the Jordan Job Fair. Initial evaluations have been conducted on these first projects to better understand areas for increased support as new youth-led initiatives are commenced in the coming quarter.
- **Engaging Key Policy Actors:** In furtherance of Component 4 objectives, the program made significant outreach to key policy stakeholders during the quarter. As a result of these meetings, over 25 in total, MOUs are under development with four government ministries, and joint interventions are being evaluated in several YWJ communities to build greater synergy and support stronger policy coordination among key actors working with youth.
- **Communications Plan Approved:** The YWJ Communications Plan was finalized and approved by USAID early this quarter. The plan includes the main messages of the YWJ program, the products envisioned, and a revised branding and marking plan.
- **Monitoring and Evaluation Plan Approved:** The YWJ Monitoring and Evaluation Plan was finalized and approved by USAID this quarter. Key forms required for the startup of activities have also been finalized.
- **USAID field visits to YWJ activities:** In late May, Jay Knott, current USAID Mission Director and Anne Arnes, Deputy Assistant Director and former USAID/Jordan Mission Director, met with YWJ youth and community leaders from East Amman/Khreibet Al Souq to learn more about YWJ current and future activities. In addition, USAID/Washington's participants from the International Workshop on Education visited YWJ's activities in Zarqa.

Notwithstanding these accomplishments, progress towards implementation of community level activities in certain areas has been delayed due to challenges experienced with two of the four YWJ CNGOs - Al Farouq and JOHUD. Most significantly, core partners USAID and MOSD agreed with IYF's recommendation to terminate the CNGO grant agreement with Al Farouq after conducting a financial and programmatic review of the organization. This formal review was conducted in response to continued challenges identified during regular monitoring and capacity building activities with Al Farouq and questioned costs that were identified during an on-site review. While IYF and its partners have agreed that Al Farouq is not in a position to serve in the role of CNGO for YWJ, the program remains committed to the Irbid region, and we are hopeful that we can reach a separate agreement with Al Farouq to play a role in the program as an implementing organization. In close consultation with core

partners, IYF has simultaneously taken measures to ensure that activities in Irbid can resume as quickly as possible. After a review of the various options to oversee the implementation of the Irbid CAP, and pending review of their proposal to serve in this role, it is anticipated that the current CNGO JCEF will take over CNGO responsibilities in Irbid and award the first CBO sub-grants in the current quarter.

IYF through regular monitoring and capacity building support has also experienced programmatic and staffing challenges with JOHUD and is concerned about their effect on the quality and timeliness of JOHUD's programmatic deliverables in Ma'an and Russeifah. In response to these concerns, USAID and IYF are instituting a three month "revitalization period" during which IYF will work with JOHUD to resolve these issues and support it in fulfilling its role as a CNGO for Ma'an and Russeifah. This period will be concluded with a strategic retreat for all partners to help better frame and understand roles and responsibilities and build on lessons learned for the future.

We are confident that despite these challenges and delays, the foundation that have been set forth for the program during the quarter – including finalization of the YWJ M&E Plan, Communications Plan, Operational Capacity Building Plan and upcoming Program Oversight System and Programmatic Capacity Building Plan – together with the steps that have been taken to address these issues will lead to stronger implementation and interventions for YWJ's youth in these communities. A detailed account of activities and accomplishments for the quarter are discussed in the following sections below.

## II. Operations

Activities during the quarter	Results
Staffing & Management	<ul style="list-style-type: none"> <li>• Mr. Waleed Moheesn transitioned into MOSD seconded staff</li> <li>• Amman based M&amp;E Specialist hired</li> <li>• Amman based Capacity Building Technical Specialist hired</li> <li>• Amman based Grants Officer hired</li> <li>• Communications and PR Specialist roles filled</li> </ul>
IYF YWJ Staff Retreat	<ul style="list-style-type: none"> <li>• Team building exercises conducted alongside review of project roles &amp; responsibilities and communication processes</li> <li>• Strategic planning activities for 2<sup>nd</sup> and 3<sup>rd</sup> quarter conducted</li> </ul>

### Staffing & Management

Last quarter, we reported that IYF recruited several new positions to support growing operational requirements at the PMU as agreed with USAID. These positions included a Communications and PR Specialist, a Grants Compliance Officer and a Capacity Building Technical Specialist. We are pleased to report that Mays Al Shaakanbeh has joined the team as our Capacity Building Technical Specialist and Ms. Natalie Batshon has been identified as our new Grants Officer and will report to work on August 1. In addition, Mr. Nicolas Musa began with IYF on June 1 and will serve as YWJ’s Senior M&E Specialist replacing Farah Tukan who will be leaving IYF to attend graduate school in England. Previously, we mentioned that we had selected Ms. Nermeen Obeidat to fill the Communications and PR Specialist position. In further considering the roles and responsibilities of this position, and in consultation with Ms. Obeidat, we have agreed that she will provide overall strategic support to Communication activities as a part-time consultant rather than a full-time staff hire, and that she will be supported by Ms. Hiba Aloul, YWJ Technical Program Coordinator, who will now split her time between programmatic work and communications activities.

In addition to these new hires, we are pleased to welcome Mr. Waleed Moheesn, former Director of the Russeifah Directorate, as the new member of the MOSD seconded staff in the YWJ PMU. Mr. Moheesn fills the position that was left empty after Mr. Ayman Hamad was rotated to another assignment in MOSD’s Central Ministry. Mr. Moheesn’s knowledge of the program through his role in one of the target communities has helped ease this transition, and we are very pleased with the strong support he has brought to our programs and in helping to further build our partnership with MoSD at all levels.

### IYF YWJ Staff Retreat

In mid-May, the YWJ PMU came to Baltimore to participate in a YWJ staff retreat in order to bring together all IYF staff currently supporting the YWJ program both in Baltimore and Jordan. The retreat focused on strategic planning for the next phase of the program and identification of priority goals and challenges, clarification of roles and responsibilities, and improving communications and coordination between the two offices. The retreat led to the development of action-oriented work plans for each of

the major streams of activity for YWJ that will guide priorities and implementation for the remainder of 2010.

While in Baltimore the team also made a presentation at USAID for members of the USAID Youth Working Group and also met with the front office of the ME/A Bureau of USAID to discuss YWJ programs, strategies, and lessons learned. Furthermore, the team met with Ms. Esther Benjamin, the Associate Director for Global Operations for at Peace Corps to discuss possible collaboration between YWJ and Peace Corps activities in Jordan.

### 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 relevant challenges.

#### A. Component One: Life, Employability and Entrepreneurship Skills

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

Life, Employability and Entrepreneurship Skills	
Activities during the quarter <sup>1</sup>	Results
CNGOs	<ul style="list-style-type: none"> <li>JCEF, JRF, and JOHUD grants amended to allow for direct implementation of activities upon IYF approval</li> <li>High level meetings with CNGO senior leadership conducted to activate their role and increase institutional support for YWJ's activities</li> </ul>
Sub-granting	<ul style="list-style-type: none"> <li>53 CBO grant applications received from all six communities</li> <li>Grant applications evaluated by CNGOs and 25 CBOs short-listed</li> <li>19 CBO grant applications reviewed by IYF and field visits conducted to meet the qualified CBOs and refine proposals</li> </ul>
Skills training and job placement activities	<ul style="list-style-type: none"> <li>Business English service provider identified in consultation with CNGOs</li> </ul>

<sup>1</sup> 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.

	<ul style="list-style-type: none"> <li>• IT service providers identified by CNGOs</li> <li>• CNGO life skills and direct implementation activities approved by IYF and begun by JCEF</li> <li>• CNGOs continued employer and youth recruitment</li> <li>• Career counseling planning underway</li> </ul>
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CNGOs

During the quarter, IYF continued to activate the role of the CNGOs in YWJ’s program implementation, providing ongoing guidance and technical assistance to support their roles and responsibilities as overseers of YWJ’s community action plans.

Several important meetings are worth noting including a meeting held in early April with the USAID Mission Director and CNGO Board members to solicit stronger institutional support for YWJ’s activities, to clarify the importance of the CNGO’s role in the successful implementation of YWJ goals, and to discuss the need to mobilize the best human resources needed for this important commitment. A follow-on meeting was then held on April 13th with the CNGOs’ Senior Management to discuss the following important aspects of the CNGOs’ coordination work:

- The need for recruitment of highly qualified employees to fill in all the posts required by YWJ PMU, and the importance of hired staff being fully committed to the YWJ program
- Better defining the roles of of the YWJ PMU and its interface with the CNGOs
- Improving communication channels between YWJ PMU and CNGOs

In addition, to support more quick start up activities that build on the expertise of the CNGOs in youth programming and capitalize on their existing relationships with the private sector, IYF upon with approval from USAID, amended the grant agreements for JCEF, JRF, and JOHUD to allow the CNGOs to undertake direct implementation activities in each of their communities. The amendment specified the CNGOs’ ability to both take on direct implementation activities themselves or to engage contractors that would support the implementation of activities on the ground. Any implementation or contracting activity will require approval from IYF and must be linked to goals and objectives of the community action plans. The grant amendments were signed in June paving the way for the CNGOs to begin direct implementation of life skills and other activities discussed in more detail later in this section.

*Challenges -*

Notwithstanding significant work by the CNGOS on the design of community level activities, overall progress amongst YWJ’s four CNGOs was uneven. While in need of specific capacity building support in some areas, JCEF and JRF have continued to make good overall progress on the management and execution of their community action plans. IYF has been concerned about the performance of Al Farouq and JOHUD in their capacities as CNGOs. A description of the difficulties faced with Al Farouq and JOHUD is provided below:

**Al Farouq:**

On April 19<sup>th</sup>, IYF instructed Al Farouq to suspend all activities under its grant due to potential irregularities. Shortly thereafter, from May 26-27, IYF’s Controller and the Operations Manager for YWJ based in Baltimore traveled to Jordan to conduct an extensive review of Al Farouq’s internal controls

and financial expenditures against the sub grant. Overall, the review found that Al Farouq's control environment was insufficient to prevent, detect or mitigate the risk of misstatement of financial information, misuse of funds, or fraud. While IYF did not comment on the possible existence of fraud, it was concerned about Al Farouq's poor progress to put such controls in place, despite the time given to them and significant support from IYF. Detailed findings on the Al Farouq financial review were shared with USAID and MoSD in the *IYF Financial and Compliance Review Report* to support final decisions related to this grant.

In addition, a programmatic review was conducted of all of Al Farouq's activities until the suspension period. The review found that Al Farouq demonstrated a lack of understanding about its core responsibilities as a CNGO, inadequate technical capabilities to execute on program grant requirements, and also a significant lack of commitment and seriousness by Al Farouq towards meeting the core goals and objectives of the YWJ program. The *Al Farouq Programmatic Report*, which was also shared with USAID and MOSD, outlined these findings in more details.

In light of these findings, IYF recommended to core partners USAID and MOSD that Al Farouq did not have sufficient financial and programmatic capacity to successfully meet its roles and responsibilities as a CNGO under YWJ, and that its grant agreement should be terminated. Core partners agreed with this recommendation, as well as IYF's recommendation that given Al Farouq's strong connections in the Irbid community and experience in implementing community projects, Al Farouq could continue to engage in the YWJ program as an implementing partner.

Al Farouq was first informed of the decision verbally at a meeting on June 24 at their offices. The meeting was attended by members of USAID, the IYF/Jordan team, MoSD seconded staff, and three of Al Farouq's board members, as well as the YWJ project manager and Al Farouq treasurer. The financial report was given to Al Farouq at this time. The official letter of notification of termination was sent via email by Samantha Barbee, IYF's CFO, on June 28. The letter stated that the grant will be terminated effective July 31, 2010 and outlined the process for closeout.

It should be noted that as of this writing, Al Farouq has been unresponsive to the notification and steps for closeout. Awais Sufi, IYF's Vice President of Work Programs, is planning to meet with them in Jordan in early August to discuss closeout and the possibility of Al Farouq taking on an implementation role.

In response to Al Farouq's grant termination, IYF reviewed several options to ensure continuation of YWJ activities in Irbid including the transferring of Irbid's CAP management to another existing CNGO and opening up a new round of solicitations to identify a new CNGO. After careful consideration of the options with USAID, IYF decided to ask JCEF to assume the role of CNGO for Irbid based on their strong performance in East Amman and because they only manage one YWJ community while JRF and JOHUD are each responsible for two communities. JCEF has expressed strong interest in taking on the role of CNGO in Irbid, and has begun preparation of a proposal and budget for such activities. We expect to amend their grant agreement in the coming quarter, and that that CBO sub-grants in Irbid will be awarded in the September-October timeframe.

#### **JOHUD:**

This quarter saw a growing concern with the management of JOHUD's CAPs. Since the engagement of JOHUD as a CNGO last year, IYF has experienced ongoing staffing challenges with JOHUD's program staff for the project and has been increasingly concerned by the quality of JOHUD's programmatic deliverables under their grant agreement. In particular, IYF has been concerned about the high staff

turnover in JOHUD's YWJ program team at both the senior manager and operational levels which has disrupted program activities, hurting the quality of planning activities during YWJ's critical start-up phase for program implementation. In addition, JOHUD has hired staff for certain key positions that have lacked the experience required for those positions. We have also been concerned by JOHUD's management of the CBO proposal development process in Ma'an and Russeifeh. These difficulties have been compounded by the fact that JOHUD has been undergoing a major organizational restructuring in its senior leadership and IYF has therefore largely been unable to turn to JOHUD's most senior leadership to help mitigate these issues.

As a result of these ongoing challenges, IYF and USAID after extensive consultation are instituting a 3-month action plan to "revitalize" JOHUD's grant. During this time, programmatic activities will focus on an assessment of the qualifications of current JOHUD YWJ team members and the hiring of qualified staff that are fully engaged in YWJ's program objectives and model before sub-grants are issued. While the direct transfer of funds to shortlisted CBOs in Russeifeh and Ma'an will not be made, IYF and JOHUD will together continue to work directly with community partners and service providers to recruit youth for core training that will commence during this revitalization period. We are hopeful that this revitalization period will position JOHUD and the program for success in these communities. Further information on this revitalization period will be discussed next quarter's report.

#### Sub-granting

Last quarter we reported that the CNGOs with support from the YWJ PMU began the Call for Interest process to solicit applications for CBOs to implement activities in YWJ's target communities. This quarter, the CNGOs completed the review process for the shortlisted applications. In early April, the 63 qualified CBOs who had attended the CNGOs' core trainings were given grant applications in which they outlined their proposed activities and budgets. 53 CBOs submitted grant applications on April 21 after which the CNGOs and the YWJ PMU focused their efforts on evaluating and refining the technical interventions being proposed along with their corresponding budgets.

In accordance with the YWJ grants manual, each of the 53 grant applications went through a desk review that was conducted by YWJ evaluation committees in each of the communities. Committee members included individuals from the respective CNGO, IYF/Amman, and MOSD. Applications were evaluated based on a standard set of criteria and scoring sheet that were included in the grants manual. Of those applications that passed the desk review, the CNGOs then conducted field assessments and underwent the due diligence process as outlined in the manual.

From these field assessments, the CNGOs collectively short-listed 25 CBOs to receive sub-grant awards. The CNGOs then worked with the short-listed CBOs to refine these applications so that final applications could be reviewed and approved by IYF before signing the sub-grants. Applications were reviewed on a rolling basis as they were sent to IYF.

It should be noted that JOHUD issued a second Call for Interest in the Ma'an and Russeifeh communities because relatively few CBOs responded to the first public solicitation made through local newspapers. For Ma'an in particular, none of the CBOs that applied in response to the first Call for Interest were actually from the city of Ma'an, and the evaluation committee was concerned that these CBOs would not be able to carry out youth interventions in the targeted neighborhoods effectively. Therefore, after the desk review, a second Call for Interest was issued specifically for Ma'an and Russeifeh. Four CBOs from within Ma'an and two from Russeifeh submitted grant applications.

In addition to the grant applications received thus far, JCEF will be soliciting another round of CBO grant applications in the current quarter to identify two more CBOs for implementation while JRF will do one more round of CBO solicitations in the Waqqas neighborhood of Jordan Valley.

Due to the suspension of Al Farouq's activities in Irbid, five CBO applications from Irbid only went through the desk review conducted by MOSD and IYF/Amman.

By the end of the quarter, IYF had reviewed 19 of the 25 grant applications. Of the remaining six, five are from Irbid and will be fully considered upon finalization of the new CNGO grant framework in this community during the current quarter. The remaining grant application was from Ma'an, and was ultimately withdrawn from consideration, as it more closely resembled a direct CNGO implementation activity. Of the 19 reviewed during the quarter, 11 of these applications expected to be awarded early in the current quarter. The remaining applications are still undergoing the redesign process and are expected to be reviewed and approved on a rolling basis. A breakdown by community of the CBO applications received thus far is as follows:

Community	No. of applications given to qualified CBOs	No. grant applications submitted to CNGOs	No. grant applications that passed desk review	No. short-listed CBOs after CNGO field assessments	No. applications reviewed by IYF
<b>JRF</b>					
Zarqa	10	10	7	5	3
Jordan Valley	17	14	6	5	3
<b>JOHUD</b>					
Ma'an	6	2	0	4 <sup>2</sup>	4
Russeifeh	15	12	3	5 <sup>3</sup>	5
<b>Al Farouq</b>					
Irbid	5	5	2	0	0
<b>JCEF</b>					
East Amman	10	10	6	4	4
<b>Total</b>	<b>63</b>	<b>53</b>	<b>24</b>	<b>25</b>	<b>19</b>

#### *Challenges -*

Despite the very good progress in identifying shortlisted CBOs, the sub-granting award process has taken longer than anticipated due to the poor quality of many of the proposed CBO activities which did not adequately reflect the needs of the labor market as outlined in the RCA or fully support the goal of offering youth employment opportunities that offer a viable career path and chance for growth rather than just a wage. This is despite the CBO core training delivered by the CNGOs and working with the CBOs to refine and finalize their applications before submitting to IYF for approval. While some applications were strong, many applications proposed training activities in relatively generic fields such as hair styling and cosmetology with little thought to the employment or entrepreneurship plans afterward.

<sup>2</sup> Four CBOs shortlisted through the second round of solicitations

<sup>3</sup> Three CBOs shortlisted through the first round of solicitations and 2 additional grant applications shortlisted through the second round of solicitations

While IYF was aware from the very beginning of the challenge of working with CBOs with relatively little capacity and experience in delivering youth employability programs, it was anticipated that substantial capacity building support would be provided to these CBOs by the CNGOs to help support an improvement in quality in proposals and consistency with overall YWJ objectives. However, such support was uneven and in part, low quality proposals were reflective of what appears to be poor coordination efforts and communication of YWJ's objectives and program expectations to the CBOs during this proposal design phase. In particular, during follow-up field monitoring visits conducted by the PMU, it found the following:

- During interviews with CBOs, the team noted that some CBOs exhibited confusion in understanding basic elements of YWJ program objectives such as the intended program target audience. It also appeared that much of the communication with CBOs was conducted via email and phone calls and there was insufficient on-site support and field visits to the communities. Direct meetings with community youth were also generally not conducted, reducing the relevance of projects proposed.
- The CNGOs in certain cases have been slow to conduct their required market studies to determine the employment needs in each community and link such studies to the CBO grant applications. Furthermore, in cases it appeared that insufficient dialogue and technical assistance with the CBOs had taken place so they could better understand their expected roles for the delivery of training and employment services under Component one.
- Communication with the CBOs was often through one main point of contact, and there was insufficient time and effort put into creating meaningful dialogue about the potential of participating in the YWJ program, both within the management structures of each of the CBOs and the local communities, including youth. As such, grant applications submitted often did not directly align with the needs of youth and lacked the institutional and community support that could be used to mobilize local resources and sustain the project in the long run.

As a result, it has been a time consuming process to ensure the design of projects are of sufficient quality and transformative impact for the communities to be fully approved for grant awards. There has also been significant effort to refine the CBO proposal budgets to ensure that they properly reflect the proposed project activities and are in compliance with IYF and USAID guidelines. To address these issues and expedite the implementation process, IYF has taken the following action:

- 1) As the CNGOs begin their direct implementation activities, they have been instructed to have community CBOs shadow them during implementation in order to learn about the technical components of an employability program, how to conduct a labor needs assessment, how to build relationships with the private sector, etc. As the CBOs shadow the CNGOs, it is anticipated they should gain insight into the necessary inputs of a quality program, and begin to build relationships with the private sector that will better enable them to conduct market assessments and form partnerships with employers for programs.
- 2) Despite not meeting YWJ standards at this juncture, through the original review and the PMU's work with the CNGOs during this refinement phase, it is clear that the CBO applications present compelling ideas and the significant possibility of true engagement with local community stakeholders given the work with prospective partners outlined in each application. IYF believes that once these applications are refined to be fully in line with YWJ objectives, the CBO projects could have real benefit in furthering YWJ's overall project goals and help build a sense of local ownership and long term sustainability.

Therefore, to accelerate the award of sub-grants to CBOs as well as ensure quality design, IYF has instructed the CNGOs to proceed with the sub-grant awards, but to structure CBO grant agreements so that CBO activities would be carried out in two consecutive phases depending on the readiness of the CBO to implement activities on the ground. In phase one, the CBOs will complete the design of their projects in close consultation with the CNGOs in order to ensure it fully meets YWJ program objectives. They will also initiate start-up activities including the recruitment of essential program staff and recruitment of youth participants. This phased approach will in turn allow the CBOs more time to conduct quality needs assessments of their neighborhoods and further flesh out the deficient elements of their original applications. Budget allocations for this phase would be for only the first 2-3 months of program activities, during this finalization of design and commencement of start-up activities. In the second phase, the CBOs will carry out core program interventions to be implemented under the full term of the grant, and a final approved budget will then be made available for the implementation of all approved activities to be undertaken by the Grantee. IYF expects the CNGOs to sign the first 9-11 CBO grant agreements by early Augusts and the remaining ones on a rolling basis throughout the current quarter.

- 3) IYF is currently finalizing a program oversight system and capacity building plan that will allow us to oversee the work of the CNGOs with the CBOs in a systematic and consistent fashion to ensure that when operational and programmatic deficiencies arise, they can be addressed in a timely manner, not only through workshops or trainings, but also through mentorship and one-on-one support. The oversight system will track performance of the CNGOs and CBO to ensure that they are adhering to approved work plans and minimum program standards for YWJ. The operational capacity building plan is already complete and operational. The programmatic capacity building plan is expected to be completed in the current quarter after the CBO baseline assessments are completed. The system will be led by a committee of IYF staff who will meet on a bi-weekly basis to review the performance of CNGOs based on information generated from M&E tools, CBO and CNGO reports, and regular field visit reports and meetings. A full description of the program oversight system will be provided in the next report.

The YWJ PMU held a number of meetings with CNGOs and CBOs in the communities during the quarter to provide input into how to incorporate necessary elements into their proposals and clarify the action steps outlined above. At the same time, it should be noted that some CNGOs and CBOs have expressed frustration with the length of time that the review, modification and finalization process has taken. While such concerns are certainly important to note, delays have been necessary in hopes of ensuring program design is fully in line with the program's overall emphasis on ensuring quality outcomes. More emphasis is also being placed in the current quarter on better defining roles and responsibilities of the different management and implementation tiers within the program, as well as expectations regarding the quality of proposals and design and budgetary elements that are critical to be addressed in proposals prior to approval.

#### Skills training and job placement activities

As CBO grant applications have been reviewed and finalized, IYF and the CNGOs made steady progress towards laying the ground work for addressing cross-cutting training needs and fostering relationships with the private sector.

#### **Engaging Service Providers:**

During the quarter, IYF and the CNGOs carried out a solicitation process for service providers that would offer cross cutting trainings for targeted youth in coordination with CBO supported technical training activities. In this respect, in early April, RFPs were issued for career counseling, life skills, business English, and IT skills training providers in support of YWJ's goal to deliver an integrated package of basic employability skills training to YWJ's youth. All proposals were reviewed by an evaluation committee composed of members of the IYF/Amman team and the CNGOs.

- *Life Skills Training:* Proposals were received from the CNGOs to deliver their own life skills programs in their communities for the next six months. Proposals received by JRF and JCEF were approved and as of the writing of this report, their activities have gotten underway. JOHUD's life skills activities were approved in the current quarter and they are expected to get up and running shortly. Because of the importance of life skills for YWJ's target youth, IYF will conduct a full assessment of the CNGO life skills programs in the September-October time frame to determine strengths and weaknesses, as well as the best long term options for developing sustainable, life skills program that can be owned at the community level.
- *Business English Training:* IYF and the CNGOs reviewed several business English service providers after a public solicitation of proposals. All members of the evaluation committee unanimously agreed to select the British Council who will deliver business English training for 845 youth across YWJ's target communities. Their activities will commence pending USAID approval of IYF's contract with the British Council.
- *IT Training:* After reviewing the various proposals received, JRF selected Shabakat Al Urdon to implement the IT training for the youth in Zarqa and Russeifeh, while JCEF decided to sign with TAG IT Services. JOHUD has also decided on TAG for the youth in its target communities; however contracting for such services will be put on hold during the revitalization period for JOHUD CNGO activities as described above.
- *Career Counseling:* After reviewing 3 proposals received through a public solicitation for proposals, IYF and the CNGOs were not completely satisfied with any of the proposals received, reflecting a lack of strong career counseling programs in the Jordan setting. This lack of suitable curricula was of serious concern, given the importance of this issue as indicated in the Rapid Community Appraisal guiding YWJ activities. Accordingly, as a short term solution, IYF, in consultation with the CNGOs, has allowed the CNGOs to integrate basic career preparation lessons as part of their life skills programs. To respond to the long term need for a substantive career counseling program for YWJ however, IYF has engaged a consultant on career development issues to examine the best options for developing a certifiable, best practice career counseling program that could be instituted in YWJ's communities by early next year. In addition, IYF held several important discussions with the Ministry of Labor (MOL) to discuss options for getting this new curriculum nationally accredited through the MOL's newly established Accreditation and Quality Assurance department. It is anticipated that in the current quarter, IYF will present findings and a recommended course of action for discussion with USAID and other partners.

#### **CNGO Direct Implementation Activities:**

CNGOs have also begun direct implementation activities in their communities and have continued to lay the ground work for community based partnerships in support of YWJ components. Major direct implementation activities include:

- JCEF and JRF have conducted labor market assessments of their communities and have identified job opportunities through these assessments. JCEF, for example, has identified opportunities in the textile and construction sectors in East Amman, and identified potential employers such as the Atlanta Textile Company and Rum Aladdin for Engineering Industries. JRF has started discussions with Al Rajhi Company in Zarqa and Arara Date Farm in Jordan Valley as well.
- JCEF has prepared a training for LG HVAC professionals which it will implement in the coming quarter for 40 youth. JCEF has also completed a month-long life skills program and English language training for 39 youth, and connected 27 youth with on-the-job training opportunities in local shops and restaurants, 12 of whom have been employed.

**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"> <li>• Draft MOSD Assessment Report completed and shared with USAID</li> <li>• Project Management skills training providers conducted and finalist identified</li> <li>• Successful MoSD Team-building workshop conducted with Field Directorates</li> <li>• Mr. Waleed Al Mohesn, Senior MoSD officer seconded to PMU and Ms. Eman Al Roussan joined the IYF Amman team in their visit to the US</li> <li>• YWJ Liaison Officers actively participated in the CBO grant application review process</li> </ul>
CNGO and CBO Capacity Building	<ul style="list-style-type: none"> <li>• Operational capacity building plan developed and operational assessment of CNGOs conducted; workshop on grants management conducted</li> <li>• Programmatic capacity building plan for CNGOs being developed.</li> </ul>
Youth Small Scale Initiatives	<ul style="list-style-type: none"> <li>• Rehabilitated youth-friendly spaces fully activated through continuation of small-scale youth initiatives commenced last quarter</li> </ul>

MoSD Capacity Building

**Capacity Building Assessment:**

This quarter saw the completion of the MoSD capacity building assessment activities and the drafting of a MoSD Assessment Report and Capacity Building Plan. A draft report was shared with USAID for review and feedback and IYF is currently in the process of making revisions based on USAID comments before sharing the report with Her Excellency the Minister of Social Development.

In addition, IYF is pleased to report that good progress has been made towards the goal of improving communication lines and work processes between MoSD and YWJ's implementing partners. Last quarter we reported that despite the close involvement of MoSD staff in the program at all levels, IYF had found the need to further refine the roles and responsibilities of MoSD staff in relation to YWJ and improve overall communication between MoSD seconded staff and field directorates and YWJ's other core stakeholders. In April IYF convened a successful two-day team-building workshop that brought together members of the MoSD central ministry training unit, seconded staff, field directors and field liaison officers, along with members of the IYF/Amman team and each of the CNGOs. The workshop's agenda focused on more clearly defining roles and responsibilities between YWJ's core partners. In addition, the workshop addressed internal and external communication issues that have arisen when communicating information about the YWJ program in order to better ensure that YWJ's core partners were working towards the same, common goals of YWJ as a united and integrated team. Specific topics during the workshop included:

- Roles and responsibilities of team members
- Mobilizing young people and engaging them in programs
- Principles of communication and managing relationships with the media
- Monitoring and documenting program activities, success stories, and lessons learned
- Enhancing communication, cooperation, and information sharing among the different stakeholders

In furtherance of component 3, and to ensure full linkage and support of the MoSD field directorates for youth projects supported by YWJ, IYF has also started working with the MoSD on developing a volunteerism framework for MoSD staff. To develop this framework, an orientation on volunteerism was conducted by the PMU and the Challenger team with field directorates staff during the quarter. Following this orientation, MoSD staff is preparing to provide specific ideas related to the volunteerism opportunities in their communities and current youth and other groups that should be engaged in such efforts, with the aim of creating a long term, institutional foundation to support volunteerism.

Lastly, in response to the initial findings from the MoSD Capacity Building Assessment, IYF took active steps to address priority training areas even while the Assessment report is still being finalized. Late in the quarter, IYF solicited proposals from five qualified service providers to deliver best practice project management training – a top priority identified through the assessment. The training would target 20-25 select members of the MoSD central ministry training unit, the YWJ seconded staff, and field directorates. A finalist has been selected and this training will commence following USAID approval for the contract. In addition, IYF began outlining several training opportunities and options to the MoSD to deliver business English and IT training, although we are still waiting to hear back on a preferred course of action that MoSD would like to take with respect to these two training areas.

#### **Seconded Team:**

Last quarter we reported that seconded staff member Mr. Ayman Hamad was rotated back to MoSD headquarters. We are pleased to report that on June 14th, Mr. Waleed Al Mohesn joined the PMU as the new head of the MoSD seconded team. Mr. Al Mohesn has an extensive and long experience in

domain of social development, as well as being an experienced trainer. He was previously the field director in the YWJ target community of Russeifeh, and accordingly he also brings this unique and important understanding of both the program and the operations of MoSD to the team. Upon assuming his new position, Mr. Al Mohesn with the YWJ Country Director and Technical Program Specialist conducted field visits to follow up on the progress in the field in all the targeted communities. The visits featured a number of workshops and meetings which focused on tracking, evaluating and addressing the impediments hindering program progress, particularly in areas relating to the grants allocated for proposals submitted by the CBOs, mechanisms for project components integration, and networking and coordination with all partners. These activities were attended by the staff of CNGOs and CBOs as well as MoSD field directors and liaison officers.

During these visits, Mr. Al Mohesn took an active role in leading the meetings that were held with the local municipality and civil society organizations, focusing on enabling community leaders to play roles that would contribute to the service of the program's targeted young people.

As part of the inclusion efforts of MoSD seconded staff in the YWJ management to build the capacity of the seconded staff, Ms. Eman Al Roussan joined the IYF Amman team in their trip to the US in May. Ms. Al Roussan attended all the meetings held with stakeholders and represented MoSD in the meeting with USAID. The trip was an excellent learning opportunity for Ms. Al Roussan and had a substantial positive effect on her work with the YWJ PMU, providing excellent exposure to how international development agencies operate and serving to reinforce the strong partnership between MoSD and IYF in this program.

#### **Field Directorates:**

This quarter saw the continuation of strong participation from the MoSD Field Directorates in YWJ's communities through the active participation of the field liaison officers. In particular the liaison officers were closely involved in the process for receiving CBO grant applications and also participated in the evaluation and selection of the shortlisted applicants.

#### CNGOs Capacity Building

IYF is committed to building both the operational and technical capacities of its partners in order to ensure YWJ's effectiveness and long-term sustainability. As such, during this quarter IYF took a number of steps to begin systematically building the capacities of its partners.

#### **Operational Capacity Building:**

This quarter IYF developed a comprehensive operational capacity building plan and began the process of monitoring CNGOs for their operational and financial management of the CAPs. These monitoring visits in turn informed specific operational capacity building support provided to the CNGOs. In particular, IYF conducted the following operational capacity building activities:

- 1) Development of YWJ's operations assessment tool
- 2) In-depth CNGO capacity assessments – IYF's Operations Manager and YWJ's Technical Program Specialist conducted visits to each CNGO in order to learn more about its ability to comply with the terms of the grant agreement and identify capacity building needs

- 3) High priority capacity building workshop – a workshop was conducted for the CNGO grants and financial managers based on the findings from the CNGO capacity assessments. The workshop addressed the following top priority needs:
  - a. Sub-grant management (i.e., review of the YWJ grants manual)
  - b. Sub-grantee capacity building
  - c. Leverage
  - d. Financial reporting
  - e. Key aspects of USAID regulations
- 4) Developing a comprehensive capacity building plan – Based on the findings of the operational assessments, monitoring to date, and the capacity building workshop, IYF developed a capacity building plan that includes tools and approaches for successful strengthening of financial and operational matters. The full capacity building approach and plan are available in Annex E.

It is expected that in the upcoming quarter the newly hired Grants Officer will be the primary point of contact with the CNGOs on all operational and compliance issues. The Officer will work closely with the partners, programmatic staff, and operational staff in Baltimore to make sure that CNGOs understand and fulfill their grant agreements and can offer capacity building support on operational and compliance issues to the CBOs.

**Programmatic Capacity Building:**

IYF has engaged a consultant to take the lead in developing a comprehensive capacity building plan for the CNGOs and CBOs. The capacity building plan focuses on the three technical areas where IYF has found the CNGOs and CBOs need the most support: monitoring and evaluation, grants management, and technical competencies and integration of the YWJ three component areas.

IYF has already engaged the CNGOs in a number of capacity building activities, beginning with the CAP design workshop in late 2009. Other workshops for the CNGOs have included orientations on life skills minimum standards, youth friendly services, youth participation, grants management, and monitoring and evaluation. Additional one-on-one support was provided to the CNGOs throughout the CAP design process and the sub-granting process. In turn, the CNGOs have provided support to the CBOs through their core trainings and the refining of the CBO applications.

The comprehensive capacity building plan now under development builds upon these workshops and ongoing support, and seeks to systematize and more directly tailor support in light of learnings over the last quarter in working with CNGOs and CBOs in terms of gaps in partner capacity. We anticipate the training package to be developed based on these gaps will include the following broad areas:

- 1) Needs identification and proposal development
- 2) Grants administration and monitoring and evaluation
- 3) Programmatic components:
  - a. Life skills training
  - b. Job placement
  - c. Career exploration, guidance, and counseling

IYF will provide training to the CNGOs directly in the areas mentioned above, focusing on how to train the CBOs and manage projects. The CNGOs will then take these same technical areas and provide support to the CBOs, focusing on their roles as implementers of such projects.

In order to inform the capacity building plan, JCEF and JRF submitted to IYF their initial capacity building plans for the CBOs which outline their proposed workshops and training materials to be used. IYF in the

next quarter will work closely with the CNGOs to refine these plans after the CBO grant agreements have been signed and a baseline assessment of the CBOs has been conducted in order to ensure that their plans are integrated into the full capacity building plan.

### C. Component Three: Community Infrastructure and Environment Improvements

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

Youth Civic Engagement	
Activities during the quarter	Results
Youth-led small scale initiatives	<ul style="list-style-type: none"> <li>• Completion of small scale initiatives</li> <li>• Presentation of achievements to USAID and MoSD leadership</li> </ul>
Preparation for long-term youth engagement process	<ul style="list-style-type: none"> <li>• Development of youth grants manual and protocols</li> <li>• Selection of Challenger Team as lead trainer for YWJ youth engagement process</li> </ul>
Jordan Job Fair	<ul style="list-style-type: none"> <li>• Participation of over 50 YWJ youth in a job fair which led to training and job placement opportunities</li> </ul>

#### Youth Small Scale Initiatives

During this quarter the youth worked closely with the CNGOs and MoSD field directorates to continue their small scale initiatives with the support of the local community such as the municipalities.

Examples of the initiatives that were undertaken this quarter include:

- In East Amman, youth renovated the UNRWA School for Girls playground; they also began hosting various events in the spaces renovated in the last quarter, such as a football league that meets in a school field the youth had cleaned, and a bazaar for local crafts in the renovated Khreibet Al Souq pedestrian tunnel.
- In Zarqa, youth cleaned, painted, and planted gardens for two of the local schools.
- In honor of International Volunteer Day on April 15, youth in Zarqa and Jordan Valley participated in several volunteer activities, such as cleaning up streets and spending time with disabled children at the Center for Persons with Special Needs.

The youth along with YWJ PMU and the CNGOs evaluated their projects and recommended further improvements, mostly regarding the planning and follow-up of these projects. The projects were sometimes delayed due to requiring the approval of certain governmental entities or the lack of proper equipment, thus the youth discussed the need for more thorough planning. In addition, many of the youth were discouraged by non-YWJ youth trying to undo or place trash the spaces they had worked on in the small scale initiatives. The PMU discussed with the youth the need for follow-up and maintenance of the renovated spaces, and bringing more youth into the program to gain wide-spread support and transform the community so that such occurrences do not happen in the future. These recommendations will be taken into consideration in the planning of the long-term youth engagement process for 2010 and 2011.

In addition, youth in Zarqa and Khreibt Al Souq were given an opportunity to present their achievements to several delegations who visited these neighborhoods to learn more about the program, activities and achievements of the youth in the targeted communities. The youth presented their achievements and future plans while show-casing their small scale initiatives. The guests of honor from these delegations included: Ms. Anne Arnes, former USAID Mission Director in Jordan and Deputy Assistant Administrator, Mr. Jay Knott, current USAID Mission Director in Jordan, USAID Education Regional Conference participants, and Secretary General of the Ministry of Social Development, HE Mr. Mohammad Al Khasawneh.

JRF and JCEF worked closely with the youth in preparing for these visits. Some of the shortlisted CBOs in Zarqa and Khreibt Al Souq, as well as other potential partners from the private sector and local leaders of the local community also took part in these events to present their future plans and potential means of cooperation.

#### Preparation for long-term youth engagement process

To further improve coordination efforts and better manage the activities on the ground, IYF in close consultation with the CNGOs and MoSD has developed a Youth Grants manual and protocol process which includes specific guidelines for the CNGOs on the process they should undertake to issue and manage activities directly undertaken by youth. The manual was finalized and shared with the CNGOs for feedback, and will be translated to Arabic and used by the CNGOs during the upcoming quarter.

Also, in order to build upon and expand the initial youth forum initiated in January and the activities of the youth in the small-scale initiatives, IYF issued a public RFP to solicit proposals from service providers to support YWJ's partners in the youth engagement process and in the formation and follow up of strong community youth forums and task forces for YWJ's targeted communities. Four proposals were received and an evaluation committee was established to read and evaluate the proposals.

The Challenger Team was identified as the most qualified and suitable firm to provide the needed service and support to YWJ partners in these activities. It is also expected that the Challenger Team will provide substantial support to YWJ partners in the identification of qualified youth in YWJ's target areas. The Challenger Team is expected to begin activities immediately after the signing of the contract which is pending approval from USAID.

#### Jordan Job Fair

From June 22-24, over 50 YWJ youth from the targeted neighborhoods participated in the 4th annual Jordan Job Fair and training event, gaining exposure to the market needs and job prospects of Jordan. Four youth were also given the opportunity to take part in a business development training program that was provided on-site throughout the three days of the job fair. The youth visited the different exhibitors where some of them signed up for free training programs provided by different service providers. Moreover, some of the youth applied to different job openings offered by the exhibitors from the private sector. The youth expressed their satisfaction of the job fair. "I found opportunities I did not see in other job fairs, I have high hopes that I will find a job and I will work hard for this," Manal Dubeij 21 from Awajan-Russeifeh stated.

#### *Challenges -*

As mentioned earlier, one challenge that is emerging as a result of the youth small scale projects has been the ability to maintain the youth-friendliness of the new community spaces developed. Given that many of these spaces had been areas in which many youth engaged in risky behavior, the renovations

have not always been met with complete support from the community, so cases of damage and vandalism have occurred in some newly renovated spaces. The program will seek to address this issue by first encouraging the youth who participated in the small-scale initiatives to continue to engage in the program and work through the youth engagement process to recruit even more youth and stakeholders from the community to take ownership of the program and therefore maintain these spaces on their own in the long run. We are confident that through the holistic interventions in the communities and alliance building that will occur over the long run, issues like these will be resolved at the community level.

#### **D. Component Four: Policy Coordination**

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

<b>Policy Coordination</b>	
<b>Activities during the quarter</b>	<b>Results</b>
YWJ Management Structures	<ul style="list-style-type: none"> <li>• Meeting of YWJ’s Technical Working Group held to solicit feedback on YWJ communication systems</li> <li>• Regular meetings with H.E. the Minister of MoSD and H.E. the SG of MoSD</li> <li>• Meeting with the CNGOs Board of Directors held to present an overview of the specific community action plans</li> </ul>
Public Sector Partnerships	<ul style="list-style-type: none"> <li>• MOUs developed with Ministry of Labor, Higher Counsel for Youth, Ministry of Interior, Ministry of Municipal Affairs</li> </ul>
Youth Policy	<ul style="list-style-type: none"> <li>• YWJ participation in youth policy conferences in Marseilles, France, and Sharm el Sheikh, Egypt</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• M&amp;E Plan approved</li> <li>• Development of key registration and tracking tools</li> <li>• Workshop on developed tools for M&amp;E Officers of CNGOs</li> </ul>
Outreach and Leveraging	<ul style="list-style-type: none"> <li>• Communications Plan approved</li> </ul>

#### YWJ Management Structures

##### **MoSD and Technical Working Group:**

This quarter, the YWJ PMU continued to engage YWJ’s Ministerial partners and Technical Working Group in support of policy coordination efforts for the program. During the quarter, the following meetings took place:

- Two meetings were held with her Excellency the Minister of Social Development. The first one took place on May 5<sup>th</sup>, 2010 in which HE was updated on the progress of the program and challenges faced on the ground. A second meeting took place on June 28<sup>th</sup> to update the Minister and share with her the challenges that the PMU is facing with JOHUD, as well as the efforts that YWJ team are exerting to support JOHUD in assuming their responsibilities as a CNGO and their performance in delivering their expected deliverables.
- Regular coordination meetings were also held with his Excellency the Secretary General to update MoSD with progress and challenges on the ground and to share upcoming priorities and action steps. His Excellency's support and guidance to the program has been an important element in helping to address challenges and better ensure key MoSD personnel and experience are integrated into YWJ activities.
- A meeting with the Technical Working Group (TWG) was held in early April. This meeting was a part of the PMU's larger efforts to improve communication lines between YWJ's main stakeholders and focused on:
  - Assessing the status quo of current communications and flow of information between the TWG and YWJ program, as well as with other relevant stakeholders
  - Assessing the efficiency of the current communication tools and channels
  - Receiving feedback from the TWG on their understanding of the program objectives
  - Receiving feedback and recommendations from the TWG on the communication tools, channels and future communication and outreach activities

Through this meeting, it is hoped that the YWJ PMU can enhance communication lines with the TWG and lead to a more effective role from their part.

It should be noted that activating the role of the Technical Working Group comprised of a diverse group of youth experts and ministerial representatives has not been easy. However, the PMU has had a number of successes in capitalizing on the experience and networks of individual members of the TWG and plans to continue to update and dialogue with individual TWG members to leverage their specific expertise and connections on an as needed basis. At the same time, the PMU has begun to work with the MoSD to revise the composition of the TWG and incorporate more effective ways to activate their role. A detailed description of these action steps will be discussed in next quarter's report.

#### Public Sector Partnerships

To support YWJ's goals and objectives, IYF has begun to actively engaging several ministries in support of program efforts. Several meetings were held with governmental entities to discuss future collaboration opportunities with YWJ program including:

- *Ministry of Labor (MOL):* Several meetings were held with the MOL to discuss potential collaboration. A MOU was developed to outline the broad areas of cooperation between YWJ and MOL in the areas of career counseling and MOL's employment database and website which will be linked with YWJ's youth participants. The MOU is expected to be signed during the upcoming quarter. It is also worth mentioning that TWG member Dr. Moh'd Qudah and head of the MOL's National Training and Employment Unit has played a significant role in facilitating this strong cooperation.

- *Vocational Training Corporation (VTC)*: Meetings were conducted to discuss training for YWJ targeted youth in the VTC in Petra on hospitality and handicrafts, and linking YWJ youth with vocational training programs being offered in the targeted areas.
- *Higher Counsel for Youth (HCY)*: Meetings were conducted with HCY to discuss further collaboration, and an MOU was developed to be signed during the upcoming quarter. In the MOU, IYF and HCY will strive to do the following:
  - Capitalize on HCY database and linkages to increase coordination with the CNGOs.
  - Coordinate the identification of youth centers in the YWJ communities, and collaborate with YWJ on developing an action plan to encourage the targeted youth and their communities to use these centers.
  - Coordinate with YWJ on the beautification of the neighborhoods, mobilizing available assets for the youth, and introducing more youth friendly services in the YWJ targeted areas.
- *Ministry of Interior*: Meetings were conducted with MOI to discuss further collaboration, and an MOU was developed to be signed during the upcoming quarter. Major areas of cooperation include but are not limited to the following:
  - Coordination with YWJ in mapping out the community in order to evaluate the need to place police booths in targeted communities, and to introduce safety elements in the YWJ targeted communities as needed.
  - Providing access to available information, resources and expertise in order to support enhancement of safe spaces for target youth within the communities.
  - Constructing anti-drug awareness campaigns under the umbrella of YWJ on a community level.
- *Ministry of Municipal Affairs*: A MOU was developed and will be signed in the upcoming quarter. Major areas of cooperation include but are not limited to the following:
  - Contributions to improving youth projects in targeted areas and support initiatives being implemented in cooperation with specific municipalities.
  - Coordination of training activities in select YWJ communities and linking YWJ's youth participants to the youth centers.
  - Coordination of events and workshops for youth in YWJ targeted areas.

The PMU also met with the Ministry of Education to discuss possible collaboration in target neighborhoods through programs with select schools that would aim to reduce drop-out rates and link schools and/or parent councils with the YWJ program.

Finally, there have been several fruitful discussions with the municipalities in Ma'an and Jordan Valley which have actively supported the program this year. Discussions focused on how the municipality can continue its support of the program through its support of the CBOs in the local communities.

#### Youth Policy

IYF Country Director Rana Al Turk attended youth policy conferences in Marseille, France, and Sham El Sheikh, Egypt, to exchange knowledge on youth policy issues internationally. The Sharm El Sheikh conference, sponsored by the European Union, brought together youth policy experts from the Middle East and Europe to exchange best practices and new developments in their fields of work, and thus develop an understanding of essential youth policy principles that can be shared in both regions. A second follow-on conference was held in Tunisia in the current quarter and attended by IYF Deputy Director Hala Abu Nuwar. The results of this conference will be detailed in the next report. Through participation in these conferences, the IYF team has been able to learn more about tools, experiences

and resources available through the world bank, international donors, high level government officials from other countries and the private sector on best ensuring youth issues are well integrated into the policy context, particularly in relation to youth employment and entrepreneurship. In particular, specific strategies that have been undertaken to link on the ground youth project experience with broader policy initiatives were a main focus of sessions at these conferences, with these learnings directly relevant to YWJ's efforts to link community activities to broader policy changes under component 4.

### Monitoring & Evaluation

We are pleased to report that YWJ's final M&E Plan was approved by USAID on the 30<sup>th</sup> of June, 2010. The plan presents a comprehensive description of the YWJ results framework that will be used to assess progress towards the achievement of YWJ's overall program goals. The plan describes the indicators and assessment metrics to be used for each of the four program components, as well as an overview of the M&E process, data gathering methods and data collection tools to be used.

Other major M&E milestones within this quarter included:

- The development of data collection tools including the YWJ Registration form and the Participant Activity Recording/Attendance form. The development of user manuals related to these foundational forms under the M&E system was also completed.
- A training workshop for CNGO M&E officers on key elements of the M&E system including how to administer the data collection tools was conducted. This included orientation on the youth registration and activity recording forms noted above.
- The development of the following forms is also underway and they will be completed during the current quarter:
  - CBO baseline assessment form
  - MoSD baseline assessment form
  - Participant tracking form
  - IYF, CNGO and CBO monthly reporting forms
  - YWJ exit form
  - Youth tracking Form
  - Employer satisfaction/contact form
- The development of an online database to track results and deliver training and technical assistance in support of the system is also underway. The database is being built in Microsoft Access.

In addition, as mentioned earlier in the report Mr. Nicolas Musa was hired to be YWJ's M&E Specialist. Mr. Musa will be replacing our colleague Ms. Farah Tukan who will be leaving us soon to pursue her post-graduate studies. He joins us from one of the World Bank's projects in Jordan where he worked as a Monitoring and Evaluation Specialist.

As mentioned above, YWJ's final M&E plan was approved by USAID in late June. Now that there is full clarity on the M&E Plan, we expect that all forms and the online system can be developed and completed shortly. However, given that small scale activities related to some beneficiaries have been undertaken without full baseline information available, there is a risk of contamination for certain

respondents under the M&E plan. IYF intends to expedite the design process in the coming months and give high priority to the development of forms required for ongoing activities that are in the early stages of implementation in order to mitigate this risk.

### Leverage and Outreach

In terms of communication and outreach, we are happy to report that the YWJ Communications Plan was finalized and approved by USAID this quarter. This plan outlines the key messages of YWJ, anticipated outreach products to be published at the international, national, and local level, as well as protocols for material development.

Building on this plan, IYF conducted a series of meetings with youth along with all other relevant stakeholders to understand the top priority communications needs of the program. The findings from these meetings will inform the rolling-out of communications materials and channels for the YWJ program.

More broadly, IYF's leverage and partner outreach activities also continued during the last quarter. These activities centered upon both the development of capacity building tools for CNGOs and CBOs to initiate leverage efforts at the community level, as well as IYF's ongoing efforts to finalize cross cutting partnerships across sectors in support of the program. In particular, as program implementation ramps up in the 12 YWJ target neighborhoods, we anticipate significant leverage-raising efforts will shift to the community level; thus, while IYF will continue to focus on soliciting leverage contributions from multinational companies and government partners which address programmatic priorities that cut across all YWJ target communities, another major responsibility will be building the capacity of CNGOs and CBOs to develop their own partnerships to increase the reach and impact of YWJ community based interventions.

In this vein, in order to support more robust leverage activities of CNGOs and CBOs at the community level, IYF dedicated a session of its CNGO operational capacity building workshop in June to train CNGOs in leverage tracking and reporting. In particular, IYF led discussions on the differentiation between cash and in-kind contributions, how to value and appropriately document leverage, and how to complete and submit the YWJ Leverage Reporting Template. In early August, IYF will continue leverage capacity building by meeting individually with CNGOs to check on their progress obtaining and reporting on leverage thus far and to by providing them with tools that will assist them with their leverage activities going forward: 1) a prospecting template to track leverage opportunities, 2) a proposal template for CNGOs and CBOs to populate with specific project information when approaching potential partners and, 3) guidance on proposal development and writing. CNGOs will also be expected to pass all of these tools down to their CBO partners as they are selected.

With respect to IYF's direct outreach to prospective partners, major leverage updates to highlight this quarter include:

- **Microsoft:** IYF's Baltimore and Amman teams have been in promising discussions with Microsoft's Citizenship lead for the MENA region, as well as their Near East regional office to support youth entrepreneurship programming under YWJ and create safe business cafes in Jordan. We are in the process of developing a detailed concept for Microsoft and will be meeting with their MENA Citizenship lead in Amman in early August to receive feedback from them, discuss next steps, and finalize the scope of the partnership. Furthermore, in support of Microsoft's grant to IYF to support IT training in YWJ neighborhoods, the YWJ PMU participated

in the “Microsoft connecting with NGOs” conference where it presented an overview YWJ program and the value integrating IT training in youth employability programs .

- **World Bank:** The MENA Social and Economic Development Group of the World Bank is planning an upcoming pilot project to test how soft skills training and/or the provision of income stipends influence job placement and retention for young people in Jordan. IYF expects to provide some guidance around life skills training providers as well as the knowledge learned thus far around the difficulties young people face in finding and keeping jobs in Jordan. The results of the World Bank study will be important in determining some of the factors most relevant to YWJ’s work and will be integrated to policy efforts under the YWJ program under Component 4.
- **King Abdullah II Fund for Development (KAFD):** KAFD has pledged to support career development training activities under the Youth:Work Jordan program. Upon finalization of our long-term strategy for career development training and credentialing under YWJ in the current quarter, IYF will sign and MOU with KAFD which is expected to contribute approximately \$35,000 to the program.
- **AIESEC:** IYF met and discussed potential collaboration with AIESEC. Most likely, this partnership will entail receiving volunteers from AIESEC to train the CBOs on potential technical skills.
- **Al Manaseer:** IYF met with Al Manaseer to discuss the possibility of employing YWJ youth. We are in the process of matching their gas stations with our communities, and selecting the youth.
- **National Training and Employment Fund:** Several meetings were held to discuss the possibility of supporting projects related to vocational activities in Russeifeh and Irbid. The Fund was especially interested in supporting the renovation and equipping of two specialized vocational training centers.
- **MOSD:** The Ministry has allocated market space and a building in Russeifeh to YWJ to develop as a youth center.
- **Irbid Chamber of Commerce:** The Irbid Chamber of Commerce donated a large facility located in the old industrial city that YWJ intends to use as a specialized automotive vocational center.

In support of YWJ’s outreach and coordination efforts, IYF has also held fruitful discussions with the following groups, connected to other USAID programs. While USAID support cannot be counted as leverage to the program, such relationships are both important for coordination of efforts under Component 4 of YWJ and are likely to result in direct work with local stakeholders that can be leveraged in support of YWJ objectives.

- **International Relief and Development in Jordan- CMP Project:** IYF met with Project Manager (Samah Gusous) to discuss collaboration in Russeifah. It has been decided to draft an MOU that includes YWJ training in a school in Russeifah, in order for YWJ to meet stakeholders there, and include YWJ youth in activities conducted in the CMP school in Russeifah.
- **SABEQ:** Two meetings were held with SABEQ and members of the EGAT/USAID – one in Amman and another in Irbid. SABEQ has developed a labor market assessment in Irbid, and so IYF is currently discussing with them the possibility to train and employ youth based on their study.
- **Siyaha** – As noted above, YWJ is planning to work with the VTC as it develops with Siyaha a center of excellence for specialized training in hospitality in southern Jordan, to which YWJ youth from Ma’an can be linked.

CNGOs have also continued to leverage direct support for community-based activities. During the last quarter:

- As mentioned previously, JRF partnered with the Waqas Center for People with Disabilities to organize a volunteering activity for 20 YWJ youth volunteers from the Waqas and Malaha neighborhoods as part of “International Voluntary Day” on April 15.” The Waqas Center contributed venue space and toys for volunteers to distribute to the Center’s disabled children.
- JOHUD is preparing to sign MOUs with Zain Telecom’s FUN Tram and Irada programs to partner with them on community-based projects.
- JCEF partnered with a number of leverage partners, including Aram, the Royal Film Club, Greater Amman Municipality, the Rum group, and UNRWA, last quarter which provided training and training venues for YWJ beneficiaries in music, film, and other subjects.

There is also significant leverage potential based on the applications that have been submitted by the CBOs thus far. Based on their requirement of raising 20% of their grant amount in leverage, the CBOs have begun partnering with local companies and shops who can offer on-the-job training for youth, local municipalities that are donating buildings and other space to the CBOs to be rehabilitated into youth-friendly spaces, and local associations or schools who can offer supporting services such as providing transportation, halls, and food for youth in YWJ trainings. As grant applications continue to get refined and the CBOs receive further training on leverage, we expect more concrete partnerships to materialize in the coming quarter.

Please note that neither the CNGOs nor the CBOs have yet provided confirmation of documentation for contributions mentioned in their reports consistent with the leverage policy for the program. IYF has logged these leverage contributions they have reported as “prospective” in the Youth:Work Jordan Leverage Reporting Template (see B). During our August training sessions, we will stress the importance of filling out leverage reports completely and in a timely fashion.

### **Conclusion**

This quarter has seen the concretization of the community action plans finalized last quarter through the finalizing of the CBO sub-grants and selection of key service providers. There is now a clear picture of activities that have already begun and are expected to commence in each of the communities this upcoming quarter. Furthermore, with the finalization of the M&E Plan, Communications Plan, Operational Capacity Building Plan, and upcoming Program Oversight System and Programmatic Capacity Building Plan, IYF is confident that, even as concerns or challenges with key stakeholders arise, YWJ will be well-poised to deal with these issues in a timely and effective manner that support strong delivery of the program’s objectives.