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YOUTH:WORK JORDAN Quarterly Report

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I. Executive Summary

During this exciting quarter, Youth:Work Jordan (YWJ) saw the signing of the first CBO sub-grants and the beginning of employability skills training and civic engagement activities in four of YWJ's six target communities. A foundation was also set for beginning activities in the remaining YWJ communities, which have now commenced in the current quarter. The service providers selected in the last quarter began providing trainings in life skills, Business English, and IT skills. Recruitment of youth also began for civic engagement trainings and activities, while CNGOs continued to work with the signed CBOs to refine their projects and develop feasible implementation timelines.

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

- **CBO Sub-granting:** 9 CBOs signed grant agreements with JCEF and JRF in the communities of East Amman, Jordan Valley, and Zarqa. These CBOs were recognized at a signing ceremony on September 21st that was attended by Jay Knott, USAID Mission Director and Her Excellency Hala Lattouf, the Minister of Social Development. As the CNGOs continue to work with the CBOs to refine their project ideas and build their capacity to receive grant support, they have also begun second rounds of CBO solicitations in several communities to bring new partners on board.
- **Service Providers for Life skills, IT, and Business English begin training rounds:** Service providers began their first rounds of training in East Amman, Jordan Valley, Russeifeh and Zarqa. Through the coordination of the PMU and CNGOs, youth have been recruited and are participating in these trainings in preparation for the technical trainings and job placement activities that will be provided through the CBOs. We expect the service providers to continue in these communities and expand into the remaining target communities in the upcoming quarter until all of YWJ's targets are reached.
- **Irbid Community Action Plan Approved:** JCEF completed its community action plan in this quarter, which was approved by IYF and USAID. The community action plan was added as part of JCEF's amended grant agreement.
- **JOHUD Successfully Completes Revitalization Period:** This quarter saw the conclusion of the "revitalization" period for JOHUD, during which JOHUD reviewed staffing competencies for key program positions and hired qualified personnel as requested by IYF. JOHUD also oversaw and completed the revisions of 8 CBO proposals in Russeifeh and Ma'an. IYF is now working with JOHUD to begin their life skills programs in these communities and support them in Russeifeh to reach their target numbers.
- **Coordination Workshop for CNGOs, CBOs, and MOSD focal points:** A successful coordination workshop was held on September 15 and 16 for all YWJ key implementing stakeholders, including the CNGOs, CBOs, service providers, and MOSD focal points in each community. This workshop focused on the upcoming implementation phase of the program and how all implementing partners can coordinate their streams of activities and manage resources so that the program can best be expanded in each community.
- **Challenger Team Begins Youth Engagement Process:** This quarter saw the approval of IYF's contract with the Challenger Team, and the beginning of the youth engagement process through

the Challenger Team in three of the six communities. These included planning with the CNGOs, open announcements, and launch events in each of these areas.

Last quarter, we reported implementation and staffing challenges with JOHUD resulting in the development of a 3-month interim action plan to revitalize JOHUD's role as CNGO. We also reported IYF's intention to terminate Al Farouq's role as CNGO for Irbid given challenges identified during the course of its implementation of activities. During the quarter, IYF took important steps to address these issues in consultation with USAID. As will be discussed in more detail in this report, the close coordination of JOHUD's work under the interim plan has resulted in an improvement in their program performance, and we believe that JOHUD is well positioned for more effective management of the Russeifeh and Ma'an community action plans. With respect to the oversight of activities in Irbid, as highlighted above, JCEF will take over the role as Irbid CNGO and began planning for their activities during the quarter.

One area of challenge that has persisted this quarter and is worth noting is in YWJ's relations with the MOSD seconded staff and in implementing a vision of MOSD as active collaborative partners in a multi-stakeholder partnership rather than overseers of the YWJ program. As detailed in the report, IYF has begun to discuss potential strategies and solutions with USAID to help move forward the partnership for the benefit of all stakeholders. We expect to have a clear path forward with respect to MOSD's engagement in YWJ activities after conducting a two day capacity building retreat with the Ministry in the coming quarter which will inform next steps on how to roll out the Ministry's capacity building plan.

II. Operations

| Activities during the quarter | Results |
|-------------------------------|---|
| Staffing & Management | <ul style="list-style-type: none"> • Amman based M&E Coordinator hired • Amman based Grants Officer started • Peace Corps Volunteer engaged in YWJ PMU • IYF focal points for each CNGO assigned from Baltimore and Amman |

Staffing & Management

Last quarter, we reported that IYF hired several new positions to support growing operational requirements at the PMU as agreed with USAID. We are pleased to report that Ms. Natalie Batshon began work on August 1 as the Amman-based Grants Officer, and Muna Samawi has been hired as the Monitoring and Evaluation Coordinator. Ms. Samawi is expected to begin work on November 1.

In addition, as the quarter came to a close, Hala Abu Nuwar, YWJ’s Deputy Director, transitioned to support YWJ’s life skills work streams. Given Ms. Abu Nawar’s expertise in the area of life skills, her work is critical to support rollout of IYF’s Passport to Success program in the coming months (discussed in more detail below). With the shift in her responsibilities, IYF will begin our search for a new Deputy Director in the coming quarter.

Furthermore, this quarter IYF engaged a Peace Corps volunteer for a six-month period to work on the YWJ program. Curtis Hudson, who has been serving as a Peace Corps volunteer in Jordan for the past two years, will be working closely with our youth engagement teams within the PMU and the CNGOs, CBOs, and service providers in providing training and mentorship on youth volunteerism.

Finally, given the importance of closely monitoring the start up of activities at the community level and providing individual support and attention to each of the CNGOs and their network of CBOs, IYF decided to assign focal points from both the US and Jordan YWJ teams to each CNGO to remain up-to-date on all current activities, provide technical input on CBO proposals and implementation plans, and ensure clear lines of communications between the CNGOs and IYF during the critical phase of activity start-up.

III. Program Activities

The following section provides an update of program accomplishments for the quarter organized by component. For each component, a summary table of highlights is provided followed by an explanation of activities undertaken and a note on relevant challenges. Please note that for this quarter, we have started to separate out milestones and challenges by CNGO for easy comparison.

A. Component One: Life, Employability and Entrepreneurship Skills

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

| Life, Employability and Entrepreneurship Skills | |
|---|---|
| Activities during the quarter ^[1] | Results |
| JCEF | <ul style="list-style-type: none"> • Irbid CAP finalized • 3 CBO grants signed • Life skills training continued in Eastern Amman • IT and business English training begun in East Amman |
| JRF | <ul style="list-style-type: none"> • 6 CBO grants signed • Life skills training begun in Jordan Valley and Zarqa • IT and Business English training begun in Jordan Valley and Zarqa |
| JOHUD | <ul style="list-style-type: none"> • Successful completion of revitalization period • Hiring of nearly all key staff • 8 CBO proposals redesigned • Life skills training begun in Russeifeh |
| PMU led Cross-CNGO Activities | <ul style="list-style-type: none"> • British Council contract approved by USAID • 2-day Technical Implementation workshop for YWJ partners conducted |

JCEF

JCEF made significant progress this quarter in its Community Action Plan in East Amman. To date, a total of 94 youth from both target neighbourhoods in East Amman—Al Nuzha and Khreibet Al Souq—have received employability training under component one. JCEF initiated four rounds of life skills training, as well as IT and English training, career counselling and employment-related awareness raising sessions.

A total of three CBO proposals were approved and grant agreements signed for East Amman activities, with an additional two proposals that are in the final redesign phase. JCEF also completed another call for interest in East Amman resulting in two more CBOs being shortlisted to initiate the proposal design phase. Agreements for these CBOs will be signed next quarter.

JCEF also began planning for its new role as Irbid CNGO by finalizing the Irbid CAP. The CAP, which will be added to JCEF's grant agreement with IYF as an expanded scope of work, was approved by IYF and USAID. As first set of start-up activities, JCEF conducted a second CBO Call for Interest to supplement the two shortlisted CBOs from Irbid's first CBO solicitation round issued last Spring. From this second solicitation, two additional CBOs were shortlisted to initiate the proposal design phase and are expected to sign four grant agreements with JCEF in the next quarter.

JCEF undertook a number of capacity building activities during the quarter in an effort to strengthen the quality of CBO-managed projects. Activities ranged from preparing materials for a core training for incoming CBOs from East Amman and Irbid on implementation strategies, to a five-day workshop for current CBOs focused on strengthening their ability to implement the YWJ program across the three components and monitor and evaluate progress. JCEF also planned and developed training materials for a five-day Work Place Success Training of Trainers to be implemented next quarter.

Finally, JCEF also made marked progress on building its internal capacity to manage YWJ activities across its target communities. Three vacant positions were filled—Program Manager, Grants Manager, and Finance and Operations Manager—and all three will be onboard and working by mid October/early November. This is a critical step for the project and is necessary to increase the quality and quantity of program activities.

Challenges

While implementation has begun in East Amman and JCEF's CAP for Irbid has been approved, JCEF has struggled to keep up with the pace of program implementation in large part because of JCEF's centralized management structure for the program. To address this problem, IYF has held several constructive meetings with JCEF to explore ways to decentralize day to day decisions in order to prevent delays and facilitate rapid implementation. With JCEF's new staff members starting next quarter, IYF is hopeful that this will become less of a challenge. IYF will meet with JCEF to ensure that the roles and responsibilities of each position are clearly defined so that IYF can hold individual staff accountable for a given activity rather than waiting for senior leadership to make decisions that impact day-to-day activities.

In addition, despite improved quality of CBO proposals, various design elements still need to be strengthened before implementation can occur. For example, despite having undergone the design phase, at least two proposals that IYF reviewed for implementation had not identified technical training providers under component one, suggesting that the labor assessment which was supposed to be completed during the design phase had not been completed or was not integrated into the program design. IYF is working with JCEF to further build their capacity to support CBOs through the design phase in an effort to facilitate quality and timely implementation on the ground. Several IYF-led capacity building workshops, including job placement, career guidance, and life skills, will take place next quarter in response to this need.

JRF

JRF achieved several important milestones during the quarter as implementation of activities got underway in the Jordan Valley and Zarqa. These include the signing of six CBO proposals, the conducting of the first set of skills training for youth, and the delivery of capacity building activities for the CBOs. Each of these activities is described below.

- CBO Proposals: During the quarter, JRF signed a total of six CBO Phase I grant agreements - three in Zarqa and three in Mallaha. To date, no grant agreements have been signed in Waqqas. JRF has explained that this is because of the marked lack of capacity of Waqqas CBOs, combined with a local private sector's preference to employ Egyptian and Syrian workers over Jordanians in this community.
- Capacity Building: As part of the implementation process of new programs, JRF also engaged in a number of capacity building training activities for participating CBOs, providing technical support in the fields of monitoring and evaluation and project management. In addition, JRF engaged in capacity building training activities for participating CBOs in the field of financial management by conducting a workshop entitled "Financial Policies and Procedures" on September 29th which was attended by six CBOs who had recently received grants from JRF.
- Skills Training: JRF also conducted its first rounds of life skills training for youth in Zarqa and Jordan Valley. Two rounds of training have been conducted in Zarqa with 32 total participants,

while four rounds have been conducted in Jordan Valley (2 in Mallaha with 34 participants, and 2 in Waqqas with 37 participants). Service providers Shabakat Al Urdon and the British Council also began providing IT and English language training respectively to beneficiaries in the two communities. In addition, CBO Khawla Bint Al Azwar began vocational training in sewing to 15 young women in Zarqa in October, representing the first training activity undertaken by a CBO under JRF's coordination.

- Completion of market assessments for Zarqa and Jordan Valley: Finally, JRF is close to finalizing its assessment of the labor market in both communities and identification of specific employment opportunities for the youth which builds on the economic sectors identified through IYF's Rapid Community Appraisal conducted last year. As a part of their assessment, JRF met with the Jordan Industrial Estate Corporation to identify job opportunities for youth in Zarqa and Jordan Valley. A draft of the market assessment was prepared and sent to Youth:Work Jordan PMU last quarter.

Challenges

While JRF has worked hard to get community level implementation activities up and running in Jordan Valley and Zarqa, we have faced several difficulties with JRF's program management, as well as the need for strong technical support to JRF to ensure quality execution of program interventions. Several areas of challenges are worth noting:

- Staffing and Communications: In the area of staffing, the number of responsible and committed staff to the YWJ program does not appear to be sufficient. Of the various staff who are meant to be engaged in program development and implementation, only the project manager and senior coordinator regularly participate in the IYF-CNGO staff meetings and phone check-ins. In addition, JRF does not appear to have been sufficiently engaged in regular communication with, or made regular field visits to, CBOs or MOSD Directorates. IYF staff visits to the Jordan Valley, for example, indicated that that policies and procedures around leverage generation and reporting, for have not yet been effectively communicated to CBOs. CBOs have also suggested they are not receiving timely responses from JRF related to their program partnerships.
- Deadlines: JRF has been late in the delivery of a number of key milestones that were expected of them during the quarter. Despite JRF's strong interest in direct implementation activities expressed during the CAP development process, and a September deadline, IYF has yet to receive any direct implementation proposals for training activities by JRF. In addition, JRF was late in submitting two out of four 2nd phase redesign CBO proposals notwithstanding several months to finalize these.
- Training: In the area of skills training, IYF has discovered that a number of youth participants have graduated from high school and have their *tawjih*, so are accordingly outside the YWJ target population. In addition, in the area of training logistics, JRF at times has not provided the basic infrastructure (such as suitable training venues and transportation to and from the training site) necessary for trainees to attend youth engagement sessions. JRF has also not provided food and water for beneficiaries while engaged in training sessions. Such problems obviously restrict youth attendance at training sessions and the morale of those youth who are able to find transportation and attend. Finally, IYF has also observed that current training activities for

youth are not being adequately tailored to their specific needs after assessment of their circumstances.

To address these challenges, IYF is taking a two-pronged approach. First, it has called for regular management meeting with JRF's Managing Director and USAID to help support all partners in achieving program targets. The senior management meetings conducted for JOHUD's interim action plan (discussed further below) has proven to be very helpful to address issues as they arise and ensure proper institutional support for the program by the CNGO senior leadership. As such, we are hopeful that instituting a similar approach of conducting monthly meetings with JRF's senior level management will help address challenges.

In addition, IYF is providing additional technical capacity to assist the CNGOs in their youth recruitment and employability models. IYF has identified a senior level technical consultant based in Amman that will provide individual support to each of the CNGOs during the start up phase. Ensuring that JRF receives strong capacity building support is a top priority for IYF, and as such, the consultant will be focusing first on providing technical assistance to JRF's activities in Waqqas.

JOHUD

Last quarter, IYF reported programmatic and staffing challenges with JOHUD, and our concern about how those challenges may affect the quality and timeliness of JOHUD's programmatic deliverables in Ma'an and Russeifeh. In response to the difficulties faced in the execution of JOHUD's grant agreement with IYF, during the period from July 25 to October 1, USAID and IYF developed a "Revitalization" interim action plan for JOHUD to take specific action in addressing implementation challenges and to ensure a strong working relationship among core YWJ partners in this initiative.

During the Revitalization period, JOHUD was asked to assess the qualifications of all personnel working on the YWJ project, review the teams' job descriptions and ensure that only appropriately qualified JOHUD personnel were assigned to the project. JOHUD made good progress towards addressing IYF's concern in this regard. Several members of the team were replaced and the job descriptions for key positions were updated. As of the end of September, all staff to support YWJ project had been hired except for the Ma'an operations manager who recently resigned. In addition, as part of the interim action plan, JOHUD committed to improving and redesigning the 8 CBO proposals shortlisted under the YWJ solicitation process for community based implementing partners. During this period, non-binding letters of interest were sent to the CBOs explaining the revitalization period. Between September 19 and 29, IYF received 8 redesigned proposals. Overall, the activities in the revised proposals reflected an improvement from the original proposals received by JOHUD in early June. After incorporating feedback from IYF, it is expected that all of JOHUD's CBO proposals will be awarded grants by the end of October.

JOHUD's life skills work plan and budget were also approved early in the quarter paving the way for the first training of trainers to be conducted in Amman for youth facilitators and community leaders from both communities. 40 youth from Russeifeh also received training in life skills during Ramadan. In consultation with USAID and IYF, it was agreed to put on hold any further life skills activities until the end of this interim period. It is anticipated that life skills activities will resume, along with the initiation of IT and business English training in the current quarter, with the signing of the CBO awards in October.

Challenges

Despite significant improvements, various design elements of the CBO proposals still need to be strengthened, and we believe that JOHUD still needs further capacity building to carry through on the

implementation of CBO activities independently and to reach their target numbers in Russeifeh and Ma'an. One shortcoming in all the proposals received was the small number of youth being targeted in relation to the budgets being proposed. Approximately 365 youth are being targeted in Russeifeh and 155 in Ma'an for Component 1 activities, while the total number of targeted youth to be reached under Component 1 for Russeifeh and Ma'an is 1200 and 400 respectively.

To ensure that JOHUD meets their target numbers in Russeifeh, IYF recommended to USAID that JOHUD's component one activities be supplemented by direct interventions that would be identified, managed and implemented by IYF. These direct implementation activities would involve identifying market driven training and job placement opportunities for youth and then overseeing an RFP process to identify and contract service providers to implement these opportunities. We have recommended testing this approach first in Russeifeh given the large number of youth to be targeted (1200), as well as the large number of potential training and employment opportunities that exist in the area - thus ensuring that IYF's activities complement and bolster JOHUD's activities, rather than take away from them. IYF will assess JOHUD's progress towards implementation in Ma'an on a quarterly basis. If JOHUD is unable to meet its target numbers in Ma'an or effectively capitalize on the unique economic opportunities that exist for youth in this area, IYF will review Russeifeh's hybrid model and other options to determine the best intervention model for Ma'an in consultation with USAID. A management meeting to assess JOHUD's progress during the revitalization period and to discuss how the direct implementation activities by IYF can best be integrated into JOHUD's Russeifeh community action plan order to supplement JOHUD's efforts was held early in the current quarter and will be discussed in next quarter's report.

PMU led Cross-CNGO Activities

Despite the differences in implementation timelines and activities for each community and CNGO, IYF has taken steps to ensure consistent and quality delivery of programs for all YWJ targeted youth in all communities. The PMU started convening bi-weekly meetings with all the program managers of the CNGOs so that CNGOs can learn from each others' experiences and so that challenges can be raised quickly to the PMU and joint efforts can be made to resolve such challenges. The bi-weekly meetings have also started feeding into the policy coordination efforts in that policy challenges have started to be identified as have best practices that could be scaled up in the future. In addition, IYF conducted a two day technical implementation workshop in September for the CNGOs and CBOs to ensure consistent implementation strategies across YWJ's target communities and to ground the start-up activities at the community level with a solid understanding of YWJ's overarching program model and framework. Outcomes of this workshop are discussed in more detail under the capacity building section of Component Two.

Challenges

As employment activities have started, a number of programmatic issues have arisen that IYF is currently working with the CNGOs to address. CNGOs have noted in particular that there is a need to address the psycho-social needs of the youth who come into the program. This is specifically for those young people coming from difficult and/or abusive backgrounds, given that these needs cannot be easily addressed by trainers and facilitators. Given this challenge, IYF is seeking solutions in which to partner with local public and civil society resources to refer youth to counseling and/or other places where they can get the help they need prior to joining YWJ.

In addition, the issue of illiteracy among YWJ youth has also emerged as a need which needs to be addressed, particularly in the life skills and Business English trainings, whose curriculums were both

designed for literate populations. While IYF is encouraging the CNGOs and the British Council to rework their curricula to address illiterate populations, it is also encouraging stronger screening of youth in future rounds. We are also currently in discussions with Questscope to provide non-formal education classes to YWJ in target communities who aren't literate as a prerequisite to starting YWJ programs. We expect in the upcoming quarter to report on the solutions that have been implemented to address these challenges.

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"> • Coordination Workshop held September 15-16 • Capacity Building Assessment and Plan finalized, approved by USAID, and shared with HE Hala Lattouf • PMP course completed • Beirut Conference approval |
| IYF to CNGO Capacity Building | <ul style="list-style-type: none"> • Programmatic capacity building approach for CNGOs developed and being implemented • Career Guidance package under development • Employability toolkit under development • Life skills monitoring visits conducted and adaptation of Passport to Success curriculum underway • Youth-Friendly Services Toolkit being developed |
| CNGO-level | <ul style="list-style-type: none"> • JCEF – Youth-friendly services workshop held • JRF – Grants Management and M&E workshops held for CBOs • JOHUD – Life skills Training of Trainers workshop held |

MoSD Capacity Building

As the CNGOs finalized their agreements with CBOs this quarter and service providers began trainings, IYF worked very hard to increase the level of coordination and communication between the PMU, the CNGOs, and the MOSD field focal points. These meetings resulted in having all CNGOs sharing their work plans and training agendas with MOSD focal points, as well as involving them in more planning and implementation activities in the field. In particular, IYF organized a two-day workshop for all the stakeholders, including the MOSD field directors and focal points, on September 15 and 16. The objective of this Workshop was to coordinate implementation plans in each community so that all stakeholders, including the MOSD, are working with a common understanding of program goals, objectives, and targets, as well as in an integrated and coordinated manner. As part of the workshop,

implementing partners worked with the MOSD focal points to outline implementation timelines and work plans so that all stakeholders were aware of and agreed to the activities occurring in each community. Emphasis was also placed on the role of the MOSD focal points in monitoring and coordinating local government resources that could be used to expand and scale up the program, particularly in the areas of community outreach and youth recruitment for YWJ interventions. It is worth noting that since September, we have started compensating MOSD focal points on a monthly basis for the transportation and communication costs associated with YWJ coordination activities.

Last quarter we reported that MOSD assigned a new senior officer, Mr. Waleed Mohees, to the PMU in early June. During the quarter, IYF worked hard to integrate and actively engage Mr. Mohees into program activities, and he took an active role in the adaptation process of IYF's life skills program being introduced to Jordan and the revisions to the MOSD capacity building assessment report. IYF was also hopeful that Mr. Mohees could attend the IYF Global Partners Meeting and spend a few days at IYF's headquarters in Baltimore to learn more about IYF's youth programming models in other parts of the world. Unfortunately, he was not able to obtain a visa necessary to travel to the United States.

Beyond the day to day involvement of MOSD in YWJ activities, a major milestone this quarter in support of IYF's capacity building efforts for MoSD was the finalization and approval of the MOSD Capacity Building Assessment Report and Capacity Building Plan by USAID. To kick start the capacity building activities being planned for MoSD, IYF organized a training in effective project management practices – one of the priority needs identified in the Assessment Report. Through an open solicitation process, IYF engaged the Kafa International Institute for Development and Training who trained 25 select staff from the targeted units of the MOSD in a 6-day, 36 hour intensive project management course in early August. The course qualified MOSD staff to be PMI accredited professionals, and each of the participants received a PMP certificate at the end of the course. The awards ceremony was attended by Her Excellency Hala Lattouf.

In addition, planning got underway for MOSD officials to participate in a four-day conference in Beirut to be held in December and sponsored by the Arab Urban Development Institute entitled, "Children and Youth in the MENA Region: Towards Unleashing their Potentials." The conference will bring together several international and regional stakeholders from the public and private sector who are involved in children and youth issues to engage in policy dialogue, share knowledge, and share experiences that will help in designing initiatives to improve the living conditions, active participation, and social integration of children and youth. USAID has approved this travel, and we are excited about the opportunity for MOSD officials to learn from the experiences of others in the region and become integrated in the global dialogue on youth development issues.

The Capacity Building plan is currently being shared with Her Excellency the Minister of Social Development, and we anticipate activities will commence with a 2-day workshop for MOSD targeted units to dig deeper into the findings and recommendation based on the Assessment Report. One issue to be addressed, both in the workshop and in broader consultation with USAID and Her Excellency, is the scope of YWJ support for such capacity building efforts. In this regard, the assessment points to larger institutional capacity building needs for MoSD that extend beyond the reach of YWJ's focus on capacity building as related to MoSD's youth programming. As such, we anticipate reaching consensus with all partners in the near future about the proper extent of YWJ activities related to capacity building, versus other broader institutional capacity building supports that might be available through other means to MoSD.

Finally, it is worth noting that during the quarter USAID and MOSD agreed to restructure the management of the Technical Working Group. Going forward MOSD will take the lead to invite TWG members and conduct the meetings under the chair of the Secretary General. The first meeting under this new format was held in August at the Ministry and is discussed in more detail in Component Four activities below.

Challenges

While progress has been made in integrating MOSD staff from both the seconded team and the MOSD field directorates into the implementation of YWJ, challenges persist in implementing a vision of MOSD as active collaborative partners in a multi-stakeholder partnership rather than overseers of the YWJ program. IYF staff continues to lend significant support to YWJ seconded staff in their core functions such as reporting to MoSD. Furthermore, the seconded staff has not been as proactive as IYF would have hoped in their role in communicating and coordinating the support of the field liaison officers for various program activities notwithstanding clear written roles and responsibilities of seconded staff to take a leadership and active role in this area. At the same time, the seconded staff, as well as field liaison officers, are requesting to get involved in areas that are not always in their scope of work.

The CNGOs have each also reported challenges with the MOSD focal points in their communities in that the focal points are still expressing dissatisfaction with the level of communication between the Ministry and the implementing partners. To address this, IYF has introduced monthly meetings for YWJ core partners and is encouraging the MOSD focal points to attend in order to improve communication and coordination amongst the CNGOs and MOSD.

Given these challenges, IYF has begun to discuss potential solutions with USAID and we are hopeful that greater clarity with respect to MOSD's role can be realized in the coming months. In the interim, all Ministry communications and requests of the YWJ program are now being channeled through USAID. We look forward to working closely with USAID and MoSD in the coming quarter to help move forward the partnership for the benefit of all stakeholders.

IYF to CNGOs Capacity Building

Operational Capacity Building

In accordance with the operational capacity building plan that was presented last quarter, IYF held a two-day workshop with JOHUD's grants and operations managers in late August to ensure that JOHUD's staff understood YWJ's main administrative requirements as well as the sub-granting process. The first day focused on JOHUD's role as an IYF grantee, while the second day focused on their role as grantor to the CBOs. The workshop was successful from the standpoint that critical elements of JOHUD's responsibilities as a CNGO were discussed and reinforced.

Furthermore, since IYF's Jordan-based Grants Officer Natalie Batshon started in August, there has been constant communication, follow-up, and day-to-day guidance with the CNGO operational and grants managers on grants and financial management. Our operations team has kept record of all the correspondence that has occurred as a catalogue of the mentorship-type support IYF has provided to the CNGO which also serves as a reference for how the CNGOs are improving in their operational management over time.

Programmatic Capacity Building

In the last quarterly report we reported that IYF was in the process of developing a comprehensive programmatic capacity building plan. This quarter, we are happy to report that this capacity building approach has been completed, and specific activities are already underway in its implementation. The approach is prioritizing the following technical areas requiring support from IYF in the coming months:

Life skills

Initial planning began this quarter for rolling out a sustainable life skills program for YWJ partners through IYF's Passport to Success (PTS) program. Monitoring visits to JRF and JCEF's life skills programs were conducted by PMU staff as well as IYF's Baltimore-based Life skills Technical Specialist to evaluate the strengths and weaknesses of current trainings both with an eye to improving existing trainings and to help inform the planning of the PTS training of trainers which will be conducted in early December. As PTS gets rolled out in the coming quarters, IYF will capitalize on the strength of the CNGOs as co-trainers and address the various weaknesses that have been identified. Considerable work on the adaptation of the PTS curriculum for Jordan is underway and this work is almost finalized.

Employability

Since so many of the CBOs are engaging in employability activities for the first time, IYF is packaging and refining all relevant materials into a comprehensive toolkit for CNGOs and CBOs on how to conduct employability programs. The toolkit is based on IYF's experience in employability programs in other parts of the world, including Latin America and Africa, and covers the basics of the dual client approach to employability, as well as the role of CBOs in career exploration, program design, job placement services, mentorship, and monitoring and evaluation. We expect the toolkit to be complete in early November, and to be supplemented with a two-day workshop in early December in which CBOs and CNGOs would be trained on how to use the tools of the toolkit and strategies for job placement.

Career Exploration and Guidance

As the CNGOs have begun their life skills for employability training and refining the CBO proposals, a key immediate need that has arisen has been for tools and resources that CBOs, and in particular their job placement officers, can use in the areas of career exploration and guidance. Thus, IYF is developing a career exploration and guidance mini-package that will serve these immediate needs. The kit includes skills and interest assessment tests for youth, lessons on goal setting and career planning, and guidance that CBO staff can provide to youth on searching for jobs, writing CVs and cover letters, and preparing for an interview. IYF expects to complete this package by the end of October and dispense it to the CBOs and CNGOs immediately thereafter.

At a second level, IYF began planning for the design of a comprehensive, certified career guidance training program that will be targeted not only for CNGO and CBOs, but for career development officers at the Ministry of Labor and Ministry of Social Development to enable these adults to be more professionally equipped with the skills to truly provide career guidance to vulnerable youth toward career paths that are suitable for them. After a review of all the options, IYF has identified the National Career Development Association (NCDA)'s career counseling program as the most suitable to adapt into Arabic and for the Jordanian context and will issue an RFP for an external firm to lead the adaptation and TOT process.

Youth-Friendly Services

In the first quarter of 2010, IYF reported conducting a youth friendly services workshop to the CNGOs outlining the framework for effective programming. Now, as the CNGOs begin training the CBOs on youth friendly services, IYF is in the process of developing a youth friendly services toolkit which will

include a trainer's guide, training manual and comprehensive assessment tool. The toolkit will serve as a basic guide for a training of trainers program that will be designed and conducted for the CNGOs and selected CBOs that have been identified to deliver YFS training under Component two of the CNGO Community Action Plan. We expect the toolkit to be completed in the upcoming quarter and for training to begin in the first quarter of 2011.

Youth Engagement and Volunteerism

During this quarter, IYF took steps to build the capacity of its partners to successfully lead youth to creatively engage in their communities in a systematic and sustainable manner. In this regard, IYF worked with the US Peace Corps to translate and adapt its Volunteerism Action Guide for YWJ's target youth. Furthermore, YWJ's Peace Corps' volunteer working on the program, Curtis Hudson, along with the IYF Capacity Building Specialist, Mays Shakanbeh, gave a training of trainers workshop to CNGOs and The Challenger Team on the Guide. The Challenger Team in turn, will train the youth within the youth forum in all communities during the second phase of the youth training.

General Program Management and Coordination

As CBOs began signing grant agreements with the CNGOs this quarter, IYF also convened a number of workshops to build the capacity of all stakeholders in overall YWJ program principles and coordination of YWJ's goals and activities. First, IYF conducted a workshop in August on "Dealing with YWJ's Target Group," that was facilitated by Mr. Waleed Mohesn, MOSD's senior seconded staff member that was attended by all the CNGOs. IYF also convened a coordination and capacity building workshop for all the CNGO, CBO, and MOSD focal points to reinforce the goals, strategies, and coordination of activities in each of the committees.

Two other important areas of capacity building needs were identified during the quarter as training commenced. Support is needed in the area of developing strong, practical training plans that effectively integrate the employability skills training package of life skills, business English and IT with the technical training to ensuring maximum learning gains and commitment level from the youth. Second, in reviewing the CBO proposals, it was clear that both the CNGOs and CBOs need technical support in the case management of youth through the program. In particular, it will be important to ensure that there is a process for engaging and guiding the youth along the continuum of career guidance activities, skills training and job placement services from the moment they enter the YWJ program, up until after they have obtained employment to ensure maximum retention levels during the program and after employment. The PMU is prioritizing this critical design element and will be working with the CNGOs in the coming quarter to help the CBOs develop good case management models to monitor the youth through the program and ensure maximum impact.

CNGO to CBO Capacity Building

JCEF

JCEF has taken a number of steps to orient its new CBOs to the YWJ program. In particular, it conducted a three-day youth-friendly services workshop that was attended by 20 participants. It also held a five-day capacity building training for the CBOs, in which 16 staff members participated.

JRF

On September 29th, JRF's financial and grants team conducted a workshop on policies and procedures to the 6 awarded grantee CBOs of Zarqa and Jordan Valley. Their M&E Team also held a workshop on

the 30th of September to train the 6 CBOs on the forms and procedures used in YWJ’s monitoring and evaluation system.

In addition, JRF is working towards building youth-friendly services in its communities by working with Shabakat Al Urdon to establish a Knowledge Station in Waqqas which will represent the first youth community center established there. JRF hopes that in time, through the YWJ program, youth beneficiaries will be equipped with the skills necessary to manage this center.

JOHUD

A training of trainers program was given for 20 life skills trainers from Al Russeifeh and Ma’an during the period from August 29 – September 1 that focused on how to best identify youth strengths and weaknesses, and support youth communication and problem solving skills.

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 |
| Challenger Team Activities | <ul style="list-style-type: none"> • USAID approval of Challenger Team Contract and signing of contract • Introductory meetings conducted in all communities • Youth training activities in Zarqa and Jordan Valley commenced • Volunteerism activities in Zarqa commenced |
| Ramadan Iftars | <ul style="list-style-type: none"> • Mapping of volunteer opportunities in participating communities and reflection on youth activities thus far |

Challenger Team Activities

We are happy to report that with the approval of USAID of the contract for the Challenger Team, the service provider tasked with leading YWJ’s youth civic engagement and volunteerism activities, activities under component three have commenced in earnest. After signing the signing of their contract with IYF, the Challenger Team has undertaken the following activities:

Introductory Workshop

As a first step in the youth engagement process, the Challenger Team conducted an Introductory Workshop for stakeholders from all the communities to explain the civic engagement model and plan of action for each community. The workshop gathered representatives from the CNGOs, MOSD focal points and, most importantly, the core team of youth that had already participated in select YWJ activities – including early small-scale youth-led initiatives, the retreat in January 2010, and the YWJ launch event in the presence of Her Majesty. After the workshops, the youth were divided into groups according to their communities to discuss and develop a detailed action plan for the outreach and recruitment of youth into the program.

Phase 1 of Youth Engagement Process for Zarqa, Jordan Valley, and East Amman

After the Introductory Workshop, the Challenger Team began the first phase of implementation targeted at engaging the youth in communities for Zarqa, Waqqas, Mallaha and East Amman. The first phase of Challenger Team's youth engagement activities consists of community and self mapping activities with the aim of identifying the youth's passions and interests, as well as to identify community resources and needs to begin planning for the youth service learning projects. To kick start these activities, the Challenger Team visited these communities and announced to the youth the launch of the civic engagement activities. The launch meetings included explaining the objective of the program and how the youth will be engaged. As a part of the orientation meetings, the Challenger Team undertook exercises with the youth meant to boost participating youth's self-confidence and excitement about the upcoming activities. It is expected that Challenger Team activities will roll out in Irbid, Ma'an and Russeifah in the coming quarter.

After the launch in each community, the during the first phase of their process, the Challenger Team will train youth on personal competencies and civic awareness. In the second and third phases of the trainings, the Challenger Team will coach the youth in developing and implementing small-scale projects in their communities. The Team will also coach youth as they reflect on, learn from, and expand their projects, and train youth leaders to continue this process in their communities after the end of the program. .

Volunteerism

While the Challenger Team has recruited new youth to participate in the engagement process through the announcements and launch events, the Team has also been working with the core team of youth to build their leadership skills and keep them engaged in the program through new volunteerism activities. This quarter, the Challenger Team worked with the core youth in Zarqa to explore the possibilities of further youth small scale initiatives/ social volunteering projects to be directly implemented by the CNGOs. After coming up with different ideas of both how to build on small-scale projects implemented earlier in the year, as well as ideas on new voluntary projects, the youth were divided into teams according to which project they decided to work on, in order to develop an action plan. Afterwards, the youth along with CT, JRF and IYF, paid a visit to the sites, in order to visualize the conducted plans. It is anticipated that these volunteer activities will happen in parallel to the training activities to give the youth leaders greater opportunity to "learn by doing" as the civic engagement process continues.

As mentioned earlier in the report, IYF has also been providing capacity building in the area of volunteerism to YWJ's partners and conducted a training of trainers on the Peace Corps Volunteerism action guide which was adapted for YWJ to the CNGOs and the Challenger Team. The action guide will serve as the basic building block and framework for the youth service learning projects which will be implemented under the guidance of the Challenger Team early next year as part of the youth engagement process.

Challenges

One challenge in rolling out the Challenger Team activities has been to ensure strong support and engagement from the CNGOs to support the Challenger Team efforts to ensure minimal delays. To address this issue, IYF has taken a very active role in ensuring good coordination between the Challenger Team and the CNGOs. In addition, as Challenger Team activities get under way, it will become critical to ensure that their activities and the activities being planned for the youth under components one and two by the CNGOs are closely coordinated and linked. As such, IYF has been encouraging the CNGOs to

take a more proactive role to oversee the linking of all volunteerism activities under the components and to ensure that the CBOs get adequate support for their own youth engagement activities. In this respect, the CNGOs will need to work with the CBOs to ensure that their activities compliment the Challenger Team activities rather than duplicate them and ensure that the CBO activities contribute to the overall target number of youth to be reached under each community.

Iftars in Ramadan

As part of YWJ’s efforts to raise community awareness for the program, the Challenger Team attended Iftars conducted by YWJ for the youth in the following communities: Russaifeh, Zarqa, East Amman, Jordan Valley. During these Iftars, the Challenger Team conducted various ice breakers and concentration activities, and held brainstorming sessions to come up with voluntarism ideas, which were recorded. These ideas will then be referred to as the youth continue through the engagement process, and will be built upon in the coming months as volunteer activities get underway in each of these communities.

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 YWJ’s Technical Working Group held Policy Coordination Consultant identified |
| Monitoring and Evaluation | <ul style="list-style-type: none"> Training workshops for M&E Officers conducted Verification of CNGO M&E record-keeping systems Almost all M&E forms and user instructions and guidelines completed |
| Leverage and Outreach | <ul style="list-style-type: none"> Successful iftars, field visits, and other public events Development of YWJ micro-site |

YWJ Management Structures

Technical Working Group

During this quarter, the Technical Working Group met in August to discuss the program progress thus far, as well as the main challenges the program is facing that could be supported through the members of the Group. The discussion focused on the following topics:

- Adopting mechanisms for strengthening the participation and coordination among the program’s partners, and ensuring that these mechanisms receive the appropriate level of support and time needed to fulfill their goals.

- Adopting mechanisms for accessing the target group in all designated areas by ensuring that youth at risk have easy access to YWJ's program services, and that they are integrated into the process of designing and outlining the program's activities.
- Adopting mechanisms to support the design and implementation of supplementary innovative projects and activities that may arise.
- Activating the role of the TWG to build upon the experience of their respective organizations and share lessons learned. To accomplish this, it was suggested to conduct group field visits for TWG members depending on their specialties in order to keep them updated regarding implementation and key challenges. It was also suggested that TWG members be allowed the chance to review the projects and activities being proposed by the CNGOs and CBOs in light of the field visits in order to verify that the activities being proposed are relevant to the actual needs of young people within their areas, and verify the chances for sustaining these proposed projects. It was also suggested to link TWG members with the CNGOs and partner institutions in order for them to lend support depending on their specialization and availability.

The meeting concluded with resolutions to actively keep members of the Technical Working Group informed of program progress on a regular basis, and to arrange for field visits for the TWG members to participate in.

Policy Advocacy

As implementation began, YWJ also began to plan for concrete policy coordination activities to address the broader needs and youth employability challenges faced by youth in YWJ's communities. To lead these efforts, IYF developed a scope of work for an individual to lead the policy advocacy and coordination work of YWJ. This contractor will aggregate and analyze the lessons learned from program implementation thus far, and lead advocacy efforts on three core issues to be prioritized for YWJ efforts at a policy level. IYF has identified a candidate to serve in this role and expects to engage this consultant in the current quarter.

Monitoring & Evaluation

Overall, there was considerable progress in the implementation of YWJ's M&E plan this quarter. The YWJ M&E Specialist worked extensively with the CNGO M&E officers to ensure the CNGOs have a good understanding of YWJ's M&E indicators and the approved M&E Plan is being followed. In addition, most of the related data collection tools and the associated user manuals were completed. Moreover, the online database system is well underway and is expected to be operational within the current quarter.

Major M&E Milestones for this quarter include:

- The development and finalization of the following list of data collection instruments:
 - Registration Form
 - Activity Recording Form
 - CBO Baseline Form
 - CNGO Evaluation Form
 - Employer Contact Form
 - End of Youth Project Form
 - Exit Form
 - MoSD Baseline Form
 - Post-Participation Tracking Form
 - Quarterly Reporting Forms
 - Short Term Volunteerism Recording Form

- Training Evaluation Form

- Training workshops for three CNGO M&E Officers were held to introduce newly developed forms and educate them on how to administer these forms. An orientation for the first version of the online system took place with the attendance of a consultant from Analytic Resources to get their feedback.
- Training Workshops for both JCEF and JRF's CBOs took place to provide them with an introduction to YWJ's M&E system and to introduce newly developed forms.
- Field visits were conducted to each of the CNGOs to verify their M&E record-keeping systems and to adjust those systems accordingly in anticipation for the intake of data collection instruments.

It should also be noted that a number of the data collection forms have begun to be utilized in the program, such as the registration forms and the CBO baseline form.

As detailed in our previous report, Mr. Nicola Musa took over as the M&E Specialist while Ms. Farah Tukan left the program at the end of August. In addition, we are pleased to note that Ms. Muna Samawi will be joining the program as YWJ's M&E Coordinator in the beginning of November to further support quality assurance in the execution of the YWJ M&E system.

Over the course of the next quarter, top priorities for IYF's M&E activities include:

- Making sure the hard copy record keeping system being managed by the CNGOs is in place, up-to-date, and accurate
- Pilot testing in beta form the online system
- Ensuring the utilization of the data collection instruments within the CBOs
- Completion of the remaining data collection tools including the focus group forms and the compilation of guidelines and instructions into a master manual that covers all forms as well as the online system.
- Hiring of an external audit firm that will verify system data through various external audit means including but not limited to, assessing data entry and tabulation and field verification.

Leverage and Outreach

Leverage

YWJ leverage and partner outreach activities continued in earnest over the last quarter. In fact, an important focus of the last quarter was the ongoing capacity building of CNGOs and CBOs around both leverage generation and reporting at the community level. While CNGOs have regularly reported prospective leverage in their narrative reports, such prospects are not always reflected as entries on their leverage tracking sheets and there has been little continuity of reporting from one submission to the next. Therefore, IYF staff has met individually with each of the CNGOs to reinforce leverage reporting expectations in detail. At the same time, IYF continued its focus on soliciting leverage contributions from multinational companies and government partners which address programmatic priorities that cut across all YWJ target communities.

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

- **Starbucks:** Starbucks has expressed strong interest in supporting social entrepreneurship and youth leadership programming under the umbrella of the Youth:Work Jordan program. In response, IYF recently developed a concept for the *Starbucks Jordan Youth Leadership Institute* which would represent a follow-on program to YWJ's Youth Forum. The Youth Forum currently teaches young people the teamwork and leadership skills necessary to develop and implement effective small-scale community engagement projects. The Youth Leadership program would help expand impact of the most innovative projects developed under the Youth Forum by providing leadership, organizational development, and youth mobilization training to the projects' youth developers. Training will be based on IYF's YouthActionNet® curriculum which provides training resources for building the skills of young social innovators and facilitating peer-to-peer learning. The development of the curriculum was informed by the experience gained by YouthActionNet® over its first six years, by a global survey of 150 youth-led organizations, by a two-year research study of young social entrepreneurs conducted for the W.K. Kellogg Foundation, and by a review by a core team of youth leadership experts in nine countries.
- **Microsoft:** IYF's Baltimore and Amman teams have continued to engage in promising discussions with Microsoft's Citizenship lead for the MENA region to support youth entrepreneurship programming under YWJ. IYF's Baltimore office is in the process of finalizing a contract to develop, alongside Manpower International and other partners, a "best in class" digitalized entrepreneurship curriculum for use by both Microsoft and IYF partners around the world. We expect to pilot an Arabic version of the curriculum in Jordan in late 2011.
- **World Bank:** The MENA Social and Economic Development Group of the World Bank is engaged in a 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. We expect that 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. IYF expects to sign an MOU with KAFD (which is expected to contribute approximately \$35,000 to the program) once a contract for career facilitator curriculum adaptation and training has been signed and work in this area is underway.
- **AIESEC:** As discussed in the previous quarterly report, IYF met and discussed potential collaboration with AIESEC to supply volunteers to work in CBOs and provide technical capacity building in a number of key technical areas; this opportunity is now being managed by each CNGO individually.
- **MOSD:** The Ministry has allocated market space and a building in Russeifeh to YWJ to develop as a youth center. This space will be useable once a third party is located by MOSD to renovate and furnish the space.
- **Irbid Chamber of Commerce:** YWJ is currently working on a proposal to the Irbid Chamber of Commerce for use a large facility located in the old industrial city for specialized automotive vocational training.
- **National Training and Employment Fund:** Promising partnership discussions are underway regarding the potential for the National Training and Employment Fund to provide substantial financial support to YWJ vocational training activities. The fund's technical manager visited the two facilities in Irbid and Russeifeh described above and has indicated a willingness to fund projects related to developing vocational training curricula undertaken in either or both of these two locations. IYF is in the process of developing a formal proposal for this support.

CNGOs have also continued to leverage direct support for community-based activities and have begun to engage CBOs in this endeavor. Based on their requirement to raise an amount equal to 20% of their grant amount in leverage, CBOs have begun partnering with local organizations who are expected to provide training and office space, on-the-job training, and transportation and food for youth undergoing training. Some examples of leverage generated at the community level over the last quarter include:

- Zarqa: The Royal Village donated training space to **JRF** for life skills, English language and IT training for YWJ youth beneficiaries in Zarqa. In addition, the Zarqa Municipality donated paints for a youth community clean-up campaign led by **Abna Al Watan CBO**.
- Mallaha: **That Al Netakein CBO** donated its own hall to conduct English training of youth for one month and the Mallaha primary school provided space for **JRF** to conduct an open day for CBOs.
- Waqqas: the Waqqas Community Center continued to provided support to the YWJ program by donating 70% of the hall rent to enable the implementation of basic life skills training in that neighborhood.
- East Amman: **JCEF**, and CBOs under JCEF's management, generated a number of important partnerships last quarter which resulted in the provision of free office and training space to support program management and implementation of training activities. For instance, both the *Dora Association* (in Khreibet Al Souq) and the *Charitable Society for Girls with Disability* (in Al Nuzha) will provide JCEF with access to free office space to support a year-long training program. Additionally, *We are All Jordan*, working in partnership with the *Higher Counsel of Youth Khreibet Al Souq Youth Center* has provided **Khreibet Al Souq CBO** with use of training halls free of charge. Finally, *Naour College* donated free use of Materials and Training halls for **Khreibet Al Souq CBO** and *Al Aqusoor Youth Center* provided the **Family Development Association CBO** with free training halls for one year.

As CBO grant applications are refined and the CBOs receive further training on leverage, we expect more concrete partnerships to materialize in the coming quarter. Once training programs are successfully up and running across YWJ communities, we expect CNGOs and CBOs to also engage international private sector donors and multi-lateral development agencies to expand and deepen the impact of their programming and IYF will provide training to CNGOs and CBOs in this area.

Communications and Outreach

Significant progress was made this quarter in providing resources for the CNGOs and CBOs to communicate the YWJ message and outreach to their local communities, while also building on existing communications and outreach activities at the national and international level.

This quarter first saw the development of communications work plans for each of the CNGOs which were reviewed by the YWJ PMU. The PMU supported these efforts by conducting a one-day workshop on message development and distributing a media and communications protocol to each of the CNGOs. Materials such as posters focusing on each of the three YWJ components and standard roll-up banners were also distributed to program partners for their use.

At the national and international level, the YWJ Summer Newsletter was published in this quarter, and significant progress was made in the development of the YWJ micro-site, that will be launched in both Arabic and English.

Finally, several public events were held this quarter that raised the profile of the YWJ program in local communities and the national radar. These included the Ramadan Iftars that were conducted in four of the six communities, the CBO Signing Ceremony, and field visits by USAID personnel to the local community activities, the most high profile being an official visit by Jay Knott, USAID Mission Director to East Amman and Zarqa community activities on September 27, and the YWJ job fair held in attendance of George Laudato, USAID Administrator's Special Assistant for the Middle East early this quarter.

Conclusion

This quarter marked an exciting milestone with training activities beginning in earnest in four out of the six YWJ communities. As these activities get underway, priority areas for IYF in the coming quarter will be to work closely with the CNGOs and their partners to ensure robust training plans, strong case management for youth beneficiaries and quality training and job placement. In addition, we anticipate considerable capacity building activities to strengthen the CNGOs/CBOs activities and outcomes in the area of job placement and youth friendly services. We also anticipate that MoSD's capacity building action plan will get underway as well as YWJ's policy coordination activities under component four. Finally, IYF anticipates carrying out direct implementation activities in Russeifeh upon approval and further discussion with USAID.