

# YOUTH:WORK

## Jordan

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### YOUTH:WORK JORDAN

#### Annual Report

January 1, 2010 – December 31, 2010

#### Quarterly Report

October 1, 2010 – December 31, 2010



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This report is comprised of two main components. The first, the Annual Report, outlines Youth:Work Jordan's main achievements and deliverables against the objectives and core activities outlined in the 2010 work plan. The second component, the fourth quarter quarterly report, focuses on activities and program progress from October to December of 2010. The annexes, while all gathered in one document, are also divided into two components – one referring to the annual report and the other referring to the quarterly report.

## **Annual Report**

2010 marked the first year of implementation for Youth:Work Jordan (YWJ). Since the signing of the grant agreements with the Coordination NGOs (CNGO) in February 2010, YWJ has grown from a core partnership of MOSD, USAID, IYF and YWJ's 3 national level CNGOs to a family of 19 community based partners and 4 service providers. During this time, IYF has worked extensively with YWJ's partners, as well as the youth themselves, to design YWJ's community interventions and begin implementation of these activities. At the close of the year, employment and civic engagement activities were ongoing in five out of the six target communities.

During this process, significant efforts were made in assessing and building the capacity of program partners through numerous capacity building workshops and trainings and ongoing technical assistance to individual partners based on their capacity building plans throughout the year. While the bulk of implementation activities were designed to be channeled through the CBOs, the CNGOs also undertook direct implementation of life skills training for the youth, as well as other specific program interventions, to kick start the training process and move the program forward while the CBO proposals were being designed and until the CBOs were fully onboard. In addition, IYF and the CNGOs engaged crosscutting service providers to begin support training in IT skills and Business English. Laying the foundation for these activities was the development and completion of YWJ's monitoring and evaluation framework that is now actively being used by IYF and YWJ's partners to assess progress towards the overall goals of the program. Throughout the year, USAID and MoSD as well as YWJ's Technical Working Group, continued to actively guide and contribute to program activities.

A summary of major achievements by component area is highlighted below followed by a summary of lessons learned and a table of major objectives and milestones set forth for 2010 in the YWJ 2010 workplan, and YWJ's progress towards achieving these milestones by the end of the year.

### ***Component I: Life, Employability, and Entrepreneurship Skills for the 21<sup>st</sup> Century***

- **Finalization of 6 Community Action Plans and Grants given to 3 CNGOs:** Comprehensive community action plans for all six of YWJ's target communities were finalized and approved by USAID and MOSD, which have served as a roadmap for activities in each community. Furthermore, grants were awarded to YWJ's three CNGOs totaling close to \$6 million for the coordination of YWJ activities.
- **19 Sub-grants awarded to CBOs:** Through an open solicitation process, the CNGOs have successfully identified and awarded grants to 19 CBOs to implement YWJ projects in five of YWJ's six target communities. These grants support demand-driven technical trainings as well as job placement and entrepreneurship activities as part of the overall employability package. As JCEF continues the solicitation process in Irbid (commenced later due to the termination of one

Coordination NGO grant with Al Farouk Society for Orphans earlier in the year), we expect to award 4-5 additional grants to CBOs in this community early in the first 2011 quarter.

- **Awarding of Key Contracts for Cross-Cutting Activities:** IYF signed agreements with the British Council, the Challenger Team, and approved agreements between CNGOs and Shabakat Al Urdon and Talal Abu Ghazaleh group. These contractors have supported YWJ interventions by providing training in the cross-cutting needs of business English, civic engagement, and IT skills respectively in five of YWJ's six communities as part of the YWJ overall employability training package.
- **Implementation of Community Level Employment Activities:** Through the work of the CBOs and direct implementation initiatives of CNGOs, YWJ has begun training and job placement activities in five of the six target communities. Trainings have included both life skills and technical training programs such as for HVAC technicians and hospitality workers. These trainings and interventions have already led to youth getting placed in jobs in places such as Safeway, LG, and local textile factories. To date 736 youth have participated in YWJ employment training activities, with an additional 3800 targeted through CNGO supported activities as training programs move beyond design and into full implementation.

### ***Component II: Provision of Youth Friendly Services***

- **Capacity Building for Program Partners:** In addition to ongoing, daily technical assistance, over 20 formal technical and operational capacity building workshops were conducted to ensure that the YWJ partners understand and are following YWJ's minimum program standards. In addition, IYF developed a number of learning packages and implementation tools that can be used for a broader community of stakeholders throughout Jordan to build their capacities in the areas of youth career guidance and employability.
- **Capacity Building Plan for Ministry of Social Development:** During the year, IYF completed a comprehensive assessment of the Ministry's capacity to support youth at risk, as well as a recommended capacity building plan. The assessment findings were reviewed and discussed at consensus building workshop in December that brought together all unit heads of the Ministry to agree upon next steps, paving the way for full execution of the plan in 2011 in partnership with USAID and the Ministry.

### ***Component III: Infrastructure and Environmental Improvements***

- **Successful Youth Leadership Retreat and Participation in YWJ Launch Event:** As a first step towards engaging youth in the YWJ program and to ensure their voice was represented in program planning from the outset, a youth leadership retreat was held in January that brought young people from all of YWJ's target communities together to orient them to the YWJ program and begin planning for YWJ's civic engagement activities. The first display of targeted youth's vision and initiatives came in their successful ownership of the YWJ Launch Event, where young people led the event through presentations, skits, and booths that displayed the challenges and aspirations of young people in each community.
- **16 Small Scale Initiatives Implemented in Target Communities:** In order to build momentum for the YWJ program in target communities, youth participants from the youth retreat planned and implemented various small scale initiatives throughout the spring and summer of 2010 to improve the environments of their communities. Activities mostly centered on the cleaning and rehabilitation of parks, cemeteries, streets, and other areas that had previously been outlets for unhealthy behavior amongst youth in order to make them more youth and community-friendly. Other projects included the establishment of a handicrafts bazaar for underprivileged women and clean-up of elementary schools.

- **Implementation of Long Term Civic Engagement Process:** With the support of the Challenger Team, and building on the small scale civic engagement initiatives undertaken by youth, YWJ in the 3<sup>rd</sup> and 4<sup>th</sup> Quarters began extensive recruitment and training of youth in the target communities to join a more robust and structured civic engagement process – a process that recruits and empowers youth through both training and service learning volunteer work to become consistently civically engaged in their communities. The culmination of this process will be the awarding of youth grants to groups of young people who have displayed commitment to their communities and innovative, well-planned ideas for social entrepreneurial projects to support the ongoing development of their communities.

#### ***Component IV: Policy Coordination***

- **Engagement of Technical Working Group to Support Program Activities:** The Technical Working Group continued to meet quarterly this year to discuss overall vision and direction of the program as it progressed. TWG members also contributed by garnering support for YWJ within their respective ministries and providing feedback on the target communities.
- **Identification of Initial Policy Challenges and Development of Policy Advocacy Plan:** Through regular meetings with the CNGOs, YWJ has begun to identify initial challenges facing youth that require a policy level intervention. IYF has started to compile these challenges and has hired an experienced consultant who has taken the lead in documenting and prioritizing these challenges, and developing a policy advocacy plan that will be implemented in the coming three years.
- **Development of Monitoring and Evaluation System:** YWJ's Monitoring and Evaluation Framework with cross-cutting outcomes, indicators, data collection instruments, a performance monitoring plan, and a web-based database was finalized in 2010. CNGO and CBO M&E officers have had frequent and intensive training on the system and are actively utilizing the forms and feeding data into the online system. Furthermore, baseline information for CNGOs and CBOs has also been collected.
- **Launch of YWJ website and Other Communication Efforts:** YWJ launched its website in the 4<sup>th</sup> quarter of 2010, which presents information on all program communities, activities, and partners. 2010 also saw the successful execution of the YWJ launch event in the presence of Her Majesty Queen Rania Al Abdullah, several high profile dignitary visits, and the publication of several press releases, the Rapid Community Appraisal as a learning publication, and three newsletters.

#### ***Lessons Learned***

Notwithstanding the achievements, the process for empowering YWJ's Coordination NGOs to effectively manage and execute on their Community Action Plans has taken longer than expected and has resulted in an overall delay of approximately six months for the start up of program implementation at the community level. Through the CNGO experience of designing and starting-up CBO activities, several important lessons and areas of further focus have been identified:

- **CNGO CAP Management:** All CNGOs have faced both operational and programmatic challenges in fulfilling their critical role in building and nurturing community based alliances in support of youth. Operationally, each CNGO has faced significant challenges in ensuring adequate and qualified staffing was in place for the program, and in turn, meeting overall deadlines for proposal design, development and submission. Additionally, one CNGO grant was terminated due to lack of appropriate systems in place to ensure full adherence to USAID regulations. More broadly, CNGOs have not sufficiently understood their role as CBO capacity builders and the YWJ

mission to create an enabling environment in target communities with a greater orientation and capacity to support youth at risk. This is in part due to the inherent tension between their roles as coordinators and managers of CBOs versus their roles as direct implementers of activities to help build project momentum and serve as role models as part of YWJ's "shadowing" approach to build the capacity of CBOs.

In addition, YWJ's Coordination NGOs have required more capacity building than expected in the management of their community action plans (CAP), and the design of robust employability training programs and civic engagement activities, as well as youth friendly services. While the level of effort and technical support to CNGOs have varied, as implementation progressed this year, it became apparent that all the CNGOs required more technical expertise to coach the CBOs in the areas of market assessments and demand driven technical training; strong youth recruitment, career guidance, and case management of youth; and in engaging and building a local alliance of business and community leaders to support the provision of improved safe spaces and friendly services for youth. The CNGOs' challenges in operational startup, limited experience in youth programming targeted at highly marginalized populations and their inability to fully understand YWJ's program model contributed to delays in the signing of CBO agreements.

- CBO Design Process: The initial 3 month design period for CBO activities was insufficient given the low baseline capacity present within most CBOs in target communities. Through the proposal design phase, YWJ has learned that the process of bringing the CBOs to a state of competent program design and implementation takes time and will require substantial, practical support as the "learn by doing". In this respect, due to their limited capacities, the CBOs require intensive one-on-one support during implementation and a coaching approach to capacity building that goes beyond traditional capacity training workshops and group training sessions.

Because of the longer than expected timeframe to get the CBO activities up and running, the CNGOs began implementation of the delivery of life skills training for the youth, as well as IT and business English training through service providers. This in turn was to be followed by technical training provided by the CBOs once they were on board. While this ensured that program activities were moving forward, it also presented some challenges in ensuring a comprehensive intervention and training plan for each youth to ensure that they receive the best possible training package. With the CBOs now engaged, IYF and the CNGOs are working with the CBOs to ensure that all youth being recruited into the program have a clear road map for training and all trainings are being sequenced and integrated in a coherent manner.

- Partner Coordination: Significant coordination and logistical efforts between the CNGOs, CBOs and Service providers were required to link all the program training activities together in a coherent and effective manner. Coordination challenges between CNGOs, CBOs, and service providers resulted in some initial confusion and delays in of the start-up of activities. Coordination of various stakeholders needs to be done at the earliest stage possible to ensure that all parties have a clear road map for how a young person will proceed through the YWJ program and accordingly how each training for a young person fits together as part of one comprehensive, quality intervention that prepares and ultimately ensures a young person gets a job. To tackle this issue, IYF worked with the CNGOs and service providers to streamline the management of activities and empowering the CBOs to work directly with the service providers instead of always through the CNGOs.

- MOSD: We have continued to face challenges in ensuring that MOSD's key staff members working on the YWJ program fully understand their roles and responsibilities during the CBO design process and start-up of program implementation. This has resulted in programmatic delays and ongoing tension between the YWJ core implementing partners and MOSD's field directorate focal points assigned to support YWJ. Despite written protocols outlining the specific functions of the MOSD seconded staff and field directorate liaison officers, as well as several workshops and meetings throughout the year to discuss effective communications strategies between MOSD and YWJ's core implementing partners, the MOSD staff continue to see their role as regulators of community based activities rather than a key enabler and facilitator of community based alliances. This enabling function is critical to YWJ given the unique position of MOSD in support of vulnerable communities to create an enabling environment in which YWJ's communities and CBOs have a greater orientation and capacity to serve at risk youth.
- Youth Recruitment: As implementation got underway and in an effort to quickly recruit and attract youth, some program partners presented incorrect messages about the program's services, over-promising what the program could offer and downplaying the commitment and investment a young person must make in order to benefit from the program. Furthermore, the prospect of free transportation and logistical costs to attend the trainings led to unmotivated youth entering the program with incorrect expectations of being passive recipients of a service rather than engaged participants in a program. As a result, some youth dropped out after a few sessions or refused the jobs that were offered to them as a result of training. To address this issue, IYF is working with partners to strengthen their screening process to ensure youth entering the program are committed and engaged. IYF is also working with the CNGO and CBO partners to strengthen their messaging about the program during the recruitment process. .

### *Next Steps*

Based on the lessons learned from the past year, as YWJ moves beyond its start-up phase to focus on quality and scale of implementation, IYF will focus its efforts on four main streams of activity:

- **Continued Management of CNGO CAPs**: IYF will continue to monitor CNGO progress on their community action plans, and continue building the capacity of CNGOs to in turn build the capacities of CBOs. IYF will focus its management efforts on the technical elements of program interventions, ensuring that projects are being delivered in a quality and systematic fashion according to IYF's global best practices for youth programming. Last year, IYF prioritized capacity building efforts in the areas of grants management, employability programming, and civic engagement to get the CBO interventions and training activities up and running. This year, IYF will turn its efforts towards helping the CNGOs build stronger community partnerships and alliances to sustain the CBO interventions and create an enabling environment for the provision of new and improved youth friendly services in YWJ's neighborhoods.
- **IYF Direct Management of Activities in New Communities**: In order to scale YWJ to new communities and to address the need to supplement the CNGOs' program activities with additional interventions to ensure that YWJ meets its overall program target numbers, YWJ will expand into three new communities in 2011. For these new communities, IYF will focus on directly building the capacity of local CBOs through a process of co-designing and coaching CBOs

through the interventions for youth. The management of this expansion by IYF will allow the CNGOs to fully concentrate their management efforts on successfully completing the development models and activities currently being implemented through their CNGO Community Action Plans. It will also allow YWJ to capitalize on the lessons learned from the CNGO experience, as well as IYF's global experience in youth programming, to adapt the core elements of YWJ's holistic model and test new approaches to address the very special needs of YWJ's at risk population, particularly in the areas of career guidance, psycho-social support services, youth friendly services, and civic engagement

- **Dedicated Capacity Building Support for MOSD:** Given the importance of MOSD capacity building to the program and the need for dedicated and robust support in this area, IYF has discussed with USAID the possibility of engaging the support of an international firm with strong expertise in the area of institutional strengthening which will complement IYF's core knowledge of youth programming. We are hopeful that with approval from USAID early in 2011, IYF would issue a competitive proposal and contract to lead YWJ's capacity building efforts for the MOSD. A major focus of the firm's work would be to identify and support specific improvements to further build the capacity of the MoSD field directorate's to understand the importance of building partnerships as a way to empower CBOs and community stakeholders to improve their services for youth.
- **Expansion of Policy Coordination, Information Sharing, and Outreach Efforts:** As implementation activities scale up and programs mature, we expect YWJ's policy coordination and information sharing activities to expand based on program achievements, as well as lessons learned about gap areas in regards to youth needs. Building strong community alliances in support of YWJ's interventions will be part of this effort and will in turn help to leverage support for YWJ in both the current communities and the newly expanded communities.

A full list of 2010's goals and YWJ's progress in achieving those goals is listed on the following page.

## Table of Results:

| Planned Activity from 2010 Work plan  | Status   | Comments |
|---|----------|----------|
| <b>Operational</b>  |          |          |
| <b>Program Management:</b> A fully integrated program management unit based in Amman providing consistent, high quality leadership and management of YWJ activities   | Complete |          |
| <b>Branding and Marking:</b> A 5-year Communications Strategy Plan that outlines YWJ's overall approach to promotional activities at the global, national and community levels, including an implementation plan for the distribution of success stories, press releases and other marketing materials in tandem with program launch events, graduations, workshops, etc. | Complete |          |
| <b>Component One: Life, Employability and Entrepreneurship Skills for the 21<sup>st</sup> Century</b>   |          |          |
| <b>Community Action Plans:</b> 6 Community Action Plans with budgets finalized and corresponding grants approved by USAID, MOSD and the Prime Minister's Office   | Complete |          |

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| <p><b>Granting and Subgranting:</b></p> <ul style="list-style-type: none"> <li>• YWJ Grants Manual approved by USAID</li> <li>• 4 CNGO grants fully operational and receiving regular disbursements</li> <li>• 24-36 sub-grants awarded to implement the community action plans</li> <li>• 2-3 awards to other implementing organizations in support of cross cutting CAP interventions</li> </ul> | <p>Complete</p> <p>Complete</p> <p>Ongoing</p> <p>Complete</p> | <p>While the Al Farouq grant was terminated, JCEF's grant was amended to take on the CNGO role in Irbid.</p> <p>19 CBOs have signed grants, and we expect another 6 to sign in early 2011.</p> <p>Awards were given to the British Council and the Challenger Team to implement Business English and Civic Engagement activities respectively. Additional cross cutting support in IT skills development was supported directly by the CNGOs.</p>  |
| <p><b>Life Skills</b></p> <ul style="list-style-type: none"> <li>• IYF's life skills minimum standards assessment tool for YWJ adapted and finalized</li> <li>• Comprehensive life skills capacity building plan developed for CBOs</li> <li>• Capacity building and life skills for CBOs launched</li> </ul>  | <p>Complete</p> <p>Complete</p> <p>Complete</p>                | <p>Assessments were made for each CNGO life skills program using the life skills minimum standards assessment tool. From these assessments, it was determined that the best chance for empowering the CBOs to deliver life skills and deliver low-cost and sustainable trainings was through IYF's Passport to Success Program. The CBO life skills capacity building is being planned through the launch of PTS which includes a substantial mentoring and coaching component for CBO trainers.</p> |

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| <p><b>Career Counseling:</b> The adaptation, development, and piloting of a certified career counseling program for YWJ, including the training of a first generation of Jordanian certified career development facilitators</p>                  | <p>Adjusted</p> | <p>IYF has refocused this objective by providing specialized training and resource materials on career guidance for CBOs that is directly to help job placement in the short term; it is hoped that as the program matures and lessons are learned from the CBO experience, IYF will develop a more robust certified program and certify counselors to provide long term career guidance as part of this program.</p> |
| <p><b>Business English:</b> The development of a comprehensive business English program for YWJ to be integrated into YWJ's basic employability skills training package of IT, Business English, and life skills.</p>                             | <p>Complete</p> | <p>The British Council was competitively selected to serve as a cross-cutting service provider to deliver English language training tailored for YWJ's target youth in all of YWJ's target communities.</p>   |
| <p><b>Launch Event:</b> A launch event delivered in cooperation with USAID, MOSD and the CNGOs to launch the YWJ program, share the findings of the community appraisals, and build networks to support project activities in each community.</p> | <p>Complete</p> |   |

| <b>Component Two: Provision of Youth Friendly Services</b>  |  |  |
|---|--|--|
| <p><b>Public Sector Capacity Building</b></p> <ul style="list-style-type: none"> <li>• The completion of a capacity building assessment of the skills of MOSD central ministry and field directorate staff to deliver youth friendly services</li> <li>• The development, in consultation with MOSD leadership and staff, of a capacity building plan for the Ministry</li> <li>• The execution of YWJ's capacity building plan for MOSD</li> </ul> | <p>Complete</p> <p>Complete</p> <p>Ongoing</p> | <p>Initial capacity building training courses were conducted in the area of English language and project management and 13 MOSD staff participated in a regional youth conference in Lebanon to increase Peer to Peer learning exchanges. Full scale implementation of the plan is expected in 2011 with the engagement of a dedicated contractor to be jointly selected by IYF, MOSD, and USAID that is specialized in the area of government capacity building</p> |

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| <p><b>CNGO and CBO Capacity Building:</b> At least 12 capacity building technical workshops and training programs designed and implemented to support YWJ's CNGOs and their network of CBOs and other stakeholder partners to deliver quality program interventions under the CAPs</p> | <p>Complete</p> | <p>At least 20 formal workshops were conducted throughout 2010. Types of trainings included the following:</p> <ul style="list-style-type: none"> <li>- 7 workshops on various programmatic components including life skills, career guidance, civic engagement and volunteerism, youth-friendly services, and working with YWJ targeted youth</li> <li>- 2 operational capacity building workshops</li> <li>- 6 core trainings by CNGOs (one for each community)</li> <li>- 4 workshops on Reporting and M&amp;E</li> <li>- One technical coordination workshop for CNGOs and CBOs</li> </ul> <p>In addition, capacity building plans were developed for the CNGOs who in turn developed plans for the CBOs. Also, much of the capacity building occurred over the course of the year through site visits and one-on-one coaching during the proposal design process for CBOs</p> |
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| <b>Component Three: Infrastructure and Environmental Improvements (IR 3):</b>  |  |  |
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| <p>The full integration and engagement of youth in the design, implementation and evaluation of YWJ's community action plans including the activation of 12 neighborhood youth committees; and skills training for youth and CBOs to deliver sustainable community service learning projects</p>   | <p>Restructured and Ongoing</p>  | <p>While several small scale initiatives were implemented over the spring and summer, and more extensive training and volunteering has begun in two of the six communities, the process for youth civic engagement has been modified to allow for further training and orientation prior to their learning projects and formation of youth committees.</p>   |
| <b>Component Four: Policy Coordination (IR 4)</b>  |  |  |
| <p><b>Management Structures and Information Sharing:</b></p> <ul style="list-style-type: none"> <li>• Advisory Board and Technical Working Groups restructured and actively guiding program activities</li> <li>• Six community level alliances established and activated to sustain YWJ's community action plans</li> <li>• Capacity building and information sharing workshops and meetings between the PMU and CNGOs</li> <li>• Development of an information sharing system between MOSD field directors and other key YWJ stakeholders including a 2-day MOSD team building retreat</li> <li>• Quarterly meetings of the Technical Working Group</li> </ul> | <p>Complete</p> <p>Ongoing</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> | <p>Advisory structures have been restructured to have Technical Working Group to serve as main ministerial body guiding YWJ activities</p> <p>Due to the delays in finalizing the CBO sub-grants at the community level, CNGOs and CBOs are still in the process of gathering support for YWJ at the community level. 19 CBO sub grants (plus 6 to be finalized Irbid in the coming month) will serve as a mechanism to help activate these alliances.</p> <p>Bi-monthly meetings have started between the CNGOs and PMU</p> <p>Process for Monthly information sharing workshops with the MOSD developed, 1 USAID Program partners reflection workshop; Process for MOSD inclusion in relevant YWJ coordination meetings at the PMU and community level developed</p> |

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| <ul style="list-style-type: none"> <li>• Quarterly distribution of YWJ newsletters</li> <li>• Dissemination of YWJ's RCA report and success stories via media and news print</li> <li>• At least one YWJ learning event</li> </ul>   | <p>Ongoing</p> <p>Complete</p> <p>Deferred</p> | <p>3 newsletters released; 4<sup>th</sup> 2010 newsletter expected to be released by end of Jan 2011</p> <p>Event deferred to 2011 to be able to incorporate more learnings from program implementation</p>  |
| <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>• A fully functional monitoring and evaluation system, including a results framework for the CAPs with cross-cutting outcomes and indicators, data collection instruments, a performance monitoring plan, and a web-based database</li> <li>• CNGOs trained on the M&amp;E System and actively tracking data and monitoring CBOs for performance</li> </ul> <p><b>Outreach and Leverage Strategy:</b> Securing approximately \$3 million in financial and in-kind leverage commitments to YWJ; CNGOs trained on how to value, track and report on this leverage</p> | <p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>  | <p>System is functional and being used across all activities; online database is being used for entry of information, and anticipate finalizing reporting /query based functionalities of online database system in the coming 1-2 months.</p> <p>CNGOs have been trained on leverage; training is now focusing on enabling CBOs to record leverage as well as IYF focuses on more international level partnerships. So far, over \$1.3 million has been projected and committed to YWJ.</p> |

## Quarterly Report

### I. Executive Summary

During the quarter October through December, YWJ's CNGO and CBO partners continued to deliver skills training for youth in East Amman, Zarqa and Jordan Valley, while community level activities in Russeifeh and Ma'an kicked off through the award of eight new CBO grants in JOHUD's communities. New activities supported by JOHUD move forward quickly following the completion of JOHUD's revitalization/probationary period that ended on September 30. As implementation gets underway in all of these communities, the PMU worked closely with the CNGOs and CBOs to troubleshoot implementation challenges and respond to realities on the ground. As YWJ's community partner network grew to 19 CBOs, IYF continued to provide capacity building support and convene coordination workshops with all key partners to discuss how to improve collaboration and coordination amongst YWJ's core stakeholders to ensure the smooth execution of program activities.

Major highlights and accomplishments from the quarter include:

- **CBO Sub-granting:** 10 CBO grant agreements were signed during the quarter bringing the total number of CBO grant awards to 19. Eight of these awards were issued by JOHUD paving the way for implementation of activities in Russeifeh and Ma'an.
- **Employability skills training:** Service providers for life skills, IT and Business English continued to deliver training in East Amman, Jordan Valley and Zarqa and technical trainings also commenced in these communities. Employability training also began in the communities of Russeifeh and Ma'an. In all, 434 youth participated in employability training programs bringing the total number of youth benefitting from employability interventions to 736. 439 young people completed at least one employability training during the quarter, bringing the total to 557. 77 youth secured jobs during the quarter bringing the total number of youth employed to 104.
- **Irbid Community Action Plan:** Following their designation as CNGO for Irbid in October, 2010 following the termination of the previous CNGO relationship for this community, JCEF completed CBO basic core training and began the CBO proposal design process to identify community level program implementers in Irbid. 4 CBOs proposals were finalized and are currently under review. It is expected that at least 3 of these CBOs will be awarded grants in the first quarter of 2011.
- **Career Guidance and Job Placement Training Workshop:** A successful 2-day career guidance and job placement workshop that brought together more than 60 participants from 3 CNGOs and 19 CBOs was conducted in December. The outcome of the workshop was the development of job placement plans by each of the CBOs. In addition, field visits to the CBOs following the workshop have shown that most CBOs have begun using the career guidance tools that were presented at the workshop in their day to day program implementation.
- **Passport to Success Life Skills Training of Trainers:** IYF conducted a four day Training of Trainers workshop on IYF's Passport to Success Life Skills training representing an important first step to building sustainable life skills training programs in YWJ's communities. Core trainers from all three CNGOs, as well as select CBOs participated in the workshop.



- **MOSD Lebanon Study Tour and Capacity Building Workshop:** A one day capacity building retreat was held in November to review the findings of the MOSD Capacity Building Assessment conducted by IYF. Of significance was a general recommendation to establish a specialized unit within the central Ministry in the field of youth, with Youth: Work Jordan to provide specific technical support to build the capacity of this unit, particularly in the area of at-risk youth. The more in depth examination of the utility of creating this type of unit, together with substantial support to improving Ministry efforts in the area of youth development, will be a significant focus of the coming quarters.

To further support the Ministry's capacity in this area, 12 MOSD representatives from the field Directorates and Central ministry working with YWJ attended the conference "Children and Youth in MENA: Towards Unleashing Their Potentials" which was held in Beirut, Lebanon from December 6 – 10 .

- **USAID Partners Reflection Workshop:** In November, USAID convened a major partner workshop that brought together core staff working on YWJ from MOSD, USAID, IYF and the CNGOs to reflect on the key achievements and challenges from the perspective of the CNGOs with particular emphasis on the need to creatively address the capacity building needs of local CBOs to become youth friendly "energy centers" and ways to improve positive collaboration amongst partners.
- **YWJ's First Job Fair:** Under the patronage of H.E Minister of Social Development Hala Lattouf, and with the participation of USAID Mission Director Jay Knott and George Laudato, Head of USAID's Middle East Bureau in Washington, YWJ organized its first job fair bringing approximately 750 youth, parents and partners from all YWJ communities target areas (except Irbid) to Amman in October.
- **YWJ Website Launch:** The English version of the Youth:Work Jordan website was launched just before the new year. The website is an important milestone for YWJ's communication and outreach goals. The Arabic website and additional functionality is expected to be complete in the coming quarter.
- **Leverage:** After several months of ongoing discussions with Starbucks regional office for Europe and the Middle East, Starbucks has told IYF it will commit \$280,000 per year over three years for the development of a youth leadership institute in Jordan. The program will build on YWJ's activities and will benefit YWJ youth beneficiaries, allowing IYF to count almost \$US 1.3 million in committed and projected leverage for 2010. A final grant agreement between IYF and Starbucks is expected to be signed in January.

## II. Operations

| Activities during the quarter | Results  |
|-------------------------------|--|
| Staffing & Management         | <ul style="list-style-type: none"> <li>Recruitment for Communications Specialist opened</li> <li>Ongoing recruitment for Deputy Director</li> <li>Start of Ms. Muna Samawi as Monitoring and Evaluation Coordinator</li> </ul> |

### Staffing & Management

This last quarter focused on the recruitment of a Deputy Director to replace Ms. Hala Abu Nuwar as well as a Communications Specialist to replace Ms. Hiba Aloul who left YWJ to pursue other opportunities. Despite screening dozens of CVs and jointly conducting interviews with 11 candidates together with our USAID AOTR, IYF has not yet been able to find a suitable candidate for the Deputy position and is considering other options in consultation with USAID including the hiring of an experienced expatriate. A finalist candidate for the Communications Specialist has been identified and we expect to hire this person early in the first quarter of 2011.

We were also pleased to welcome Ms. Muna Samawi this quarter as the YWJ Monitoring and Evaluation Coordinator. Ms. Samawi started on November 1 and has taken the lead as the day to day focal point for program partners on all M&E forms and procedures.

## 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.

### 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   |
| JCEF  | <ul style="list-style-type: none"> <li>2 New CBO grants signed, bringing CBO total in East Amman to 5</li> <li>Core Training for Irbid CBOs conducted and four potential grantee CBOs identified</li> <li>182 youth enrolled in employability trainings, 148 graduated, 44 placed in jobs this quarter</li> </ul> |
| JRF   | <ul style="list-style-type: none"> <li>All CBO project trainings started</li> <li>Capacity Building Plan for CBOs completed and implementation of the plan has begun</li> </ul>   |

|       |   |
|-------|---|
|       | <ul style="list-style-type: none"> <li>• 252 youth enrolled in employability trainings, 345 completed at least one employability training, and 33 placed in jobs this quarter</li> <li>• Submission of proposals to deliver psycho-social support services and entrepreneurship training in their communities</li> </ul>  |
| JOHUD | <ul style="list-style-type: none"> <li>• Interim probationary period completed and full scale grant implementation reactivated</li> <li>• Hiring of all new staff to replace outgoing staff, including a project manager 2 operational managers, and a grants manager</li> <li>• 8 CBO sub grants awarded</li> <li>• 4 MOUs signed with potential employers and job placement partners</li> <li>• Service provider grant agreement signed with TAG to deliver IT training in Russeifeh and Ma'an</li> </ul> |

Jordan Career Education Foundation (JCEF): East Amman and Irbid

JCEF made significant progress this quarter in its Community Action Plan in East Amman. To date, a total of 319 youth from target communities in East Amman—Al Nuzha and Khreibet Al Souq—have received employability training; of those trained, 212 have completed at least one training, 71 are employed and 19 have returned to school. In addition, JCEF signed grant agreements with two new CBOs in East Amman (with the Sanabel Al Kheir Association and the Training and Rehabilitation of the Jordanian Women Charity Association) and is finalizing four CBO proposals for activities in Irbid. Several capacity building efforts continued this quarter, with particular attention given to reaching out to and engaging the private sector in YWJ activities. With the signing of the two new grants, a total of five CBOs are leading activities in East Amman and implementation is ongoing. JCEF also evaluated proposals from two additional CBOs – Amman Friends Society and Bait Our AL Tahat – but determined that these proposals were not of sufficient quality to be eligible for an YWJ grant.

In Irbid, JCEF led several activities to identify qualified CBOs in the target community. These activities began with a one-day orientation session for interested CBOs in Irbid to learn about YWJ, and were followed by meetings with individual CBOs to select the most qualified. Five CBOs were invited to participate in core training and to submit proposals. After evaluating the proposals, JCEF selected two CBOs – the Family and Child Protection Association and The Network of the Women in Irbid – to proceed to the design phase. The remaining three CBOs were disqualified due to weak proposals and a lack of organizational capacity to manage a YWJ grant. JCEF is currently conducting field visits to these CBOs as well as two more – Afaq Society and Social Work Society – that were previously identified prior to JCEF serving as the CNGO in Irbid. During these field visits, JCEF will assist the CBOs in designing youth friendly employability training programs, with training activities for youth expected to begin in February 2011.

This quarter, JCEF enrolled 182 youth from East Amman in employment training and job placement services. Highlights of progress under IR 1 are as follows:

- 90 youth from Khreibet Al Souq were enrolled in the Workplace Success, IT, and English trainings, of which 82 completed their training and 33 were employed in various professions including food factories in the Industrial Zone, in the Awala's Company and by an insurance company.
- 71 youth from Al Nuzha were enrolled in the Workplace Success, IT, and English trainings, of which 26 completed, and 11 were employed in various professions including sales, in Chilli Way restaurants and as electricians.
- 21 youth from both Khreibet Al Souq and Nuzha were screened for HVAC technical and Workplace Success training and started their three month training.
- 16 of JCEF's graduates returned to the formal educational system.

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 conducting a four-day core training for seven new CBO grantees – 2 from Amman and 7 from Irbid – to conducting a five-day Workplace Success Training of Trainers for 24 trainees from CBOs, MOSD, JCEF and free lancers. The core training included information on various YWJ implementation strategies, activities, and templates. JCEF also continued to support CBOs in conducting monitoring and evaluation by training staff from new CBO grantees on YWJ M&E policies and procedures. Finally, JCEF supported CBOs in providing career guidance and job placement services following the workshop IYF conducted in December.

Considerable progress was made in engaging potential employers and signing employment agreements for YWJ youth. Highlights of these efforts are as follows:

- The Poor Families Association reached out to factories in Marka industrial area and Al Estklal Mall to fill vacancies in data entry and as student bus supervisors
- The Family Development Association reached out to restaurants and commercial centres in West Amman to fill vacancies in restaurants, sales, insurance companies, and in electrical and construction companies
- The Khreibet Al Souq Women's Association reached an agreement with Ibraheem Al Faqeeh for food manufacturing factories in Shaab industrial area where 15 girls were hired
- JCEF signed agreements with Al-Wala'a Food company to hire 1800 cooks and kitchen workers, Safeway Sales to hire 95 cashiers, Med Contractor Company to hire 60 carpenter assistants, and Al-Aser Factories to hire 200 sewing workers in Irbid. (n.b. all figures are estimated job vacancies provided by the employer.)

Finally, JCEF also made marked progress on building its internal capacity to manage YWJ activities across its target communities. Three vacant positions were filled in Amman—Program Manager, Grants Manager, and Finance and Operations Manager—and several were filled in Irbid. JCEF also secured an office site within the Chamber of Commerce office in Irbid, which will house YWJ activities.

### *Challenges*

While implementation continues in East Amman and CBOs have been identified to implement activities in Irbid, JCEF has struggled to keep up with the pace of program implementation in large part because of a high rate of staff turnover and slow hiring. Despite recent efforts by JCEF to fill all the positions in both communities, repeated staff changes for the Program Manager, Grants Officer, Finance Manager, Operations Manager and Field Coordination positions have adversely impacted progress.

The slow pace of hiring in Irbid has also delayed the start-up of activities. The grant agreement with IYF was amended to include the management of the CAP in Irbid on 14 October 2011; however, direct interaction in terms of recruitment or training of youth has not occurred. This delay will likely impact the

ability of JCEF to meet program objectives for the 500 youth targeted to receive employability training. To address these challenges, IYF has held several constructive meetings with JCEF to explore ways to support hiring to prevent delays and facilitate rapid implementation. IYF is pleased that the rate of hiring has increased and is exploring strategies for reducing the high rate of staff turnover.

Jordan River Foundation (JRF): Jordan Valley and Zarqa

JRF achieved several important milestones during the quarter as implementation continued in the Jordan Valley and Zarqa. To date, a total of 371 youth from target communities – 159 in Jordan Valley and 212 in Zarqa – are enrolled in employability training; of those trained, 345 have completed at least one employability training, 33 are employed and 8 have returned to school. JRF continued working with the six CBOS – three in Zarqa and three in the Jordan Valley – to reach 1,000 youth with technical training to improve their job prospects. Several capacity building efforts continued this quarter and JRF completed and began implementing their CBO capacity building plan.

From the CBO projects, more than 212 youth participated in career counseling, English language, IT and vocational training courses. Of note, several females completed paid on the job training in the Elham Al-Nimer sewing factory where they will be employed on long-term contracts and receive 150JD/month. Other youth completed vocational training in hairstyling, cosmetology, hospitality, and shipping and customs. Five males out of a group of 19 that completed a painting course are now employed as painters. As JRF worked with the existing partner CBOs in Zarqa – Abna' Al-Watan, Khawla Bint Al-Azwar, and Shua'a – to refine their proposals and begin implementation, it also reviewed proposals from another five CBOs. However, only one – Qudrat for Youth Empowerment – passed the initial review. In an effort to work together with additional interested CBOs, JRF is conducting field visits and meeting with senior staff to determine whether cooperation with these CBOs is feasible and will yield positive outcomes for youth in Zarqa.

In the Jordan Valley, the following CBOs began implementation – Moussa Al Sakat, Al Balawneh, and That Al Netaken. 159 youth have been recruited to receive training in Mallaha and Waqqas, from whom several youth participated in career counseling, English language and IT training courses, as well as in vocational training. In Mallaha, youth engaged in secretarial, photography, and editing training under the leadership of Moussa Al Saket, while another group enrolled in fashion design, sewing, cosmetology and hair styling under the direction of That Al Netakein. Several on the job trainings occurred this quarter in vegetable grading and sewing at Maliban factory. Nine youth in Mallaha were employed as a result of the on the job training, and one returned to the formal education system. While JRF is still working to sign grant agreements with CBOs in Waqqas to begin vocational training, youth are participating in career counseling, English and IT skills training in that community.

JRF participated in several IYF-led capacity building activities during the quarter in an effort to strengthen the quality of CBO-led training and job placement activities. Activities ranged from participating in a career guidance and job placement workshop to working with the Challenger team on civic engagement. JRF also conducted various field visits in an effort to support CBOs in monitoring and evaluating YWJ activities. Finally, JRF completed their capacity building plan for CBOs which highlights a range of skills from organizational and financial management to recruitment, raising awareness, and job placement that JRF will strengthen within CBOs.

Efforts to provide more comprehensive services for YWJ youth, including psychosocial counseling and entrepreneurship training were also furthered this quarter. JRF submitted a proposal to IYF to provide psychosocial support by building on and leveraging their prior experience in this area. Activities with

youth, their families and their communities will begin early next quarter. JRF has also proposed to provide entrepreneurship training to youth recruited by the CBOs, and IYF is working with JRF to refine this intervention and anticipates activities will begin in February.

### *Challenges*

At the institutional level, despite the progress with program implementation noted above, JRF struggled during the quarter in several areas. In an effort to overcome challenges, IYF and USAID met with JRF this quarter to outline the areas of concern and give JRF an opportunity to develop an action plan in response. Among the concerns highlighted were: lack of sufficient JRF staff contributing to the project, lack of capacity building of CBOs, weak field presence, delayed youth recruitment and outreach, and delays in meeting assigned deadlines. After issuing a letter of concern to JRF, senior leadership at JRF, IYF and USAID/Jordan met to discuss the concerns, provide JRF an opportunity to respond, and allow JRF to submit a clear plan of action describing how it would address and overcome these challenges. The plan of action was received the first week of January and we are pleased to see JRF has already begun acting on its commitments.

At the community level, JRF has been unable to identify CBOs in Waqqas yet due to the limited resources and capabilities within the CBOs of that neighborhood. After considerable consultation with IYF, JRF was advised to design a proposal to directly implement activities to overcome this challenge. However, JRF struggled to design and submit a proposal, which only contributed to the already significant delay in implementation. Given these challenges, JRF has decided to develop a unique approach in Waqqas – identifying a larger institution with an established presence on the ground and positive reputation of working in Waqqas to host a YWJ office and manage activities. IYF is open to this approach and is working closely with JRF to determine if it is feasible.

### Jordan Hashemite Fund for Development (JOHUD): *Russeifeh and Ma'an*

JOHUD's revitalization period/probationary status ended on September 30 paving the way for the signing of eight CBO grants and the start up of activities in Ma'an and Russeifeh.

In Russeifeh, JOHUD signed grant agreements with Working Women's Association, Russeifeh Sons Association for Social Development, Prince Talal Bin Mohammed Housing Association for Social Development, and Hetteen Camp Women's Association. The agreements were signed on October 21 in the presence of Her Excellency Hala Lattouf, the USAID Mission Director Jay Knott, and George Laudato, Head of USAID's Middle East Bureau in Washington. All CBO bank accounts have been opened, staff hired and initial disbursements to the CBOs were made. To reach out to youth and their families, the four CBOs held open days to provide community members with an orientation about the YWJ program. YWJ's main youth engagement service provider, Challenger Team, also participated in the open days to speak about YWJ's experience and activities already underway in other communities. The process for registering youth also began with over 150 youth registration forms completed and received by the CBOs.

JOHUD also conducted meetings with the four CBOs and the IT and English language service providers to put a plan and schedule in place for the basic employability skills training package of life skills, IT and business English, as well as to identify the best and most practical venues for the training to take place. The following training plan was agreed upon with the CBOs and service providers:

- JOHUD will deliver life skills training for a first group of 75 youth beginning in the second week of January.
- IT courses will be delivered by TAG to 400 youth in several phases. The first phase of 200 youth will start in January and end in February.
- English courses delivered by the British Council will commence in January for 140 youth.

To begin the process of building community partnerships to support YWJ' activities in Russeifeh, JOHUD made several field visits to representatives from the municipality to brief them about YWJ and discuss the CBO program interventions. Meetings were also held with the Young Entrepreneurship Association, Friedrich Naumann and several private sector companies to discuss potential collaboration to provide youth friendly services in Russeifeh. In preparation for the civic engagement activities, JOHUD arranged a meeting with the Challenger Team and the four CBOs to explain their role and collaboration that will take place between them. Further planning and collaboration with the Challenger Team was carried out at the youth engagement and civic participation workshop organized by IYF in late December for all YWJ partners.

Grant agreements were also signed with four CBOs in Ma'an on October 31<sup>st</sup>, 2010. These included Fursan Al Kahir Charitable Association, Ma'an Orphan's Association, Ma'an Women's Association, and South Special Education Association. All of the CBOs held open days for recruitment except South Association which is delivering specialized training to disabled and handicapped youth. Several of Ma'an's interventions have an income generating or entrepreneurship component, and IYF engaged Rami Al Karmi, YWJ's entrepreneurship consultant, to work with JOHUD and the CBOs to refine their marketing plans and to provide recommendations on how to improve the quality of the products being manufactured by the youth. Also in support of these interventions, JOHUD has began planning for IT, Business English and Life skills training which serve as a foundation for technical training provided to youth. In this respect, JOHUD will begin by delivering life skills training for 75 youth, and TAG will deliver training to 180 youth.

Finally, to prepare for implementation, JOHUD began its first capacity building activities for all CBOs in Ma'an and Russeifeh delivering training workshops in the areas of M&E, grant administration and finance. These workshops were followed up with individual meetings with the CBOs to provide additional support and begin the process of regular M&E audits of the CBOs. In addition, all 8 CBOs participated in IYF's 2 day career guidance and job placement workshop conducted in December, and two trainers from JOHUD participated in IYF's 4 day Passport to Success life skills training of trainers workshop. This participation was part of YWJ's longer term effort to engage the CNGOs to help co-train a cadre of CBO life skills trainers to be able to manage and deliver community based life skills programs.

### *Challenges*

Overall, JOHUD made very good progress in the start-up of Russeifeh activities. Nonetheless, IYF observed during field visits that the Russeifeh CBOs face some challenges in the case management of the youth, and in particular, putting in good systems and processes to ensure that the youth are going through a rigorous screening process, and that their skills and interests are being assessed properly to ensure that they are channeled to the appropriate technical trainings. JOHUD will be working closely with the CBOs in the coming quarter to ensure that adequate career guidance is being given to the youth, as well as to ensure that the training process for the youth is coordinated and youth are receiving individual training plans.

While JOHUD made good progress in the start-up of Russeifeh projects, start-up planning in Ma'an was significantly hampered by the poor safety conditions in YWJ's neighborhoods as a result of the recent social and political unrest. This resulted in several cancellations of field visits and meetings to plan the start-up activities, as well as a delay in initial disbursements to CBOs. In addition, JOHUD was not able to work with the CBOs to finalize their training schedules for the basic employability skills training and technical/vocational offerings. Two CBOs – the Ma'an Orphans Association and South Association – were also slow to open up their bank accounts and as a result had not received any initial disbursements. IYF and JOHUD are closely monitoring the situation and are hopeful that more progress can be made in the current quarter after JOHUD can resume more field visits to their CBO partners.

## 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>• MOSD Capacity Building December Workshop held</li> <li>• MOSD representation at Lebanon Conference</li> </ul>   |
| Partner Capacity Building            | <ul style="list-style-type: none"> <li>• Career Guidance package complete</li> <li>• Career Guidance and Job Placement workshop held</li> <li>• Employability toolkit in finalization</li> <li>• Life skills curriculum finalized and Training of Trainers conducted</li> <li>• Youth-Friendly Services Toolkit being developed</li> </ul> |

### MoSD Capacity Building

With the completion of the MOSD capacity building assessment, and to validate study findings and develop a consensus on the path forward, IYF assisted the MoSD in organizing and facilitating a workshop in December with key representatives from across the Ministry to review the assessment findings and recommendations, including 30 training unit staff, YWJ seconded staff, field directorate heads and the YWJ liaison officers. The workshop included practical consensus building exercises to help all stakeholders come to an agreement on key issues and areas for capacity building which will serve as the main foundation for the capacity building efforts during the duration of the YWJ program.

The Consensus Building Workshop pointed to additional questions related to the Ministry's role in serving youth that required further consideration to ensure capacity building training provided by YWJ was of maximum utility. Key questions included whether the Ministry and a new Youth Unit should play an active role in fostering changes to national youth policy, or whether focus should be on providing direct services to communities, CBOs and youth. In this regard, the workshop also fostered additional discussion of MOSD's role in providing capacity building to civil society organizations to better support youth and/or whether MOSD should serve in the role of a service provider where gaps were existent in the services provided to youth by these organizations. More generally, in all such areas, additional

discussion was considered worthwhile as to how the Ministry could use its unique position as the regulator of Jordanian CBOs to support its overall vision for youth. In the end, it was agreed that answering such questions should be an important and core element of capacity building efforts and should therefore be directly incorporated into the next phase of YWJ capacity building efforts with the Ministry.

These workshop discussions were an important and useful tool in helping guide and shape next steps related to YWJ's capacity building efforts for MOSD. As a first step, given the importance of capacity building efforts with the Ministry, and the need for dedicated and robust support in this area, IYF has begun a series of consultation meetings with USAID about the possibility of engaging the support of an international firm with strong expertise in the area of institutional strengthening and government capacity building which would complement IYF's core knowledge of youth programming. Pending approval from USAID, IYF would issue a competitive RFP to identify and contract this firm between March 2011 and June 2012 to develop practical strategies, work plans and training programs to execute on the priorities outlined through the assessment findings and workshop, and implement a series of capacity building activities.

To support these new efforts, MoSD seconded staff would be relocated to work directly with the new firm personnel working within the Central Ministry. In addition, we would anticipate that the field directorate focal points would play a major role in the implementation of capacity building projects at the community level. Such a set up would both benefit MOSD through more dedicated support to the Ministry capacity building activities, and also provide funding and resources toward specific community based activities in which the MOSD field directorate can directly participate and lead.

As YWJ's long term strategy for the capacity building of the Ministry was being planned, specific capacity building activities identified through the assessment report continued to be carried out. As part of YWJ's capacity building efforts to support peer-to-peer learning experiences for MOSD staff, IYF and MOSD participated in a regional conference in Beirut, Lebanon called, "Children and Youth in MENA: Towards Unleashing Their Potentials." The conference was organized by the Arab Urban Development Institute and brought together approximately 250 professionals from throughout the Levant and Gulf region to share knowledge about effective policies that create an enabling environment for effective school to work transitions. In addition, MOSD seconded staff team member Mr. Waleed Mohesn gave two presentations at the conference on dealing with at risk youth.

A reflection meeting was held shortly after the conference in Amman to discussed lessons learned, and as a result, MOSD staff plan to convene a working group through YWJ that will begin assessing current youth policies in order to make them more relevant based on the lessons learned at the conference. A second working group will also be established that will include members of the municipalities as well as MOSD to lay the ground work for the establishment of multi-sector alliances to support positive youth development within each target municipality

### Partner Capacity Building

#### **Operational Capacity Building**

As CBOs began implementing their projects and spending on their grant agreements, the CNGOs have taken steps to ensure that CBOs understand their role in the overall context of YWJ's different procedures, tasks, rules and regulations, especially financially. JCEF and JRF both conducted operational capacity building workshops, building on results of the CBO assessments that were conducted as part of

the overall monitoring and evaluation system. These workshops focused on the financial and operational procedures required by YWJ as well as USAID rules and regulations, especially compliance. CNGOs also worked with CBOs to develop capacity building plans to fill the gaps reported from the assessments.

### **Programmatic Capacity Building**

In the last quarterly we reported the development of several tools and resources to support CNGOs and CBOs in their implementation. This quarter saw the finalization of several of these materials, and initial trainings for CNGOs and CBOs to enable partners to use these resources and improve their projects. A break-down of the capacity building activities in key programmatic areas are described below.

#### *Life skills*

As mentioned last quarter, IYF has laid the groundwork to introduce the Passport to Success (PTS) program as a low-cost sustainable best-practice life skills program for CBOs. In addition, the Arabic adaption of Passport to Success was finalized, and the first Training of Trainers workshop was held. The four-day workshop brought together 27 trainers from MOSD, the CNGOs, CBOs, and IYF staff. Led by IYF Life Skills Specialist and Senior Trainer Sarabecka Mullen as well as IYF/Jordan trainers Hala Abu Nuwar and Mays Al Shakhanbeh, the workshop introduced the PTS curriculum, provided practical training on how to deliver the program, how to assess and communicate with youth participants, and other skills. The training was very well received, with 90% of participants reported being highly satisfied with the knowledge delivered and 85% reporting the training material as 'very good.'

The training paved the way for the piloting and roll-out plan for the Passport to Success program in all YWJ communities. The roll-out plan was finalized during this quarter, and piloting of the curriculum in Zarqa and Russeifeh is expected to start in late January.

#### *Career Guidance and Employability*

During this quarter, IYF completed the career guidance package that was mentioned in the last quarter that provided tools and resources for CBOs and other program practitioners to guide youth in choosing viable and appropriate career paths that suit their interests, skills, as well as resources on searching and getting gainful employment.

This career guidance package was presented at a two-day workshop held in early December. 65 participants from the CNGOs, CBOs, the Ministry of Labor, and the private sector attended the workshop that was held at the Land Mark Hotel in Amman. IYF technical specialists guided participants through the various materials in the package, facilitating exercises that would orient them on how to correctly use the materials with YWJ youth.

Furthermore, the workshop also focused on strategies for the job placement of youth. Both members of the private sector in a panel discussion and JCEF presented their findings of the best practices for engaging the private sector and the types of skills that employers are looking for when hiring young people. The workshop was concluded with the development of job placement plans for each of the CBOs with primary strategies, action tables, and timelines. The workshop was very well received by participants, with 95% reporting being highly satisfied with the knowledge delivery. Furthermore, subsequent site visits by the CNGOs and the PMU have shown that CBOs have quickly adopted these materials into their programs and are using them when screening and orienting youth at the beginning of program interventions.

It is expected in the upcoming quarter that the career guidance package will be followed by the comprehensive employability toolkit that includes additional resources on all the elements of an effective employability intervention. This toolkit is currently in its final stages of development, and we expect that, similar to the career guidance package, it will be introduced through a workshop that will guide participants through the more robust set of materials.

#### *Youth-Friendly Services*

Last quarter we reported the development of a youth-friendly services toolkit for CNGOs and CBOs. The toolkit is currently in development given the need to prioritize other programmatic capacity building supports. However, the toolkit is expected to be completed by the end of January. IYF expects to engage a staff person dedicated to youth-friendly services to begin training on the toolkit and work with CNGOs and CBOs to develop action plans to make programs and services more youth friendly by mid-February.

#### *Psycho-social Support Services*

As implementation has progressed, IYF and the CNGOs have identified a need to offer psycho-social support services to youth who are coming through the YWJ program. IYF has learned that, while all YWJ youth are taking life skills training to better prepare them for the work place, many youth still find themselves unable to accept or keep jobs due to extreme lack of confidence, lack of ability to work with others, or violent behaviors that make them unable to succeed in either the trainings or the work place. IYF and CNGOs are finding that more support needs to be given to youth in addition to the life skills training so that youth have outlets to express these issues and access to professionals who can help them overcome such professionals.

As a first step, IYF convened a meeting of psycho-social experts along with program partners to brainstorm possible interventions that can support youth as they continue through YWJ. Some illustrative examples included the development of a questionnaire or assessment tool that can be used during the recruitment process that can indicate youth who may have potential behavioral challenges, who can then be channeled to the appropriate support services outside of YWJ. Other ideas included having community peer educators engage with youth through various forms such as theater therapy, instituting a peer mentoring program, etc.

In the coming quarter, IYF intends to engage a psychology expert who can fully plan out the necessary psycho-social support interventions and work with program partners to integrate them into the current model.

#### *Other Support Tools*

IYF has also been working towards developing other tools to assist CBOs in the recruitment and management of youth as they go through the YWJ program. First, IYF is developing a literacy assessment tool that CBOs can use during recruitment so that illiterate youth can be channeled to the appropriate non-formal education interventions, given that most YWJ trainings require a certain literacy level. We expect this tool to be finalized and utilized in the first quarter of 2011. In addition, IYF has been developing various case management tools that will assist CBO staff in monitoring youth progress in their trainings and job search efforts. IYF currently has these tools in hard-copy form, but is also in discussions with the international firm Manpower to possibly pilot an online case-management tool with CBOs.

### 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   |
| Civic Engagement Activities   | <ul style="list-style-type: none"> <li>• Beginning of Activities in Russeifeh and Ma'an</li> <li>• Development of Civic Engagement Committees for each community</li> </ul> |

#### Civic Engagement Activities

IYF has worked closely with the Challenger Team this quarter to begin civic engagement activities in all YWJ communities and integrate the civic engagement activities with the other streams of work under IR1. Highlights of the civic engagement activities are included below.

#### *Modification of Implementation Model*

With training activities in component one and three already underway, this quarter offered a chance for YWJ to look at ways to tighten and improve the integration of civic engagement and employability activities for the youth participants. In particular, the IYF team looked at how they could adapt the sequence of program activities to ensure that the employability training and service learning activities are occurring simultaneously so that they can reinforce one another. In addition, IYF worked with the Challenger Team, CNGOs and CBOs to make adjustments to the design of activities to improve partner coordination and shorten the intervention time to keep the youth engaged and motivated in recognition of initial feedback from Challenger's civic engagement activities in East Amman, Zarqa and the Jordan Valley.

Going forward, there will be two tracks of civic engagement activities offered to the youth, followed by the development and implementation of youth small scale initiatives through youth grants. This model gives the opportunity for youth to become active more quickly in the YWJ program, and for CBOs and local services to engage in the civic engagement component of YWJ in a more integrated manner. The two streams of activity are the following:

- 1- A training package for youth that would include sessions on self and community mapping, self development, volunteerism, and basic leadership. Advanced training would be given to the most committed youth later on with advanced leadership training and training on the youth grants manual.
- 2- Volunteer activities that will take place at two different levels of engagement. First, day to day volunteering activities are being planned by CBOs and implemented by the youth, with the support of the CBOs, CNGOs and Challenger Team. These activities would be one-time events in which youth are mostly volunteers rather than project planners. At a second level, volunteer campaigns empower youth to a greater extent by directing youth to identify community needs themselves (with the Challenger Team and CBOs support). YWJ youth then dedicate one day each month to implement volunteer activities related to that community need. They will also outreach to the local community to support these campaigns, either through leverage or active participation in the campaign.

Youth Small Scale initiatives then constitute the culmination of the training and volunteering initiatives that have been occurring. Youth who have displayed commitment and leadership through their attendance and participation in previous three streams of activity will form groups that will be granted small awards to implement well-planned projects.

It should be noted that JCEF requested to implement the Youth Engagement and Civic Participation model without the Challenger Team's involvement. YWJ is in the process of considering customization of the model in East Amman, as the Challenger Team will not be involved. Challenger will continue with implementing the model in Zarqa, Jordan Valley, Russeifeh and Ma'an.

#### *Beginning of Activities in Russeifeh and Ma'an*

Last quarter, we reported that Challenger Team's community level civic engagement activities began in East Amman, Zarqa, Waqqas and Mallaha. This quarter, Challenger Team participated in open days in Russeifeh and Ma'an, informing the communities, CBOs and youth of Challenger Team's youth engagement activities. Meanwhile initial meetings have been conducted with CBOs and youth leaders to mobilize and recruit new youth to the program. Volunteering activities are being planned for in both Russeifeh and Ma'an, by the youth, with the help of the CBOs and Challenger Team and will be implemented in the beginning of February 2011.

#### *Volunteering Activities in Zarqa and Jordan Valley*

Volunteering activities have continued in Zarqa and the Jordan Valley this quarter. The youth, with the guidance of Challenger Team, CBOs and CNGOs took the initiative of communicating with the community leaders, municipalities, governments and private sector members in their communities to leverage for their volunteering activities. The activities initially constituted of cleaning, renovating and painting of streets, walls, school walls, and renovating basketball courts at schools.

#### *Meeting of Civic Engagement Focal Points and Youth Grants Manual TOT*

On 28<sup>th</sup> of October, 2010, The Challenger Team and CNGOs youth engagement focal points received an introductory TOT on the youth grants manual, explaining the exact rules, regulations and procedures needed to be taken for the youth small scale initiative grants. Another TOT will be undertaken in February 2011, in order for Challenger Team and the CNGOs to train the youth on it after the selection of the youth committees implementing the youth small scale initiatives. Focal points along with members of the Challenger Team and MOSD also created committees that would be composed of youth leaders, CBO youth engagement focal points, CNGO focal points, MOSD focal points and Challenger Team community captains for each governorate in order to map out the priorities, needs, volunteering opportunities, supporting institutions, youth leaders and success stories of each community. Based on the resulting priorities, an action plan for each community including volunteer activities and zero-cost campaigns will be suggested, and planned out on a monthly basis. Some ideas for campaigns included regular monthly health days, helping the elderly day, orphans day and safety awareness day.

## **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"> <li>• Meeting of YWJ's Technical Working Group held</li> <li>• Policy Coordination Consultant hired</li> <li>• Policy Coordination approach written</li> <li>• USAID-sponsored YWJ reflection workshop held</li> </ul> |
| Monitoring and Evaluation     | <ul style="list-style-type: none"> <li>• Training workshops for CBO M&amp;E Officers conducted</li> <li>• YWJ Online M&amp;E System operational</li> </ul>  |
| Leverage and Outreach         | <ul style="list-style-type: none"> <li>• Near-finalization of Starbucks partnership</li> <li>• Launch of YWJ website</li> </ul>   |

### YWJ Management Structures

#### *Technical Working Group*

During this quarter, the Technical Working Group met in December to discuss the program's progress. While the discussion focused much on the need to provide quality, holistic interventions through the integration of psycho-social support services and parent and community initiatives, attention was also given to the role of the TWG in supporting the selection of YWJ's new communities in 2011. A task force was designated that would support the selection process by proposing certain communities and gathering information on those communities through their respective ministries. Mr. Moussa Al Odat from the Higher Council for Youth also gave a presentation as to the role that the Council as well as other TWG represented organizations can play in support of YWJ initiatives.

#### *Policy Coordination*

Last quarter we reported developing a scope of work to engage a consultant who would lead YWJ's policy advocacy efforts. We are happy to report that Mr. Mohammed Amawi has joined the YWJ team as a consultant and has already begun planning YWJ's policy coordination work over the next three years. With his support, YWJ has developed an approach to policy coordination in which YWJ will map out the policy challenges as expressed by all YWJ stakeholders. Over the three years, YWJ will focus on the top five priority issues, developing position papers and action plans for each, along with key performance indicators to measure the impact of policy efforts on change. YWJ expects to start working on the first policy issue in the upcoming quarter.

#### *USAID Partner Reflections Meeting*

As 2010 began to draw to a close, USAID convened a successful workshop between the MOSD, IYF, and the CNGOs in order to reflect on the main CNGO achievements of the year, the gaps, and plans to bridge those gaps. The workshop also offered a chance for all stakeholders to express their communication challenges so that each stakeholder can take steps to amend those communication challenges and start 2011 with a unified understanding of the key measures that need to be addressed in the upcoming year. As a result, CNGOs reworked their capacity building plans for CBOs so that they better matched the implementation challenges identified, with a focus on empowering CBOs to sustain the program after YWJ's end.

### Monitoring & Evaluation

IYF continued to fully operationalize YWJ's M&E system during the quarter with the introduction of the online system and the utilization of developed forms by CNGOs and CBOs. Last quarter we reported that most of the data collection instruments had been finalized and training workshops had been conducted for both CNGO and CBO M&E Officers to train them on the M&E System and administering the forms. This quarter focused on ensuring that all the forms were being administered properly and verifying the hard copy record keeping system. Other major milestones in the current quarter include:

- 1) The online system is currently functional, and M&E staff from each of the CNGOs has started data entry for the bulk of forms that have been administered. This is an important milestone as all data can be recorded and will be ready to report on as the queries for the database are now finalized. Finalizing the development of queries has been somewhat delayed due to the need to finalize both formal M&E queries and also queries relevant to programmatic management, as well in finding the right reporting software that could encompass all of YWJ's reporting needs and dual-language functionality. However, this issue is currently being resolved, and we expect testing of the reporting functionalities to commence in the first quarter of 2011.
- 2) Baseline data for all CBOs and CNGOs enrolled in the program was collected using the CBO and CNGO Baseline Form. As mentioned previously, this data served as the basis for the design of the capacity building plans for the CBOs and the CNGOs evaluation tool.
- 3) Since the JOHUD CBOs signed their grant agreements this quarter, workshops were conducted for these CBOs in Russeifah and Ma'an to provide them with an introduction to YWJ's M&E system and introduce the M&E Forms.

We are also happy to report that in November Ms. Muna Samawi joined the program as YWJ's M&E Coordinator and she has already started looking at the CNGOs/CBOs Manual Filing System and making sure standard procedures are followed in administering the M&E forms. She will serve as the main focal point for CNGOs in enforcing standard procedures for data entry and comparing the CBOs/CNGOs manual records with the online system, thus verifying the integrity of the information gained through the system.

In the coming quarter, YWJ expects to finalize the online system and contract a local firm that can provide IT support and maintenance of the system. We also expect the online system to be fully integrated into CNGO activities, and all partners to be utilizing all M&E forms and inputs correctly so that the system is fully functional. We also expect to finalize the selection of an external M&E audit firm to verify the data, a procurement process that began during this quarter.

#### *Challenges -*

As training activities scale up this quarter, there has been a learning curve and it has taken time for the CNGOs to systematize the process of collecting forms and inputting the data into the M&E database. In addition, discrepancies in the CNGO monthly reports showed that there was insufficient communication and coordination between the CNGO M&E and programmatic teams to ensure that all activities being implemented on the ground are being recorded and reflected into the database. Such challenges are normal as activities scale up and the CBOs and CNGOs collect data more frequently and get used to the database system. Nonetheless, IYF is taking these issues seriously and is working closely with the CNGOs and CBOs to take corrective action. IYF is also taking this opportunity to look at YWJ's overall monitoring and reporting systems and ways to tighten the overall processes for receiving information from partners and sharing this information with donors.

#### Leverage and Outreach

### *Leverage*

Capacity building for program partners continued into this quarter as IYF staff, with the CNGOs, met individually with each of the CBOs in Zarqa, Jordan Valley and East Amman, in order to reinforce the concept of leverage, and how to capture and report leverage in detail. YWJ's experience thus far has been that, given the novelty of the concept of leverage, multiple visits and coaching periods are required before the concept is truly understood and embraced by partners. In these meetings, IYF shared again with CBOs the leverage tools and brainstormed with CBOs potential leverage possibilities in their communities. From the visits, IYF learned that the main leveraging opportunities for CBOs are coming from the municipalities, private sector and members of the community. IYF hopes that, as program partners increase their capacity to capture and report leverage opportunities, it can share with them broader national and international leveraging opportunities that they can apply for and receive on their own.

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. Major leverage updates to highlight this quarter include:

- **Starbucks:** IYF and Starbucks are in the process of finalizing the terms of a partnership for the Starbucks Jordan Youth Leadership Institute. This project aims to build the capacity of young leaders to agents of change through proven leadership development activities. The program will last for 3 years and will build the capacity of 45 youth-led projects, thus impacting the lives of 4,500 young people, with a tentative budget of \$ 280,000 a year. The young people who show potential through the YWJ Youth Forum program become applicants to the Starbucks Youth Leadership Institute in addition to youth not affiliated with YWJ. Involving youth from various different regions and backgrounds will provide a platform for young people to view themselves as agents of change irrespective of their backgrounds. Special preferences will be given for projects that support the YWJ leadership and youth engagement models and work in YWJ targeted communities. Capturing lessons learned from the Starbucks projects will be very beneficial as can be fed back into the policy component of YWJ.
- **Municipality- Youth Centers:** IYF and the CNGOs have been conducting regular meetings with mayors and members of the municipalities in YWJ targeted communities. These meeting have been fruitful, and are directed towards discussing the creation of potential Youth Centers that can increase the number of youth friendly services in each community. Suitable locations owned by the municipality have been allocated in Amman, Maan and Zarqa. In Amman, the Greater Amman Municipality discussed with IYF the possibility of providing a park to be used as a facility for the youth. Furthermore, in Maan's Shamiyeh community, the mayor expressed a deep interest in providing YWJ with an empty piece of land along with a building to be used as a youth center. Finally in Zarqa, JRF is in the process of signing an MOU with the Municipality of Zarqa, in order to use "Petra Park" as a Youth Center.
- **Microsoft:** As the development of the entrepreneurship online curriculum, which will be piloted in Arabic in late 2011, is still ongoing, YWJ has continued to engage Microsoft in the region by inviting them to IT training graduations, and the IYF/Jordan team also expects to send them a concept paper for further support in the near future.

### *Communications and Outreach*

Of greatest impact this quarter, YWJ launched its new website in English, [www.youthworkjordan.org](http://www.youthworkjordan.org). The site at present provides a comprehensive guide to the goals, partnerships, and activities that

distinguish YWJ. As the site continues to progress, we hope to also increase its functionality to serve as a hub for information pertaining to all youth development in Jordan, such as volunteer opportunities, employment resources, and means for partners and youth to provide feedback to the program directly. We expect the Arabic version of the site to launch by the end of January.

Furthermore, YWJ also published its fall newsletter in both Arabic and English this past quarter, and is making progress in increasing the reach of the newsletter so that it has the widest readership possible among program and leverage partners, both current and potential. In the coming issue, YWJ plans to also deliver hardcopies in addition to the electronic publication so that they become more accessible to local communities.

Finally, some key public events were held this quarter, the most high profile being that of George Laudato, USAID Administrator's Special Assistant for the Middle East to the YWJ job fair. At that same job fair, JOHUD's CBOs signed with JOHUD in a public ceremony, and a signing ceremony was also held for the contract agreement between JOHUD and the Talal Abu Ghazaleh Group, with Abu Ghazaleh himself in attendance.

### **Conclusion**

The final quarter of 2010 for YWJ focused on supporting program partners as they continued in the start-up of YWJ activities. As implementation has progressed, certain adjustments have been made so that the YWJ model accurately reflects the realities on the ground and can respond to them. IYF and its partners have worked quickly to resolve any coordination or technical challenges, and we are confident that implementation activities will commence even more efficiently and effectively as a result. The lessons learned from this quarter will play key roles in defining how IYF continues to manage the CNGO Community Action Plans and expand into new communities in 2011.