

YOUTH:WORK

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YOUTH:WORK JORDAN Quarterly Report

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I. Executive Summary

Over the course of this quarter, Youth:Work Jordan (YWJ) made strong progress in expanding its reach in terms of both the communities it serves, as well as the number of youth participating and benefitting from the program. As CBOs in the CNGO-managed communities continue recruiting and engaging youth, they have grown in their ability to create an enabling environment for youth, enhancing their capacity to connect with the private sector and secure employment opportunities for youth, as well as engage them in volunteering and creating youth friendly services for themselves. With the program close to its midpoint, as activities progress, IYF in consultation with USAID has begun to consider options for grant extensions in these communities to continue programming.

Furthermore, following substantial planning with USAID on program strategy over the course of the last several months, IYF has started in earnest program activities in the newly selected communities of Sahab, Shouneh and Mafraq, through which direct grants and support to CBOs will be provided to help meet overall YWJ goals and objectives. As detailed further in this report, new community activities have included a broad engagement of stakeholders in each community, a participatory assessment process, and the solicitation and the initial selection of three CBOs in the past quarter for supporting YWJ community based activities.

Highlights from the past quarter include the following:

- **Youth Training and Support in Existing Communities:** Efforts to support youth in CNGO supported communities continued to gain momentum, with **2476 enrolled in program to date; 932 completed training; 607 employed**. The additional 770 youth enrolled in the program this quarter is helping to ensure that CNGOs increase youth beneficiaries supported against their overall targets during the grant period.
- **Creation of Youth Friendly Services:** The program continues to have strong impact in enhancing and improving the enabling environment for youth in disadvantaged communities, with **52 youth friendly services in target communities created to date**. With the addition of 17 youth friendly services created this quarter, YWJ has exceeded the program target for this indicator.
- **New Communities Program Launch:** YWJ started in earnest its new strategy to work directly with local stakeholders in target communities. Three Open Days were held in the communities of Al Shouneh and Sahab, with IYF announcing and explaining the program to youth and their families late in the quarter, and expecting to start training in early July.
- **Selection of New Community Partners:** Through the process approved by USAID in the new sub-grants manual, IYF led an extensive and competitive selection of CBOs to be provided grants in the new community strategy. This included a call for interest, core training, and due diligence and coaching through a project design phase for potential CBOs, which ultimately resulted in the short-listing of two CBOs in Al Shouneh, and one in Sahab for grants. IYF is continuing to work

with other CBOs to finalize their proposals and develop grant agreements to be signed in the upcoming quarter.

- **Policy Coordination Kick-Off Meeting and Task Forces** – YWJ launched its policy coordination activities through a kick-off meeting in May that brought national stakeholders and program partners together to determine key policy advocacy issues for which YWJ will engage in over the next year. The kick-off meeting led to the formation of task forces under YWJ’s different components who will then prioritize and lead the advocacy efforts under each component. IYF will continue to train program partners on advocacy techniques to push forward the solutions determined by the task forces.
- **Leadership by YWJ staff in His Majesty’s National Youth Forum** – this forum, called for by His Majesty King Abdullah II, allowed YWJ to showcase how it is addressing the challenges faced by youth and position itself as a resource on youth issues at the national level.
- **Over \$4 million Collected in Leverage to Date**; this was bolstered through the signing of leverage agreements with Starbucks and Souktel, who contributed \$930,000 and \$200,000 to the program respectively.
- **Modification to Cooperative Agreement:** A modification to of IYF’s Cooperative Agreement to support MOSD capacity building activities and the work of a senior technical advisor was approved by USAID, with an increase in the program ceiling of \$3.35 million. With changes in the Ministry’s leadership over the past month, IYF expects with USAID to engage MOSD in the coming quarter in discussions to validate this capacity building strategy.

Notwithstanding these successes, YWJ faces some challenges in securing employment for program beneficiaries in CNGO communities, and in maintaining programming in the community of Ma’an. Additional efforts are being made to work with partners to ensure goals in policy coordination are met and proper reporting is provided as related to adjustments in the new M&E plan. Further detail of these issues, as well as steps being taken to address these challenges, are outlined in the following sections, and IYF is confident that such issues can be addressed in coming quarters.

II. Operations

Activities during the quarter	Results
Staffing & Management	<ul style="list-style-type: none"> • Following Amman-based staff recruited: <ul style="list-style-type: none"> ○ HR Manager ○ Program Coordinator ○ Grants and Contracts Coordinator

	<ul style="list-style-type: none"> ○ M&E Assistant ○ Technical Coordinator ● Offer extended for Senior Technical Advisor (accepted in current quarter)
Operations	<ul style="list-style-type: none"> ● IYF relocated to new offices ● Leveraged office space in Sahab, Mafraq, and Al Shouneh identified and secured ● USAID approval for purchase of new vehicles approved

Staffing

IYF made significant progress in hiring staff to support program activities as YWJ has expanded to new communities and directly supports CBO’s in their implementation of activities. The following six new staff members were hired this quarter to support the program:

- Rawan Bazzari – HR Manager
- Ban Al Rashdan – Program Coordinator
- Lubna Al Khalafat – Grants and Contracts Coordinator
- Ali Al Ababneh – Technical Coordinator for New Communities
- Ragheb Fityan – Monitoring and Evaluation Assistant

IYF also selected a finalist candidate for the Senior Technical Advisor position, Ms. Nancy McDonald, Country Director in Jordan of Amideast. Ms. McDonald brings substantial management and technical expertise that will be highly relevant to the successful execution of the YWJ program. An offer was extended to Ms. McDonald in late June, who accepted in early July.

The new organizational structure for the office also began to be implemented, with Linda Tubaishat taking programmatic lead as the Senior Technical Manager and Ms. Natalie Batshon leading the CNGO community management. Given that hiring is still pending of a new communities program manager, an interim management plan was put in place until a new manager can be hired.

IYF is focusing its efforts in the coming quarter on hiring community-level officers for Al Shouneh, Sahab, and Mafraq. The process has been slower than expected due to the lack of qualified staff residing in the communities. However, interviews are currently being conducted, and we have identified one program officer in Shouneh and two finalists for Sahab. We expect to hire on a rolling basis throughout the quarter in order to support IYF’s implementation and capacity building efforts for the CBOs in the new communities.

IYF has also relocated to a new building in Amman, Jordan, to accommodate the growing number of staff in the office. The building, located in Hanw Al-Sweifieh, provides ample space both for staff as well as trainings and workshops. The team has settled in to the new offices, and has also leveraged space for the field staff in the new communities, mostly within offices of local government entities. In addition, IYF has secured approval from USAID to purchase two new vehicles to support the management of activities in all YWJ communities, and has purchased the vehicles.

III. CNGO Communities’ Program Activities

The following section provides an update of program accomplishments for the quarter organized by component for the communities managed by the CNGOs. For each component, a summary table of highlights is provided followed by an explanation of activities undertaken and a note on relevant challenges. This section covers only Components 2, 3, and 4 of the Monitoring and Evaluation Plan (as approved on April 18, 2011). Activities under Component 1 on Policy Coordination and Outreach are discussed in Section V given this is a cross cutting component related to YWJ's current CNGO-managed communities, new communities and other national objectives of the program.

A. Component Two: Life, Employability and Entrepreneurship Skills

Objective: Capacity of CBOs to provide access to sustainable livelihoods for youth strengthened

Life, Employability and Entrepreneurship Skills	
Activities during the quarter	Results
JCEF (East Amman and Irbid)	<ul style="list-style-type: none"> • 561 completed employability training to date • 378 youth employed to date (116 returned to school) • All JCEF field staff for Irbid hired • Beginning of activities for Al Afaq Association in Irbid
JRF (Jordan Valley and Zarqa)	<ul style="list-style-type: none"> • 232 completed employability training to date • 158 youth employed to date (48 returned to school) • YWJ office and IT center launched in Waqqas
JOHUD (Ma'an and Russeifeh)	<ul style="list-style-type: none"> • 139 youth completed employability training to date • 71 youth employed to date (35 returned to school)
Cross-cutting CNGO Activities led by PMU	<ul style="list-style-type: none"> • Planning commenced for CNGO grant extensions and budget reallocations • Roadmap for IYF-CNGO handover of Passport to Success designed • Two PTS TOTs for CBO trainers held

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

As part of its effort to create an enabling environment for underserved youth, JCEF worked collaboratively with seven CBOs this quarter – five in East Amman and two in Irbid, along with over 10 public and private sector leverage partners, to provide training, entrepreneurship, and job placement opportunities. To date, a total of 561 youth from target communities – 538 in East Amman and 23 in Irbid – have completed employability training, and 378 youth have been employed. CBO capacity building continued this quarter, including trainings in finance and leverage, monitoring and evaluation, and civic engagement.

In East Amman this quarter, JCEF continued to make strong progress. The table of select key indicators below illustrates this progress and suggests that JCEF is well positioned to achieve its targets by the end of the grant cycle in December 2011.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	884	1000	88%
No. of youth completed training programs	538	800	67%
No. of youth employed	342	415	82%
No. of youth returned to school	111	40	Achieved
No. of youth received civic engagement training	560	1000	56%
No. of spaces improved/created by youth	7	8	88%

In addition to these targets, 67% of employers who hired YWJ trainees reported that youth satisfactorily met company needs. The five CBOs in East Amman focused on expanding and improving technical trainings by signing agreements with several service providers and employers. Agreements were signed with the Omar Fayez Academy, sewing and cosmetology trainers, the Vocational Training Centre for Hoteliers, as well as with a variety of companies.

In Irbid, JCEF completed hiring its field office and is actively training youth. JCEF worked collaboratively with IYF to resolve ongoing challenges between the local MOSD and the Al-Afaq Association which allowed this CBO to begin activities in June. Two CBOs –the Family and Childhood Protection Society (FCP) and Al-Afaq Association – and JCEF made significant progress. The table of select key indicators below illustrates this progress and suggests that JCEF is well positioned to achieve its targets by the end of the grant cycle despite the late start of activities in Irbid.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	298	500	60%
No. of youth completed training programs	23	400	6%
No. of youth employed	36	250	14%
No. of youth returned to school	5	50	10%
No. of youth received civic engagement training	112	550	20%
No. of spaces improved/created by youth	3	6	50%

JCEF worked with Al-Afaq to build relationships with community-based entities to foster long-term sustainability. Agreements were signed between Al-Afaq and Toledo College to use its halls for trainings, focus groups and other activities in support of YWJ. Agreements were also signed with Al Yarmouk Scouts, Al Fityan Orphanage and another CBO in the Shamali area as strategic alliances to build project sustainability. Al Afaq and FCP also visited several private sector employers and factories with the objective of securing job opportunities for the youth.

Other highlights of progress under Component Two are as follows:

- JCEF provided intensive capacity building to its CBOs in financial reporting and leverage. Various types of leverage were reported that will support the sustainability of YWJ. Leverage included: seedlings provided by the Ministry of Agriculture to plant community gardens, training halls provided by Dar Al-Oloum Cultural Centre in Irbid, problem-solving training for 25 youth provided by Talal Abu-Ghazaleh Cambridge IT Skills Centre, 15 upgraded computers provided by Talal Abu-

Ghazaleh Cambridge IT Skills Centre for the Dora Association to support the local community/YWJ, and LG training and employment provided free of charge to 19 participants by JCEF.

- JCEF assisted its CBOs in signing agreements with companies to employ YWJ graduates. Taken together, the agreements provided nearly 70 employment opportunities for youth in a variety of jobs, including secretaries and assistants at Al Naser Medical Centre, service support for events at Florence Company, cosmetologists at Nani Salon, and catering services.
- JCEF collaborated with the Intel Learn Program to deliver a new entrepreneurship training curriculum. After participating in a week long training provided by Intel in June, 3 JCEF staff became certified master trainers for Intel's Entrepreneurship curriculum and 9 youth completed the training. In Irbid, 30 females completed the entrepreneurship training provided by Beyond Excellence – the company JCEF contracted last quarter to train 150 youth in Irbid and Amman.

JCEF provided targeted capacity building to CBOs to improve and streamline their organizational and programmatic performance, and also focused heavily on program sustainability. A three day capacity building training was held in Irbid for Al Afaq, shadow training in M&E was held in both communities, and weekly field visits were conducted to monitor program implementation to ensure program quality and grant compliance. The CBO's in East Amman held bi-weekly meetings with influential community members, government officials and private sector employees in an effort to actively engage them in YWJ. These meetings are already yielding positive results and JCEF will build on these efforts as they outline the sustainability approach for each CBO next quarter.

Challenges

Despite progress in both communities, JCEF continues to grapple with challenges related to youth recruitment, commitment and quality of trainers, and job placement. These challenges are described below and have also been identified in their CNGO performance evaluation this quarter.

Youth recruitment: After several months of successful implementation in East Amman, the four CBOs working in Al Nuzha found themselves competing for the same group of youth at the beginning of this quarter. In order to overcome this issue, JCEF worked with IYF to expand the geographical area in which these CBOs are operating. While all activities remain in East Amman, this wider area has resolved the competition issue by allowing CBOs to recruit more youth.

Poor trainer quality: The inconsistent capacity of trainers from the various service providers negatively impacts the quality of the training. Additionally, JCEF has found that once trainers complete a TOT they either commit to working with other organizations or find full time jobs. This means that the financial and time investment is often lost since new trainers must be identified and trained to fill these spots. JCEF conducts frequent site visits and on-site capacity building in an effort to increase the overall quality of these trainers.

Employment: Job placement continues to challenge JCEF and its CBOs. Challenges include cultural issues that prevent men and women from working together in the local communities, and low wages and long hours in factories. JCEF is working with local employers to address these issues, but policies and cultural issues continue to hinder the employment of youth. IYF hopes to use these experiences and feedback as an example for the need for its policy coordination efforts. IYF is also exploring how a large scale awareness raising campaign across YWJ communities might be able to effectively address these realities and begin to foster necessary change.

Jordan River Foundation (JRF): Jordan Valley and Zarqa

JRF focused heavily on employing youth this quarter and made progress on this and other targets. JRF's seven CBO partners and 10 leverage partners have worked together closely to enable young people to capitalize on the opportunities available in their communities. To date, a total of 815 youth from target communities – 371 in Jordan Valley and 444 in Zarqa – are enrolled in employability training. Of those trained, 232 have completed employability training (as per the revised definition for this indicator), 158 are employed and 48 have returned to school. JRF officially launched a YWJ office and IT Center in Waqqas, and provided entrepreneurship training to 312 youth.

In the Jordan Valley, JRF made significant progress on several targets. The table of select key indicators below illustrates this progress and suggests that JRF is on track to achieve some of its targets.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	371	450	82%
No. of youth completed training programs	86	360	24%
No. of youth employed	52	135	39%
No. of youth returned to school	10	18	56%
No. of youth received civic engagement training	386	500	77%
No. of spaces improved/created by youth	15	8	Achieved

In addition to these targets, 129 youth participated in a series of entrepreneurship orientation workshops in Mallaha and Waqqas, and 86 of these youth went on to participate in the second phase of the entrepreneurship training "Business for a Day". The third phase of the training "Get Ready to Start" included 13 youth from Mallaha and will continue next quarter. JRF is also working to link these youth to start-up funding by hosting an open day with microfinance institutions and linking youth to DEF funding.

In Waqqas, JRF officially launched the IT center at Waqqas under the patronage of H.E Senator Nader Duheirat, USAID, local community members and IYF. The IT center, which is housed within a local community center, trained 35 youth this quarter. The YWJ office housed within the only CBO in Waqqas was also launched in order to more effectively manage YWJ/JRF interventions in Waqqas. Two youth were employed as a result of the collaboration between the CBO and JRF/YWJ office.

JRF made several efforts to improve youth employment in Jordan Valley this quarter. Orientation sessions with two local employers – ZAD and Maliban Factory for Sewing – were held with the HR Managers from these companies, the Youth Employment Officer from That Al Netakein CBO, and the youth. Two positive outcomes resulted from this session. First, 10 youth are in the process of applying for vacancies, and second, this CBO has become an official employment center for these employers. This kind of relationship, in which a CBO is providing a critical HR service to large companies will foster program sustainability and furthers YWJ's mission of building the capacity of CBOs to help employ youth. The JRF field coordinator in Waqqas also identified 27 job opportunities in a sewing factory outside the industrial city, and linked the YWJ office to the Ministry of Labor's job website so that youth can view a wide variety of vacancies.

In Zarqa, technical training and job placement continued in earnest. The table of select key indicators below illustrates this progress and suggests that JRF is on track to achieve some of its targets.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	444	900	49%
No. of youth completed training programs	146	720	20%
No. of youth employed	106	525	20%
No. of youth returned to school	38	43	88%
No. of youth received civic engagement training	465	700	66%
No. of spaces improved/created by youth	12	7	Achieved

Orientation sessions with several employers are being arranged to link youth and employers and introduce youth to potential jobs. Job opportunities for youth with Nuqul group and Pharmacy 1 were identified, and CBOs worked with youth to complete applications, write CVs and practice interviewing.

JRF-led activities also progressed this quarter. 183 youth received entrepreneurship training in Zarqa, using the same methodology as outlined above. 21 youth participated in a mural training with the goal of replicating the positive experience in Zarqa in other communities. Plans for delivering film training to 40 youth and launch a literacy campaign for 50 youth – ages 15-18 – to encourage them to return to school were also developed.

CBO capacity building in financial management, civic engagement, and M&E was conducted. CBOs also participated in a 10-day training on how to support victims of domestic violence. Finally, JRF worked with two new CBOs that are not directly contracted to work on YWJ – Al-Usrah and Al-Wissam – to raise the awareness of youth and parents on protecting youth from abuse in the Masoum and Hussein neighborhoods. These trainings respond to the unfortunate reality that many YWJ youth are victims of domestic violence or live in an environment where domestic violence prevails.

Challenges

Despite making progress on several targets this quarter, JRF continues to face challenges in key operational and programmatic areas. These challenges are described below and have also been identified in their CNGO performance evaluation this quarter.

Employing youth: This has been an ongoing challenge for JRF and it is unlikely they will meet the employment target. The employer/youth orientations that yielded positive results in Mallaha were not successful in Waqqas. None of the 14 youth who met with ZAD in Waqqas applied for vacancies. Youth cited the culture of shame associated with working in food service as the reason for not applying. JRF is making an effort to replicate its success in Mallaha by signing MOUs with other employers and conducting more orientation sessions with youth and employers

Strategies to overcome this challenge include hosting two job placement workshops for the CBOs – one facilitated by IYF and another by JRF; conducting a large scale community awareness campaign to try and address the root causes of unemployment – such as youth refusing work due to the culture of shame; and continuing to provide orientation sessions for youth/employers.

Recruiting youth: Reaching youth in the target communities and retaining them in the program remains a challenge. However, progress was made this quarter as evidenced by the increase in the enrollment target. 82% of this target has been achieved in JV and 49% in Zarqa. Low retention rates in the program may be contributed in part to the need for more career counseling and case management.

Strategies to overcome this challenge include JRF providing a follow-on training to the one IYF provided at the end of March in this area, and IYF presenting best practices in youth recruitment across the three CNGOs as part of a larger CBO capacity building workshop to be held in September.

Slow planning and response time: Adapting to the difficult realities on the ground – a challenging youth population, ingrained cultural constructs, resistant employers, and limited CBO capacity – has been a challenge for JRF. This has been demonstrated throughout the project in terms of their ability to come up with innovative strategies to overcome these realities. For example, activities in Waqqas only officially began this quarter after JRF launched the YWJ/JRF office. In the area of job placement, JRF acknowledged that meeting targets was going to be difficult several quarters prior, and although they took actions to address this challenge – hire employment officer, work directly with employers to engage them in the project – they did so rather late in the project life.

Strategies to overcome this challenge include JRF’s continued efforts to engage employers through orientation sessions, positioning CBOs to provide recruitment services to local employers, working with the employment officer. IYF will also augment these efforts by conducting a youth employment workshop in October in partnership with the CNGOs.

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

JOHUD continued to implement activities with eight CBOs in their target communities this quarter that are changing the environment for young people in their communities. To date, a total of 479 youth from target communities – 384 in Russeifeh and 95 in Ma’an – are enrolled in employability training. Of those trained, 139 have completed the employability training, 71 are employed and 35 have returned to school. Capacity building of the CBOs was also a major focus this quarter, and initial efforts were made to foster program sustainability.

In Russeifeh, JOHUD made progress toward achieving its targets; however, they are still more than 50% behind on key employability targets. The table of select key indicators below illustrates this situation and suggests that JOHUD will likely be unable to achieve enrolment or employment targets by the end of their current grant cycle in December 2011.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	384	1200	32%
No. of youth completed training programs	129	960	13%
No. of youth employed	65	720	9%
No. of youth returned to school	32	48	67%
No. of youth received civic engagement training	793	800	99%
No. of spaces improved/created by youth	13	6	Achieved

JOHUD is continuously working with its CBOs to outreach to youth and engage them in the program. The focus this quarter had been on recruiting youth to participate in JOHUD’s direct implementation

activities – 1) Open for Business: An Entrepreneurship Training, 2) Media for Development: A Filming Training and 3) finding a Volunteer Coordinator that seeks to place youth in internships. JOHUD has also been actively working with employers to secure jobs for youth in partnership with its CBOs. Recruitment challenges are largely due to the attitudes of the youth and their general unwillingness to commit to the program. The employment challenges stem largely from the fact that employers are hesitant to hire YWJ’s target youth and when they do, many of the youth back out.

In Ma’an, JOHUD worked collaboratively with the CBOs to overcome several ongoing challenges related to youth and the quality of training. Unfortunately, what began as a personal dispute between a prominent personality in Ma’an and the Director of Al Fursan CBO escalated this quarter resulting in formal complaints about YWJ being issued to USAID and MOSD, as well as further implementation delays. JOHUD is collaborating with IYF and MOSD to resolve the issue and repair any damage to the program’s reputation through site visits and multiple meetings. This issue is discussed in detail in the *Challenges* section below.

The table of select key indicators below illustrates the impact of this situation on the program’s progress and suggests that JOHUD will likely be unable to meet targets in Ma’an.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	95	500	19%
No. of youth completed training programs	10	350	3%
No. of youth employed	6	300	2%
No. of youth returned to school	3	20	15%
No. of youth received civic engagement training	120	300	40%
No. of spaces improved/created by youth	2	6	33%

JOHUD conducted several capacity building workshops for CBOs. In April, a workshop on Appreciative Inquiry was given by Denmark Action Aid, and a similar training is planned for the youth. CBOs provided positive feedback about the training, saying that it helped them learn ways to more effectively assess challenges and find solutions. A series of one-day workshops on effective working styles, team building, networking strategies, and social media were held for all CBOs and some youth. The networking training explored ways that CBOs can more effectively network with other CBOs, companies, and factories to link youth to other support services, trainings, and jobs. The social media training was led by Clickology and taught CBOs to promote themselves through Facebook, Twitter, and blogs. In an effort to strengthen the M&E skills of CBOs, several one-on-one trainings were held with select CBOs.

Sustainability surfaced as an important focus area with JOHUD undertaking initial sustainability activities. The activities focused on ways to ensure youth engagement in all aspects of YWJ programming. Activities included conducting an Open for Business TOT for target youth who will lead the program for other YWJ youth in target neighborhoods, engaging youth from the program and the Jordan Youth Commission in capacity building for CBO staff, and ensuring youth are active in providing ideas on how to make YWJ activities more sustainable.

Challenges

Despite some progress in both communities, JOHUD continues to struggle in three areas: 1) implementation in Ma'an, 2) youth retention/employment rates, and 3) M&E. These challenges are described below and have also been identified in their CNGO performance evaluation this quarter.

Delayed implementation in Ma'an: As mentioned earlier in this report, a personal dispute that broke out in Ma'an between a member of the community and the Al Fursan CBO resulted in a negative media campaign against YWJ in Ma'an. The campaign, which led to several youth dropping out of the program, misled the community to believe that the CBO was not training the youth and that YWJ had no positive impact in Ma'an.

JOHUD and IYF responded to the situation by meeting with the community, the youth, the CBO, MOSD and the governorate about the problem. JOHUD ~~also spent~~also spent time with the youth to bring them back to the program and assuage their doubts and misconceptions about YWJ and Al Fursan. Actions with the youth, community and the prominent community member included:

1. Meeting with the youth to address their concerns, correct any misinformation, and visit the Abu Baker neighbourhood with the youth to discuss with community members what YFS they need that YWJ can provide;
2. Engaging community members that have raised concerns as part of the program;
3. Hosting youth at PBYRC/JOHUD in Al Hashemi to learn what the organization does and discuss ways youth can become more involved in their community; and
4. Increasing awareness of and advocating for YWJ by conducting meetings with Ma'an Governorate, Ministry of Tourism, All Jordan Youth Commission, Future Maker Cultural Centre, Ma'an Nursing College, Ministry of Religious Endowments, Ma'an Manufacturing City, Aqaba Railway and Al- Hussein University.

In order to help the project get back on track, the seconded MOSD staff and IYF travelled to Ma'an in July and August, respectively, to investigate the situation and is working with JOHUD to ensure a plan is in place, that JOHUD staff in Ma'an are supporting CBOs in reinitiating activities, and is providing technical inputs to improve the quality of the activities.

Youth retention and employment: Retaining youth in training and employing them has also been a challenge for JOHUD. Youth report that they drop out for various reasons, including unfavorable work environments, work sites being too far from Ma'an, or they are requested to perform tasks outside of their training track, e.g. cleaning, planting, etc. JOHUD is working with the CBOs to talk with youth about their expectations of the training to make sure they are realistic. Discussions with trainers and employers offering on the job training are also ongoing to protect the youth and ensure a healthy, safe and positive training environment and experience. IYF has encouraged JOHUD to provide a follow-up training for its CBOs on career guidance.

Job placement is a continual challenge for JOHUD. It has achieved only 9% of its employment target in Russeifeh and 2% in Ma'an. IYF has offered support in this area, but JOHUD has so far been reluctant to engage IYF for this support in hopes they can resolve these challenges independently. In an effort to overcome this challenge, IYF will provide a job placement workshop for all CBOs that builds on what has worked in Jordan across the YWJ communities in October.

M&E: M&E also continues to be a challenge for JOHUD's CBOs. Although JOHUD recently hired an M&E assistant and is making progress on manual and online data entry and record keeping, their CBOs still struggle to gather data, complete required forms, and write reports. Despite the fact that JOHUD has

worked extensively with its CBOs on all aspect of M&E, they typically end up going to the CBO premises to input and verify the data themselves in order to ensure accuracy and meet deadlines. Continued capacity in this area at the CBO level is required and IYF is committed to supporting this effort throughout field visits and follow-on trainings.

Cross-cutting CNGO Activities Led by PMU

Discussions on Grant Extensions

This quarter IYF initiated discussions with the CNGOs about the possibility of no-cost extensions and new grants. Given that CNGO grants will expire in December 2011, IYF outlined a process that was shared with USAID for evaluating the need for no-cost extensions and the possibility of new grants post December 2011. Based on this evaluation, a final decision on whether or not CNGOs receive new **grants** **will** be made in consultation with USAID in the coming quarter. The process that was shared with USAID and CNGOs is as follows:

No-cost:

- 1) June: IYF informs CNGOs of possibility of no-cost extensions, what they mean (e.g. no new money), and process for amending grants as outlined below.
- 2) July: IYF receives financial projections from CNGOs through end of the project to determine available funds and conduct financial analysis
- 3) July: IYF compares available funds with outstanding targets to determine redesign of activities to amend technical proposal. (e.g. if a CNGO has reached their targets but still has money then we will need to assign new targets attached to a revised design.)
- 4) July: IYF receives 3 page recommendations report from CNGOs about lessons learned across 3 IRs and recommendations about what they would do differently in terms of their interventions within the parameters of the program. This will help inform the revised designs for the no-costs as well as any potential new grants.

Possible new grants timing (depending on CNGO evaluation):

- 1) September: Distribute SOW (in lieu of RFP since this is just a rebid to current partners) for CNGOs to design proposals and budgets
- 2) October: CNGOs submit new proposals/budgets
- 3) November: IYF reviews/approves new proposals/budgets, designs new grants
- 4) New grants are linked to no-cost extensions and made by Jan 1st 2012.

IYF has determined the following criteria for evaluating CNGOs applications for new grants:

- 1) % targets achieved against budget burn rate
- 2) Performance review reports (2 sets)
- 3) Financial reports (help to determine what will actually be required in a new budget)
- 4) Mid-term evaluation results (as conducted by the external team)
- 5) Qualitative information: e.g. what we know has worked/not worked on the ground

According to plan, IYF met with each of the CNGOs in June to discuss the possibility of no-cost extensions, and is currently waiting to receive financial projections and recommendation reports from the CNGOs in order to conduct the financial analysis and compare and make a determination on whether to revise the grants for no cost extensions. It will base its decision on this documentation in addition to the CNGO Performance Reviews conducted in March and the upcoming review in August. IYF expects to submit a recommendation report to USAID at the end of August outlining its recommendations.

Life Skills Training

Given the integral role of life skills training in the design of YWJ's employability activities, YWJ began full-scale implementation of IYF's Passport to Success life skills program (PTS) in the CNGO-managed communities, and started building a cadre of capable trainers able to carry out the PTS program, by training free-lancers, CNGO trainers, as well as CBO trainers. The implementation was based on the adaptation and piloting of PTS in the Jordanian context, and feedback that was received from youth and trainers in the previous quarters.

In order to accomplish this objective, IYF held two Training of Trainers workshops in the past quarter. The first, held in April in Aqaba, brought 22 trainers: 12 free-lancers, and ten from JOHUD and JRF. As a result, 20 trainers were certified (10 freelancers, 10 from the CNGOs) to deliver PTS training. The second training, held in June at the Dead Sea, brought 23 staff from YWJ CBOs who could then become co-trainers, delivering PTS alongside the freelancers and CNGO trainers in their communities while building their skills as life skills trainers.

IYF through its freelance trainers also completed three rounds of PTS training for YWJ in Russeifeh with the coordination and support of JOHUD. Co-trainers from the Prince Talal Housing Association and the Hetteen Women's Camp Association also participated in the trainings. In total, 64 youth were trained in life skills through the program.

Furthermore, a roadmap for the eventual hand-over of PTS to the CNGOs was developed this quarter, outlining the process by which the CNGOs (JOHUD and JRF) would manage the curriculum, training, and mentoring of CBO staff in order to ensure the sustainability of life skills training programs in these communities. In this roadmap, IYF reinforced the principles that each training program should abide by in order to ensure every young person receives a quality intervention, such as the number of lessons, the lesson structure, the training environment, etc. IYF also outlined how trainers would support co-trainers, how mentors should observe trainers, and assess the first rounds of training. IYF is hoping to identify a national partner or set of partners that can house the PTS program in Jordan in 2012 (of which the CNGOs would be some of the partners), who would then receive a Master Training and the PTS package. IYF is still in discussions with the CNGOs regarding the roll-out plan and hope to come to a final decision in the coming quarter. It should be noted that the integration of PTS into the CNGO life skills training activities was voluntary and JCEF was not part of these discussions since it opted not to use PTS in its programs.

B. Component Three: Provision of Youth Friendly Services

Objective: Improved provision of youth-friendly services

Provision of Youth Friendly Services	
Activities during the quarter	Results
IYF to Partners Capacity Building	<ul style="list-style-type: none">Youth-Friendly Services Workshop held

Community-Level YFS activities	<ul style="list-style-type: none"> • 52 youth friendly services created to date, exceeding the program’s target of 50 • JCEF – 5 youth friendly spaces created • JRF – 4 youth friendly spaces/services created • JOHUD – 8 youth friendly spaces/services created
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IYF to Partners Capacity Building

This quarter’s capacity building activities focused on the development of youth friendly services that meet international standards for youth programs, given the increased number of youth friendly services that are being created in each of the communities.

First, a workshop on IYF’s Youth Friendly Services Assessment Toolkit was held in late May with all the CNGOs to review the standards for youth friendly services, and how to use the toolkit. As a result of this workshop, the CNGOs have begun using the toolkit and testing it in their current youth-friendly services. As a next step, the CNGOs are planning to conduct orientation sessions on the toolkit for staff at local youth centers, sports clubs, and knowledge stations. During the upcoming quarter, CBOs will also be trained on the toolkit, and will use it to evaluate their own YWJ activities, and map out other youth friendly services in their communities that need to be assessed. IYF is also planning to develop awareness and educational materials on youth friendly services for local community members that program partners can disseminate.

Community-Level YFS Interventions

The development of youth friendly services accelerated during this quarter with the opening of multiple activities in each of the communities. To date, 52 youth friendly services have been created and/or rehabilitated, exceeding the target for the program. Below is a break-down of the youth friendly services developed during this period:

East Amman:

- 1) Re-opening Al-Qusoor Youth Club and creation of a library in its premises
- 2) The opening of the Abu Bakr Secondary School playground, for use after school for out-of-school youth
- 3) Rehabilitation of Prince Hussein and Khalil Al Rahman Parks

Irbid:

- 1) Renovation of the Al Karmel Park
- 2) Brainstorming among female youth to map areas for improvement through the provision of youth friendly services

Jordan Valley:

- 1) Opening of an IT Center in Waqqas, as well as a YWJ office
- 2) Institution of a football competition in Waqqas with the participation of 94 youth
- 3) Creation of a soccer field and IT center in Mallaha
- 4) Creation of open days for cultural and sports activities in Mallaha
- 5) Continuation of activities started in the previous quarter, such as karate and chess tournaments

Ma’an:

- 1) Creation of a football field is ongoing
- 2) The basic infrastructure and planting for a park for youth with special needs has been completed
- 3) Creation of a fitness center is in progress

Russeifeh:

- 1) Creation of three computer and internet clubs, one at each of three CBOs operating in the community
- 2) Transformation of a local trash dumping area to the “Hope for the Future” Park
- 3) Creation of two libraries, one in each of two CBOs (Working Women’s Association and the Hetteen Camp Women’s Association)
- 4) Creation of a park inside the Working Women’s Association
- 5) Creation of a beauty center

Zarqa:

- 1) Creation of a mural for a local park
- 2) Marathon held with participation of youth from other CNGO-managed communities under the patronage of H.E. the MOSD Minister
- 3) Supplying the Royal Cultural Village with outdoor recreational equipment for the community

As these youth friendly services begin activities for youth, YWJ partners will focus their efforts on ensuring the sustainability and quality of such services, and assessing them against the youth friendly services minimum standards, finding areas for improvement.

C. Component Four: Youth Civic Engagement

Objective: Expanded civic engagement of youth to improve their local environments

Youth Civic Engagement	
Activities during the quarter	Results
Capacity Building for Partners	<ul style="list-style-type: none"> • 3rd orientation on Youth Grants Manual • IYF and CNGOs prepare for issuing of Social Innovation Grants
Volunteerism Activities	<ul style="list-style-type: none"> • 2424 participated in volunteerism activities • Volunteerism activities completed in the following broad categories: <ul style="list-style-type: none"> ○ Renovation and restoration of facilities ○ Helping the marginalized ○ Awareness campaigns ○ Healthy living through sports

Capacity Building for Partners

As part of the capacity building that IYF provides to partners, IYF conducted on the 6th of June the third orientation to the CNGOs on the Youth Grants Manual. During the orientation the CNGOs along with IYF discussed the steps and procedures that are required for the process of providing the YWJ youth with Social Innovation Grants, including announcements, the application process, youth selection, and finally

providing the grants according to the procedures stated in youth grants manual. Post orientation, IYF finalized the Youth Grants Manual and along with the CNGOs started preparing for this process. Announcements for the Social Innovation Grants were issued late in the quarter/early July.

Volunteerism Activities

Young people continued to be engaged in various community services activities in all communities that were coordinated through the CBOs. Several of the youth engagement activities entailed the rehabilitation or creation of the youth friendly services mentioned in the previous section. Youth have continued to take on increasing responsibilities in the planning and implementation of these activities, positioning them as ready to design and lead their own projects through the Social Innovation Grants mentioned above in the coming quarter. The following presents the broad categories under which community service activities were carried out.

Renovation and Restoration of facilities:

In East Amman, as mentioned above, youth participated in painting and creating a library at the Al Qusoor Club through the FDA. They also participated in renovating and painting a playground for one of the schools at Khreibt Al Souq. Furthermore in Irbid, youth volunteered in the maintenance of al Karmel Park and another 19 youth provided maintenance and cleaning of Al Falouja garden. In Russeifeh youth renovated the Awazi School by painting the walls of the school and drawing creative pictures and slogans.

In order to ensure sustainability for the restoration of such facilities as parks and schools, CBOs have begun to engage the community in maintaining these spaces. The Russeifeh Sons CBO, for example, formed a community committee, in which members signed an agreement with the CBOs committing to help water their newly renovated park, clean it and initiate any required work etc. Such activities are repeated by the youth and community members regularly to ensure sustainability and preserve the momentum.

Helping the marginalized

Hikayat Simsim, a program sponsored by the Jordan Pioneers that provides community-level training to young people and children on citizenship, environmental awareness, and hygiene, was launched this quarter in East Amman. This training targeted only female youth given the challenges these young women face in implementing outdoor services in their communities. 16 women attended the training and became certified trainers. In cooperation with Jordan Pioneers, the 19 youth started conducting training session at the CBOs in order to train 80 mothers from the local community. Already, the mothers are giving positive feedback about the training, and the young women are growing in their interpersonal and communication skills by giving this training. Also youth from National Society for the Rehabilitation of Poor Families CBO in East Amman volunteered with orphans from Al Arab orphans institute in early April. In addition, 35 of our East Amman youth participated in the 100 Arab orphan kids forum in April, where youth assisted in organizing the forum and volunteered to be ushers throughout the forum.

In Ma'an, young people in April designed and installed curtains and benches for a local elementary school in order to create an environment more conducive for learning. Furthermore, 9 youth from the South Association for the Disabled spent around a month teaching college students in Ma'an how to speak in sign language.

In Russeifeh, in mid-May, 20 youth distributed cloth to impoverished families in the area of Msheirfeh. Another group of 20 female youth spent 3 days in a cultural center giving children sessions on how to read and write using various novels and educational books leveraged from community members and youth themselves.

Conducting awareness campaigns

34 youth from East Amman attended a Drug Awareness Session on Saturday April 9. The session, which was given by a specialist from the public security department, focused on drugs, smoking and addiction and how young people could protect themselves from the danger of drugs. In return the youth volunteered to provide such sessions to other targeted youth and community members from different ages and backgrounds.

Furthermore, in Jordan Valley, a group of 11 youth from That Al Netakein CBO conducted an awareness session for other local community members –especially youth- about the importance of seeking job opportunities through the accessible tools provided through the YWJ program.

Sports to promote a healthier life

12 youth from That Al Netakein participated in the football game conducted at Mallaha soccer field which they helped renovate in order to promote healthy competition and healthy lives by exerting energy through sports rather than negative behaviors. A similar competition was also held in Ma'an in late April. The Jordan River Foundation sponsored Marathon in late May also promoted this message among youth from all the current YWJ communities, under the slogan, "Yes to exercise, no to drugs."

The biggest civic engagement initiative that was launched this quarter, on April 21 2011, is Yala Shabab. JCEF collaboratively with the Greater Amman Municipality worked to identify spaces in each of the Nuzha and Khreibet Souq communities that need to be rehabilitated and used that space to create a two day camp in the wild. Once young people are identified and trained in this camp, JCEF program graduates will be requested to complete a volunteerism program in their local community. The youth will do volunteering activities within the camp and begin planning for social innovation grants. Overall 800 youth will be attending the camp, and 10 social innovation projects will be granted.

Other Youth Engagement Related Activities

As youth have grown in their drive and ability to serve in their communities, their solidarity with the program and with each other has grown as well, leading to a desire for youth to learn from each other across individual CBO initiatives and communities. To meet this need, youth from all the CBOs in Russeifeh came up with an initiative called the Bus tour. This initiative consisted of taking a bus and touring around each CBO to view the initiatives that are taking place there. Some of the initiatives that were shared led to the replication of certain successful activities. For example the recycling initiatives shared in Working Women's association was planned to be duplicated at the Sons of Russeifeh CBO. Furthermore, through the YWJ [facebook](#) page, youth have started uploading photographs and announcements for their volunteer activities that are broadcast to youth from other communities, who have begun to offer support and encouragement through this space, and get ideas from each other for further activities.

Finally, as the volunteer activities continue to grow and the CNGOs ready themselves for the social innovation grants, YWJ has been in discussions with MOSD and MOPIC to encourage youth volunteerism at a national level. A concept paper was submitted to both government ministries outlining how this can be accomplished, and YWJ is currently awaiting a response from the ministries.

IV. New Communities' Program Activities

The following section provides a summary of the major milestones and highlights related to the programmatic planning for the expansion of YWJ to new communities. A summary of the operational preparations that IYF undertook for this work stream in quarter is in Section II of this Report.

YWJ New Communities	
Activities during the quarter	Results
IYF Sub-granting	<ul style="list-style-type: none"> • IYF-CBO Grants Manual approved by USAID • CBO Call for Interest issued and shortlisted • CBOs identified for all three communities • Core Training completed for 7 CBOs • Project design and due diligence completed for first 3 shortlisted CBOs • CBO grant awards approved for Al Tawoun, Al Jawasreh Charity Association, Shams Al Amal Charity Association
Activity Design Process	<ul style="list-style-type: none"> • PTS life skills TOT Workshop conducted for "I Can" PTS freelance life skills trainers • Draft implementation plan for psycho-social support services developed • First draft of advanced civic engagement/youth projects curriculum developed • Baseline assessment for new CBOs conducted • Capacity building approach for new CBOs developed • Three open days conducted for youth and parents in Al Shouneh and Sahab
Cross-cutting Technology Inputs	<ul style="list-style-type: none"> • Soukstel contract for SMS youth engagement services approved by USAID • Business and systems requirements developed for the development of an online youth case management tracking system

IYF Sub-granting

With the identification of YWJ's three new communities in March and the USAID approval of the IYF-CBO grants manual in early April, IYF began the process of selecting partner CBOs and working with these partners to design community level interventions. CBO Call for Interests were announced in Al Shouneh, Sahab, and Mafraq, followed by one day orientation workshops for CBOs and local community leaders to explain YWJ's mission and program model, as well as to outline the process for applying for a grant award. Two Call for Interest announcements were made in Sahab and Mafraq due to the low turnout of qualified interested CBOs after the first solicitation round.

Upon receiving CBO applications, the IYF team conducted interviews to assess the capacity and commitment of CBO staff to the YWJ mission and to IYF’s capacity building approach in particular. In all, six CBOs were shortlisted for the design phase and due diligence – three in Al Shouneh, one in Sahab, and two in Mafraq. Baseline M&E assessments were carried out for the shortlisted candidates as the first phase of YWJ’s capacity building model. The breakdown of CBO grant applicants by community is summarized in the table below:

Community	# of CBOs attending orientation meetings	# of CBO applications received	# of CBOs shortlisted
Al Shouneh	6	5	3 (Al Jawasreh Charity Association, Tawoun Charity Association, and Al Rawdah Charity Association)
Sahab	5	2	2 (Shams Al Amal Charity Association, and Kashafiat al Shouabkah Association)
Mafraq	9	7	2 (Queen Zein Al Sharaf Charity Association and Al Marah Al Arabiah Association)

To kick off the proposal design phase for the shortlisted CBOs, IYF conducted core training on YWJ’s intervention model, followed by approximately 4 weeks of working closely with the CBOs, community leaders, targeted youth, parents, training providers and potential employers to design specific interventions to support an enabling environment for improved youth services and to address the unique needs and opportunities for youth in each community.

Notwithstanding the very low capacity of the CBOs, overall, the process of designing program interventions went well in large part due to the co-design and shadowing approach that IYF took, actively accompanying the CBOs to key strategic meetings with the local municipality, MOSD field directorates, Ministry of Labor and other key community stakeholders. IYF also helped the CBOs secure meetings with key businesses and employers in the area to map out potential economic and job placement opportunities for the youth. In addition, three community open days to build awareness about the program were held in Sahab and Al Shouneh and focus groups with youth and parents were also conducted to engage them in the design process.

During this process, it was decided that Kashafiat Al Shouabkah CBO in Sahab would not have sufficient capacity operationally and programmatically to receive a grant outright. However, IYF will continue to look for ways to engage the CBO in YWJ’s activities. As the quarter ended, CBO proposals for Shams Al Amal, Al Jawasreh and Tawoun were finalized and approved by the USAID-MOSD-IYF evaluation review panel, while the IYF team worked closely with the remaining short-listed CBOs in coaching them to finalize their proposals.¹ The proposal for Queen Zein Al Sharaf CBO was approved by the CBO evaluation panel in early July and will be discussed in next quarter’s report.

¹ As of the writing of this report, IYF was having further discussions with Shams Al Amal about their grant agreement, and will make a decision on whether to continue the relationship with the CBO in the coming quarter.

The following is a brief summary of some of the key interventions and partnerships that will be undertaken by these CBOs:

Al Shouneh –

- The transformation of the CBOs into a career center/hub that offers life skills and career guidance, psychosocial and literacy support services and youth mentorship
- Demand driven training opportunities with internship component with Maliban Sewing Factory and the Crowne Plaza Group (Sheraton, Holiday Inn, Crowne Plaza and Intercontinental Dead Sea Hotels).
- Income generating opportunities including the cultivation of beehives, soap production, handicrafts, and fruit and vegetables grading and packing center that will both train and employ youth and provide a source of revenue stream for the CBO to sustain activities.
- The creation of several new youth friendly spaces including the rehabilitation of a sports facilities, the building of a soccer field, the establishment of two new youth centers, the upgrading and expansion of two IT labs, and a arts and crafts center.

Sahab –

- Demand driven training opportunities with internship component inside the King Hussein Industrial Center including Zalloum food processing factory, Riyadh Detergent Industries Factory, Metal Industries Factory
- Partnership with Siyaha Vocational Training Center for training geared towards school dropouts ages 16-18 who are unable to return to the formal school system.
- The provision of a number of youth friendly spaces and services including the establishment of a Creativity and Learning Center within the premises of the Amman Cultural Center and upgrading of factories in the King Hussein Qualifying Industrial Zone into youth friendly environments.

Activity Design Process

Alongside the CBO proposal design process, YWJ's technical teams in Baltimore and Jordan continued to scope out technical design elements for specific implementation activities. A psycho-social consultant was engaged to support IYF in the development of a set of activities focused on supporting the psychological needs of YWJ's at risk youth, including providing group counseling sessions for the youth to address such topics such as drugs and alcohol, risky behaviors, depression, and boredom. Initial activities and approaches will be tested in the coming quarter with the first cohort of youth participants.

To ensure sufficient capacity to carry out the "I CAN" life skills and volunteerism training, IYF conducted a third round of PTS life skills training of trainers workshop for 23 participants from May 31 – June 3. The workshop included 8 free lance trainers which will be assigned to conduct the life skills training in the new communities, and to work with the CBOs to identify community level trainers that can be trained to deliver the PTS program as part of YWJ's model of building sustainable life skills training programs within the CBOs.

The IYF team also oriented the potential finalist CBOs on the elements of civic engagement and their role in facilitating this component with youth during the "I CAN" phase. In addition, during the open days conducted with the youth and their parents in each of the communities, youth and parents proposed 3 major community-serving activities that could tackle some of the problems highlighted

through the previous focus groups. These community serving activities will be implemented by the youth during the ICAN phase, set to begin in early July.

Finally, in planning for the next phase of engagement after the “I CAN” phase, a draft of the Advanced Civic Education curriculum was developed. This curriculum focuses on preparing youth to take their volunteer activities to the next level, and plan, budget, and implement independent projects. A final version of the curriculum is expected to be completed in the upcoming quarter.

Cross-cutting Technology Inputs

During the quarter, IYF received USAID approval for a contract to Souktel to support community awareness campaigns and outreach to youth through the use of text messaging via mobile phones. IYF is very excited to test this approach as a way to support the case management and youth mentoring process through daily motivational messages to the youth’s mobile phones and the communication of training schedules and upcoming activities. Development work is expected to begin July and will take approximately 8-12 weeks before the system is fully functional. Souktel’s services will also be piloted in the CNGO communities.

In addition to integrating the use of mobile telephony to strengthen program activities, IYF also engaged a consultant to scope out the business and systems requirements for the development of an online youth case management tracking system to help the CBOs systematize the process of managing the career path and training activities of youth participants as they go through the different phases on YWJ’s youth intervention model. An RFP to identify a technology provider to develop the system will be issued in the coming quarter with the aim of piloting the system in the first quarter of 2012.

V. Policy Coordination

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

Policy Coordination and Outreach	
Activities during the quarter	Results
Youth Policy Issues	<ul style="list-style-type: none"> • Stakeholder kick-off policy coordination workshop conducted • First policy taskforce meeting on Education and Training held • First policy taskforce meeting on Youth Friendly services held
MOSD/Government Partnerships	<ul style="list-style-type: none"> • Modification of Cooperative Agreement to increase budget for MOSD capacity building activities approved by USAID • Meetings conducted with NET, Ministry of Labor, Ministry of Education, and Greater Amman Municipality to support YWJ’s

	<ul style="list-style-type: none"> expansion to new communities • MOU with National Employment and Training Corporation in development • MOU with Hijazi Railway Station in development
Communications and Outreach	<ul style="list-style-type: none"> • Participation in Jordan Youth Forum and TEDxDeadSea Event • Spring Newsletter distributed • E-News Flashes distributed • Facebook page launched
Monitoring and Evaluation	<ul style="list-style-type: none"> • Modified M&E Plan approved by USAID • Training given to CNGO and CBO M&E Officers on M&E Plan modifications • Data Verification and M&E Maintenance companies hired • Ongoing site and audit visits to partners completed
Leverage	<ul style="list-style-type: none"> • Starbucks and Souktel leverage agreements signed • Proposal submitted to Caterpillar for \$750,000 grant for youth training and employability program

Youth Policy Issues

Efforts to push YWJ's youth policy agenda forward got underway in earnest this quarter beginning with a national policy coordination workshop under the patronage of H.E. the Minister of Social Development held in May. More than 70 participants from the CNGOs, CBOs, and MOSD, MOE, and other government and civil society actors were in attendance, in addition to IYF staff.

The objective of the workshop was to mobilize support and buy-in for YWJ's youth policy activities and to collectively brainstorm and come up with a preliminary list of youth issues to be tackled by YWJ under the four pillars of employability, education and training, youth friendly services and volunteerism. To help inform the discussion, a survey was distributed prior to the workshop to help focus session discussion points. While useful, the survey findings were not as relevant as hoped because feedback focused more on youth problems rather than identifying and suggesting concrete issues and policy measures to tackle.

Two major outcomes of the meeting included the formation of policy taskforce committees for each of the four pillars, as well as the development of an initial list of youth issues and policy areas for the taskforces to prioritize and then develop advocacy plans for reform. While the outcomes of the workshop represented a good first step to pushing the policy agenda forward, the number of senior level participants at the meeting was lower than desired, underscoring the need to more actively engage and recruit senior members of Jordan's national policy landscape to help champion YWJ's policy efforts. In addition, in leading the sessions, IYF's policy coordination consultants noted that the task force members themselves had limited knowledge on concepts of policy reform and advocacy techniques, reflecting the need to invest more time in building their capacity to lead advocacy campaigns and think creatively in this arena.

Following the workshop, the first taskforce meetings were conducted for Youth Friendly Services and Education and Training. The meetings continued to detail the main chain challenges experienced by out of school youth in these two pillars and began brainstorming possible solutions with the aim of refining and narrowing the initial policy issues to prioritize. While the taskforces identified a number of challenges to tackle, several issues were identified as priorities including:

Education and Training -

- The need to amend current education laws to allow school drop outs older than 16 to either be able to return to the formal education system to complete their high school or to provide more opportunities for these youth obtain equivalency degrees outside in a non formal education setting.
- Introduce policies to facilitate a career-driven approach to youth selecting their field of studies after the 10th grade
- Prepare a strategy to coordinate education and training between education providers and the private sector so that youth are trained in skills demanded by the private sector

Youth Friendly Services -

- The need to improve the quality and availability of youth friendly services within centers, schools and institutes and the role that education institutions, ministries and municipalities can play to lead and sustain these efforts

Further detail on these and other youth issues identified can be found in the Taskforce Meeting Report attached in the annex of this report. The final issues that the respective task forces will focus on will be determined in their second meetings to be held in the coming quarter. The taskforce meetings for the Employability and Volunteerism pillars were held in early July and the outcome of these meetings will be discussed in the next quarterly report.

MOSD and Government Partnerships

This quarter USAID approved a modification to IYF's Cooperative Agreement to provide enhanced capacity building support for the Ministry of Social Development. The modification will enable IYF to provide enhanced capacity building support to assist the MOSD to better support best practice youth policies and programs as the primary regulator for Jordan's civil society organizations. As a part of these capacity building efforts, it was agreed that IYF would also support the MOSD to undertake a strategic planning process with clear roles, responsibilities and action plans to better define the Ministry's role in relation to youth at risk. However, given the state of flux of the Ministry's leadership which has experienced two new Ministers in the last four months, IYF has decided to take a more cautious approach and begin with a series of discrete capacity building activities that directly support MOSD's youth interventions as a service provider. In addition, through YWJ's discussions with MOSD's Secretary General, it was recommended that an approach be decided on after MOSD has a better understanding of the support that will be provided to the Ministry through a recent World Bank initiative, so that YWJ's capacity building approach can complement these efforts. These activities will be fleshed out in the coming quarter in consultation with USAID and MOSD.

Although YWJ has not yet begun implementing a full capacity building approach for MOSD, it continues to engage Ministry members in concrete and meaningful ways. The CNGOs and CBOs have continued to

meet with MOSD YWJ focal points, and IYF is encouraging the CNGOs to follow up with and strengthen the relationship of program partners with MOSD for the sake of the program's sustainability. MOSD has also appointed two new focal points for two of the new communities to support YWJ programming as it begins.

MOSD seconded staff have also played integral roles in the launch and CBO selection process for the new communities. Mr. Waleed Mohesn participated as the MOSD representative in the CBO Evaluation Panel, and has participated in all YWJ key events and IYF monitoring visits. Furthermore, Ms. Eman al Rosan has become a PTS co-trainer and has been heavily involved in YWJ's life skills activities, and is becoming increasingly engaged in the program's psycho-social work stream, joining the consultant in all key visits to the field and activities.

In addition, IYF is also in discussions with the MOSD about the possibility of YWJ providing technical resources in the areas of employability and youth friendly services for orphan centers which are under MOSD's jurisdiction. YWJ would train and support orphan center staff as they help youth who graduate from the system (male orphans leave the centers at 18, females at 21) find jobs and transition into adulthood successfully. IYF will articulate these ideas in a concept paper to share with MOSD in the next quarter.

As for the Technical Working Group, given the recent state of flux in the government ministries, the group did not convene this quarter. However, IYF has met with each of the members individually and discussed ways they could be engaged in the program. In addition, IYF has been in discussions with the MOSD Secretary General on re-evaluating the members of the TWG (since some no longer work at their respective ministries given the recent cabinet reshuffling), and possibly inviting new individuals to join the group. IYF hopes to articulate a plan for the introduction of these members and for upcoming meetings in the next quarter.

IYF also continued its partnership this quarter with the Development and Employment Fund, coordinating between the Fund and the CNGOs to spread awareness to target youth about the opportunities afforded through the Fund, and the process and criteria for applying for a loan.

IYF continued to engage other governmental entities in support of YWJ's activities in the new communities, including the National Employment and Training Corporation (NET) of the Armed Forces, the Ministry of Education, the Ministry of Labor and the Greater Amman Municipality. Specifically, NET has agreed to provide training and job placement services for YWJ's youth in the new communities. They are also interested in integrating IYF's PTS life skills program into their training activities nationwide – opening an avenue for more disadvantaged young people participating in NET's technical trainings to benefit from the PTS life skills program. To begin this partnership, IYF conducted a short training of trainers course for 27 of NET's trainers on best practice training approaches, in order to prepare them for a PTS Training of Trainers course in late September. In addition, the Talal Abu Ghazaleh group has already donated 45 computers to the NET in order to attract more youth from our target communities to their centers and provide a more youth-friendly environment for the trainees. A formal MOU for these activities is expected to be signed in the coming quarter.

IYF has also been in discussions with the Hijazi Railway Station, an Islamic Waqf and public foundation to use its space as a youth-friendly hub in Mafrq for YWJ programming, in which a youth center would be created as well as stalls for young entrepreneurs' businesses. An MOU finalizing the partnership is currently in progress.

IYF also engaged the Ministry of Education to support the delivery of literacy and remedial education programs and is hopeful that the MOE will assign literacy teachers to work in YWJ's neighborhoods to support the literacy needs of youth participants. In addition, the MOE would play a role in sustaining YWJ's community level youth work through the training of MOE community workers as youth career and civic education mentors. The Ministry of Labor also took an active role in the new communities design process by helping YWJ to identify potential employers who could provide on the job training and employment opportunities. IYF has been partnering with the MOL in additional ways, including participating in a task force that would outline training guidelines and opportunities for underprivileged youth to work in local gas stations throughout the Kingdom. MOL has also provided training and access to several CBOs to use its employment database. IYF also forged a partnership with the Greater Amman Municipality who will provide leveraged office space for IYF's Sahab activities and will be involved in several youth friendly services activities with the CBOs in Sahab.

Finally, IYF has been discussing with the Vocational Training Corporation (VTC) the possibility of transforming three VTC centers to be youth friendly centers. A draft understanding is currently being developed, in which IYF would pilot the youth-friendly approach in three VTC centers, upgrading the facilities to be more youth-friendly, and also training staff to provide life skills to their trainees. To support this initiative, IYF has also been discussing with the Siyaha program a mutual effort to upgrade training services and quality in VTC centers for hospitality and artisanship in three of YWJ's communities. IYF will continue to coordinate with the VTC and USAID on this initiative.

Communications and Outreach

IYF continued to increase its communications activities this quarter and expand its reach both at the community level and national level.

At the national level, IYF participated in two high-profile events this quarter on behalf of Youth:Work Jordan. First, as a follow up to Ms. Rana Al Turk's round-table meeting with His Majesty King Abdullah II, IYF participated in the Jordan National Youth Forum, a forum called for by His Majesty which brought together youth from around the country to discuss and propose reforms for the Kingdom. IYF Life Skills Specialist Ms. Mays Al Shakanbeh co-emceed the two-day event, and Ms. Al Turk facilitated a break-out session on poverty and living standards. As a result of the conference, Ms. Al Shakanbeh made several television appearances in which she spoke about the needs and potential of youth, and how programs like YWJ are addressing those needs. Youth from the YWJ program were also able to participate in this national event, contributing to the reforms that were proposed at the conference.

Youth from YWJ's communities also attended the TEDxDeadSea conference, which brought together young leaders from the region to discuss the potential of youth. YWJ was also featured as one of the supporters of the event.

For written communications, IYF published its YWJ Spring Newsletter which highlighted YWJ's participation in His Majesty's Round-table on youth, as well as other important events of the [Springspring](#). The Summer Newsletter is expected to be published in late July. In order to provide stakeholders more timely information on events and highlights of the program, IYF also began sending out E-News Flashes approximately every two weeks. Topics covered through the news flashes have included the launch of the YWJ Arabic website, the kick-off Policy Coordination workshop, the National Youth Forum, and stories from youth in Russeifeh.

Finally, as mentioned previously, IYF has also launched an YWJ [facebookFacebook](#) page, which already has had significant interactions and is increasing in viewership daily (Over 500 “likes” at the time of publication). The [facebookFacebook](#) page has given an opportunity for target youth to interact directly with each other from different communities, showcase their work (several youth and/or CBO staff have independently uploaded photos and videos from their volunteerism and youth friendly service activities), and encourage each other. IYF hopes that the [facebookFacebook](#) page and website will eventually become a hub for resources for youth in Jordan on employment and service opportunities, and become an encouraging space to showcase the voice of underserved youth.

Over the coming quarter, IYF will focus on increasing the visibility of the YWJ program, and is currently in the process of developing a short film highlighting the effect of YWJ on the lives of youth. IYF has also identified a finalist candidate for the Senior Communications Manager who will lead the strategic communications efforts of the program.

Challenges

While the launch of the YWJ [facebookFacebook](#), bimonthly e-news flashes and other communications products have been exciting developments for YWJ’s outreach activities, the planning of YWJ public events with the CNGOs and CBOs has not gone as smoothly as hoped and reflect a need for continued improvement of coordination and processes between the PMU, CNGOs and CBOs in the area of communications and outreach. In several cases, USAID was informed too late about CBOs events and/or ceremonies under Ministry patronage. This is notwithstanding a workshop conducted by the PMU for the CNGOs outlining specific protocols and guidelines for holding events with Ministry patronage and ensuring all three key program stakeholders – USAID, IYF and MOSD receive sufficient notice of these events. In addition, more effort is needed to ensure that success stories are channeled to the PMU, as well as USAID. To address these challenges, the PMU has put in place several new processes for receiving communications updates from the CNGOs and their implementing partners which we believe will help both address the need to ensure the protocols for events are respected, as well as to ensure success stories can be disseminated to key stakeholders and the broader YWJ audience more efficiently.

Monitoring and Evaluation

Following up on IYF’s ongoing collaborations with the CNGOs and CBOs to fully employ YWJ’s M&E system during this quarter, further training workshops were conducted for both CNGO and CBO M&E Officers to discuss the new performance indicators resulting from the modified M&E plan that was approved by USAID in early April. Progress and challenges in implementing and administering forms and inputting data into the M&E online system were tackled, fortified by ongoing field audit and assessment visits. Training and technical assistance focused on ensuring that all the forms that were being administered properly were entered into the online data system, and that verification of the hard copy record keeping system was being done consistently.

Major milestones in the current quarter include:

- 1) New Performance Indicators of modified M&E Plan – the updated plan and new performance indicators was presented to CNGO officers on May 15th, and protocols for data collection relevant to new indicators were discussed. In parallel, the necessary amendments were made to the online system as new questions were added to feed into the new indicators.

- 2) YWJ Focus Groups: In order for the program to conduct a qualitative assessment of ongoing activities and to see to what extent the program is achieving its anticipated results, the program is planning on conducting a series of focus group discussions. The M&E Team is in the process of hiring an external consultant that should be on board by end of July to facilitate and report on the focus group discussion with the following groups:
 1. Youth participants in employability and civic engagement/volunteering programs
 2. Youth participating in youth-friendly services
 3. CNGO personnel
 4. CBO personnel
 5. Employers of YWJ graduates
 6. Community members
 7. Parents of YWJ participants
- 3) Approval of M&E Data Verification Company - through the systematic procurement process and a full review of received proposals from external firms for YWJ M&E verification audit services, IYF selected Kafa'a International Institute for Development/Training as an external body to effectively implement frequent data verification through various external audit means. IYF is expected to sign with Kafa'a and start operating within the next quarter.
- 4) Regular M&E Field Visits - regular workshops and field visits were conducted for all CBOs to provide them with ongoing capacity building to ensure that standard procedures are followed in administering the YWJ's M&E forms and in enforcing standard procedures for data entry, especially as Exit and Post Participation M&E tracking forms have been used intensively for youth that have been employed, returned to the educational system or have finished their training packages. Moreover, Ms. Muna Samawi, IYF M&E Officer, conducted no less than 10 regular visits per month covering the 6 areas within the management of the 3 CNGOs. CNGOs have almost all their forms entered into the online system and regular field visits have enabled the YWJ M&E team to compare and contrast the online system data with the manual record files on ground.
- 5) Rhapsodic Solutions hired as a Monitoring and Evaluation E-System Maintenance Company – the company took over the Online System at the end of June and is expected to resolve arising issues, fix bugs, and add needed enhancements to the system as operations proceed.
- 6) CBO Baseline Data and CBO Quarterly Capacity Assessment - Baseline data has been collected for newly signed CBOs using the CBO Baseline Form. As mentioned previously, this data serves as the basis for the design of the capacity building plans for the CBOs and the CNGOs evaluation tool. As a follow up to the previous CBO baseline results to assess YWJ CBO's performance, the YWJ M&E team conducted visits during this quarter to the CBOs in the 6 communities and re-conducted the baseline assessment to evaluate to what extent has the CBOs capacity improved, and results fed into the CBOs Capacity Building Indicator.

We are also happy to report that Mr. Ragheb Fityan will be joining the program as of July as the program's M&E Assistant. Mr. Fityan will provide support to the M&E team in all aspects of program implementation related to keeping a proper manual filing of youth participants, resolving arising issues with these files while conducting data entry for all needed information of IYF's new communities into the online system.

Challenges

As the YWJ program progresses with the implementation of its interventions, training activities and program completers have increased immensely this quarter, whether youth were employed, returned to school or finished with their training packages in accordance to their case management plan. However, CNGOs and CBOs have yet to be able to fully systematize the process of tracking the youth post their YWJ participation, as various field visits to CBOs proved that the tracking of youth upon filing an Exit form still requires vigorous attention and further follow up by CBO youth mentor/ M&E officer. In regards to CBOs that will be completing the grant soon, M&E officers of CBO have stalled the tracking of youth as it was misconceived as a low priority task, where Exit forms have been placed as a priority instead.

In addition, while JCEF and JRF are currently almost up to date with the data entry, JOHUD still has experienced challenges in the consolidation of their manual record keeping files at both the CNGO and CBO levels resulting in a delay to the entry of their complete M&E data into the online system. With a new M&E assistant on board, however, JOHUD has been showing steady improvements in the data archiving and online data entry.

Finally, until this point, the program has not included a requirement within the contractual agreements with service providers for mastery tests of trainings, which has resulted in an inability to track to what extent our participants meet the 60% assessment criterion. In addition, the complexity of calculating mastery of one youth for multiple trainings has caused confusion and a delay in reporting on this specific indicator. To address this challenge, the M&E Team will formulate a task force that will be in charge of classifying trainings that will require a mastery test (technical, English, etc.) as opposed to those that will not require tests (Life Skills) and ensure that all new contracts will include a clause for Mastery Tests, and start collecting exams to verify passing and not passing and then report accordingly.

Leverage

During the quarter, there was a total of \$2,246,628 in new leverage committed by IYF and its partners, and another 1,003, 551 in projected new leverage, bringing the total committed and projected leverage to \$5,131,159. While this represents only 33% of YWJ's overall leverage goal of \$15 million, the PMU is stepping up its outreach efforts and there are good prospects for partnership opportunities especially as community implementation activities mature and YWJ's results on the ground can be seen more visibly. A full evaluation of YWJ's ability to meet its overall program target goal will be made at the end of the calendar year.

Capacity Building

As part of the YWJ Capacity building for program partners, the IYF staff provided an orientation to the potential CBOs in Shouneh, Sahab and Mafraq on the concept of leverage, how to capture it, leverage tools available, and brainstormed with the CBOs potential leverage opportunities in their communities. 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. From the visits, IYF learned that the main potential leveraging partners and opportunities in the communities

of Shouneh, Sahab and Mafrq will be coming from the municipalities, the CBOs themselves, private sector and members of the community.

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:

Committed

- **Starbucks:** IYF has signed the MOU with Starbucks discussed in the previous quarter, with a leveraged amount of \$930,000. We are in the process of finalizing recruitment for an Amman-based Program Manager, detailed actions plans, communication plans and other necessary steps to be taken next quarter.
- **Souktel:** IYF has signed an MOU with Souktel which will offer an audio message job match system to YWJ's beneficiaries, valued at \$200,000. Next quarter we will initiate the rolling out of the leveraged service, in addition to the SMS services that will be provided through their contracted services.
- **Movenpick:** YWJ is planning for targeted youth to participate in culinary trainings (valued at over \$50,000) taking place in Movenpick Aqaba Resort starting next quarter (July 17th). The first quarter will host youth from East Amman, while the second one will host youth from Zarqa.
- **MOL Database:** As part of the MOU signed with the MOL in the previous quarter, and the agreement to best serve our target youth, the MOL has agreed to provide our partners, the CNGOs and CBOs as well as the PMU staff with training on how to enter and use the MOL database of the national employment system. The MOL has already provided the training to the CBOs in [Russeifeh](#) and they have received access to the Database. As for the other communities, they will be trained in the next quarter and will as well receive access.

Potential Partnerships

- **Caterpillar:** Jordan is one of 13 proposed recipient countries for a multi-country proposal that IYF has submitted to Caterpillar, an international construction and mining equipment manufacturer. The proposed leverage of \$750,000 would support youth employability training near the qualifying industrial zones for our target youth in Amman, Irbid, and Zarqa.
- **British Council TOT:** The British Council will be providing one group of the youth of the top performers in the English sessions in the current communities and one group of the teachers, from either CBOs of Ministry of Education employees, one full day of training each. This TOT will encourage the continued practice and training in English language skills for youth and the community after the program's end.
- **Eco-Dome Youth Centers:** We have concentrated this quarter on developing strong concept notes that would serve our youth and the community they are residing in. The IYF staff has developed an Eco Dome youth center concept note that is being shared with potential leveraging partners especially from the private sector, such as the Arab Bank, Toyota, the Intercontinental and Pharmacy One to support in the construction of these centers that can serve as local youth hubs in the new communities. The space for these centers has been leveraged through local government entities, and the MOUs are currently in development. In the next quarter, IYF will be meeting with various partners to follow up on potential collaboration.

- **National Volunteerism:** As mentioned in the youth engagement section of this report, a national volunteerism concept note is currently being presented to various potential partners. The Ministry of Planning and International Cooperation showed potential interest in partnering and providing support with such an initiative. Also the Ministry of Social Development will potentially be a major partner in implementing such a national initiative to serve the youth of Jordan as a whole.

Leverage

Conclusion

This quarter saw the acceleration of program activities in the CNGO-managed communities as the program gained momentum and CBOs grew in their capacity to recruit and engage youth in both the employability and civic engagement components of the program, as well as facilitate their transition into livelihood opportunities. YWJ also expanded through the selection of CBOs in the new communities and the launch of program activities. Throughout the upcoming quarter, IYF will focus on planning for upcoming grant activities for the CNGO communities, and training up the CBOs in the new communities as the coaching period of the capacity building approach begins through the “I CAN” phase of training. IYF will also work to secure more government partnerships both in order to leverage resources for the program and to garner support for its policy coordination activities which are expected to increase in the upcoming quarter.