

YOUTH:WORK

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YOUTH:WORK JORDAN

Annual Report

January 1, 2011 – September 30, 2011

Quarterly Report

July 1, 2011 – September 30, 2011



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This report is comprised of two main components. The first, the Annual Report, outlines Youth:Work Jordan's (YWJ) main achievements and deliverables against the objectives and core activities outlined in the 2011 Year Three Work Plan for the period January 1, 2011 to September, 30, 2011¹. The second component, the quarterly report, focuses on activities and program progress from July to September of 2011.

Annual Report

Youth:Work Jordan made strong strides in Year 3 as the program's three Coordination NGOs (CNGOs) entered their second and final year of managing community based interventions in East Amman, Irbid, Jordan Valley, Zarqa, Russeifeh and Ma'an, and as the program expanded to three new communities under the management of IYF. In the CNGO managed communities, YWJ focused on improving the quality of interventions supporting youth, scaling implementation activities, and empowering community level actors to sustain the projects catalyzed by YWJ's community based partners. YWJ also expanded to three new communities - Shouneh, Mafraq and Sahab. The management of this expansion by IYF has allowed YWJ to capitalize on the lessons learned from the CNGO experience, as well as IYF's global experience in youth programming. The direct management of the new communities by IYF has also allowed CNGOs to fully concentrate their management efforts on successfully completing activities being implemented under their CNGO Community Action plans.

By the end of Year 3, the CNGOs and their 22 CBO partners made significant progress in program implementation, reaching 3083 youth beneficiaries, training 491 youth workers and forging 69 strategic partnerships and community alliances. These activities resulted in a substantial increase in outreach activities, communications and public events to highlight YWJ's achievements. The start up of implementation in YWJ's expanded communities also got underway with the award of 5 CBO grants to lead the implementation of YWJ's interventions and the initial recruitment and training of 382 youth in life skills and volunteerism. Also of significance was the midterm evaluation of YWJ carried out by World Education, Inc. for USAID. Valuable lessons learned and recommendations came out of the study that have helped inform programmatic and M&E adjustments to YWJ's model and guide IYF's overall strategy and focus areas for the remaining two and a half years of the program.

Notwithstanding these achievements and the tremendous efforts of YWJ's partners, as noted in the mid-term evaluation, YWJ had challenges in meeting targets in a few key program areas, particularly in the areas of employability training and job placement. As the year came to a close, this midterm evaluation, along with the experience of the CNGOs and IYF's direct implementation activities provided an opportunity for USAID and IYF to reflect collectively both on YWJ's achievements and challenges to date and to strategize how best to position the YWJ program for maximum success after the CNGO grants end in December. Based on significant consultation with USAID, a decision was made not to renew the CNGO grants in 2012, and instead shift YWJ's program approach and management structure so that IYF is directly supporting CBOs in all communities. We believe that this CBO centered approach, coupled with more streamlined management structures as related to the overall program, will position YWJ well to more effectively ensure the quality of youth activities in the field and help make up shortfalls in targets to date.

¹ At the request of USAID, IYF changed the dates for its work plans from the calendar year (January – December) to the USAID fiscal year.

A summary of major achievements and lessons learned for YWJ's three main work streams is highlighted below. This is followed by a table of major objectives and milestones set forth for 2011 in the YWJ Year 3 Work Plan, and YWJ's progress towards achieving these milestones by September 30, 2011.

Continued CAP Management

At the end of Year 2, we reported that CBO capacity building activities and the training and job placement of youth got underway with the award of 19 CBO sub-grant awards in five out of the six target communities. In Year 3, the CNGOs and their CBOs made significant progress towards catching up on implementation activities, scaling these activities and improving the quality of interventions. These efforts resulted in strong capacity building and program outcomes in the areas of youth volunteerism and youth friendly services. Progress in YWJ's employability capacity building and youth interventions was more tempered, with four out of six communities falling short of expected targets for job placement and internships. In East Amman however, CBO's exceeded their job placement targets by 15% as a result of JCEF's capacity building efforts and technical support. Similarly, to date 73% of targeted youth in the Jordan Valley have been placed in jobs, and there is a strong likelihood that JRF will meet close to 100% of their employment outcomes in Jordan Valley. More broadly, in support of overall objectives of the program to create an enabling environment for youth in these highly disadvantaged areas, YWJ activities in the six communities also appear well positioned to be managed and sustained by an alliance of community based partners from civil society and the private and public sector. Major CNGO achievements and progress towards the main objectives and expected outcomes outlined in YWJ's Year 3 work plan include:

Institutional Capacity Building Activities:

- Case Management of Youth: CNGOs made good progress in building the capacity of the CBOs to improve their youth case management systems to track and coach youth prior to the job placement phase, ensuring that each youth had a career development plan and integrating the YWJ Career Guidance toolkit and other case management tools into the youth training activities. To date, 71% of youth have participated in career guidance activities. However in the communities of Irbid, Zarqa, Russeifeh and Ma'an, these achievements were adversely affected by poor internship and job placement rates for the youth. While there are several underlying factors for the low job placement rate, one reason was the insufficient follow up and mentoring of youth after they completed their training packages to place the youth in jobs, as well as follow up with youth in the post employment phase to ensure that the youth placed in jobs stayed in their jobs. More innovative approaches to parent and employer engagement, as well as more focused job placement strategies were also required to ensure realistic expectations by both parents and youth about the types of entry level jobs for which the youth were qualified.
- Literacy and psycho-social support services: At the end of Year 2 we reported that initial recruitment of youth for training interventions showed that there was a need to invest more in literacy and psychological counseling for many of YWJ's at-risk youth. In Year 3, the CNGOs worked with their CBO partners to integrate more literacy support and psycho-social interventions in their activities to address the challenge of illiteracy amongst YWJ's target group and to better address the psychological needs of YWJ's at-risk youth.

- **Civic Engagement:** The CNGOs demonstrated considerable progress in building the capacity of CBOs to engage youth in effective volunteer and civic engagement activities. At the close of Year 3, 2999 youth participated in youth civic engagement activities, representing 78% of YWJ's overall target. These strong outcomes reflect both an understanding by the CBOs of the importance of engaging youth in community-based activities. At the same time, continued focus will be needed on ensuring CBOs manage youth volunteerism as complementary to youth employment training, rather than as standalone interventions. In addition, as CNGOs focused heavily on capacity building related to employability activities, this left insufficient time for technical assistance to the CBOs in the award of youth grants for community improvement projects.
- **Community Alliances:** CNGOs and their community partners made considerable efforts to cultivate active partnership and local alliances in Year 3. In all, 69 strategic alliances were established to foster an enabling environment for new/improved youth friendly services and to sustain specific interventions. CBOs partnered with civil society organizations, private sector companies, and government entities to leverage valuable assets, such as training venues, facilitators, and training materials in support of YWJ objectives. CBOs Alliance partners also met regularly to share program outcomes, strategize ways to strengthen interventions for the youth, and sustain program activities through community level support. These alliances will undoubtedly play a central role in the long-term sustainability of YWJ activities within the target communities.

Program Interventions for Youth:

- **Employability Skills Training:** This year was marked by the significant ramp up of employability training activities by the CNGOs. To date, a total of 3083 youth have benefitted from employability training in all communities. Of these 3083 youth, over 2900 have received life skills training, 1023 youth have received technical training, and 508 youth have received training in entrepreneurship. In addition, to date 1484 youth have received either business English and/or IT training to reinforce life skills and technical trainings and maximize job placement outcomes.² Employability outcomes in East Amman have been particularly strong, where JCEF has already exceeded or is close to its expected targets in several key employability performance indicators, including number of youth enrolled in employability trainings (115%), number of youth completing employability trainings (87%), the number of youth placed in jobs (117%), and number of youth returning to school (385%). Likewise, we expect close to 100% of key employability targets to be achieved in the Jordan Valley and in Irbid by the close of JRF and JCEF's grants respectively. In Zarqa, we estimate that 700 youth will receive employability training by the end of December, representing 78% of the expected target number.

Notwithstanding these achievements, job and internship placement rates were significantly lower in Russeifeh, Ma'an and Zarqa, making it unlikely that JOHUD and JRF will meet their overall targets in this area by the end of their grants. There are several reasons for this. First, the overall delay in the start up of employability interventions has meant that many youth remain in the training process and need additional time to be placed in jobs and tracked for six months thereafter. Secondly, CNGOs struggled with the fact that youth often drop-out of jobs within the first month or do not accept open positions due to low pay, unfavorable working conditions, or

² As per the online M&E system

other cultural restrictions. Finally, as mentioned above, the CNGOs/CBOs have not built adequate case management systems capable of tracking youth throughout the first six months of employment and mentoring systems to intervene, respond and overcome challenges faced by youth as they transition from training into the work environment.

- **Youth Friendly Services:** Excellent progress was made in Year 3 in the expansion of youth friendly services in YWJ communities. To date, 3144 benefitted from 60 new or expanded youth friendly services that were implemented, exceeding YWJ's overall target of 41. These services included renovating parks, rehabilitating libraries, opening IT centers and establishing fitness facilities. Youth feel true ownership of these facilities and, as a result, use them for productive, positive activities, as do members of the community. Many of these services will continue to be maintained, managed and sustained by the strong community based alliances present throughout YWJ communities after the CNGO grants come to an end, especially in JCEF and JRF communities.

YWJ Expansion to New Communities

In consultation with USAID, YWJ expanded to three new communities in 2011 under the management of IYF. The first 3-5 months were focused on building IYF's operational and programmatic capacity to prepare for YWJ's expansion, as well as considerable design planning to lay the foundation for the community level interventions. Main start-up activities included the recruitment of new staff to manage implementation activities, the identification of new communities in consultation with YWJ's core stakeholders, the finalization of the new implementation model to support both the youth and the CBOs, the selection of partner CBOs, and the co-design with the CBOs of specific community Interventions. In the last three months of the year, 5 CBO grants were awarded paving the way for the initial recruitment of 382 youth and delivery of life skills training in all three communities which is discussed in more detail in the July-September quarterly update provided in the second part of this annual report. As Year 3 came to a close, IYF and its CBO partners appeared well positioned to deliver on its planned community and youth interventions in a timely manner. Major achievements and progress towards the main objectives and expected outcomes for YWJ's expansion include:

- **New Communities Identification:** In consultation with USAID and YWJ's Technical Working Group, three new communities were selected (Sahab, Southern Shouneh, and Mafraq) for IYF managed interventions based on an assessment of the poverty pockets of Jordan to identify new geographical areas to expand the YWJ program.
- **CBO Grant Awards:** 5 CBO grants were awarded in Sahab (1), Mafraq (1) and Shouneh (3). A sixth CBO grant was awarded in Sahab but subsequently terminated before activities commenced due to challenges with the CBO management.
- **Design of Program Interventions:** Technical approaches related to CBO and youth implementation models were developed to lay the foundation for CBO capacity building and community interventions, especially in the areas of life skills and civic engagement, career guidance, psycho-social support services and youth friendly services. A major accomplishment in this regard was the design of YWJ's "I CAN" intervention, a 5-week integrated life skills and volunteerism training program which all youth must take before going on to further technical or employability training or are placed in jobs or internships. In addition, IYF developed a youth leadership and project management training program designed for those youth that will receive

youth grants to implement community improvement projects. During the CBO proposal design phase, IYF worked closely with its CBO partners to integrate these models into their proposed interventions, building on community partnerships and the existing assets, resources and infrastructure of the CBOs.

- Parents, youth and businesses: Initial youth recruitment and training efforts got off to a good start with targeted community awareness and outreach activities for parents, youth and community leaders resulting in 382 youth enrolled in life skills and volunteerism trainings across the three communities. All youth receive individual interviews as part of the participant selection process and are asked to sign a commitment pledge to ensure the commitment of youth through the training and job placement interventions. While youth recruitment and training activities have only just begun, one area that requires more efforts is the engagement of businesses in community outreach and recruitment activities to help get both parent and youth buy-in early on for the placement of youth in fulltime jobs after the training phase, especially for girls. This will be a major focus of IYF's attention in Year 4's recruitment outreach activities.
- Improved Services for Youth: Initial start-up activities to support the CBOs as community "Youth Hubs" got underway with the planning of youth support services and activities managed by the CBOs during the CBO proposal design phase and in the first two months of implementation. During this time, IYF integrated its capacity building approach through shadowing for the CBOs in all aspects of program design and community activities. Thus far, shadowing activities have gone very well and CBO's are making progress in improving their operations and management in this regard. However CBO capacity started at a very low level, and capacities are continue to be less than optimal in many aspects of operational and programmatic implementation. IYF will accordingly continue to put strong emphasis on this area in Year 4. Further information on youth friendly services in the new communities can be found below in the quarterly report section of this document.

Policy Coordination and Outreach/Component One³:

YWJ made good strides towards expanding YWJ's policy work, and in particular, in identifying youth policy issues as they relate to YWJ's mission based on a wide range of consultancies. The process of pushing the youth policy agenda at the government and national levels was not started but is expected to be the main focus of Year 4. USAID also approved an amendment to IYF's cooperative agreement to increase YWJ's budget to provide more dedicated capacity building support for the MOSD, however activities were put on hold due to the change of leadership and state of flux at the central ministry level resulting from the political turmoil and unrest following the start of the Arab Awakening early in the year. There were a number of accomplishments in the areas of communications, monitoring and evaluation, and leverage which are described in more detail below. Major achievements and challenges towards Component One objectives and expected outcomes outlined in YWJ's Year 3 work plan are as follows:

- Youth Policy Issues: Policy work in support of YWJ's mission got underway in earnest in 2011 with the completion of a Youth Policy stakeholders identification map, a stakeholders workshop to kick off the policy work and a series of stakeholder meetings conducted in June and July to

³ Program objectives and activities under YWJ's Component Four are now referred to Component One objectives as outlined in YWJ's updated M&E Plan approved by USAID in April 2011.

prioritize the policies for action. A major outcome of the kick off policy workshop was the formation of taskforces comprised of public and civil sector actors that were tasked with narrowing down policy priorities for each of YWJ's core areas of focus – employability, non formal education, civic education, and youth friendly services. Through their efforts, 4-5 policy priorities were identified under each focus area. Of these youth issues, several were highlighted as particularly important for YWJ's mission, including the need to address the challenge of literacy amongst YWJ's target group, the need to develop a policy and/or programs for out of school youth ages 16-18 year old who are prohibited by law to work full-time, and identifying barriers for youth taking and staying in jobs.

Notwithstanding this initial progress, the approach of using policy taskforce committees to narrow down these policy priorities and push the national policy agenda forward has faced some challenges, particularly given poor attendance by some committee members at planning meetings and less understanding of committee members of policy advocacy strategies and best practice approaches to policy reform. Moreover, a more dedicated focus on ensuring stronger linkages between priority areas selected and YWJ's M&E data is important to ensure that the final issue areas selected for action are closely aligned to YWJ's mission and program goals.

To address these challenges, IYF has now developed a revised policy framework and strategy with clearer linkages between YWJ's policy work and M&E outcomes. This includes the development of final, selection criteria for policy areas of emphasis that will be closely aligned YWJ's mission and program goals. In addition, IYF will place more emphasis on engaging individual government champions and a more selective group of senior level policy actors to ensure stronger commitment and outcomes in YWJ's policy reform efforts. A draft implementation plan has been developed and will be discussed in next quarter's progress report.

- MOSD Capacity Building: In May, USAID approved an amendment to IYF's cooperative agreement to increase YWJ's budget to provide more dedicated capacity building support for the MOSD through the engagement of an external service provider. A draft approach, scope of work, and timeline was developed and discussed with the Ministry's Secretary General to begin solicitation for this service provider. However, since the approach was discussed, two Ministers have left the MOSD post, leaving a leadership void to endorse and support the planning of capacity building activities. In addition, IYF learned that the World Bank was conducting a separate institutional capacity building assessment for MOSD and is planning a series of initiatives in response to this assessment. At the request of MOSD, IYF capacity building activities have been put on hold until the World Bank capacity building assessment is finalized to identify potential areas for complementarity with IYF's youth focused capacity building activities and to avoid any duplication of efforts. As such, in consultation with USAID, IYF has put on hold the solicitation of a service provider until contact has been made with the new Minister (appointed during the drafting of this report) and MOSD provides the green light to begin capacity building activities.
- Communications: As community implementation activities scaled, communications and outreach activities to share program achievements also increased significantly in Year 3. Major

highlights include the launch of the YWJ Arabic language website, facebook and twitter, the YWJ E-new flashes, Roya TV's television series profiling YWJ youth, and a range of other media events and high profile visits to community projects that drew attention to the program and YWJ's mission. One lesson learned from USAID's midterm evaluation of the YWJ program is that more efforts were required to improve communication and flow of information to YWJ's partners to both share program results and reflect on lessons learned especially through M&E data. The revised management structure of IYF/PMU overseeing the work of community based partners without a middle layer of Coordination NGOs is expected to improve communications bottlenecks that YWJ experienced this year with its partners. In addition, as part of YWJ's new strategy, IYF is currently developing a strategy and implementation plan to ensure better implementation and utilization of YWJ' M&E data to tell system evidence-based communications stories, not just case by case success stories.

- Monitoring and Evaluation: Year 3 focused on the full scale implementation and systemization of the YWJ's M&E system by YWJ's program partners. IYF and its CNGO partners provided continuous technical assistance and monitoring of CNGO-CBO activities to ensure the systematization and integrity of the data collection process and active use of YWJ's M&E data, resulting in full use of the system by two out of three CNGO partners. As implementation activities scaled and data entry got underway in all areas of the online system, YWJ partners also identified a number of software development bugs which were subsequently corrected with the help of an external IT service provider. By the end of Year 3, online system was running smoothly and M&E data from JCEF and JRF communities were largely up to date. IYF has faced an ongoing challenge with JOHUD to input their M&E data into the system. This has resulted in the under utilization of the M&E system to identify program wide trends in and lessons learned in target outcomes. As of the writing of this report, JOHUD has committed to inputting all data from its manual M&E records into the system by November. One area for continued focus that was highlighted in the midterm evaluation report is the need for more systematized reporting mechanisms that help communicate the program's achievements to YWJ partners and share important lessons and practices about YWJ's program model. As mentioned above, IYF is currently putting in a process to improve the sharing of M&E information to YWJ's stakeholders which will take effect in Year 4. Furthermore, YWJ's new strategy of IYF working directly to build the capacity of CBOs will allow IYF to effectively train the CBOs in data analysis to learn how to evaluate project performance and make improvements based on M&E results.
- Leverage: Total leverage secured for YWJ in Year 3 was \$4,289,701 bringing IYF's total leverage for the program to \$4,886,959. This represents approximately 47% of program expenditures to date, which is close to the overall target percentage for the program of 50%. This represents a significant increase from leverage recorded in 2010 and is due in large part to the significant capacity building that was undertaken throughout the year of YWJ partners to improve their systems and processes to report CBO leverage contributions. It is also due to increased strategic alliances at both the community and national levels to support YWJ's program activities. A major highlight in this regard was the award of \$930,000 by Starbucks to support the creation of a youth leadership institute and youth social entrepreneurs award program.

Table of Results

I. CNGO CAP Management

Planned Activity and Objective from 2011 Work plan	Status	Comments
Ensuring Quality Delivery		
Program Leadership & Institutional support: <i>Staff members, management and board members regularly share decisions regarding program directions and management through biweekly CNGO meetings and monthly All Partners meeting</i>	Achieved	<ul style="list-style-type: none"> • Bi-weekly meetings with the CNGOs conducted on a regular basis which offered opportunities for CNGO staff to learn about the project as a whole and best practices from each of the communities • Management meetings with CNGO leadership and USAID held on a monthly basis
Human Resources: <i>Effective project staffing w/ expertise in youth issues & employability programming</i>	Achieved	<ul style="list-style-type: none"> • All CNGO staff vacancies closed and training and orientation for new staff completed • All CNGO staff members on board by year's end and fully dedicated to program implementation
Planning: <i>CNGO Implementation and capacity building plans reviewed regularly in relation to the YWJ goals & objectives</i>	Achieved	<ul style="list-style-type: none"> • CNGO check-in meetings conducted on a monthly basis to review planned vs. implemented activities, offering technical assistance as needed

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Reporting: <i>Monthly and quarterly reports that capture achievements and success stories with accurate up to date M&E data</i></p>	Achieved	<ul style="list-style-type: none"> • Reports to MOSD and USAID submitted on a monthly basis • CBOs provided monthly program updates to CNGOs • Calendar of events created on a monthly basis starting mid-year and shared with key stakeholders along with relevant success stories (per quarter) • CNGOs submitted program reports on quarterly basis which were reviewed in relation to M&E data; IYF provided technical assistance in reporting as needed
<p>Financial Management: <i>Budgets are integral part of project management w/ actual activities in line with funding; Reports are understandable, timely and accurate</i></p>	Achieved	<ul style="list-style-type: none"> • CNGO financial reports reviewed for accuracy in consultation with CNGO Grants/Finance Officer on a monthly basis • Significant improvements in documenting and reporting leverage from JCEF and JRF • 2010 VAT, Inventory, and Audit Reports submitted by JCEF, JRF, and JOHUD • Mid-year review of CNGO burn rates and financial analysis completed
Component One: Life, Employability and Entrepreneurship Skills for the 21st Century		
<p>CBO Subgranting: <i>24 CBO grants implemented</i></p>	Substantially achieved	<ul style="list-style-type: none"> • 22 grants implemented. Only two CBOs were found in Irbid to be of sufficient capacity to implement YWJ grants. Furthermore delays in getting the projects approved by the local MOSD field directorate resulted the decision to focus on the CBOs that had already been selected given the limited timeframe of the CBO grants. JRF also struggled to find a capable CBO in the Waqqas neighborhood of the Jordan Valley, and thus decided to establish a YWJ

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Youth Recruitment and Outreach: <i>Effective Process for recruiting and screening youth</i></p>	Partially achieved	<p>office as part of a local CBO.</p> <ul style="list-style-type: none"> • CNGOs did monitor the recruitment process of CBOs to ensure selection criteria were met, and most CBOs were able to effectively screen and engage parents in the engagement of youth in the program. CNGO monitoring was verified by various site visits and M&E audits conducted by IYF to ensure that CBOs are recruiting youth within IYF's target group, providing technical assistance as needed. However, due to the delays in the capacity building of the CBOs, YWJ will likely not reach its overall target for youth enrolled in the program. As of September 30, almost 67% of youth targeted for the YWJ program had been recruited.
<p>Employability Preparation Model: <i>CBOs with effective case management systems & tools in place and youth being mentored all along job placement continuum, including post employment follow up</i></p> <p><i>Strong support systems for youth, including psycho-social and literacy support</i></p>	<p>Achieved</p> <p>Partially Achieved</p>	<ul style="list-style-type: none"> • Case management process and tools for CBOs finalized and shared with program partners • YWJ Career Guidance toolkit integrated into CBO case management activities through technical assistance • Technical support to CBOs in tracking and mentoring youth provided • IYF technical and M&E team conducted audits of CBO case management tools on a monthly basis • CNGOs provided various models of psycho-social and literacy support, depending on the needs of youth in their communities and previous experiences of their respective CBOs. However, these processes were not systematized in all communities, nor did all youth receive such interventions.

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Life Skills: <i>Quality life skills training programs managed and delivered by CBOs</i></p>	Achieved	<ul style="list-style-type: none"> • Passport to Success (PTS) pilot training in Zarqa and Russeifeh completed with positive feedback from youth and trainers • Formal life skills training delivered in all communities for youth employability beneficiaries, with the engagement of CBO trainers
<p>Basic Employability Skills Training: <i>Coordinated IT and Business English trainings being integrated with life skills and technical trainings</i></p>	Achieved	<ul style="list-style-type: none"> • IT and Business English skills training commenced in all YWJ communities • IYF monitored CNGOs and provided technical assistance to ensure service provider trainings are rolled out in harmony with other technical trainings to meet the needs of youth
<p>Technical Training: <i>Demand driven training interventions with viable economic opportunities reflected in CBO activities</i></p>	Partially Achieved	<ul style="list-style-type: none"> • CNGOs facilitated various technical trainings based on employment demands in the local communities • Service providers coordinated with CBOs to deliver trainings, but verification by CBOs of training quality not systematized • 70% of JCEF graduates demonstrated competency in technical skills based on employer surveys and skill assessments.
<p>Entrepreneurship Training: <i>CBOs with effective entrepreneurship models and training programs for youth</i></p>	Achieved	<ul style="list-style-type: none"> • Entrepreneurship training providers secured through each of the CNGOs, and entrepreneurship trainings commenced in all communities • Youth exposed to financing opportunities through service providers and the Development Employment Fund (DEF)

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Job Placement: <i>CBOs with effective job placement services and youth placed in jobs</i></p>	Partially Achieved	<ul style="list-style-type: none"> • CNGOs built the capacity of CBOs to effectively network, engage and sign agreements with the private sector to employ youth • CBOs demonstrate competency in this area through signed MOUs, providing HR recruitment services to local employers, and placing youth. • IYF linked CBOs with the Ministry of Labor field directorates and secured their access to its employment database so that CBOs could access additional hiring resources, and better place youth in jobs • CNGOs provided direct contacts with the private sector, channeling opportunities found through their own networks to CBOs for their follow up • These activities have resulted in strong job placement outcomes in East Amman and Jordan Valley; good outcomes in Irbid; significantly lower outcomes in Russeifeh, Ma'an, and Zarqa
<p>Community Alliances and Sustainability: <i>6 Community alliances developed and convened regularly to enhance program interventions and support long term sustainability of program interventions</i></p>	Achieved	<ul style="list-style-type: none"> • 6 Community alliances developed and a total of 69 formal strategic alliances (nationally, regionally, locally) supporting comprehensive youth development programming. • Community stakeholder meetings convened in all communities on a regular basis • CNGOs submitted sustainability approaches for communities • Increased capacity of CBOs to leverage local resources and outreach community stakeholders to sustain interventions

Planned Activity and Objective from 2011 Work plan	Status	Comments
<i>50 youth groups awarded youth grants</i>	Incomplete	<p>activities after the termination of the Challenger Team's contract.</p> <ul style="list-style-type: none"> • Due to the restructuring of the youth engagement strategy and in having the CNGOs in collaboration with the CBOs take charge of the application process for youth grants instead of the Challenger Team, youth grant awards were not announced until late in the 3rd quarter of 2011. At the time of writing, projects have been evaluated for JCEF communities, and JRF communities are receiving youth grant applications (JOHUD declined to participate in this activity). Grants are expected to be issued and administered by the year's end. Approximately 15 grants are expected to be administered by year's end.
<p>CBO led civic engagement activities <i>24 CBOs and approximately 1000 youth engaged in community volunteer projects proposed by the CBOs</i></p>	Achieved	<ul style="list-style-type: none"> • CBOs and, when contracted, the Challenger Team, together have reached 2,999 youth , who have been engaged in community volunteer projects supported by the CBOs
<p>Capacity Building for YWJ partners <i>At least 44 CBOs and CNGOs and 76 youth workers working with the CNGOs, CBOs, and community partners trained in volunteerism concepts to build capacity of YWJ partners to better serve targeted youth and to ensure sustainability of YWJ civic engagement approach</i></p>	Achieved	<ul style="list-style-type: none"> • 103 entities and 491 youth workers have been trained in volunteerism concepts, effective practices for youth engagement, and youth grant administration

II. YWJ EXPANSION TO NEW COMMUNITIES

Planned Activity and Objective from 2011 Work plan	Status	Comments
Preparing for YWJ's Expansion		
<p>Human Resources: <i>All staff hired and successfully integrated into project management for 3 new YWJ targeted communities</i></p>	<p>Substantially Achieved</p>	<ul style="list-style-type: none"> • As of September 2011, all staff related to the new communities work hired or paperwork for finalists candidates being processed, except the position of Community Officer in Mafraq and position of Administrative Assistant (to be hired in November). <p>In all, 15 positions have been filled including: Senior Technical Advisor, Program Manager, Technical Coordinator, M&E Coordinator, Finance and Administration Coordinator, 2 Grants and Contracts Coordinators, Youth Development Capacity Building Specialist, Community Officer and Field Coordinator for Sahab and Shouneh, Field Coordinator for Mafraq, 2 Drivers.</p>
<p>Operations/USAID Approvals: <i>Modification of IYF Cooperative Agreement finalized</i></p> <p><i>Vehicles successfully purchased under USAID rules and regulations; smooth transition to expanded office</i></p>	<p>Achieved</p> <p>Achieved</p>	<ul style="list-style-type: none"> • Modification of IYF Cooperative Agreement approved in May 2012 to: <ul style="list-style-type: none"> ○ Increase total budget by \$3,352,223.00 ○ Increase obligated amount by \$8,000,000 ○ Revise key personnel positions ○ Expand program description • 2 project vehicles purchased for use in YWJ - expanded communities.

Planned Activity and Objective from 2011 Work plan	Status	Comments
		monthly calendar of events, etc.
<p>Cross-cutting Technology Inputs: <i>Effective outreach mechanisms and case management of youth through innovative technology solutions such as SMS and online youth tracking systems</i></p>	Partially Achieved	<ul style="list-style-type: none"> • Souktel was awarded to serve as YWJ’s youth engagement technology service provider and development work underway. • Based on the experience to date of CBO recruitment and case management activities, we have decided not to develop an online youth tracking system and have instead opted in favor of other case management approaches.
Component One: Life, Employability and Entrepreneurship Skills for the 21st Century		
<p>IYF Sub-granting: <i>6 CBO grants awarded in new YWJ communities</i></p>	Substantially Achieved	<ul style="list-style-type: none"> • IYF-CBO grants manual approved by USAID • Competitive Call for Interest announced and 5 CBO grants awarded in new communities: In the new communities of Mafraq and Sahab only 1 CBO respectively was found to be of sufficient capacity to implement YWJ grants, while 3 CBOs in Shouneh received IYF grants.

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Youth Recruitment and Outreach: <i>Efficient and comprehensive process for recruiting and screening youth</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Implementation process, tools and forms for youth recruitment and assessment during recruitment phase finalized and activated. • Protocols for community announcements, community campaigns, building community alliances, and engaging parents, businesses and local leaders finalized. • At least 4 community outreach events for youth and parents per community conducted. • First community alliance meeting and workshop for community partners and businesses conducted in each community to be held monthly going forward. • Regular meetings with the public sector and governorate officials were conducted as part alliance-building component of the program. • While SMS campaign not yet launched to engage youth, service provider identified and development work underway.

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Employability Preparation Model: <i>Comprehensive career guidance activities and systems in place with clear process for implementation by CBO Job Placement Officers</i></p>	Partially Achieved	<ul style="list-style-type: none"> • CBO shadowing approach underway for the 3 planned career sessions during youth intervention roadmap including an initial one on one interview with youth conducted at the time of youth registration/screening phase, a small group counseling session after the completion of the I-CAN phase before the youth moves on to technical training, advanced civic engagement, or employment, and a final career guidance session which occurs after the technical training phase or during the job search. • Development of a new career guidance module on CV writing that will be integrated into YWJ's PTS I-CAN training phase underway and to be completed by end of October.
<p><i>Quality life skills trainings programs managed and delivered by CBOs</i></p>	Partially Achieved	<ul style="list-style-type: none"> • CBO trainer mentoring and follow up support plan for CBOs developed. • Passport to Success TOT for 8 CBO trainers conducted in September; CBO trainers to commence training as "co-trainers" alongside lead trainers with October PTS I-CAN training session.
<p><i>Literacy & psycho-social support services being delivered to youth in need</i></p>	Partially Achieved	<ul style="list-style-type: none"> • Pilot activities for psycho-social approach underway. • Literacy activities to be commenced with 3rd round of I-CAN training phase in mid November.

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Basic Employability Skills Training (IT & Business English): <i>Coordinated trainings being integrated with life skills and technical trainings</i></p>	<p>Substantially Achieved</p>	<ul style="list-style-type: none"> IT and business English service providers have been identified and contracts were finalized in October after the end of Year 3. This does not constitute a problematic delay however, because the first full I-CAN life skills training session was not completed until early October and youth I-CAN graduates still need to received career guidance to match select youth to technical training offerings and IT and Business English trainings according to their career development plan. IT and business English training will begin in early November.
<p>Technical Training: <i>Demand driven training interventions with viable economic opportunities reflected in CBO activities</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> CBO market assessments and community mapping of job opportunities completed as part of proposal design phase. Technical trainings and service providers identified and menu of technical training options for youth developed. First technical trainings to commence in November after the completion of youth career guidance sessions to match youth I-CAN graduates to technical training offerings.
<p>Entrepreneurship Training: <i>Youth trained in entrepreneurship</i></p>	<p>Incomplete</p>	<ul style="list-style-type: none"> Entrepreneurship service provider RFP issued in August and three vendors shortlisted. Contract to be awarded and training commenced in first quarter of Year 4.

Planned Activity and Objective from 2011 Work plan	Status	Comments
<p>Job Placement: <i>Effective job recruitment, matching and placement services for youth (i.e. organization of job fairs, uploading CVs to employment databases, sharing CVs with potential employers and supporting youth in finding jobs)</i></p>	Partially Achieved	<ul style="list-style-type: none"> • Linkages with 14 potential employers in the three communities identified and the engagement of employers and outreach activities commenced and are ongoing. Job matching services will commence in earnest with the graduation of the first full group of youth to complete the I-CAN life skills phase in early October.
<p>Post Placement Follow up: <i>Strong process for post placement support to youth and parents including SMS outreach, youth focus group reflections</i></p>	Partially achieved	<ul style="list-style-type: none"> • Post placement approach has been defined. Execution of this process expected to start in Year 4 once first round of youth have completed trainings.
<p>Community Alliances and Sustainability: <i>Community leaders and stakeholders engaged and taking part of CBO activity design process</i></p> <p><i>3 Community alliances developed and convened to regularly enhance program interventions</i></p>	<p>Achieved</p> <p>Achieved</p>	<ul style="list-style-type: none"> • Initial meetings with municipalities, MOSD directorates and community leaders conducted in Shouneh, Mafraq and Sahab as part of CBO design process. • Monthly meetings with community leaders, private and public sector being conducted. All participants understand their roles and responsibilities in helping to achieve the project's objectives according to the respective mandates of each community alliance member.

Planned Activity and Objective from 2011 Work plan	Status	Comments
Component Three: Infrastructure and Environmental Improvements (IR 3):		
<p>Youth Volunteerism and social entrepreneurship <i>Implementation model for youth volunteerism developed and successfully integrated with life skills to empower youth</i></p> <p><i>Approach for social entrepreneurship youth projects developed and being implemented for select youth taking second tier civic engagement activities</i></p>	<p>Achieved</p> <p>Achieved</p>	<ul style="list-style-type: none"> • Integrated life skills and volunteerism approach developed and volunteerism activities under “I-CAN” phase commenced. • Youth projects training curriculum and model developed to train youth on project management and leadership skills to carry out their community projects. Youth projects grant application process commenced in all three communities with actual youth projects to commence in first quarter Year 4.

<p><i>the area of government capacity building to lead the implementation of capacity building activities for MOSD</i></p>		<p>agreement with USAID in May to fund the activities of an external service provider to lead the capacity building activities for MOSD, and a draft approach, scope of work, and timeline was developed and shared with the Minister to begin solicitation for this service provider. However, since the approach was shared, two Ministers have left the MOSD post, leaving a leadership void to endorse and support the planning of capacity building activities. In addition, IYF learned that the World Bank was conducting a separate institutional capacity building assessment for MOSD and is planning a series of initiatives in response to this assessment. At the request of MOSD, IYF capacity building activities have been put on hold until the World Bank capacity building assessment is finalized to identify potential areas for complementarity with IYF's youth focused capacity building activities and to avoid any duplication of efforts. As such, in consultation with USAID, IYF has put on hold the solicitation of a service provider until contact has been made with the new Minister (appointed during the drafting of this report) and MOSD provides the green light to begin capacity building activities.</p>
<p>Management Structures and Information Sharing: <i>YWJ Advisory structures actively guiding program and policy coordination activities</i></p>	<p>Partially Achieved</p>	<p>At least one Technical Working Group (TWG) meeting was held in the first quarter of the year to help identify and select communities for YWJ's expansion. Thereafter, given the changes this year in the Jordanian Cabinet and ensuing state of flux affecting the full participation of ministry members of the TWG, IYF found it more productive to meet individually with TWG members of to inform them of program updates and get feedback.</p>

<p><i>Powerful messaging and successful stories leading to successful outcomes for program intervention and opportunities for sustainability</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Senior Communications Manager and Communications Specialist hired • YWJ Arabic site launched • 6 community factsheets and 3 community vision sheets developed • YWJ Facebook page launched with over 850 “likes” as of September 30, 2011 • YWJ Twitter page created with over 100 followers • Outreach materials for new communities developed • YWJ brochure updated • Success stories sent to USAID on monthly basis, and uploaded to YWJ English and Arabic websites on consistent basis • Newsletters published on quarterly basis • Arabic E-Newsflashes sent out on bi-weekly basis • Press and Media coverage for all YWJ activities activated and maintained regularly • PR Packages sent to Royal Court, MOSD, USAID • Youth Media Committee met 3 times and will be trained regularly on media, social media and photography. • 2 Youth Dialogues were organized in YWJ new communities
<p>Monitoring and Evaluation: <i>Ongoing M&E system functioning with feedback from beneficiaries and performance monitoring information being used in program planning and management of CNGO activities</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Revised M&E Plan approved by USAID and shared with program partners • Online M&E system finalized and integrated into CNGO activities • M&E training workshop for program partners conducted for online system • Quarterly CNGO Performance assessment conducted and M&E data

<p><i>Quality data collection process with systems in place to ensure integrity and quality of data</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Ongoing CNGO data entry into M&E system (JOHUD lagging behind in system entrance, but expects to be fully caught up by the end of 2011) • M&E verification firm contracted and engaged in quarterly situational analysis • M&E data entry clerk hired • Technical assistance and capacity building for CBOs provided on an ongoing basis
<p><i>YWJ Performance Monitoring Plan and tools shared with CBOs in new communities with ongoing capacity building for CBOs through shadowing approach</i></p>	<p>Partially Achieved</p>	<ul style="list-style-type: none"> • M&E Coordinator for new communities identified in September (to be hired in October) • CBO baselines in new communities conducted • CBOs in new communities trained on YWJ M&E system • M& E capacity building workshop on M&E plan and tools for CBOs provided and shadowing activities ongoing
<p>Leverage <i>All YWJ program partners regularly counting and documenting leverage and identifying new leverage partners</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • \$4,289,701 in leverage achieved in Year 3. Through ongoing technical assistance to the CNGOs and CBOs, CBOs have grown in their capacity to find and document leverage, as demonstrated in how leverage accounting and documentation has increased each quarter
<p><i>Integration of leverage partners into CBO project designs in YWJ new communities</i></p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Leverage partners identified within CBO project proposals to IYF • Capacity building leverage sessions for CBOs in new communities have been conducted
<p><i>National level leverage partners outreach campaign launched</i></p>	<p>Partially Achieved</p>	<ul style="list-style-type: none"> • National and international partnerships have been

		<p>secured for YWJ interventions, including nearly \$2 million worth through Starbucks and the Development and Employment Fund</p> <ul style="list-style-type: none">• Ongoing outreach to regional foundations and potential leverage partners, including Zain, Toyota, Pharmacy One, and Caterpillar, Alcatel Lucent, Ministry of Planning and Cooperation, Ministry of Labor.• A national leverage outreach event was scheduled to coincide with the Conference originally planned for November, but has been postponed to the 2nd Quarter of next year
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Quarterly Report

I. Executive Summary

This quarter, the implementation of community and youth interventions continued at full speed in the CNGO communities. Many CBO grants reached their final stages of implementation, with CNGOs focusing on capacity building for these CBOs during the job placement and post placement phases for youth, as well as dedicating efforts toward CBO program sustainability. In addition, YWJ's activities in the new communities of Shouneh, Sahab and Mafraq got off to an exciting start. We are also pleased that the increased capability of the CBO partners in the CNGO communities, as well as the program's expansion to new communities, has created much momentum for the program at a national level. This in particular has been demonstrated through increased visibility of the program this quarter through media coverage, reflected in multiple appearances on Roy'a TV, Jordan TV, and as well as references to YWJ in prominent radio stations and newspapers.

As the CNGOs go into the final months of their grants, IYF also held planning discussions internally and with USAID about how to take the YWJ program forward after the CNGO grants come to an end in December 2011. Reflecting on the lessons learned from the CNGO experience, IYF's direct implementation model, and the midterm evaluation conducted by USAID, USAID asked IYF to directly support CBOs in all communities to manage youth activities. As the quarter came to an end, planning commenced to prepare for the close-out of CNGO grants, as well as to finalize IYF's programmatic and operational roadmap for YWJ's next phase.

The following sections provide more detail on these and other accomplishments from the program over the past quarter. Specific highlights from the quarter that are particularly worthy of note include the following:

- **Over 3,400 youth have been supported by YWJ, with nearly 1,000 youth placed in jobs, nearly 300 returning to school, and 10 starting their own enterprises.** Almost 1,000 (989) youth were reached in this quarter alone, many of whom came from youth interventions in YWJ's three new communities.
- **Youth grants announced in CNGO communities.** Evaluation panels have reviewed youth project ideas for JCEF and JRF communities, and over 20 projects are expected to commence before the end of the CNGO grant period.
- **Grants issued for 5 new CBOs in Shouneh, Sahab, and Mafraq.** The signing of these grants marked the end of the first round of CBO solicitations for 2011 in the three new communities. IYF will be focusing on building the capacities of these CBOs using a shadowing approach over the coming year.
- **"I:CAN" life skills training begins in new communities.** Over 300 youth have been recruited, screened and trained in basic life skills and service learning this quarter in Shouneh, Sahab, and Mafraq. Career counseling and employer outreach also commenced this quarter, paving the way for quality job placement in the coming quarters.

- **Agreements with Ammoun College, British Council, and TAG** reached for technical, Business English, and IT trainings in new communities.
- **Increased YWJ media coverage in Jordanian television, radio, and print media.** YWJ appeared 28 times in Jordan’s media this quarter, with multiple appearances on Roy’a TV as well as Jordan TV.

The following sections provide further detail on each of these and other areas through sections on Program Operations, CNGO Communities, New Communities, and YWJ’s Component 1 Interventions, including Policy Coordination, Communications, Monitoring and Evaluation, and Leverage.

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"> ○ Senior Communications Manager ○ 2nd Grants and Contracts Coordinator ○ Program Manager, CBOs ○ Two Drivers ○ Shouneh Community Program Officer
Operational Needs	<ul style="list-style-type: none"> • Two cars purchased

Several key staffing positions were filled this quarter to support YWJ’s expansion efforts. IYF is pleased to welcome Ms. Rania Faouri as a Senior Communications Manager for the YWJ program this quarter. Ms. Faouri’s management for YWJ’s growing communication needs will be very valuable as YWJ takes on increasing visibility at the community and national levels.

In continuing to build IYF/Jordan’s staff for YWJ’s expansion, IYF also hired Mr. Tambi Biyouk as a second Grants and Contracts Coordinator, as well as Ms. Najwan Shiber as the Program Manager for the new communities. IYF also hired Mr. Mohamed Al Adwan as the Community Program Officer for Shouneh, and recruited for field positions in Mafraq and Sahab, and expects to have these individuals on board in the coming quarter.

Finally, after USAID’s approval of the purchase of cars for program expansion in the second quarter, IYF purchased two new vehicles this past quarter and hired two drivers for the program to support YWJ’s growing logistic needs related to YWJ’s expansion.

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"> Exceeded targets for # youth enrolled, employed, and returned to school in East Amman Over 80% targets reached for program enrollment and youth returning to school in Irbid 2nd round of capacity building workshops for Irbid CBOs given
JRF (Jordan Valley and Zarqa)	<ul style="list-style-type: none"> Exceeded youth enrollment and entrepreneurship training targets, and reached over 70% of employment target for Jordan Valley Several support services such as psycho-social interventions and awareness campaigns initiated in Zarqa
JOHUD (Ma’an and Russeifeh)	<ul style="list-style-type: none"> Over 500 youth reached in Russeifeh and Ma’an Exceeded target for youth volunteering in Russeifeh “Open for Business” Entrepreneurship training began in Russeifeh and Ma’an
Planning for CNGO grant close-outs and second phase of program	<ul style="list-style-type: none"> Consultation meetings with USAID on CNGO grants close-out process, program approach for YWJ’s next phase, and transition plan for the management of community activities from CNGO to IYF

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

JCEF continued working with seven CBOs this quarter – five in East Amman and two in Irbid – to implement YWJ and achieve targets. To date, a total of 813 youth from target communities have completed employability training and 604 youth have been employed. CBO capacity building and shadowing continued this quarter, with JCEF making weekly visits to CBOs to support their efforts to employ youth, manage grants, and sustain activities.

In East Amman this quarter, JCEF provided no-cost extension grants to three CBOs to better position them to achieve program targets. The extensions were given to three CBOs that have performed well, already achieved their initial targets, and have funds remaining. All CBO grants are scheduled to end no later than 15 December 2011. The table of select key indicators below illustrates the progress made this quarter and suggests that JCEF will achieve all 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	1151	1000	Achieved
No. of youth completed training programs	699	800	87%
No. of youth employed	485	415	Achieved
No. of youth returned to school	154	40	Achieved
No. of youth received civic engagement training	757	1000	76%
No. of spaces improved/created by youth	8	8	Achieved

In addition to these targets, 17 youth were placed in internships with several employers this quarter, and 70% of youth passed mastery tests for various technical trainings. The five CBOs in East Amman demonstrated their improved capacity to work collaboratively with the private sector and other community-based actors by signing agreements with several companies and organizations. Agreements were signed with: Dar Amman Academy to provide mobile maintenance training to males, Al Badr Company to provide jobs for females, a local IT centre to provide free internet access to YWJ youth and their families, Erada for small business development, and the Amman Employment Office to access job opportunities. These agreements are important not only to JCEF's ability to achieve its targets, but more importantly to the long term sustainability of YWJ-type services. Sustainability is discussed in greater detail later in this section.

In Irbid, JCEF continued working with the two CBOs—the Family and Childhood Protection Society (FCP) and Al-Afaq Association – to recruit, train and employ more youth. The table of select key indicators below illustrates the progress made this quarter and suggests that JCEF is well positioned to achieve some of these targets in Irbid by the end of the grant cycle.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	407	500	81%
No. of youth completed training programs	114	400	29%
No. of youth employed	118	250	47%
No. of youth returned to school	43	50	86%
No. of youth received civic engagement training	231	550	42%
No. of spaces improved/created by youth	7	6	Achieved

In addition to these targets, JCEF was able to return 38 youth back to the education system. This accomplishment is particularly noteworthy considering that Irbid is a city which values university education more than other parts of the country, so youth returning to school have a better chance of finding quality jobs in the long run. JCEF and its CBOs placed 82 youth in jobs in Irbid this quarter, with 70% of the youth that completed technical training passing mastery tests. The ability to place youth in jobs and the high passing rate on the mastery tests suggests that quality training is being provided in Irbid. JCEF also continued to build the CBO's capacity to build relationships with the private sector and other community-based entities to foster long-term sustainability.

In Irbid, JCEF provided a second round of intensive capacity building to its CBOs in technical training, finance and grants management, leverage, and monitoring and evaluation. Several technical aspects of

program implementation were covered, such as conducting labour market assessments, recruiting youth, and job placement. JCEF also reviewed the M&E system, tools and, procedures with the CBOs to ensure the timely submission of all reports. Finally, CBOs received additional skills building in grants and financial management and reporting in compliance with USAID rules and regulations. Weekly field visits were conducted to monitor program implementation to ensure program quality and grant compliance. As a result of this and other trainings, all CBOs in Amman and Irbid have achieved their leverage targets and understand how to access and secure leverage from the private and public sectors.

Challenges

Despite progress in both communities, JCEF continues to grapple with challenges related to youth commitment and job placement. Specific challenges include cultural issues that prevent men and women from working together in the local communities, and low wages and long hours in factories that provide no incentive for youth to remain on the job. JCEF is working with local employers, particularly in Irbid, to address these issues.

Sustainability

JCEF focused heavily on sustainability this quarter in preparation for the close-out of CBO grants. CBOs have developed one page sustainability plans that outline their individual approaches and strategies to sustain YWJ type activities. These plans will be fully operational in the coming quarter. In addition to the plans, JCEF and its CBOs have taken the following steps to foster sustainability:

- CBOs in al Nuzha and Khirbet al Souq are holding bi-weekly local community meetings in which influential community members, government members and private sector employees are invited to actively help in facilitating YWJ work such as supporting the mapping of youth facilities.
- JCEF is continuously observing all CBO needs and points of support in order to react and provide required support in M&E, training, technical implementation and linkages to the private sector.

Jordan River Foundation (JRF): Jordan Valley and Zarqa

JRF continued to enroll, train, employ youth this quarter and made progress on this and other targets. To date, a total of 1,008 youth from target communities – 475 in Jordan Valley and 533 in Zarqa – are enrolled in employability training. Of those trained, 438 have completed employability training, 285 are employed and 56 have returned to school. JRF also began a comprehensive psychosocial program this quarter that included awareness raising campaigns, training and capacity building for youth workers, and technical assistance to turn CBOs into youth friendly centers in Zarqa and the Jordan Valley.

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 several of its targets by the end of the year when the grant closes.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	475	450	Achieved
No. of youth completed training programs	201	360	59%
No. of youth employed	99	135	73%

No. of youth returned to school	13	18	72%
No. of youth received civic engagement training	444	500	89%
No. of spaces improved/created by youth	17	8	Achieved

In addition to these targets, 100 youth from the Jordan valley that completed the entrepreneurship training last quarter attended an Open Day with seven MFIs to learn about possible sources of capital to launch their own businesses. During the event, MFIs presented their lending criteria and support services for the youth, and the youth had the opportunity to meet one on one with representatives from the lending institutions. This event is the third stage of the entrepreneurship training package that is being delivered by JRF as part of YWJ. As a result of the training, it is estimated that youth will likely launch between 5 and 6 small businesses in the Jordan Valley. These youth have already formed groups and are receiving mentorship to improve their business plans before applying for a loan.

In Zarqa, this quarter, JRF provided no-cost extension grants to three CBOs to support efforts to achieve program targets. The extensions were given to three CBOs that have performed well, already achieved their initial targets, and have funds remaining. All CBO grants are scheduled to end no later than 30 November 2011. The table of select key indicators below illustrates their progress this quarter, however, suggests that JRF will not achieve its employment target by the end of the grant.

Indicator	Actual Number Achieved	Target Number	Percentage of Target Achieved
No. of youth enrolled in training programs	533	900	59%
No. of youth completed training programs	237	720	33%
No. of youth employed	186	525	35%
No. of youth returned to school	46	43	Achieved
No. of youth received civic engagement training	519	700	74%
No. of spaces improved/created by youth	12	7	Achieved

JRF provided several support services to youth this quarter, including literacy, reproductive health, and psychosocial training, and continued the provision of life skills, IT and English language training. The psychosocial intervention builds on the basic life skills training and responds to needs in the communities. The training included three primary activities:

1. Awareness Raising Campaign, including lectures and distribution of posters in Zarqa and JV;
2. Training and capacity building for professionals working with youth in Zarqa and JV; and
3. Training for CBO professionals on engaging the community in support of youth.

Under the first activity, a total of 55 awareness raising lectures on concepts of safety for youth, parents, and local community members, reached 243 beneficiaries in Zarqa and 312 in the Jordan Valley. JRF also developed posters with inputs from the youth to reinforce the messages shared via the lectures.

The second activity included workshops designed to build the capacity of organizations to detect, intervene and report psychosocial related problems and required interventions. Youth workers underwent a series of trainings to teach them the knowledge and skills required to address youth developmental and psychosocial needs. Trainings included: Building Positive Perceptions and Attitudes towards Victims of Domestic Violence, Towards Better Communication with Adolescents, and Together we build our Country.

The third activity focused on strengthening the capacity of the CBOs to work with the community to serve youth effectively. CBOs engaged in a number of trainings designed to give them the skills and knowledge required to effectively work with community members to better support youth. The following training programs were implemented: Say No to Bullying, Interactive Learning, and Behavior Modification and Punishment Alternatives

More than 70 youth in Mallaha and Waqqas received literacy training, and new IT and English language service providers provided training to more than 100 youth. Twenty males in Zarqa also received reproductive health training through the USAID-funded Planning for Life project. The new English language service provider, Partner’s Center, and the IT provider, Zarqa Camp Knowledge Station, will complete the remaining trainings until JRF’s grant closes at the end of this year.

Challenges

Despite efforts to refine and strengthen job placement activities this quarter, JRF continues to face significant challenges in this area and it is unlikely they will meet the employment target. The employer/youth orientations that were initiated last quarter have continued; however, youth are still hesitant to accept and stay in many of these jobs. The support services, such as the psychosocial skills training, are helping to address some of the cultural barriers to employment.

Sustainability

JRF is working individually with each CBO to develop an approach to sustainability that makes sense in the context of each community, leverages the connections of the CBOs, and builds on the most effective services provided to youth under YWJ. JRF will submit an individual sustainability plan for each CBO in the coming quarter and IYF will work with JRF and its CBOs to maximize opportunities for sustainability. IYF is also building relationships with these CBOs in preparation for its plan to directly manage CBOs post December 2011.

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

JOHUD continued to implement activities with eight CBOs in their target communities this quarter. To date, a total of 517 youth from target communities – 395 in Russeifeh and 122 in Ma’an – are enrolled in employability training. Of those trained, 231 have completed the employability training, 100 are employed and 35 have returned to school. Capacity building of the CBOs was also a major focus this quarter, and CBOs began developing action plans to sustain YWJ activities.

In Russeifeh, JOHUD made some 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	395	1200	33%
No. of youth completed training programs	221	960	23%
No. of youth employed	93	720	13%
No. of youth returned to school	32	48	67%

No. of youth received civic engagement training	894	800	Achieved
No. of spaces improved/created by youth	13	6	Achieved

In Russeifeh, JOHUD worked with the CBOs to identify and recruit youth to participate in its direct implementation activities – 1) Open for Business: An Entrepreneurship Training 2) Media for Development: A Filming Training and 3) Volunteer Coordinator that seeks to place youth in internships continued this quarter. JOHUD also continued to engage youth and their parents in the program by hosting a series of outreach events, including donations campaign of clothes, food and school bags, a hygiene campaign, an open day for the kids, and awareness raising sessions for parents and youth. These events kept youth involved in the program while JOHUD identified employment opportunities for them. Overall, employment continued to be a challenge as the CBOs struggled to match youth with jobs, and many of the MOUs JOHUD signed with the private sector have lapsed.

In Ma’an, JOHUD focused more on its direct implementation activities as CBOs completed technical and IT trainings, and several youth took final technical exams at the VTC. Although some progress was made, the table of select key indicators below illustrates how ongoing struggles in that community continue to impact progress and suggests that JOHUD will 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	122	500	24%
No. of youth completed training programs	10	350	3%
No. of youth employed	7	300	2%
No. of youth returned to school	3	20	15%
No. of youth received civic engagement training	154	300	51%
No. of spaces improved/created by youth	3	6	50%

JOHUD’s direct implementation activities are now underway in Ma’an. The Open for Business entrepreneurship training started for one cohort of youth in partnership with the Ma’an Orphans Association. The Volunteer Coordinator program began and internship opportunities for both genders have been identified. Several stakeholder meetings also took place with the goal of building community-based support for the initiative and ultimately reaching more youth. Initial activities, including training facilitators from the VTC, preparing the training manuals, and ordering equipment occurred for the Media for Employment program. Delays in procuring equipment and finalizing the curricula will result in implementation delays, however, and IYF is working with JOHUD to identify what aspects of the program can continue despite these delays.

JOHUD conducted several capacity building workshops for CBOs. In both communities CBOs benefitted from workshops on conflict resolution and organizational management. They also received English language training from a Peace Corps volunteer in July, although the course was never completed after Ramadan. The conflict resolution training was conducted by Dr. Hasan Al Momany from the Jordanian Diplomatic Centre with the goal of helping CBO staff address youth conflicts. The basic management training was conducted by PBYRC/JOHUD to increase their management skills and ability to implement youth-serving projects. Efforts to support M&E within the CBOs also continued, although JOHUD’s own M&E Officer resigned and many M&E staff within the CBOs has stopped working since their contracts have expired. This has made it difficult to gather M&E data, although IYF has made several visits to JOHUD/CBOs to ensure that the M&E data for the quarter is available and accurate.

JOHUD is working with its CBOs to develop action plans to sustain YWJ type interventions in their communities. Although the focus on sustainability has surfaced as an important focus area, CBOs do not have strong relationships with the private sector and will likely find it difficult to sustain employment related activities. IYF will work with JOHUD and its CBOs in the coming quarter to ensure action plans for sustainability are in place, identify which activities can be sustained through phase 2 grants, and build relationships with these CBOs.

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. Working in Ma'an continued to pose a challenge for JOHUD due to ongoing strains with some CBOs and tribal conflicts. IYF tried on numerous occasions to work with JOHUD to resolve these issues, travelling there and having joint meetings with the CBOs, community leaders, and the youth, however, challenges remain.

Retaining youth in training – classroom and on the job – and employing them has also been a challenge for JOHUD. Youth report that they drop out for various reasons, such as the work environment is unfavorable, work sites are 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.

Job placement is a continual challenge for JOHUD. JOHUD has achieved only 13% of their employment target in Russeifeh and 2% in Ma'an. IYF has offered support in this area, but JOHUD has been reluctant to utilize such additional support. Job placement is a challenge for all CNGOs, but seems to be a particularly challenging area for JOHUD. In the next phase of the program, IYF will work directly with the private sector to engage them in the project and build the capacity of the CBOs to develop agreements with them to facilitate employment outcomes.

M&E continues to be a challenge for JOHUD and its CBOs. JOHUD's M&E advisor resigned this quarter and has only recently been replaced. Given the time required to train this person and bring her up to speed on the YWJ M&E requirements, we anticipate further delays and IYF will be required to lead the data collection and verification efforts directly with the CBOs. JOHUD's CBOs still struggle to gather data, complete required forms, and write reports, and JOHUD and IYF 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 is required and IYF is committed to supporting this effort.

Planning for CNGO Grant Close-outs

Given the decision to not continue with the CNGO program model in the second phase of the program as discussed in the year-end report, IYF began initial internal discussions around closing out the CNGO grants and overseeing the process for CBO transition of being directly managed by IYF. IYF is preparing a roadmap that outlines the grant close-out and transition process and has shared this roadmap with USAID. As this roadmap is finalized in the coming days, it will guide the transition to IYF management in these communities in the coming quarter.

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
JCEF (East Amman and Irbid)	<ul style="list-style-type: none"> • 1 new youth-friendly space created in East Amman • 4 new youth-friendly spaces created in Irbid • Agreements reached with Greater Amman Municipality and local IT service provider to improve accessibility of local community services for youth
JRF (Jordan Valley and Zarqa)	<ul style="list-style-type: none"> • 2 new youth-friendly spaces created in Jordan Valley • Partner CBOs and local civil society organizations participate in trainings on how to communicate with youth and provide psycho-social support to them
JOHUD (Ma'an and Russeifeh)	<ul style="list-style-type: none"> • 2 new youth-friendly spaces in Ma'an and nearing completion of football court and fitness center • 3 new youth-friendly spaces created in Russeifeh

Last quarter we reported that the CNGOs worked hard on expanding the network of programs and services friendly to youth in their communities, and reaching their expected targets in this program area. This quarter, work focused more on sustaining the spaces built through the program or finding local community services that could take on the role of youth-friendly service providers.

To this effect, East Amman CBOs signed agreements with a local IT center, as well as the Greater Amman Municipality to support the establishment of new and rehabilitation of current youth-friendly services. Youth also continued to work with CBOs in both East Amman and Irbid to open parks, libraries, and internet cafes for youth.

In Jordan Valley and Zarqa, youth continued to participate in youth-friendly recreational activities including musical concerts, soccer tournaments, chess competitions, and art classes. CBOs and community partners also took part in professional training (as mentioned in the previous section) to build their capacity in addressing the psycho-social needs of youth in order to make them more youth-friendly.

Finally, CBOs in Ma'an and Russeifeh under JOHUD's management continued to create youth-friendly spaces in which the community could feel ownership. Two new parks were opened in Russeifeh, as well as a playground. In Ma'an, the handicap-accessible park was completed, and the fitness center and

football court are in their final stages. In the coming quarter, IYF will with JOHUD and its CBO partners to ensure that these spaces are utilized and maintained for sustainability.

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
Youth Social Grants	<ul style="list-style-type: none"> • Youth Grants Manual adapted for each CNGO, finalized, and issued • 15 youth projects identified to receive grants in JRF communities • 8 projects approved for implementation in JCEF communities
Volunteerism Activities during Ramadan Peer-to-Peer learning	<ul style="list-style-type: none"> • Hosting of Iftars in various communities • Distribution of food and bags in various communities • Youth from CNGO communities present in new communities • Engagement of JORDAN VOLUNTEERS in new community activities

Youth Social Grants

As the ramp up of employability, volunteerism and other core youth interventions slowed down, JRF and JCEF, in particular, were able to concentrate more on their youth grant initiatives to support the engagement of youth in community improvement projects and other small scale initiatives.

The process for issuing the youth social grants is outlined in YWJ’s Youth Grant’s Manual, which the CNGOs and CBOs have been trained on throughout the year. However, JRF requested that certain amendments be made to the grants manual to better guide the grant process with the respective CBOs in their communities in accordance with the local context. IYF approved proposed changes made by JRF on the youth grants manual in September, paving the way for youth submission of proposals, review and selection of the youth grants for JRF’s communities. From the proposals sent in by the youth (which are expected to be reviewed by the end of October by the evaluation panel consisting of IYF, CNGO, CBO and MOSD staff), IYF estimates that 15 projects will be implemented in Jordan Valley and Zarqa before the end of the calendar year.

IYF also reviewed JOHUD’s comments on the final version of the youth grants manual and finalized them with JOHUD. YWJ Youth in Russaifeh and Ma’an are now ready to start the process of social projects, although as of the writing of this progress report, IYF has not received information on a timeline for the youth grants in these communities.

For JCEF’s communities, The Yala Shabab initiative that was initiated in Amman in April 2011 has continued, and has facilitated the submission of 25 social project ideas from youth. Out of the 25

projects proposed, 8 projects have been approved according to criteria set by JCEF and approved by the IYF, and the projects are expected to be implemented in the current quarter. Furthermore Yala Shabab was launched in Irbid on September 12th to fulfill this purpose as well. In Irbid the female participation is higher than the one in Amman and the interaction and participation is high. Social project ideas are being suggested and worked on by the youth groups, and are expected to be presented to the evaluation panel at the end of October.

Volunteerism Activities during Ramadan

During Ramadan, volunteerism activities focused on supporting the marginalized and less fortunate in YWJ communities. In Waqqas, for example, youth distributed food to impoverished families in the community and held Iftars for orphans. Youth with disabilities in Ma’an through the South Association also sponsored iftars for the marginalized in their community, including orphans and the elderly. JOHUD also leveraged school bags from various organizations in communities, while the youth of Maan helped distribute to different poor families. In Nuzha, the Training & Rehabilitation of Jordan Women Charity Association launched an initiative throughout the holy month aimed at distributing water for fasting people in the streets at the Iftar time.

The CBOs are working to build off the momentum of Ramadan to encourage those new volunteers to continue such activities in their communities.

Peer-to-peer learning

Engaging youth to share their YWJ experience and peer to peer learning is an important part of YWJ’s mission to increase youth participation in program design and implementation. To accomplish this, YWJ youth from Al Nuzha in East Amman joined youth in the new communities to discuss their experience with civic engagement within the program and outside it. They discussed the effect it had on their lives and how it made them realize who they are and improved their sense of dignity. IYF also engaged JORDAN VOLUNTEERS, an Amman-based organization that facilitates community volunteering among Jordanian university students, to support youth in the first phase of ICAN in mentoring and providing guidance to the youth throughout their mapping out, planning for and actual implementation of volunteering activities.

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.

YWJ New Communities	
Activities during the quarter	Results

YWJ New Communities	
Activities during the quarter	Results
IYF sub-granting	<ul style="list-style-type: none"> • CBO grant awards approved and signed for Al Jawasreh Charity Association, Tawoun Charity Association, Al-Rawdah Charity Association, Zain Alsharaf Charity Association ,and Sahab for Social Development • Additional staff hired at all CBOs, which are now working at full capacity
Capacity building	<p>Training and capacity-building sessions were held for CBOs in all communities in the following areas</p> <ul style="list-style-type: none"> • Life skills (Passport to Success TOT) • Monitoring and evaluation • Youth-friendly services • Communications • Financial management and reporting • Psycho-social interventions • Peer learning exchanges • Grants and finance administration
Youth-related activities	<ul style="list-style-type: none"> • Youth outreach, recruitment, screening, and selection in new communities • Training on interview strategies for CBOs • 382 youth enrolled in “I CAN” training • Pyscho-social and Career guidance sessions for youth initiated • Youth Dialogues through TEDxDeadSea Salons, Talk to Me, and Youth Media Committees conducted • Finalization of “I:SERVE” Advanced Civic Engagement Curriculum and Intervention plan
Employer and Stakeholder engagement activities	<ul style="list-style-type: none"> • Official visits with local government officials, community, and private sector stakeholders to introduce the program • Awareness building session at a factory in Maliban • Field visits in various locations to introduce youth to potential employers • Creation of a private sector log to formalize and continue communications with private sector employers
Service Providers	<ul style="list-style-type: none"> • Agreement with British Council reached to deliver business English training • TAG awarded a contract for IT service training • Identification and screening of hospitality and other vocational training service providers; agreement with Ammoun College to provide hospitality training reached

YWJ New Communities	
Activities during the quarter	Results
Cross-Cutting Technology Inputs	<ul style="list-style-type: none"> Contract with Souktel signed to utilize text messaging in youth recruitment and outreach, training and job placement services

IYF Sub-granting

During the third quarter, grant agreements were signed for two of the CBOs who were approved in the last quarter – El Jawasreh Charity Association, and Tawoun Charity Association. Final proposals, action plans and budgets from three additional CBOs were developed with the help of rigorous coaching by IYF to incorporate the results from mapping the labor market and from CBO feedback. CBOs presented final versions to the evaluation panel and successfully completed question and answer sessions, and as a result, grant awards were approved for Al-Rawdah Charity Association, Zain Alsharaf Charity Association, and Sahab for Social Development. This brings the total number of CBOs engaged in these communities to 5 (3 for Southern Shouneh, one for Sahab, one for Mafraq), and closes out the CBO solicitation process. It should be noted that IYF has decided to not sign an agreement with Shams Al Amal Association in Sahab given ongoing challenges in the proposal development phase, and a letter is being sent informing Shams Al Amal of the decision in the coming quarter.

To support CBOs in the start-up of their grants, IYF interviewed candidates for the positions of project manager, employability officer, accountant, and M&E officer. As a result, all CBOs were fully staffed by August, except for the Sahab for Social Development, which was fully staffed by October after their contract was signed in late September.

Capacity building

As part of the YWJ capacity building program for our partners, IYF staff provided the following capacity building sessions to support program partners:

- 1) **M&E:** A full day training session was held for the M&E staff at the CBOs to discuss M&E indicators and explain the use of the forms, filing system, and online system. The IYF M&E team is conducting on-going cross checks and following up with M&E staff through regular field visits to the CBOs in order to ensure proper usage of the forms and filing system.
- 2) **Youth-Friendly Services:** CBOs in Mafraq and Shouneh received a YFS orientation, which explained youth friendly services and the purpose behind it. During this quarter all CBOs (except Sahab) worked on consolidating their YFS needs and consulted with local officials and obtaining the necessary government approvals to begin implementing their youth friendly service activities.
- 3) **Passport to Success Training of Trainers:** YWJ's third Passport to Success TOT workshop was conducted for Mafraq, Shouneh, Sahab trainers and for IYF freelancers in September to build the capacity of CBOs to deliver life skills training and service learning training through the I CAN program. The training was held over five days and was conducted in Amman. CBO trainers have been shadowing the more experienced free-lance trainers as they lead the I CAN phase of life skills in the communities. As the CBO trainers gain experience, IYF expects them to take on a bigger role and eventually lead the life skills training.

- 4) **Communications:** The IYF communications team visited Mafraq, Shouneh and Sahab and conducted training in order to stress the importance of good communication in program activities, to ensure a unified message about YWJ's mission, and to unify the CBO's language and approach when explaining the program to core community stakeholders including community leaders, parents and youth. The CBOs were also trained on USAID and IYF branding guidelines and how to properly develop communication materials for program needs.
- 5) **Financial management and reporting:** The IYF Grants team visited CBOs on multiple occasions to provide technical assistance and training on the financial administration of their grants as part of IYF's plan to build the capacity of CBOs in the area of grants and finance procedures. A grants and finance procedures handbook was provided to the CBOs in hard and soft copies. The training was conducted in Mafraq (Zein Al Sharaf) and Shouneh (Tawon, Jawasreh and Rawdah), and IYF plans to train the Sahab Development Association in October.
- 6) **Psycho-social training:** A session was conducted for CBOs and IYF employees on the psycho-social needs of youth and how CBO staff can address those needs. The session provided an orientation on the envisioned psycho-social interventions for youth through the I CAN phase, and also introduced various activities that CBO staff could employ to gauge the psycho-social needs of individual youth when meeting with them individually, whether that is through the interviews during the screening process (prior to entering the I CAN life skills program) or during the career guidance sessions after completing the life skills activities. IYF is also currently developing an orientation session for employers on the psycho-social needs of youth and how best to engage with youth given these needs in the workplace.
- 7) **Field visits:** IYF organized a field visit for employees of Al Jawasreh to Anjara Society in Ajloun, which produces soaps and medicinal herbs as part of their revenue generating model. The field visit exposed Al Jawasreh to other successful small businesses in support of Al Jawasreh's goal to upgrade and market their soap production to generate income to help sustain CBO activities.

Youth-related Activities

- 1) **Youth outreach and recruitment:** IYF conducted two "open days" in Mafraq and two "open days" in Shouneh for youth, parents and community leaders in order to orient them to the program. IYF also distributed posters and brochures in many locations within the communities, including bakeries, youth hubs, and mosques, as a direct marketing effort to promote the program and inform participants about the next steps. As a result, IYF began at least two rounds of screening for each community due to the large number of applicants. A third round of screening was conducted in September for a third "I:CAN" phase set to begin October 16. Furthermore, IYF is surveying new youth as to how they heard about the program in order to utilize the most effective means of outreach in the coming rounds.
- 2) **"I Can" Training:** A pre-pilot of the "I CAN" program began on July 10 with the delivery of 3 weeks of life skills and volunteerism training for an initial group of youth before the start of Ramadan. The full 5-week I-CAN training program was piloted after Ramadan. Thus far, over 300 youth have participated in the life skills training and service learning in all three communities. Two graduation ceremonies were held on July 31 in Shouneh, one for females and one for males, and one graduation ceremony was held on July 28 in Sahab, for males. Parents, as well as CBO staff and local community guests, attended the ceremonies.

A full breakdown of the number of rounds of I CAN training that were conducted this quarter is available below. It should be noted that IYF has had challenges recruiting females to the program (there is currently a 60-40 ratio of males to females), but is actively working with CBOs to combat negative stereotypes and/or assumptions hindering female participation in the program, and hopes to reach gender parity in the coming quarters.

I Can Round	Location	No. of Rounds (Males)	No. of Rounds (Females)
1 st round July 10 – July 31	Shouneh	2	1
1 st round July 10 – July 31	Sahab	2	
2 nd round Sep 6 – October 13	Shouneh	3	3
2 nd round Sep 6 – October 13	Sahab	1	1
2 nd round Sep 6 – October 13	Mafraq	2	2

- 3) **Civic engagement:** As part of the I-Can training program, youth also participated in service learning training and activities. The youth learned about the value of volunteerism, how to map out community needs that most pertain to them, and how to solve these issues through volunteerism. At the end of the training, the youth participated in various organized volunteer opportunities. Some of the activities undertaken by “I Can” participants include:

Location	“Service Learning” Youth Activities during I Can
Shouneh	<ul style="list-style-type: none"> One day clean-up at the Dead Sea public beach (boys and girls) - Rawdah One day clean-up of the health center and the surrounding roads (boys) - Tawon One day clean-up at the Dar Al Quran (girls) - Tawon One day clean-up at the city mosque at Al Jawasreh
Sahab	<ul style="list-style-type: none"> Establishment of three male football teams for boys; three matches were held in September Establishment of one football team for girls; two matches were held in September Meeting with the first round of PTS participants to form youth committees in the three communities One mural event at the children’s library in Sahab Cultural Center (girls) Workshop about the importance of work (girls) Football championship between YWJ teams and two other teams in Sahab Meeting for parents of girls to introduce the program Drug awareness workshop Workshop about smoking and its effect on health
Mafraq	<ul style="list-style-type: none"> Four hour visit to the local disability center where the girls conducted some activities for disabled children and helped their parents during the sessions One day clean-up at the railway garden

Following the first phase of “I Can”, youth committees were formed to carry out volunteerism activities, such as *Ibshir ya Watan* in Shouneh.

The I:SERVE curriculum and training phase was also finalized internally this quarter. This phase aims to equip youth with the leadership and project management skills needed to start, apply for, and implement social grants. Graduates of the I:CAN phase were informed of the I:SERVE phase and its application process, and the training is expected to take place in mid-November for approximately 25-30 youth.

- 4) **Career guidance:** The IYF team piloted their first set of career guidance activities for youth in Shouneh and Sahab after the first round of I CAN in July in order to group youth according to available job opportunities in each community. YF is planning on providing career guidance to youth through two core activities: the first will be an introduction to the available opportunities and basic gauging of a young person’s career interests during the one-on-one interviews prior to joining the I CAN program. Following the completion of the I CAN training, youth will then receive a second level of career guidance through small group career counseling sessions. An orientation session will be conducted in October for CBO staff (youth mentor and employability officers) and PTS trainers to train them on these two core activities and how best to interview and guide the career counseling sessions.
- 5) **Youth Dialogues:** Several youth dialogues, as envisioned in the CBO program design, have been initiated in the new communities, bringing together youth, youth leaders, parents, and community stakeholders to discuss issues of importance to youth. These included participation in the “Talk to Me,” program, as well as “TEDxDeadSea Salons.”

A “Talk to Me” session was held in Shouneh on September 15. The topic was “Volunteerism” and the session was facilitated by Lina Ajailat from 7iber Inc. In addition to youth, the session was attended by a representative from the Ministry of Education and the Ministry of Social Development. As a result of the session, youth came up with a number of volunteer ideas and learned about various activities that took place in their communities. Representatives from the Ministry of Education were exposed to some of the concerns of youth.

78 youth attended a TEDx Dead Sea Salon in Shouneh on August 28. The theme of the salon was creativity, and speakers included Mohammad Al Hajji, founder of Zawayed, and Henna Al Khalili, founder of “7enna wa Teen”. During the Q&A session, participants were especially interested in Henna Al Khalili’s work with regard to eco-friendly and sustainable habitats.

- 6) **Psycho-social activities:** During this quarter, YWJ has worked to define the psycho-social interventions with youth, parents and employers, and has developed some of the necessary tools to implement these interventions. IYF piloted one session with parents in each of the three communities. The goals of the session were to: (a) explain to parents the critical stage that their sons and daughters are experiencing in terms of physical, emotional, social, and mental growth and development; (b) identify behavioral problems of youth inside and outside the family, and discuss educational methods for dealing with them; and (c) raise parent’s awareness about the vital role they play with regard to helping youth grow successfully in this transitional stage. IYF received very positive feedback from parents after each session and has taken this feedback into consideration when discussing how to improve future sessions.

- 7) **Income-generating projects:** All CBOs are working to complete their income-generating project feasibility studies and procurement lists during October. For example, IYF conducted a feasibility study to evaluate potential soap-making projects, and Al Jawasreh is in the process of soliciting bids and intends to begin their soap-making project in October.

Employment engagement-related activities

- 1) **Introductory Community Stakeholder visits:** IYF visited various officials, including the mayor's office, municipalities, youth centers, and other local entities, in order to present the program and initiate the alliance-building component of the program. Two meetings with community and private sector leaders were also held in Shouneh and Mafraq to discuss their roles and responsibilities in helping to achieve the project's objectives and increase the number of participants. All participants agreed that their communities are in need of help, and that the IYF program provides the youth in these communities with the tools they need to improve their lives and their environment.
- 2) **Awareness building:** IYF faced some challenges with employment at a factory in Maliban due to a negative perspective of the factory within this community. In order to tackle this challenge, IYF conducted a field visit to the factory for the girls and their parents, where the HR manager gave a presentation about the benefits of employment and working hours at the factory, and one of the factory workers shared her success story with the visitors. IYF is working closely with the factory management to discuss interventions that could improve the community's perception of the factory and integrate the factory into the community.
- 3) **Field visits (under the career guidance activities):** IYF took youth on field visits to the following locations in order to expose youth to the various opportunities provided in the technical and hospitality trades, and encourage their consideration of such trades as viable career paths:
 - a) Crown Plaza (Holiday Inn) and Wadi Al Shita (for males) in Shouneh; Wadi Al Shita interviewed and will be hiring 8 youth, who will begin working in the hotel in December after they finish their business English course.
 - b) Al Nail Factory (for males) and Al Abqary Factory for sewing (for females) in Sahab
 - c) Al Quds College in August; 97 youth attended from Mafraq, 89 from Sahab, and 182 from Shouneh.
 - d) Zalloum factory, in Sahab, and Gulf Cables, in Mafraq, in October

IYF is following up with youth through the career guidance activities mentioned above in order to see the effect such exposure visits are having on youth perceptions.

- 2) **Private sector engagement:** With close coordination with the CBOs employment officers, IYF is in the process of creating a private sector log to formalize follow-up with private sector entities. IYF will also continue to meet with private sector employers to ensure job placement for YWJ participants, and is planning an event with the private sector to introduce the program and discuss better working conditions for youth.

Service Providers

IYF is currently working with the following entities to provide supplementary training to youth in Sahab, Shouneh, and Mafrqa that will increase their employability prospects. The following outlines progress towards the securing of training providers to meet the needs of youth:

- 1) **British Council training services:** A service consultancy contract with the British Council is in the final stages of revision and is anticipated to be signed.
- 2) **TAG IT Training services:** IYF has awarded a service contract for IT Training to Talal Abu Ghazaleh, and implementation of the contract is expected to begin in mid-October.
- 3) **Hospitality technical training:** IYF identified several potential service providers for hospitality technical training. A decision was made to proceed with the Jordan Hospitality and Tourism Education Co. affiliated with Amoun College and the contract is anticipated to be awarded early in the next quarter.
- 4) **Entrepreneurship service provider:** IYF is in the process of selecting a service provider for entrepreneurship training. After issuing a competitive RFP, IYF shortlisted 3 service providers and is in the process of meeting them to finalize and sign a contract in October.
- 5) **Additional vocational training service and other needed interventions service providers:** IYF is in the process of screening a wider range of vocational training service providers, such as secretarial and office management, hair stylists, literacy and others, based on market demand and feedback from the different layers of the career guidance sessions that are being conducted.

Cross-cutting technology and inputs

On October 3rd, 2011, IYF officially signed the contract with Souktel; the service provider will be responsible for creating an SMS alert messaging system that can be scaled to the whole program. In parallel to the SMS preparations, a voice service will be launched to support and complement the overall services provided by Souktel; it is anticipated to execute the services during the upcoming quarter.

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"> • Identification of stakeholders complete • Identification of 9 policy priorities complete • Draft framework and strategy for policy coordination developed
MOSD/Government Partnerships	<ul style="list-style-type: none"> • Consultation meetings with Technical Working Group members
Communications and Outreach	<ul style="list-style-type: none"> • 28 instances of YWJ media coverage through television, radio, and newspapers • YWJ twitter account launched

	<ul style="list-style-type: none"> • YWJ Summer Newsletter issued • 4 E-News Flashes issued • Youth Media Committee meeting regularly
Monitoring and Evaluation	<ul style="list-style-type: none"> • Start of independent focus groups • Rhapsodic Solutions takeover of online system • Baseline assessments conducted for all new CBOs
Leverage	<ul style="list-style-type: none"> • \$759,351 leveraged this quarter • Movenpick and Starbucks partnerships started • Discussions ongoing with Zain, Manaseer, Toyota, Caterpillar, and Pharmacy One

Policy Coordination

Last quarter, we reported that YWJ’s policy activities got underway in earnest with the completion of a Youth Policy stakeholders identification matrix, a stakeholders workshop to kick off the policy work, and a series of policy taskforce meetings led by IYF’s Policy Coordination consultant to prioritize the policies for action. Through these efforts, IYF has identified the main policies that affect the achievement of the program’s objectives under the four main pillars of education, employability, youth friendly services and civic engagement. In addition, this quarter IYF’s Policy Coordination consultant developed a position paper about the value of building employability skills through volunteer work for the Ministry of Labor, as well as a paper summarizing the laws and regulations governing work of youth between 16-18 years old developed to better inform employability related policy priorities

Notwithstanding this initial progress, the approach of using policy taskforce committees to narrow down these policy priorities and push the national policy agenda forward has faced some challenges, particularly given poor attendance by some committee members at planning meetings and less understanding of committee members of policy advocacy strategies and best practice approaches to policy reform. Moreover, a more dedicated focus on ensuring stronger linkages between priority areas selected and YWJ’s M&E data is important to ensure that the final issue areas selected for action are closely aligned to YWJ’s mission and program goals.

To address these challenges, IYF has now developed a revised policy strategy and framework to ensure stronger linkages between the policy work and YWJ’s M&E outcomes and a clear, concrete approach to select the main policy issues to address and to then advocate for reform. In the next quarter, YWJ will finalize the policy framework, identify the top 4 policy areas for YWJ to address, and pilot the first policy issue to test the framework. IYF will also place more emphasis on engaging individual government champions and a more selective group of senior level policy actors, rather than the policy taskforce committees, to ensure stronger commitment and outcomes in YWJ’s policy reform efforts. Finally, YWJ will also identify and hire a policy program manager to support implementation of this component.

Government Partnerships

Last quarter, we reported that a modification to IYF’s Cooperative Agreement to provide enhanced capacity building support for the Ministry of Social Development had been approved; however due to the leadership vacuum at the Central Ministry level, IYF had 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. To date, the Secretary General at the MOSD has been reluctant to allow IYF to move forward on any type of capacity building until the World Bank capacity building assessment is finalized and until a new Minister is on board. As such, in consultation with USAID, IYF has put on hold the solicitation of a service provider until contact has been made with the new Minister (appointed during the time of this report) and MOSD provides the green light to begin capacity building activities.

Communications and Outreach

Media relations

Starting in early August, IYF took strategic steps towards expanding YWJ's communications and outreach activities. A priority step included strengthening media coverage of the program, through which several meetings with media bodies were held including with Ro'ya TV, Jordan TV, Al Rai Newspaper, and several correspondents.

As a result, the YWJ team and youth made several television appearances on Jordan TV and Ro'ya TV morning shows. Ro'ya TV produced two reports this quarter: one about the Al Quds Career Guidance sessions followed by Ramadan Iftars, and another on the I CAN phase of PTS trainings taking place in Southern Shouneh. The two TV reports were supported by two TV interviews on the "Donya ya Donya" morning show with IYF Country Director Ms. Rana Al-Turk and IYF Life Skills Specialist Ms. Mays Shakhanbeh.

In mid August Jordan TV marked the International Youth Day by interviewing Ms. Al Turk and highlighting YWJ's achievements. A second interview on JRTV featured the "Take My Hand" Literacy Initiative implemented by JRF in Zarqa. In the interview IYF Grants Manager Ms. Natalie Batshon appeared as well as JRF representative Sawsan Abul Rous. A third interview highlighted the successes of East Amman youth, in which two of the youth were interviewed along with Tamer Zumot, JCEF Operations Officer. Several CBOs have also been interviewed on TV including Shua'a and Qudorat CBOs.

As for radio coverage, JOHUD appeared on the Farah Al Nas Radio Station to discuss its school bags distribution initiative in both Maan and Rusaifeh communities. An interview is also planned with Ali Ababneh, IYF YWJ Technical Coordinator, on the I CAN phase trainings with Amen FM Radio.

In terms of press coverage, the Take My Hand initiative graduation and the YWJ voluntary day in Irbid were both highlighted in the press. Moreover, Al Rai Newspaper featured YWJ in its youth section, highlighting various aspects of the program and interviewing Ms. Al Turk and several members of the program's youth.

Success Stories

Six success stories were prepared this quarter, two per month. During the month of July, IYF prepared success stories on Malik Qamar from Zarqa and Raddad Salahat from Jordan Valley. In August, the success stories were on JCEF's soccer tournament, Yallah Sport, and two young women entrepreneurs in Zarqa. Finally, during the month of September, a story on the young entrepreneur AbdelRahman Abu Touq was prepared in addition to a feature on the CBO That Al Nitaqain.

IYF plans to continue the development of such success stories, focusing in the coming months on putting the stories of these individuals and events in the larger context of the program, so as to give stakeholders an idea of the program as a whole.

Newsletter and news flashes

IYF published its YWJ Summer Newsletter which highlighted YWJ's Youth Friendly Services. Six E-News Flashes were also sent out on a bi-weekly basis to IYF Jordan's stakeholders and partners. The Arabic news flashes included links to YWJ's success stories, and topics covered have included the TEDxDeadSea Salons, Movenpick on-the-job Trainings, Success stories from our communities, and Al Quds Career Guidance sessions that have been taking place in the new communities.

As IYF has improved in the systematizing of these regular updates to program stakeholders, it will focus its upcoming efforts on expanding the reach of these communications materials and encourage stakeholder engagement through them.

Social Media

YWJ's social media presence has been steadily increasing, so that as of September 30, YWJ's facebook page had reached over 850 "likes." The facebook page has been fed with all YWJ activities and news, and 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. YWJ has also created a twitter page, linking it with other IYF pages and feeding it with regular news updates and tweets about YWJ success stories, news and TV coverage, linking those tweets to the website in order to help increase the number of hits on both Arabic and English websites.

Over the coming quarter, IYF will focus on increasing the visibility of the YWJ program through conducting a communications workshop for IYF Jordan staff to come up with a 2012 communications plan as well as key priority areas to focus on during the last two months of 2011 and next year.

Youth Media Committee

The first and second Youth Media Committee Meetings were held on July 3rd, 2011 and July 20th, 2011 at IYF's office. Initially, youth were chosen from three areas: Russeifeh, Zarqa and East Amman with an attendance of 20-25 youth. An orientation was given to the members of the committee on the roles and responsibilities of the youth media committee. Achievements and skills of each of the members was shared.

The third Youth Media Committee meeting was held on Sept. 28th, 2011. The participants were from the existing communities and for the first time the new communities. A needs assessment was conducted for the committee members in the areas of photography, writing, art, social media, filmmaking, acting, and graphic design. Feedback on one of the YWJ flyers was taken from the committee, and they gave valuable suggestion on how to make it more understandable for youth. The next steps proposed for the Youth Media Committee were preparing a plan for a training workshop on How Best to Communicate in the field, and prepare an action plan and taskforces for the committee.

Monitoring and Evaluation

In support of IYF's ongoing partnerships with the CNGOs and CBOs to fully employ YWJ's M&E system during this quarter, the YWJ M&E team conducted additional training workshops for both CNGO and CBO M&E Officers. The training covered a review of the proper procedures for tracking the new performance indicators from the modified and approved new M&E plan. In addition, the M&E team conducted field audits/assessments to six YWJ communities and the related CNGOs. In these visits, the M&E team covered specific outcomes, progress and challenges with the M&E online system and forms.

In support of IYF direct implementation in three new YWJ areas, the M&E team held ongoing trainings and provided technical support to five new CBOs. The training and support focused on ensuring that the M&E officers at the CBOs understood the proper usage of the forms that were being administered. Through field visits, the M&E team collected and reviewed data and challenges which will be the basis for the ongoing capacity building and shadowing training. With Mr. Ragheb Fityan, the program's M&E Assistant on board this quarter, constant support was provided to the M&E team towards keeping a proper manual filing of youth participants, resolving issues with these files while conducting data entry for all needed information of IYF's direct implementation into the online system.

Other major milestones in the current quarter include:

1) YWJ Focus Groups

YWJ contracted Mrs. Reema Al Qaisi as an external consultant to conduct the series of focus groups for the purpose of:

- Providing feedback on qualitative assessment of ongoing activities;
- Measuring how well program procedures are working and the effects of program on participating individuals and organizations; and
- Gathering findings on the program's impact on the community.

During the quarter, YWJ held 12 focus groups for CNGOs, CBOs, select Employability and Civic Engagement, select Youth Friendly Services and Communities. YWJ will share the final results next quarter.

2) Kafa'a International Institute for Development and Training/M&E Data Verification:

Since their selection to conduct external M&E verification, Kafa'a has submitted their work plan to IYF to implement frequent data verification assignments through field visits to CNGOs. The purpose of the verification is to ensure the work in M&E system and generated data from the online system are in-line and that CNGOs are properly using M&E tools according to set guidelines. The first report will be shared with IYF towards the beginning of October and will include a full situational analysis, findings, deviations, variances, comments, suggestions, recommendations & suggested corrective actions.

3) Regular M&E Field Visits and Capacity Building initiatives to old and new YWJ communities:

The M&E team conducted ongoing workshops and field visits for all CBOs. The workshops covered capacity building to ensure that standard procedures are followed in administering the YWJ's M&E forms and 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. CNGOs have almost all their forms entered into the online system and regular field visits have enabled YWJ M&E team to compare and contrast the online system data with the manual record files on ground. For IYF direct implementation work, CBOs were visited in no less than 10 field visits per month to follow up, conduct shadow training, and ensure work outcomes' quality for capacity building of new CBO M&E staff. In addition, a comprehensive tracking system has been structured, where indicators are recorded by usage of detailed tracking sheets at CBO and IYF level. This process eliminates the possibility of duplications and ensures accurate and timely filing and reporting to IYF. Records and

files of youth and activities of direct implementation CBOs are also filed and updated manually and electronically at IYF/Amman.

4) Rhapsodic Solutions:

The Monitoring and Evaluation E-System Maintenance Company has taken over the Online System and started working on fixing bugs and adding needed enhancements as operations proceeds.

5) CBO Baseline Data and CBO Quarterly Capacity Assessment:

The M&E team has collected baseline data for newly signed CBOs in new YWJ areas of direct implementation 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. As a follow up to the previous CBO baseline results to assess YWJ CBO's performance, YWJ M&E team conducted visits during this quarter to the CBOs and re-conducted the baseline assessment to assess their increase in expanded capacities to deliver youth development services.

M&E Challenges

- CBOs in the new communities are still not fully equipped in terms of internet connections and IT supplies and equipments. This has led to a delay in the delivery of M&E reports to IYF. Furthermore, CBOs are short staffed therefore M&E staff are occupied with additional logistical tasks which have been causing a lack of focus on their M&E TOR.
- 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.

Leverage

During the quarter, there was a total of \$759,351 in new leverage committed through IYF and its partners, bringing total leverage collected to date to \$4,886,959. Additional discussions could bring an additional \$5,497,222 in projected leverage, if committed. This quarter IYF focused mainly on capacity building for new CBOs that have just started with the project, following up on the outreach plan of seeking potential partnerships and development of various concept notes and proposals based on the mapping of the needs in the YWJ communities.

Capacity building

IYF staff provided in September as part of the financial training an orientation to the CBOs in Shouneh, Sahab and Mafraq on leverage. During the orientation, IYF, for the second time shared the overall concept of leverage, how to capture it, leverage tools available and brainstormed with the CBOs potential leverage opportunities in their communities as well as the leverage reporting system at YWJ. IYF used live examples of potential partners such as the municipality, neighboring schools, other CBOs and guided the CBOs on how to value, capture and document leverage. The CBOs still struggled with the idea of leverage as it is a very new concept to them; hence another more extensive orientation was scheduled for the 10th of October.

Another orientation will be conducted on the 26th of October with the CNGOs to go over the leverage committed as well as the remaining targets to discuss the approach of meeting the remaining targets and evaluate the overall approach that has been taken at the CNGO level.

Current Partnerships

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:

- 1) **Starbucks:** Implementation of activities under the Starbucks partnership got underway with the hiring of a Program Officer, the development of a detailed implementation plan and overall design of the program. IYF envisions a public launch of the leadership institute in Spring 2012.
- 2) **Movenpick:** YWJ Movenpick collaboration commenced with culinary trainings that were conducted throughout the months of August and September. Two trainings were conducted, the first on the 2nd till the 16th of August and the other on 11th till the 25th of September. The first training was provided to 4 youth from Jordan Valley and Zarqa, while the second was provided to 4 youth from Russaifeh. The intensive 2 week training concentrated on culinary arts in the kitchen of the Movenpick Aqaba resort where all other expenses were also covered by the Movenpick, such as meals, accommodation, uniforms and per diems. The third training is planned to be conducted in September for youth from the communities of Sahab, Shouneh and Mafraq. The CNGOs are working on potentially finding candidates that can be qualified to receive the Royal Academy of Culinary Arts two year scholarship available for three potential YWJ youth.

Potential Partnerships

- 1) **Quds College:** IYF has been in discussions with Al Quds College to provide specialized vocational and technical training programs to qualify and train the YWJ-targeted young people for appropriate job opportunities. As part of this partnership, Al Quds College is planning on providing YWJ youth with 15 scholarships, where they will grant 10 diploma scholarships (for two years) for high school graduates (Tawjihi) in addition to 5 scholarships for the out-of-school young people from the YWJ target areas, based on a relevant announcement made by the YWJ across the target areas in accordance with a set of criteria agreed upon by both parties.
- 2) **Manaseer:** IYF is in discussions with Manaseer to support the program in two broad areas – first, it has expressed interest in sponsoring the establishment of two youth centers, one in Mafraq, and the other in Southern Shouneh, which would be valued at around 120,000 JDs. On a smaller scale, Manaseer may also sponsor the production of shirts and dress pants to support the youth's civic engagement and employability activities; this sponsorship is valued at approximately 30,000 JDs.
- 3) **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; both sessions to take place either at the British Council or at one suitable location of your choosing. This will occur in all current communities, meaning Zarqa, Russaifeh, Irbid, Jordan Valley East Amman and Ma'an.
- 4) **Royal Academy of Culinary Arts:** The Royal Academy of Culinary Arts is an internationally accredited culinary management academy providing classes in food production, services, banqueting, English (if needed) among others. The academy committed verbally in providing up to 3 scholarships for YWJ youth, covering 11,000 JD tuition fees for the 2 years. They have a semester internship during the program to intern at 5 star restaurants. The youth that are admitted will need to get at least 400 in TOFEL to be able to enter the academy. IYF is in the process of allocating potential candidates in order to send them on a tour of the academy. The tour should happen early November once interested eligible youth are identified.

- 5) **Toyota Automotive:** Preliminary talks have been conducted with the CSR representative at Toyota Jordan to initiate a potential collaboration. Given Toyota's role as a major distributor of automobile sales and services in the Middle East and Africa, IYF would like to explore the potential of a partnership with Toyota, particularly around the areas of environmental awareness and support in the YWJ communities.
- 6) **Zain Telecommunication:** Given Zain's role as a major telecommunications provider in the Middle East and Africa, the significant market for mobile telephony among the region's burgeoning youth population, as well as Zain's corporate demonstrated citizenship commitment to invest in the communities in which it works, IYF presented through email three options for partnership between IYF and Zain that will help to improve the lives of young Jordanians and their communities. These included:
 - 1) An expansion of Zain's Tawasol program to deepen the entrepreneurial know-how and improve the income-generation prospects of disadvantaged youth in YWJ communities. The Tawasol program enables youth to sell SIM cards and cell phone minutes to their peers and other members of their local communities while making a small percentage profit from each sale.
 - 2) The recognition of exceptional community service projects undertaken by youth in YWJ communities through a new awards program, tentatively called Zain Al-Shabab. Zain Al-Shabab will offer a cash award to winning groups which they will use to refine and/or further expand their projects.
 - 3) The training of YWJ youth in mobile phone maintenance at its existing training facility in Zarqa and, if successful, potentially expand such training to other YWJ communities.

We are still waiting for a response from Zain to conduct a meeting to discuss in detail potential collaboration and amount of contributions.
- 7) **Ministry of Culture:** IYF met with the minister of culture where there were talks of potentially conducting Cultural and art competitions for YWJ youth as well as conducting trainings for YWJ youth on art and drama. Also during the meeting the ministry seemed keen on supporting the establishment of libraries in the communities of Mafraq, Shouneh and Sahab. IYF has drafted a concept paper and will be sharing it with the minister.
- 8) **Caterpillar:** The Caterpillar Foundation has asked IYF to submit a proposal for a multi-country program that would focus on providing mechanical skills training to youth. The basic elements of the program they are looking for would include skills training along with life skills and job placement support. IYF is currently working on the proposal which would include \$750,000 in training support for Jordan, and expects to submit to Caterpillar by the end of October.
- 9) **Pharmacy One:** A proposal has been developed and shared with Pharmacy One to support grants for youth to start social or business enterprises. Pharmacy One would sponsor these grants but also provide mentorship support for the youth, which is something that the company has expressed a keen interest in. IYF is waiting to hear from Pharmacy one.
- 10) **Ministry of Planning and Cooperation:** A national volunteerism concept note has been developed and is expected to be shared with the Ministry of Planning and Cooperation once the new minister has been appointed. The Ministry of Social Development will also play an implementing role in this project.

A summary of major YWJ partnerships and leverage partners is provided below. Further details on committed and prospective leverage are provided in the leverage tables located in the Annexes of this report.

Partner	Contribution
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Starbucks Jordan	Support for youth social entrepreneurship and mentorship
Development Employment Fund	Support for small-medium loans for youth
World Bank	Funding for Rapid Community Appraisal
Microsoft	Funding for IT Training
Ministry of Labor	Provided access for YWJ partners to its national employment database
Ro'ya TV	Ongoing media coverage, interviews, and features on youth employment issues and the YWJ program
Souktel Inc.	Voice messaging service for job placement services
Movenpick	Culinary training
Talal Abu Ghazaleh	Refurbished computers and IT knowledge center
Jordanian TV	Ongoing media coverage, interviews, and features on youth employment issues and the YWJ program
Landmark Hotel	Space for YWJ program activities

Prospective Partner	Envisioned Contribution
Jordanian Hospitality and Tourism Education Co. (Ammoun College)	Discounted hospitality training for youth
Quds College	Scholarships for YWJ youth
Royal Academy of Culinary Arts	Scholarships for YWJ youth
Ministry of Culture	Arts classes and programs
Manaseer	Financing for building of two youth centers
Ministry of Planning and Cooperation	Support National Volunteerism program
Caterpillar	Grant for technical training in mechanical related industries
Pharmacy One	Supporting grants for youth to start social or business enterprises.
Toyota	Support for environmental support in YWJ communities
Zain Communications	Support for YWJ business and/or social entrepreneurship programs, or support for mobile maintenance trainings.

Conclusion

This past quarter was an important milestone both for YWJ's partners and the program overall. As the CNGOs and their CBO partners enter their final months of implementation, focusing on post placement follow up support for youth, the sustainability of interventions and the smooth close of CBO grants will be a major focus area for the CNGOs. Equally important will be ensuring a smooth transfer of management of community activities from the CNGOs to IYF to ensure a seamless transition for the communities themselves. In YWJ's new communities, IYF's main efforts will be focused on refining IYF's intervention strategies in the areas of technical training, career guidance and job placement to ensure maximum job placement and retention rates. The pilot of YWJ's new I SERVE curriculum to equip youth with project management and leadership skills to develop their youth projects will also be an exciting

new venture for YWJ. Finally, IYF expects to undertake significant operational planning to prepare for the implementation of YWJ's new roadmap after the CNGO grants come to a close at the end of the year.