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YOUTH:WORK JORDAN

Quarterly Report

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Table of Contents

Executive Summary.....	3
I: Preparing for YWJ’s Second Phase.....	6
II: Component One – Monitoring and Evaluation, Policy Coordination and Outreach	10
III: Component Two – Capacity of CBOs to provide access to sustainable livelihoods for youth strengthened.....	17
IV: Component Three – Provision of Youth Friendly Services	26
V: Component Four – Civic Engagement of Youth to Improve Their Communities.....	29
Conclusion.....	31

Annexes

- A: Monitoring and Evaluation Results Table (Excel File)
- B: Leverage Tables
- C: CNGO Quarterly Reports
- D: CNGO Workshop Summary Report
- E: YWJ Phase II Roadmap
- F: YWJ Newsletter
- G: Log of Quarterly Media Coverage

Executive Summary

The first quarter of 2012 marked a major milestone for Youth:Work Jordan (YWJ), as community activities managed by the Coordination NGOs (CNGO) as part of YWJ's first phase came to an end, and the management of CBO grants and activities in YWJ's initial communities was transitioned to IYF as part of YWJ's overall strategy and roadmap for 2012-2014. CBO grants managed through the CNGOs ended in all the communities during this period, and grants for both JOHUD and JRF ended on December 31, 2011¹. IYF also took important steps to ensure a smooth transition of community activities from CNGO to IYF management, including the convening of a Reflections and Close-out workshop for each CNGO and their CBOs. Feedback from the workshops set the stage for intensive planning for second phase grants in these communities, with a Call for Interest issued by IYF in December to all CBOs that received grants under the CNGOs. Expressions of Interest were received from 17 CBOs, paving the way for the proposal and design phase to begin with CBO grants expected to be issued on a rolling basis from February – April 2012.

During the quarter, IYF continued to oversee the implementation and expansion of youth activities in YWJ's expanded communities of Shouneh, Mafraq and Sahab under a CBO centered approach, enrolling 672 new youth into the program, bringing the total number of youth participating in YWJ employability activities in YWJ's expanded communities to 904.

With the ending of the CNGO grants, IYF also reflected on the overall achievements and lessons learned from the CNGO program model. A series of focus group studies were conducted with the CNGOs, CBOs and youth from October to December 2011 to help inform adjustments to YWJ's program design in Phase Two. A report detailing the lessons learned and specific adjustments and improvements that IYF will make as part of Phase Two will be shared with USAID in the coming quarter. In the interim, the following overall program results from Phase One are worth noting.

The CNGOs exceeded their target goals in the following key indicators related to supporting an enabling environment for youth:

- Held **81 events and campaigns** (156% of target)
- Forged **71 strategic alliances** (284% of target)
- Worked with **17 CBOs that demonstrated expanded capacities** to serve youth (106% of target)
- Created and/or expanded **65 youth friendly spaces** in the local communities (158%)
- Returned **503 students** to the formal education system (230% of target)

These indicators show that through the work of the CNGOs and their partners, YWJ has been successful in supporting the expansion of an enabling environment for youth in the six initial communities it targeted, bringing in community stakeholders from the non-profit, public, and private sectors to support the development of youth. The creation of 65 youth friendly spaces shows that youth now have more places they can go to grow and learn in a safe and accessible environment. IYF has learned from the CNGO experience that there is a great need and demand for such programs in the communities, based on the willingness of community members and organizations to participate in YWJ activities. In the coming months, IYF will focus on deepening these partnerships and maintaining the momentum that

¹ JCEF's grant has been extended in February 29, 2012 to allow additional time to complete planned activities in Irbid.

YWJ has generated in these communities to ensure the sustainability of this enabling environment that IYF hopes will continue to support youth successfully transition into adulthood.

Of particular note, the CNGOs also more than doubled the target results for returning youth to school, having returned **503 students to the formal education system** (230% of target). Nearly half (47%) of those who returned to school were between the ages of 15 and 17, showing that YWJ has recruited a larger than expected number of young people from this age group. Based on this success, in YWJ's second phase, IYF will increase the program's overall target number returning to school by an additional 5%.² At the same time, IYF will put more focus on offering a more comprehensive, long term package of interventions for those youth, ages 15-17, who cannot return to school.

In terms of youth employability and civic engagement outcomes, the CNGO Communities fared strongest in the following areas:

- **3526 youth enrolled** in employability training (78% of target)
- **2818 youth completed** employability training (79% of target – 80% completion rate)
- **775 youth** were trained in **entrepreneurship** (86% of target)
- **3465 youth** participated in **volunteerism activities** (90% of target)

The CNGOs fared weakest in the following areas:

- 180 youth received internships post placement (20% of target)
- 1,345 youth placed in jobs (57% of target – 47% placement rate)
- 391 retained jobs (28% of target)
- 5 enterprises sustained (10% of target)
- 31 youth groups awarded grants to undertake civic engagement (47% of target)

IYF believes it is premature to make definitive assessments on the post participation indicators above given that most youth (nearly 67%) of those who completed the YWJ program finished training within the last six months and therefore are still in the process of looking for jobs, and all youth are still being tracked for the full year to see if they retain their jobs and/or enterprises. However, the indicators do show the challenge the CNGOS and their community partners faced in finding gainful employment outcomes after participation in the YWJ's training activities. While this was due in part to the local labor market conditions, it underscores a lack of understanding and focus on employer engagement and job placement activities, which made it difficult for many CBOs to turn the partnerships that had been established into ongoing employment opportunities for youth.

Based on this observation, in the coming phase of activities, IYF will put more focus on building the capacity of CBOs on the job placement and post placement process through a shadowing approach to encourage CBOs to reach out to employers, engage parents, and expose youth to the work place and employment paths so that they can take advantage of the opportunities that are offered through the program.

In addition, IYF will focus more attention on supporting youth to move beyond the initial participation in volunteerism activities through YWJ's new I SERVE civic leadership and project management training program. The program will enable youth who receive community improvement grants to be better equipped to design, manage, and implement their projects, deepening their commitment to their

² Pending USAID approval of updated M&E plan based on YWJ's Phase Two 2012-2014 Roadmap.

communities, and strengthening YWJ's overall goal of expanding youth participation and engagement in their local environments.

Beyond the CNGO communities, YWJ continued to expand activities in Shouneh, Mafraq, and Sahab. This quarter saw a substantial increase in the number of youth enrolled and trained in the PTS life skills phase of training. It also saw the forging of key partnerships with national public sector and education partners, such as the Jordan Armed Forces National Center for Employment and Training (NET) and Ammoun College, in order to expand the reach of YWJ's life skills program and increase training and employment opportunities for YWJ youth. As a result, YWJ commenced the first rounds of technical training for hospitality and handicrafts, among other trades this past quarter.

Through CNGO and IYF activities, YWJ has achieved the following overall results through December 31, 2011

- Enrolled 4,484 youth in employability training programs
- Graduated 2,873 youth from employability training programs
- Returned 514 youth to the educational system
- Placed 1,373 youth in jobs
- Supported the start-up of 90 income generating enterprises

The following sections of this quarterly report mirror the structure of YWJ's Year Four Work Plan, and assess IYF's progress against expected quarterly milestones and outcomes to be achieved for each program area as outlined in YWJ's Year Four Work plan. These activities and milestones are highlighted in the Results Table at the beginning of each section, followed by a more detailed description of program activities and any challenges faced during implementation.

I: Preparing for YWJ's Second Phase

Activities During the Quarter	Results
Strategy and Action Plan	<ul style="list-style-type: none"> - YWJ Second Phase Roadmap and Budget approved by USAID - Recruitment Plan for new staff developed - Implementation timeline for design and award for 2nd Phase Grants completed
CNGO Grants Close-Out	<ul style="list-style-type: none"> - Close out meeting and CNGO close out guidelines/letters delivered to CNGOs - 22 CBO sub-grants closed out by 12/31/11 - Ongoing monthly CNGO monthly reports submitted
CBO Transition and CBO Activity Design Process	<ul style="list-style-type: none"> - 3 CNGO-CBO workshops conducted to ensure healthy closure of CNGO-CBO activities - Rapid assessment of youth demographics in YWJ geographical and nearby areas to assess potential expansion of current YWJ geographical boundaries and appropriate targets - CNGO M&E handover protocols and action plan developed for transfer of CNGO M&E files to IYF and management of M&E follow on activities in CNGO communities after CNGO grants end - USAID approval of IYF-CBO grants manual amendments - CBO Call for Interest announced for all communities - Expressions of Interest received from interested CBOs

Strategy and Action Plan

During the quarter, IYF finalized and obtained USAID approval for YWJ's second phase roadmap, implementation timeline and budget for all communities. IYF's program team also conducted a Reflection and Close-Out workshop with each CNGO and their CBO partners, as well as a technical review process of these CBOs, to begin identifying IYF's intervention approach and specific focus areas for the design and award of second phase grants in YWJ's initial communities that got underway in January. CBO grants are expected to be awarded on a rolling basis from February through April, with the first CBO grants to be issued in East Amman, Zarqa and Russeifeh, followed by the Jordan Valley, Irbid and Ma'an.

As program planning for Phase Two got underway, IYF also invested significant time and effort in operational planning to ensure sufficient internal processes and capacity are in place to effectively support IYF's expanded direct implementation model. In October, a week long, intensive workshop for all IYF Jordan staff was conducted by IYF's CFO and Baltimore based Field Office team which focused on best practices for staff management and supervision, recruitment, and staff productivity to ensure the smooth integration of approximately 22 new IYF Jordan staff in the coming months. The Baltimore based operations team also worked collaboratively with IYF Jordan to examine ways to improve and/or streamline current operational policies and procedures. These activities resulted in a clear path forward to support IYF's operational needs in Phase Two.

CNGO Grants Close-Out

Close out meetings and guidelines/letters delivered to CNGOs

In the final quarter of the CNGO grant agreements, IYF began the phase-out process with the three CNGOs (JRF, JCEF and JOHUD), focusing on closing out the CNGO grants in a way that would not disrupt the program's momentum in the current communities. Several activities took place to assure quality and accuracy of the transition, as outlined below:

1. October 6, 2011: IYF shared close-out letters notifying each of the three CNGOs of the revised strategy, and outlining the necessary steps for the phase-out plan, including the submission of outstanding requirements and final deliverables required by the CNGOs in order to close out their grants.
2. October 18-19, 2011: The IYF management team conducted individual follow-up meetings with the three CNGOs' management in which IYF clarified all the areas mentioned in the close out letter and identified the available key CNGO staff that were responsible for close out. This was followed by several financial and technical meetings in which the different teams provided the technical support needed to ensure smooth close out and transmission of implementation at the field level.
3. A check list of the needed close out reports was developed and shared with the three CNGOs which enabled a smooth close out with their sub-grantees and will be used as IYF closes out the CNGO grants this quarter for compliance purposes.
4. RCA compliance audits for 2011 started with JCEF and JRF during this quarter. IYF faced some challenges with JOHUD showing a lack of responsiveness to planning the RCA audit. A letter is currently being prepared by IYF's CFO to JOHUD's senior management to address this matter.
5. IYF began reviewing all sub-contracts that were disbursed by the CNGOs to make sure they fulfilled their obligations; particularly, IT contracts and relevant direct implementation activities were reviewed to ensure that activities have been taken over by the CBOs in the communities and are continuing operation.

Bi-weekly follow up meetings with CNGO teams

IYF utilized the regular Tuesday bi-weekly meetings to focus on the steps that were needed to complete the remaining activities, particularly the direct implementation activities. The CNGO teams also exchanged challenges encountered either at an institutional level or from the sub-grantees related to remaining implementation activities or the close out process. Most of these meeting included the participation of the USAID AOTR, CNGO Project Managers, M&E and grants staff.

Particular topics that were highlighted during these meetings included how to best brand all youth friendly services developed in the communities. IYF with the CNGOs resolved this issue by creating branded signs for the venues and distributing them in the appropriate locations.

The DEF and other potential FMIs were also discussed during the bi-weekly meetings, in which IYF and the CNGOs sought to design innovative ideas to attract youth to take such support and minimize the fear of loans, one of which was to channel these resources through revolving funds at the CBOs, given that such funds have been better received in the communities.

Finally, the meetings included a focus on compliance with the grant agreements requirements. As a result of these efforts, all 22 sub-grant agreements in the six communities of JOHUD, JCEF and JRF were closed and settled, based on the following:

- 8 JOHUD CBO sub-grants closed by November 30, 2011
- 7 JCEF CBO sub-grants closed by December 31, 2011
- 7 JRF CBO sub-grants closed by December 31, 2011

A no-cost extension was granted for JCEF to continue program activities in Irbid through the end of February, 2012. During this time, JCEF will focus on completing the employment trainings still being carried out for youth in Irbid, carrying out graduation ceremonies, job placement, and entrepreneurship activities.

CNGO Transition and CBO Activity Design Phase

In addition to ensuring a smooth close-out of the CNGO grants, IYF also focused on preparing for direct implementation with CBOs in the six CNGO communities this quarter. The activities conducted in this domain included the following, and are described in greater detail in this section:

- 1) Conducting CNGO-CBO workshops to ensure healthy closure of CNGO-CBO activities
- 2) Developing protocols for transferring CNGO M&E files to IYF and managing M&E follow on activities in CNGO communities
- 3) Conducting a rapid assessment of youth demographics in YWJ geographical and nearby areas to assess appropriate targets
- 4) Amending the IYF-CBO grants manual and announcing the CBO Call for Interest
- 5) Engaging the private sector to assess their role in employing/retaining youth

CNGO/CBO Transition

As part of IYF's efforts to phase in our direct implementation in the six CNGO communities, three CNGO/CBOs workshops were conducted with JOHUD, JCEF, JRF, and their sub-grantees (CBOs), on the 16th, 17th, and 22nd of November 2011, respectively. The objectives of the three workshops were to:

- 1) Highlight partner achievements among CNGOs and respective CBOs from YWJ's first phase
- 2) Capture lessons learned and discuss challenges related to implementation from the perspective of the CBOs
- 3) Reflect on these lessons and challenges to ensure YWJ's new implementation model builds on the successful outcomes of the CNGO- CBO partnerships
- 4) Orient and brief CBOs about IYF's revised approach to partner directly with select CBOs to implement activities in these communities.

Twenty one CBOs attended the workshops to share information, suggest strategies to improve YWJ interventions, and gain a better understanding of IYF's revised approach in those communities. CBOs responded positively both to the opportunity to share their insights and to connect with each other on what they collectively agreed was a period of learning, accomplishment, and growth for themselves as organizations and for the youth they served. IYF prepared a summary report of the lessons learned, ongoing challenges, and opportunities for sustainability in each community as an outcome of the workshops.

Following the workshop, IYF developed protocols and an action plan for the handover of CNGO M&E files to IYF and management of M&E activities in CNGO communities. IYF's M&E and Grants teams contracted a service provider to facilitate the transfer of M&E files from CNGO to IYF offices. The

process required that M&E hard copy files were photocopied and transferred to the IYF office in Amman. The process went smoothly for JRF and JOHUD, and will be completed with JCEF once its grant expires at the end of February.

IYF is preparing an action plan for monitoring approximately 970 youth from the CNGO communities who have not yet been employed, and following up with approximately 1345 employed youth to ensure they retain employment. The plan, which lays out a process for how IYF will work with the M&E Officers at the CBOs to capture this data, was developed in consideration of YWJ's larger goal to build the capacity of CBOs to monitor and evaluate their youth-serving programs. On a monthly basis, IYF checks in with the CBOs that have been shortlisted for phase II of the granting cycle to ensure they are tracking and supporting these youth. For those CBOs that have not been shortlisted, IYF follows-up on its own. The process is the same across the communities, with the exception of Irbid where JCEF continues to work. As this process is tested in earnest in the coming quarter, IYF will evaluate, together with the CBOs, what changes may be required to ensure data is accurate and complete.

In addition to the M&E protocols mentioned above, IYF also conducted a review of current geographical boundaries in YWJ's 12 initial neighborhoods to determine if there should be any changes for the program's second phase. This review was initiated based on the feedback and recommendations received from IYF's CNGO and CBO partners to expand YWJ's geographical boundaries to the surrounding neighborhoods in order to reach more youth, and not to limit second phase interventions to the geographical boundaries defined for these neighborhoods in the early stages of the program. As part of this consultation, IYF also assessed the feasibility of IYF's plan to reach the 2012-2013 targets through fewer CBOs partners than under the first phase of the program, as well as the feasibility of reaching sufficient numbers of new youth within the currently defined geographical boundaries, given that a large number of at risk youth have already been targeted in some CNGO communities under the program's first phase.

Based on these findings, IYF submitted the following recommendations YWJ's expanded geographical areas to USAID which were approved.

IYF recommendation based on verification with municipalities
Cluster One
Eastern Amman/Sahab: No changes as we expanded the boundaries recently in consultation with USAID.
Cluster Two
Zarqa: Masoum and Al Hussain, Ramze, guariah, Jana'ah, Jabal Abead, Nuzha, and Doubat neighborhoods.
Russaifah: Musherfah, Awajan, Iskan Hashem, Prince Fisal Jabal, Hussain, Prince Tala Iskan, Rasheed Shamalee, Umjawadah, Al Aratfah, Um Haradah, Qadesiah, and Sahmale neighborhoods.
Qasabat Mafrq
Cluster Three
Irbid: Shmali, Turkman , Sharke, Janoube (gaselah, Mojama, Agouar, Rasheed and firas street), Barha neighborhoods.
Jordan Valley:
<ul style="list-style-type: none"> - Malaha, Twal Shamale, Twal Janoube, and Sawalha neighborhoods. - Waqas, Kalat Iskan, Manshiah, and Sheak Husain neighborhoods.

- Southern Shouneh
Ma'an: TBD

Direct Engagement with CBOs

Another key step in the transition to direct implementation in CNGO communities was the revision of the IYF-CBO grants manual and the approval from USAID. The manual outlines the requirements and process by which CBOs can obtain a grant from IYF and was amended to eliminate the role of the CNGO. The revised manual was approved on December 8, 2011. With this approval, IYF issued an Expression of Interest to CBOs across the six communities and received positive responses from 17 CBOs. Based on the EOI and site visits to CBO staff to discuss their proposed strategy, IYF shortlisted nine CBOs across Zarqa (2), Russefieh (4), and East Amman (3). IYF is now working closely with the CBOs to design their programs and submit full proposals for review and award. It is anticipated that initial grants will be made at the end of February.

II: Component One – Monitoring and Evaluation, Policy Coordination and Outreach

Objective: Improved youth Employability Models, Practices and Policies

Activities during the Quarter	Results
Capacity Building for Key Stakeholders	<ul style="list-style-type: none"> - Initial draft of capacity building framework and implementation plan for all CBOs, youth workers, parents and employers developed - Formal trainings and workshops conducted including: <ol style="list-style-type: none"> 1. Youth job placement support workshop for employers 2. Pilot 2 day parent workshop on youth adolescence and preparing youth for employability 3. I:SERVE youth leadership and project management TOT conducted - Ongoing shadowing activities for CBO staff
Monitoring and Evaluation	<ul style="list-style-type: none"> - CBO program and M&E reports received monthly - CBO cluster monthly meetings and workshops conducted - CBO progress cards issued - M&E research and analytics dissemination plan developed - M&E Plan updated - Qualitative focus group study completed as part of YWJ's M&E performance monitoring plan
Public Sector Capacity Building	<ul style="list-style-type: none"> - Brief concept paper to refine MOSD capacity building efforts developed
Policy Coordination	<ul style="list-style-type: none"> - Policy Specialist hired - 3 youth policy issues selected for reform efforts with M&E data and strong linkages to YWJ outcomes
Leverage	<ul style="list-style-type: none"> - Agreement for Scholarships for Jordan Hospitality and Tourism Education Company finalized
Communications	<ul style="list-style-type: none"> - New key messages for YWJ program developed - YWJ facebook and twitter maintained and website updated

	<ul style="list-style-type: none"> - Youth Media Committee meetings capacity building - 1 English Newsletter developed and disseminated - Regular success stories, e-news flashes, and press and media coverage
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Capacity Building for Key Stakeholders³

To capitalize on lessons learned from the CNGO experience and to systematize its capacity building approach in phase two, IYF began a process of building a comprehensive framework and implementation plan for all CBOs, youth workers, parents, and employers. The plan targets capacity building for CBOs at three levels: the CBO board members, the project management team, and the frontline staff. For these three audiences, IYF is providing two levels of capacity building – one directed at the institutional level through formal trainings and technical assistance workshops carried out by IYF’s capacity building unit and the other through individual technical assistance for individual members of the CBO YWJ project teams through ongoing co-implementation and shadowing activities undertaken by IYF’s field implementation teams.

IYF’s capacity building activities are focusing on four core technical and strategic areas including recruitment, career counseling and documentation of youth progress, forging partnerships with the community, marketing and outreach of youth-friendly services to community members, and diversifying resources and managing volunteers. These technical areas were determined based on the need to ensure that CBOs are making inroads with the communities and are thinking of sustainability plans early into the program. Within this framework, IYF is developing tailored training plans for each of the CBOs depending on their current capacities that will include both workshop training and IYF staff co-implementation.

In addition, IYF’s capacity building framework and plan is also integrating lessons learned in the first few months of working directly with the CBOs. For example, IYF has noted the need to delineate clearer roles and responsibilities both for its staff and for CBO staff, both to better systematize the technical assistance being provided to the CBOs and to ensure the CBOs don’t feel overwhelmed with the tasks involved in implementation, communicating with IYF, and the capacity building activities that IYF is organizing. As such, IYF held several internal planning discussions to make adjustments to its technical assistance approach at both levels (formal trainings and shadowing) to ensure a coherent and streamlined approach to capacity building activities so that they can be more effectively absorbed and utilized by the CBOs. A draft plan was developed in December, and we expect to finalize the plan and begin developing individual plans in the current quarter.

Monitoring and Evaluation

In preparation for the closing out of the CNGO grants and the direct management of the M&E for the initial communities, IYF took a number of different steps to ensure that indicators continue to be accurately counted and reported. IYF also took steps to establish a process for sharing information about program outcomes with CBO partners, and to begin analyze findings to inform the program design.

³ This section highlights the overall framework for capacity building for YWJ. Individual trainings are discussed in their corresponding sections in Components 2, 3, and 4.

In particular, IYF amended YWJ's M&E plan to reflect IYF's direct implementation model in all communities. The updated plan also revised targets to reflect the new overall targets outlined in the YWJ 2012-214 Roadmap and removes 3 indicators that were included for informational purposes, yet were causing more of a challenge in counting than providing meaningful feedback on the program. IYF is currently in discussions with USAID regarding the revisions, and hopes to have the plan finalized and approved by USAID early in the current quarter.

As mentioned above, IYF also developed a plan to follow up with youth in the CNGO communities after the grants come to an end in December. The plan includes collecting files from the CNGOs, verifying any outstanding information with the CBOs, and inputting any lingering files into the online system. IYF then plans to work with short-listed CBOs to continue tracking youth after the program's end in accordance with the M&E Plan which mandates that youth be followed up on every three months after their graduation from the program.

As part of YWJ's learning agenda, IYF also began holding monthly cluster meetings and workshops with the CBOs in the expanded communities in order to encourage cross-learnings and to share trends that have been pulled from across all the CBOs. IYF hopes to use these meetings not only as information sharing tools but also as capacity building opportunities.

IYF also began issuing the CBOs their first quarterly progress cards to help them assess their overall progress on key indicators, as well as to share with them overall program results. These CBOs progress cards have been integrated based on the recommendation of the Midterm evaluation to show CBOs how they compare to overall target numbers, and give them a sense of how their individual programs fit into a larger, national intervention.

In addition, IYF completed a qualitative focus group study to triangulate the findings and lessons learned that it has been gathering throughout the first phase of implementation. The study analyzed the feedback given from focus groups of the CNGOs, CBOs, youth, employers, parents, and community members from Zarqa, East Amman, Jordan Valley, and Irbid. We expect to finalize the report on the focus group findings in the next quarter.

Finally, IYF has started a process of developing trends analysis on a monthly/quarterly basis on areas of particular interest at the moment to the technical team in order to inform the design and implementation of youth activities at the community level. Topics of analysis have included gender, tawjihi graduation rates, literacy rates, and how each of these affects job placement. IYF also developed a draft plan for dissemination of these research findings to partners, and hopes to finalize the plan in the coming quarter.

It should be noted that this quarter also marked a period of transition for the M&E Team, since three of the M&E staff in both Baltimore and Amman left IYF in this quarter while one new M&E coordinator joined the program. IYF has since hired two more M&E Coordinators and an M&E Assistant, but is anticipating a learning curve and time for these new staff to get up to speed on YWJ's program model and the complexities of the M&E system and to be able to effectively train and support CBOs in the data collection process. We anticipate that this process will be made easier with the recent hire of YWJ's new Senior Learning Manager who will oversee the entire M&E unit, as well as YWJ's policy coordination activities.

Public Sector Capacity Building

Last quarter, IYF reported ongoing challenges to YWJ's planned capacity building efforts for MOSD due to a cycle of ongoing leadership vacuum at the Central Ministry level. In October, a new Minister of Social Development was appointed by the King, and IYF is hopeful that it can now begin planning a series of discrete capacity building activities that directly support MOSD's youth interventions as a service provider. In particular, IYF has been in discussions with MOSD to pilot a best practice model for life and employability skills training programs in several MOSD Social Care centers located in YWJ's communities, that MOSD could then replicate to other Childhood Care Institutions in its network.

In addition, in close consultation with USAID, IYF will be expanding its capacity building efforts to a broader set of government partners that work closely with YWJ. Initially, this will include the Ministry of Labor, the new Ministry of Youth and the Ministry of Municipality. Discussions are underway with all three ministries to assess their needs and outline specific capacity building interventions, and will be discussed in more detail in the coming report.

Policy Coordination

Last quarter, IYF reported that it identified 9 core policy areas that affect the achievement of the program's objectives under the four main pillars of education, employability, youth friendly services and civic engagement. This quarter, IYF narrowed these areas down to three key policy priorities to address over the next two years. These include:

1. Policy interventions that improve the barriers to entry for the employment of youth through improved working conditions for youth, particularly for females, and advocating for the reform of youth criminal records which prevent many disadvantaged young males from working.
2. The national promotion of new and improved Youth Friendly Services, particularly for youth ages 15-17 who have dropped out of school but are still too young to work.
3. Developing a national strategy for the awareness and promotion of volunteerism and social responsibility in schools, training institutes and at the community level.

Unfortunately planned work to ensure strong linkages between these four policy areas and YWJ's M&E/learning outcomes was delayed due to the lack of dedicated M&E staff to manage these activities. IYF is still seeking to hire a new M&E Specialist to help support this process, as well as a dedicated Policy Specialist to manage the day to day activities for YWJ's overall policy coordination efforts. With the recent hiring of YWJ's Senior Learning Manager, Ms. Rima Qaisi, who will oversee the M&E and Policy units, IYF expects to fill these vacancies in the coming quarter.

Leverage

Leverage commitments to the program continued to grow during the quarter, with \$702,303 in new leverage committed through IYF and its partners, bringing total leverage commitments to date to \$5,589,262. In addition, it's worth noting that early in the current quarter, IYF was awarded a global grant from the Caterpillar Foundation that will include \$750,000 to support the technical training of YWJ youth in mechanical related skills training programs.

IYF expects leverage to the program to increase substantially over the next two years, and is cautiously optimistic that it will reach at least 80% of its leverage target by the end of the program. As YWJ's core interventions in employability, youth friendly services and civic engagement take root, the program's

model to build community alliances and national level public-private partnerships in support of these interventions is having a positive “spin-off” or multiplier effect as a growing number of public and private sector institutions are asking to integrate core elements of YWJ’s employability, YFS and civic engagement models into their programs. In particular, we anticipate considerable leverage of resources in support of YWJ’s goal to create an enabling environment through the capacity building activities that IYF will undertake for the Ministry of Social Development, Ministry of Labor, Ministry of Youth and Ministry of Municipality in the coming year.

Capacity building

This quarter IYF focused on building the capacity for YWJ’s CBOs in the three expansion communities to secure leverage, following up on their outreach plans for seeking potential partnerships, and the development of various concept notes and proposals based on the mapping of the needs in the YWJ communities.

IYF staff delivered leverage training in October as part of the financial training orientation to the CBOs in Shouneh, Sahab and Mafrq. During the orientation, IYF 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.

Another orientation was conducted on the 26th of October with the CNGOs reflecting the progress the CNGOs made in leverage against their targets. IYF then worked together with the CNGOs on mapping out partners throughout the project from the private and public sector as well as other NGOs who’s support could be valued for leverage but which had not yet been captured. As a result, the CNGOs were able to report substantial leverage this quarter based on the ongoing support they had received from various stakeholders throughout their grant periods.

Current Partnerships

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) **Jordanian Hospitality and Tourism Education Company:** IYF signed an MOU this quarter JHTEC to support the training and provision of career counseling to youth in the tourism sector. As a result of this partnership, JHTEC is providing discounted tuition for 120 young people from YWJ’s program, valued at over \$42,000.
- 2) **Al Quds College:** As part of this partnership, Al Quds College provided 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. Brochures and applications were prepared and distributed in YWJ communities. A proper selection will take place based on the agreed criteria and competition in the coming months. This contribution will be valued in the next report.
- 3) **Caterpillar:** Caterpillar approved IYF’s proposal for a \$750,000 grant to support mechanical training activities in Jordan as part of a global program with IYF. The proposal was verbally approved in December and signed in early January.

- 4) **MENA Conference Sponsorship:** IYF has approached a number of prospective partners that would be interested in sponsoring the Youth@Work Conference, a conference being sponsored by USAID, Mastercard, and the World Bank which has a central focus on the YWJ program. Lumiums Group committed to \$15,000, while the Jordanian Association for Hotel and Tourism Education contributed \$5000 USD.
- 5) **TAG IT knowledge centers equipment:** TAG has agreed to furnish IT knowledge centers in Sahab, Mafraq, and Shouneh after they finish the IT training in these communities. These contributions will be valued in the next report.

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
Starbucks Jordan	Support for youth social entrepreneurship and mentorship
Development Employment Fund	Support for small-medium loans for youth
Royal Academy of Culinary Arts	Scholarships for YWJ 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
Quds College	Scholarships for YWJ youth
Jordanian Hospitality and Tourism Education Co. (Ammoun College)	Discounted hospitality training for youth
Caterpillar	Providing technical training through the granted project
Luminous Group	Cash contributions to Youth@Work Conference
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
Ministry of Culture	Arts classes and programs
Manaseer	Financing for building of two youth centers in Mafraq and Shouneh
Zain Communications	Support for YWJ business and/or social entrepreneurship programs, or support for mobile maintenance trainings.
Ministry of Planning and Cooperation	Support National Volunteerism program

Pharmacy One	Supporting grants for youth to start social or business enterprises.
British ToT	Providing ToT for youth and CBO or MoE Employees

Communications

As YWJ has begun transitioning into the second phase of activities, it undertook a number of activities to ensure that YWJ's message and plan are being effectively articulated to local communities, as well as national level stakeholders. Specific communications activities this quarter included the following:

Communications Workshop

IYF conducted a one-day brainstorming workshop for all YWJ team members to define YWJ's communications focus for the coming two years. From the workshop IYF developed a list of key messages to be conveyed to three identified key audiences (youth, parents, and employers) on YWJ's role and how we want people to perceive us. These messages then informed planned communication activities for 2012 and 2013.

Media relations

Given the number of partnerships that were launched in the October-December timeframe, press coverage of YWJ increased this quarter. In addition, Her Royal Majesty Queen Rania visited one of YWJ's CBOs in Zarqa in December, an event which prompted eight stories and one television report. Coverage also surrounded the visit of Her Royal Highness Princess Sana' Asem and Princess Salha bint Asem to one of our CBOs in Southern Shouneh, in addition to the graduation of YWJ youth from the I Serve Training.

The YWJ team and youth also made several television appearances on Jordan TV and Ro'ya TV morning shows. Ro'ya TV produced two TV reports this quarter on the Private Sector Workshop and YWJ Graduation of East Amman youth which was organized by JCEF. The two TV reports were supported by 2 TV interviews on Donya ya Donya morning show with IYF Country Director Rana Al-Turk and Tamer Zu'mot, JCEF's Operations Officer along with selected youth from East Amman. Jordan TV interviewed Ms Rana Al Turk for the Private Sector Event which was broadcasted on the evening news several times.

As for radio coverage, Linda Tubaishat talked to Hawa Amman FM to talk about our partnership with British Council and the Jordan Hospitality School "Ammoun." We had another one-hour radio interview with Ms Rana AlTurk and a number of our success stories on the national radio "Al Hadaf."

Success Stories

Seven success stories were prepared this quarter in Arabic and English to be used for YWJ's E-news Flashers, website, and newsletter and were also shared with USAID. This quarter, the communications team expanded the scope of success stories to include not only youth who have changed as a result of the program, but also how youth and adults are engaging and inspiring each other through events facilitated by YWJ. Examples of such success stories included Pharmacy One's Founder's participation in the Talk to Me youth dialogue series in Mafraq, YWJ beneficiaries' participation in the TEDx's Youth@Amnman conference, and the engagement of parents in the YWJ program through a training workshop organized for mothers.

Newsletter and news flashes

IYF published its YWJ Fall Newsletter which highlighted YWJ's PTS and the impact of such training on our youth. Four E-News Flashes were also sent out to IYF Jordan's stakeholders and partners. The Arabic news flashes included links to YWJ's success stories. Topics covered through the news flashes have

included the Queen Rania’s visit to Zarqa, a brief on how to resolve conflicts (as one of the PTS’s lessons), YWJ partnership with several partners, success stories from our communities and other updates.

Film

In order to showcase the progress YWJ has made thus far, IYF decided to produce a short 10 minute video on YWJ program, using the approach of training youth from the Youth Media Committee (YMC) on filmmaking and then giving them a role in producing the film themselves. IYF has signed a contract with filmmaker Mohammad Hushki who will train YMC youth on filmmaking to be able to co-produce the film with him. Planning and training began in January, and IYF expects to showcase the film at the Youth@Work Conference to be held in February 2012.

Social Media

The number of YWJ Facebook page “likes” are rising, reaching more than 1400 likes by the end of Dec. 2011. The Facebook page continues to be populated with updates on YWJ activities and news, in addition to giving 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 been feeding the twitter page with live tweets from our events and workshops and linking our success stories, news updates and TV coverage with the twitter page. YWJ Twitter page now has more than 200 followers.

III: Component Two – Capacity of CBOs to provide access to sustainable livelihoods for youth strengthened

Activities during the Quarter	Results
Youth Recruitment and Outreach	Assessment of Tawjihi/Non-Tawjihi graduates by gender and geographical environment (urban/rural) conducted to determine changes (if any) to YWJ eligibility criteria 672 youth recruited to YWJ in three expansion communities
Employability Preparation Model	Ongoing technical support to CBOs in tracking and mentoring of individual youth through training and job placement process Job opportunities list announced to youth in each community 15 field visits to employment sites conducted for youth Life Skills Master Coaching Plan for YWJ community based PTS trainers drafted New learning materials into PTS program, including student handbook and career guidance lessons finalized 5 parent workshops held in October and December for 3 Talk to Me dialogues held in Mafraq, Shouneh, and Sahab
Improving Technical and Vocational Skills for Youth	CBO market needs assessment on community and national level updated regularly Demand driven technical training service providers identified and selected for hospitality, soap-making, and handicrafts Menu of technical training options for youth updated and shared with youth and parents
Entrepreneurship Training	Entrepreneurship service provider finalist contracted

and Support	
Basic Employability Skills Training (IT and Business English)	Implementation of IT & BE skills training commenced in Shouneh, Mafraq, and Sahab Ongoing technical assistance to CBOs to ensure coordinated integration of IT & E BE training into youth training plans
Job Placement and Post Placement Support	Job placement strategies to support youth workshop conducted for businesses to build strong alliance between CBOs and private sector

Youth Recruitment and Outreach

Assessment of Tawjihi / non-Tawjihi graduates

As IYF began planning for the second phase of activities, in consultation with USAID it revisited the idea of including Tawjihi graduates into the program in order to recruit a larger pool from which to select youth in order to bring the most committed youth who can maximize their benefit from the program. While IYF is committed to focusing program efforts on youth ages 15-24 who are early school leavers, unemployed, and have not passed their Tawjihi, it found that in the three expansion communities, 16% of youth beneficiaries have passed their Tawjihi (Sahab 13.6%, Shouneh 13.3%, Mafraq 20.9%). Through an assessment of these youth conducted this past quarter, IYF found that these tawjihi graduates in these communities were still highly vulnerable because they faced the same challenges of non-tawjihi graduates, including unsafe environments, lack of social and economic opportunities, and lack of opportunities to return to school through other programs. This challenge especially affected females, who comprised almost 70% of the tawjihi graduates, since these program participants had often spent years inactively at home. IYF shared these findings with USAID, who approved the allowance of tawjihi graduates in the expansion communities on a limited, as needed basis. As IYF expands its direct implementation model to the initial communities, IYF will continue to prioritize the recruitment of non Tawjihi youth; however IYF will conduct an assessment in the first three months of implementation to better evaluate the number of committed, out of school youth not yet reached by YWJ, and will share this evaluation with USAID for future consideration.

Recruitment and life skills training

This quarter marked a significant increase in the capacity of CBOs to recruit and attract youth to the YWJ program in the three expansion communities. Between the 5 CBOs, 15 Open Days were conducted to introduce the community to the program. As a result, CBOs were able to recruit and train 522 youth in life skills. 25 classes were conducted over two rounds of training in order to accommodate for such a large number of youth. The first round of training concluded on November 22, while the second round began on December 11, and is expected to end in the current quarter.

In addition, 150 youth from the Sahab Vocational Training Center were trained in life skills as part of YWJ's partnership with the VTC and Siyaha to integrate YWJ's program model into their training programs, including life skills, career counseling and youth friendly services.

Of particular note is the success the Queen Zain Al-Sharaf Charity Association has had in recruitment and training of youth, having exceeded the recruitment of all four other CBOs. IYF is hopeful that as the Queen Zain Association continues to grow in its understanding of the program, it will begin taking on more and more activities under the guidance of IYF, and transition out of the shadowing model into independent implementation.

There have also been several lessons learned through this quarter's recruitment process which the IYF field teams and CBOs are reflecting in their recruitment activities and are making adjustments accordingly to minimize the dropout rate. First, ensuring correct messaging to the youth on what the program is and what it can and cannot provide them is essential. Second, IYF is working with the CBOs to have more stringent selection criteria in order to recruit the most motivated youth who can benefit the most from the program and are committed to finding jobs not just being trained.

Employability Preparation Model

Technical support to CBOs career guidance, training and job placement processes

As IYF has worked with the CBOs in the expansion communities through its shadowing approach, it has noted that CBOs face a significant challenge in supporting youth after the life skills phase of training and helping them to make wise career choices given the market choices of their communities. In order to address this challenge, YWJ has developed a career guidance manual designed for the youth mentors that builds upon the career guidance package developed last year, focusing not just on tools for determining career choices but also guidance to CBO youth workers on what to say to youth in career guidance sessions, session plans, and means of guiding and documenting youth progress through the YWJ intervention. IYF will hold a training session for CBOs on how to use this manual in January 2012.

IYF has also continued to provide ongoing technical support to the CBOs through regular visits to their offices and co-implementation with the CBOs on days when recruitment and career guidance are conducted. As a result, career guidance sessions have been conducted for youth in order to assess their interests and channel them into the appropriate training. All youth were interviewed after the PTS training either within focus groups or one to one in order to go through the job opportunities and trainings available.

YWJ also held two career guidance orientations in this quarter for CBO youth mentors and employability officers and PTS trainers. The orientations focused on how to conduct the second stage career guidance session following the PTS training, before the youth progress to technical training, advanced civic engagement, or employment.

IYF also plans in the coming quarter to merge the roles of youth mentors and youth employability officers into one job (with three different staff members each assigned a portion of the youth at the CBO for which they must follow up on) so that youth have a dedicated mentor and one interface at the CBO (in addition to the life skills and technical trainers). At the same time, CBO staff will have fewer youth so that they can better focus on placing those youth in jobs, in order to better address the gap that IYF has noted in terms of job placement for the CBOs.

Job opportunities lists

IYF has instituted a process for each of the CBOs to find and post jobs for youth each month. In this process, the employability officer at the CBO visits private sector companies in order to conduct a market assessment and identify new job opportunities in the local market at the beginning of each month. At the same time, the IYF team works closely with the focal point from MOL to identify more jobs in the communities and regularly updates the job opportunities list. Following this assessment, a list of available job opportunities, by sector, is posted on the youth wall in each CBO.

Furthermore, each youth is given a list of job opportunities during his/her first career guidance session so that he/she is aware of the job opportunities that are available following PTS life skills training.

During the most recent round of recruitment, in December 2011, IYF took a more demand driven approach to the recruitment of youth, pre-screening youth for specific, available jobs in the local market. Matching a certain number of youth to pre-committed jobs during the recruitment process has helped to overcome challenges faced during previous recruitment drives where the expectations of youth were not in line with available jobs in the local market. IYF is working to increase the numbers of jobs that are posted prior to recruitment, and to tailor youth selection criteria and technical trainings to the market needs as they are defined through the job postings.

IYF has noted that while this method has worked well in Sahab and Mafraq, the CBOs in Shouneh are not openly sharing opportunities available with youth, but are only placing youth on an individual basis. IYF currently working with the Shouneh CBOs to help them understand the importance of openly sharing job opportunities in order to increase the job placement prospects of youth, and encourage youth to become knowledgeable about their local labor market and the jobs that are available in their community.

Field visits

In order to expose youth to the private sector work environment and raise their awareness about potential job opportunities with local employers, YWJ and its partner CBOs have taken youth in each of the expansion communities on field visits to various private sector employers. These visits typically have focused on the types of jobs available, trainings provided and benefits offered, and other issues related to employment.

During the first quarter of 2012, youth participated in the following field visits:

Community	No. of Visits	Total Participants	Industries
Shouneh	6	136	<ul style="list-style-type: none"> • Hospitality (2 visits to Dead Sea hotels 44 participants) • Hospitality (2 visits to Amoun College, 41 participants) • Sewing (Maliban factory, 37 participants) • Grading and planting (1 visit, 14 participants)
Sahab	5	141	<ul style="list-style-type: none"> • Hospitality (2 visits to Amoun College, 46 participants) • Food production (2 visits to Nabil factory, 54 participants, Zalloum Factory, 15 participants) • Sewing (Al Abqari factory, 26 participants)
Mafraq	4	96	<ul style="list-style-type: none"> • Manufacturing (1 visit to Cables factory, 15 participants, 1 visit to Al Thuraya, 8 participants) • Hospitality (1 visit to Amoun College, 58 participants) • Construction (1 visit Al Hamd Factory, 15 participants)

Life Skills Planning

As CBOs have started training along with the coaches in the life skills lessons of PTS, IYF has started developing a master coaching plan that would manage the professional development of the CBO trainers so that they are able to eventually lead life skills classes independently. As part of this plan, it is being envisioned that a Master Training Workshop will take place in late February for IYF's strongest PTS trainers who have been coaching CBO trainers over the last months, after which they will be tasked with coaching and providing additional TOTs in designated YWJ communities and/or for other YWJ partners. In this respect, IYF hopes to increase the number of capable trainers in the communities and the quality of their training skills. Of those who attend the training, 4-6 will be selected as Master Trainers, while the rest will remain as coaches for the CBO trainers. In order to prepare for this, Mays Al Shakhanbeh was trained as a Master Trainer in early December in Baltimore, and will be leading the Master Training in February. IYF expects to finalize the plan in January 2012.

In addition, IYF has written three new lessons and integrated them into the PTS training. These lessons, within the "Effective Work Habits Unit," cover the following three topics:

- CV Writing
- Preparing a Cover letter
- Managing Expectations

The lessons were finalized in December 2011, and will be sent to translation by mid January. The content of the student handbook was also finalized and translated in this past quarter, and is expected to be a significant addition to YWJ's classroom training tools. The handbook is currently in the graphic design stage, and we expect to begin using both the lessons and handbook during the trainings to commence in the current quarter.

Literacy and youth counseling services

As mentioned previously, IYF is committed to building the capacity of CBOs to provide an enabling environment for young people in their communities. As part of that enabling environment, IYF is hoping to instill a set of youth counseling and self help services in the CBOs that support the holistic development of a young person, and provides tools for the CBOs to encourage parents to contribute to that holistic development. To support this effort, IYF with the CBOs convened five workshops for parents. These workshops which had between 20 and 40 participants each, brought parents together to learn about the developmental needs of youth, the need for a safe environment for young people to participate in the workforce and public life, and how parents can support those needs at home. In two of these sessions, a parent's manual that had been developed throughout the quarter was also pilot-tested. At the end of each session, youth joined their parents for an open discussion between the two groups, facilitated by a psychology professional. IYF found that while these sessions have been very helpful for mothers to understand the needs of young people and engage with them, it is challenging to engage fathers using the same methodologies, or even to bring them to the workshops. As a result, IYF is working on tailoring how to administer the workshop plan with groups of fathers and mothers, and train CBO staff on how to engage fathers.

Furthermore, "Talk to Me" sessions were also conducted in all expansion communities, and a planning mechanism for the roll-out of these sessions was developed. These sessions facilitate open dialogue with youth and give them the opportunity to hear and learn from caring adults who can serve as role models in their growth. These sessions have been highly received by youth participants and community members. In order to roll out these sessions in a systematic way, IYF will begin holding Talk to Me dialogues on a monthly basis; one session on a national level will be held in Amman at the beginning of each month, and local dialogue sessions will be held in YWJ's nine communities will take places on the second Thursday of each month.

It is worth noting that a number of youth who are part of the youth media committees (YMC) will be responsible for organizing the sessions in collaboration with Communication Specialist and Life Skills Coordinator from IYF. It is anticipated that 40-50 youth will attend each session. Both parents and youth from the communities are invited to these events through phone-calls, visits, posters in relevant areas, and facebook invites. Three dialogues were held this past quarter (one in each of the three expansion communities), and the topics covered included entrepreneurship, citizenship and identity, and setting goals. Between 25 and 50 youth attended each of the sessions. Through the Talk to Me dialogues, IYF has also been able to bring in a number of different speakers from both the private and public sector to speak with youth. Speakers have included the founder and CEO of Pharmacy One, Public Affairs officer at the Canadian Embassy, and a Manager at the Talal Abu Ghazaleh Group.

In terms of literacy support, eight youth enrolled in literacy classes in Sahab. The literacy classes are being taught by the M&E officer from the Sahab Association, who was trained by Questscope and is using the same curricula. IYF anticipates introducing literacy classes in Shouneh by January 2012 in partnership with the Ministry of Education. IYF does not anticipate a need for literacy classes in Mafrag were to date there have been very few cases of literacy.

Improving Technical and Vocational Skills for Youth

CBO market needs assessments

In order to build the capacities of CBOs to conduct market assessments and tailor programs to the local labor market needs, the employability officers at the CBOs started conducting market needs assessments on a monthly basis by visiting local private sector employers to collect data. IYF has been providing technical support to cover the gaps as the employability officers learn the best way to gather the necessary information.

IYF also signed an MOU with NET in October 2011 whereby the two parties have agreed to facilitate the exchange of data and information related to youth vocational interest and job market demand. This information is expected to contribute to the ongoing market needs assessment. The parties have also agreed to coordinate in organizing training workshops and job fairs for youth.

Technical trainings

Over the last quarter, IYF selected a number of service providers to provide quality, market-driven technical trainings for youth. In October, IYF signed an MOU with Ammoun College to provide hospitality training to participating youth. IYF also signed an MOU with Al Quds College to deliver various specialized vocational and technical training programs in line with private sector market demand, including graphic design, land surveying, and HVAC. IYF is currently in the process of screening a wider range of vocational training service providers for services including secretarial skills, office management, salon services, engineering, and other skills based on demand and feedback from the career guidance sessions.

As a result, the menu of technical training options for youth has been updated and shared with youth and parents. The vocational training currently in progress is outlined below:

- Hospitality: During the first quarter of 2012, 123 youth commenced hospitality training with Ammoun College. This training will run for a period of three months, in which the students will focus on housekeeping, kitchens, restaurant service, and specialized English courses. Following completion of the training, these youth will be channeled into jobs in the hospitality sector.

- Soap making, handicrafts, and accessories: Two training programs commenced during the first quarter of 2012 at the Zaha Center: one for soap making (19 participants) and one for handicrafts and accessories (15 participants). These trainings will run for a period of one month, three times per week.

IYF also anticipates sending youth ages 15-17 to VTCs in the communities especially in Shouneh as CBOs have a good number of these youth who want technical training in hospitality training, but who are unable to join the Ammoun College training since they cannot work after completion.

Employer Engagement for Trainings

YWJ held a workshop with private sector employers in December 2012 to deepen the relationship between the private sector and IYF. 56 participants attended the workshop, including representatives from private sector companies, the media, and CBOs. While the event covered mostly introductory presentations on the YWJ program and ways to recommendations on providing youth-friendly work places, IYF hopes that this workshop will be a start to regular round-table meetings with private sector partners to discuss a number of different partnership issues, of which a priority will be the assessment of technical trainings. IYF is in the process of hiring an employability specialist who will lead this task in the coming quarter.

Entrepreneurship Training and Support

This quarter IYF conducted a comprehensive review and evaluation of 13 proposals submitted by service providers interested in conducting the entrepreneurship training for 360 YWJ youth in Shouneh, Sahab, and Mafrq. The outcome of this process was the selection of the Arabian Business Consultants for Development (ABCD) in partnership with their partners, Beyond Excellence and the Mogli Foundation. ABCD submitted a comprehensive entrepreneurship program that presented the greatest possibility of achieving positive outcomes and furthering YWJ's broader programmatic goals.

ABCD proposed concrete, innovative, and tested activities at each phase of the program that when taken together will allow youth to receive the skills training and follow-up support required to launch and sustain 15 youth-led businesses. For example, ABCD is partnering with Beyond Excellence to deliver the business skills training to the youth using a tested curriculum that they have already used with YWJ partner, JCEF, in Amman and Irbid with excellent results. The training is based on the internationally developed European Business Competence License Program, and ABCD has offered optional accreditation for specific students. Mowgli Foundation, a leader in mentoring entrepreneurs, will be leading the mentorship component and working closely with CBOs to build their capacity as mentors. Mowgli is committing international mentorship experts to the program to ensure youth are engaged in positive mentoring relationships in which they receive the emotional support they need to take their business ideas to execution.

Finally, ABCD will build the capacity of CBOs in a way that will support overall program outcomes and foster long-term program sustainability. CBO staff will receive training on working with at risk youth, mentoring youth, and business skills. The mentoring and at risk youth trainings will provide critical competencies that will support YWJ goals overall, while the business skills training will allow CBOs to strengthen their income generating activities that strengthen their organizational sustainability.

Work on this contract is expected to begin in mid February with a labor market analysis in the targeted communities, followed by entrepreneurship exposure activities that will give interested youth an idea of what it is like to run a business. These activities will feed into the recruitment of youth for the training.

Basic Employability Skills Training

Implementation of IT & BE skills training commenced in Shouneh, Mafraq, and Sahab this quarter. IYF finalized agreements with TAG and the British Council to provide IT and Business English training in Shouneh, Mafraq, and Sahab. Appropriate venues were identified, renovated, and fully equipped, and placement tests training courses have begun.

With regard to Business English, the total number of participants in each community is as follows:

Community	Females	Males	Total
Sahab	18	10	28
Shouneh	43	26	69
Mafraq	31	0	31
Total	92	36	128

The first round of IT training commenced in all three communities in December. Total enrollment is as follows:

Community	Participants
Sahab	27
Shouneh	25
Mafraq	15
Total	67

Youth who are enrolled in these Business English and/or IT training courses were selected based on the outcomes of their career guidance sessions and the requirements of their vocational or technical training. IYF has also requested service providers who provide vocational or technical training to include English language lessons based on the requirements of the job, to ensure that youth will be receiving tailored English lessons.

In the coming quarter, YWJ will conduct a focus group in January 2012 with 25 youth representing Mafraq, Shouneh and Sahabs and 5 CBOs in addition to other communities in order to collect feedback regarding the expectations and outcomes from the English courses, in order to refine the offering in the future to fit with post-career guidance job opportunities.

YWJ is also providing close support to the CBOs in response to certain challenges faced with the implementation of the pilot round of English classes. These challenges included low levels of commitment and absences (especially from male youth) from the classes, disruptive behavior during the classes, and finding an appropriate time and venue to hold the class. IYF hopes that with the continued technical and coordination support, the English classes will continue smoothly and effectively in the coming quarters.

Job Placement and Post Placement Support

Private Sector Workshop

As discussed above, YWJ held the first in a series of workshops with the private sector in December 2011. The workshop was attended by representatives from the private sector, public sector (including the Ministry of Labor, Employment-Technical and Vocational Education and Training Fund, Development and Employment Fund, and Tourism Board), civil society organizations, youth, and media. The objectives of the workshop were to:

- Familiarize the private sector participants with YWJ objectives and components, as well the methodologies adopted to promote youth employment opportunities
- Examine the challenges and expectations of youth and private sector for youth employment efforts, particularly young people aged 18-24, in addition to the proposals and mechanisms for promoting youth employment.
- Develop sustainable solutions and a workplan for developing demand-driven youth employment activities and programs

Following introductory presentations, participants were divided into groups to discuss the following topics:

- The private sector's best criteria and applications in the areas related to the employment of youth aged 18-24 and female employment
- Creation and implementation of mechanisms and incentives to promote youth employment and job retention for a period exceeding at least one year
- How to leverage additional resources from the private sector to support training and youth employment activities
- Mechanisms and proposals for the provision of on-the-job training opportunities for youth
- Young people's expectations of the private sector

Key recommendations included:

- 1) Collaborate with IYF, MoL and the private sector to ensure a professional and safe work environment for youth:
 - Provide on-the-job training
 - Develop a clear career path for the jobs available in the private sector that would keep pace with young people's future aspirations
 - Raise youth awareness about performance-related incentives
 - Adhere to labor laws in terms of (minimum wage – overtime- bonuses and monthly allowances - social security and health insurance) in accordance with private sector bylaws
- 2) Provide a youth friendly work environment within the workplace with the following requirements:
 - Safe field workplaces
 - Fully equipped rest areas
 - Safe transportation to work sites that attends to the needs of the youth
 - Increased activities and entertainment options for staff
- 3) Establish specialized training programs and workshops on how existing staff, particularly HR Managers, can effectively work with the targeted youth to help them transition into and succeed in the workplace

Overall, the workshop served to strengthen the partnership between IYF and the private sector by gaining a better understanding of how YWJ, together with employers, can meet the market’s demand for labor. IYF also presented the concept of the new YWJ Youth Friendly Employer Awards and Ambassadors initiative in acknowledgement of the private sector’s efforts to increase youth employment opportunities. The initial awards will be made in the coming months.

The workshop received a positive response, with approximately 80% of participants reporting 80% or higher satisfaction levels. A significant amount of feedback was collected from participants that will be used to shape future workshops.

As mentioned previously, IYF expects the employability specialist to lead in the follow-up of the workshop, as well as plans for internship and on-the-job training agreements with the private sector.

Even with the engagement of employers, it has not been an easy process to place youth, particularly females, in jobs, especially in large factories. As the CNGOs mentioned in the previous phase of activities, there is resistance on the part of families to allow youth to take these jobs. For females, this challenge is even more pressing since families are less inclined for their daughters to work outside the home at all. IYF is addressing this by encouraging parents to participate in the field visits being organized to various employers, and to engage them in the counseling services and activities mentioned above. For males, particularly in Mafraq and Sahab, the challenge is that young males don’t want to work in entry-level jobs in their own communities. IYF is addressing this issue by working with CBOs to find job opportunities outside the community to increase the number of job opportunities available to them and that can be appealing to them. IYF is also, as mentioned earlier in the report, working to bring in demand driven technical trainings that are relevant and tailored to specific job opportunities available so that youth are tracked into a certain field with a higher probability for job placement early on in the youth career counseling process.

IV: Component Three – Provision of Youth Friendly Services

Activities during the Quarter	Results
- Creation and/or expansion of YFS	- Community partnerships developed to support revitalization process for youth spaces - CBOs implement ongoing sports, arts, and cultural activities for youth
- Engagement of youth through integration in design and implementation of youth services	- Youth volunteer committees work closely with CBOs to design and implement youth friendly projects

Creation and/or Expansion of YFS

Community partnerships for youth spaces

To support the sustainability and community ownership of the program, community partners committee meetings have been held in each of the three communities on a monthly basis. The purpose of the community committee meetings is to encourage partnerships between community organizations and CBOs, and discuss how these organizations can support the CBOs in terms of recruitment and leveraging

resources, as well as provide an opportunity for the community to give feedback and suggestions regarding the CBOs activities and development of youth friendly services. Furthermore the committees in Mafraq and Sahab are strongly supporting the CBOs to get needed leverage to implement youth-friendly services in their communities. For example, Queen Zein Al Sharaf Association signed an MOU with Mafraq governorate, providing approval for the rehabilitation of a local park, and the governorate supported the CBO with labor and equipments in the process of implementing the YFS Park.

Additionally, in December staff from all CBOs attended a Youth Friendly Service and Income-Generating Projects Orientation workshop conducted by IYF. The orientation was followed by a visit to Al-Nuzha Park in East Amman, which was rehabilitated by the Families Development Association CBO, and the income generating project established by the Sanabel Al-Kheir Association. The purpose of these visits was to expose CBO project managers and field officers to success stories of youth friendly services and income-generating projects and to learn from the experience of the CBOs from the initial communities.

Please find below a detailed description of the youth friendly services currently underway in YWJ's expanded communities:

- TAG established four computer labs– one in Sahab, one in Mafraq, and two in Shouneh. These labs are part of the educational facilities provided as part of Youth Friendly Services and are now operating at full capacity, with a total of 205 youth benefitting from these services. These IT Centers will be a certified IT Branch and part of TAG network of IT centers. They will also be a source of revenue generation for the CBOs. Specifically, TAG will identify and train a local trainer as a first step to certify the centers to deliver Cambridge Certificates, thereby affording CBOs the opportunity to offer IT training courses to the local community at a small fee.
- Al Rawdah Association is in the process of the rehabilitating a playground at Um Kalthom School. 26 youth volunteered to assist with cleaning the playground, painting the sidewalks, and planting more than 100 trees. The work is anticipated to be completed in February 2012.
- Queen Zein Alsharaf Association has completed renovating the training room to include painting, furniture and getting needed equipment; this multipurpose room will be used for PTS training, Talk to Me sessions, and other activities.
- Queen Zein Alsharaf Association has nearly completed the renovation of park in the city center; the renovation started after getting all needed approvals, and through the community committee meeting the CBO has managed to get a good amount of leverage to support the work in this park. IYF expects the Association will finalize the work in February 2012.

Furthermore, as part of their grant agreements, the CBOs have also started income generating projects to support the employment of youth and the sustainability of their organizations. The status of each of these projects is provided below:

- Al Tawoun Association finished the renovation and procured all the needed equipment for the production kitchen and will be moving the location to another empty room in order to get a bigger place and to abide with the legal licenses required to start producing; the CBO expects to officially finalize the kitchen and start producing in small batches to serve PTS training as a first step by February. Two young women from the targeted youth were indentified to get the needed training in making pastry, and are expected to work in the production kitchen once the training is complete.
- Al Jawasreh Association bought all the equipment and tools needed for an Organic soap production factory and produced the first sample of the Soap, while receiving two training sessions in making packages to be used for marketing purposes. Five young women were

trained in packaging, and a number of females were also sent to the Zaha Center for training on soap making. These trainees will train other young women if needed and develop the soap products in the workshop in order to create a final marketable product.

- Al Rawdah CBO finished all the preparations procuring equipment for an ice factory to be launched in January. This factory will increase the production capacity of the existing ice maker machine and will allow the CBO to train and employ youth from the target group, especially during summer time since the factory will be working 24\7 to cover the market demand.

Ongoing sports, arts, and cultural activities for youth

The following provides a description of the sports, arts, and cultural activities that are currently being implemented in each of the three expansion communities:

Sahab

- Volleyball training for both males and females was conducted in December 2011.
- Football training was conducted for males in December 2011. A football game between youth from different PTS rounds was held to enhance the relationship between all YWJ youth.

Shouneh

- Al Rawdah hosted a football match in December, where 11 youth participated and more than 150 people attended the match.
- Al Jawasreh created a football team with 17 youth participants; it also trained 2 youth in chess, and 12 youth are being trained on cultural Dabkeh (folklore)

Mafrag

- A football team was created in December and will start training on weekly basis

Engagement of Youth through integration in design and implementation of youth services

Youth volunteer committees work closely with CBOs to design and implement youth friendly projects

In addition to the youth media committees that have supported YWJ's communication activities (mentioned in the communications section), a number of other local youth volunteer committees were established during the quarter, which are described below:

Sahab

- A youth volunteering committee formed in October is currently going strong, where the youth are painting the walls of the CBO, cleaning up neighborhood schools, and painting a mural at the Sahab cultural center. The youth in the committee also attended a workshop titled "Friends of the Police" and are now willing to train other youth on the importance of being friends with the law and the national police force.
- A sports committee has been formed in Sahab and is active 3 days a week; one day is football day for boys, one day is volley ball for boys and another day is volley ball day for girls.

Shouneh

- The "Princess Salha Initiative" was formed after the Princess Salha visited Southern Shouneh during the quarter. 20 youth from Tawon came together to implement various activities including supporting the CBO in recruitment of youth to the YWJ program. They also have conducted various volunteering activities such cleaning and maintain the local health center, trimming trees in the street around the CBO, cleaning schools, painting computer labs etc.
- The Ibshir Ya Watan aka "We are here for you our nation" volunteering committee, consisting of six members, is actively volunteering in the community. The group first came together part of the PTS service learning activities and has now developed into an active committee with an agenda for different volunteering activities. These activities have included drawing a mural on

the wall of the local park while also renovating it, cleaning up a beach at the Dead Sea, maintaining the Princess Basma Center, and participating with other youth in cleaning and maintaining the Shouneh hospital. This successful committee has also recently applied for a community improvement grants under I SERVE and will be implementing a social entrepreneurship project, which includes various activities related to youth friendly services in Shouneh starting in January 2012.

Mafrag

- The girls of Zein Al Sharaf expanded their local sports committee to include badminton tournaments for YWJ girls.

As part of IYF’s efforts to ensure strong linkages between YWJ volunteerism and employability activities, is focusing on capacity building for CBOs to ensure these youth volunteerism activities also support the program’s employment goals. For example, next quarter, IYF will focus on helping the youth form recruitment and outreach committees to support YWJ’s youth recruitment and outreach activities. In addition, youth will be engaged in helping to spread information about job opportunities in the community through the establishment of youth employability committees in addition to the ones currently established.

V: Component Four – Civic Engagement of Youth to Improve Their Communities

Activities during this Quarter	Results
Youth project grants in CNGO Communities	15 youth projects awarded grants in East Amman, Zarqa, and Jordan Valley
Youth Civic Engagement in Expansion Communities	<ul style="list-style-type: none"> - Youth mentors trained in civic engagement - Youth participated in service learning activities through I-CAN program - 7 groups selected to participate in I-SERVE - I-SERVE TOT conducted to train IYF and CBO workers on I-SERVE curriculum and training program - I-SERVE training pilot begins

Youth Project Grants in CNGO Communities

In the final quarter of the CNGO grant agreements, both JRF and JCEF were able to dedicate more time to the award of youth grants to support community improvement and social entrepreneurship activities. In October, JCEF selected 5 youth groups to receive social grants under the civic engagement component of the program. The projects included the creation of a football team in Khreibet Al Souq, a face-painting club, a musical folklore band that combines mixes traditional music with modern sound, a women’s handicrafts center, and a children’s learning center for slow learners. JCEF trained these youth in project and time management, and is working with the youth through the implementation process.

JRF also approved grants for 6 projects in Zarqa and 4 projects in the Jordan Valley. These projects included initiatives to paint murals in their communities, support people with special needs, create a puppet theater, and install water filters for local families among others. The projects were implemented in December with the support of JRF.

Civic Engagement and Volunteerism in Expansion Communities

Youth mentors trained in civic engagement and social entrepreneurship

In preparation for the upcoming volunteerism activities through PTS and social entrepreneurship grants that the CBO youth mentors will be managing through I SERVE, IYF gave a capacity building workshop to the youth mentors on the importance of forming youth voluntarism committees to sustain civic engagement activities after their service learning activities are complete, and a brief orientation on the role they would play in the social entrepreneurship grants under I SERVE. The youth workers also participated in an exercise highlighting the major roles of the Youth Mentor and Accountant in relation to entrepreneurship and grants awarding criteria, concepts that were further reinforced in subsequent trainings under I SERVE (which are discussed in the I SERVE section below).

Volunteering activities during ICAN

IYF has continued to see positive results in the civic engagement of youth through the ICAN training. Based on the community mapping and service learning lessons they receive in the program, youth have suggested activities that range from recreation and renovation of the CBOs to the creation of awareness campaigns related to environmental issues and early marriage. Examples of various volunteering activities implemented during the ICAN phase included youth cleaning and organizing Um Ammara School desks while also providing an orientation to the students of the school on voluntarism activities that are possible in the community of Sahab, and the visiting of children at social rehabilitation centers.

As part of PTS's service and peer-to-peer learning activities, youth from East Amman and Jordan Valley visited Mafraq, Sahab and Shouneh to share their YWJ experience and to engage with youth from different communities. The plan is to continue such exercises given how they have encouraged enrollment and participation of youth in the life skills training. Once they complete their life skills training, youth are encouraged to join the volunteer committees or form their own committees in order to continue their civic engagement in the communities.

I SERVE- Advanced Civic Education (Preparation, Piloting and Training) Begins

To support youth in the design, proposal, and implementation of creative youth social projects, IYF reported in the last quarter that it completed the development of I SERVE – an advanced civic education training program that teaches youth principles of leadership and project management. This quarter saw the initial training and the launch of the pilot for this training program.

Applications were received from youth in late October to join the program, and were evaluated by a committee that consisted of IYF civic engagement specialist and grants officer with the CBO youth mentors and finance officer. Then in mid November, IYF conducted a Training of Trainers Workshop for youth mentors and free lance trainers on the I SERVE curriculum and the training process. The TOT focused on understanding methodologies in the I SERVE Curriculum, identifying key global trends in the areas of youth leadership, learning essential conditions for nurturing young leaders in Jordan and finally experiencing the lessons themselves.

The 5-day I SERVE training was piloted on the 4th – 8th of December 2011. During this training the youth formed team bonds crucial to the successful implementation of any social entrepreneurship initiative. The youth formed 7 teams with 7 different social projects. The projects are as follows:

- Sahab:
 - o women's center for training on handicrafts
 - o youth center for teaching literacy and supporting disabled children
- Southern Shouneh:

- cultural center that will feature music, dabkeh traditional dance, teaching IT, and opening a library to teach literacy classes;
- volunteering committee that will place umbrellas in bus stops, support environmental preservation, and create awareness campaigns
- income-generating project for low-income women through home-based traditional handicrafts
- Mafrag:
 - literacy center and library
 - recycling project

Through the training, youth learned how to develop concrete, realistic project proposals that will be reviewed by a grant committee and prepare a budget. The funding for the project is conducted through the CBOs, as the youth do not receive any cash.

After the main training, IYF with the support of CBO youth mentors and free lance trainers provide 5 check-ins whereas additional lessons are conducted in the communities to ensure the implementation of the grants are going smoothly and that the youth acquire the skills needed to continue with their projects. Once the youth receive approval to start implementing their projects (after submitting their workplans and budgets) they implement their projects which range up to 3 months in duration, through the CBOs spending of the fund for the youth projects. The youth implement their projects while still receiving ongoing reflection sessions and check-ins led by the youth mentors at the CBO level with the close support of IYF and its freelance trainers.

In order to improve the skills of the youth mentors, IYF with the support of the free lance trainers conducted a second additional 2 day TOT for the CBO youth mentors on 20th and 21st of December. The training included skills on how to implement different methods of ice breakers, how to extract expectations from trainees, concepts of teaching – adults and children how to prepare for the training session, presentation techniques and skills, among other facilitation skills. Youth mentors also had the opportunity to practice various lessons from the ISERVE curricula and were evaluated and provided with feedback on their presentation of these lessons.

The next quarter will focus on conducting the check ins, conducting exposure visits to role models and specialists in the areas of the social projects, and refining the concrete budgets and workplans by the youth so that the youth are equipped to implement quality projects that benefit themselves and their communities.

Conclusion

This quarter marked a closing of a chapter in YWJ's history with the ending of two of the CNGO grants and all the CBO grants in YWJ's initial communities. The quarter offered an opportunity to reflect on the successful strategies of the program at its midpoint, and re-evaluate the model in moving into the next phase of program activities. IYF looks forward to building on the strengths of the CBOs in these communities as it works to develop grants with the short-listed candidates, and to standardize its program model in all communities in which YWJ operates. IYF also looks forward to the opportunity to capitalize on the national partnerships it has been forging in both the education and public sector not only for its current youth beneficiaries but also for the scale such partnerships could afford in spreading best practices across the Kingdom and providing a platform for policy reform in the future.

