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YOUTH:WORK JORDAN

Quarterly Report

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Executive Summary

With the beginning of the 2012 calendar year, the Youth:Work Jordan program made good progress in both the planning for phase two of program activities using its model of IYF directly managing local, community based organizations, as well as marked improvement in the implementation of current programs in the expansion communities of Shouneh, Mafraq, and Sahab. After a Call for Interest was issued in December 2011, twelve CBOs in the original communities were shortlisted to work with the IYF team to co-design programs that built on their experiences from 2010-2011, and to present their proposals for evaluation by IYF, USAID and MOSD. Nine of the shortlisted CBOs were approved to continue their work with YWJ for 2012-2013 and receive grants from IYF.

For CBOs in the expansion communities, after several rounds of strong recruitment and enrollment numbers during the first 4-5 months of their grant periods, focus shifted to ensuring quality technical trainings and job placement support for these youth with 110 youth placed in jobs or internships during the quarter. IYF also made adjustments to the recruitment selection process to strengthen training completion rates and to increase the commitment of youth to positive program outcomes based on lessons learned during the initial rounds of youth recruitment.

Finally, this quarter also marked the beginning of several promising partnerships with both the public sector and private sector entities, as well as with other USAID-funded projects, that are providing exciting avenues to expand and replicate portions of YWJ's holistic model beyond the core intervention. Examples of this include Al Quds College wanting to integrate the YWJ life skills training as a requirement for all youth in the college with plans to train several thousand youth in the first year alone, the integration of life skills and strong job placement services into several Vocational Training Centers across the Kingdom, including Marka, Salt, and others, and the revitalization of youth centers with Ministry of Youth based on YWJ's minimum standards for youth friendly services.

Key quarterly results are highlighted below:

- 4,779 youth enrolled in employability programs to date, 3,331 graduated, 568 returned to school, 1479 employed; with this, YWJ has reached over half its targets for all of these indicators
- Nine of the twelve shortlisted CBOs received approvals for grant proposals in East Amman, Russeifeh, Zarqa, Jordan Valley, and Irbid and will begin operations pending the Prime Minister's approval
- Pilot of I SERVE training program to empower youth groups in designing and implementing community service grants commenced; 8 groups were awarded grants (this will be recorded in the M&E system next quarter once the grants are completed), and a second round of I SERVE training also began)
- JCEF officially ended its grant with IYF, having recruited nearly 1600 youth and employing over 700 youth in jobs; all remaining activities, including the implementation of several youth grants, were handed over to IYF, along with final reports, documents, and files
- YWJ was a lead partner and sponsor in IYF's regional Youth@Work Conference in Amman that was held under the patronage of HM Queen Rania Al Abdallah which resulted in significant press coverage for the project, as well as important learning exchanges between YWJ partners and external stakeholders

- MOU signed with the Ministry of Youth to work towards the rehabilitation of youth centers and the creation of a national campaign for young people
- Over \$850,000 in leverage committed this quarter, mostly due to a grant received from the Caterpillar Foundation to support mechanical skills training. This brings the total leverage to date to \$6,455,200.

Despite good progress on many fronts, YWJ has continued to encounter challenges in its partner relations with the Ministry of Social Development, and in particular with some of the MOSD community based focal points for the project, who have reacted negatively to the IYF/USAID decision to suspend YWJ’s policy of reimbursing MOSD focal point transport/phone cost reimbursements associated with their work for the project. Several high level meetings with the Ministry were conducted in the presence of USAID to look for ways to move forward constructively. As a result of these meetings, a decision has been made to change the current protocol of channeling program updates and communications through the community level focal points and seconded staff to channeling all communications related to the program directly through the Central Ministry and Field Directors. IYF is hopeful that this will address some of the ongoing obstacles the program has faced from community based MOSD personnel, especially in Sahab. An MOU to outline these new roles and responsibilities is expected in the current quarter.

I: Preparing for YWJ’s Second Phase

Activities During the Quarter	Results
CNGO Transition and CBO Activity Design Process	<ul style="list-style-type: none"> - Assessment of potential opportunities and unique challenges in Ma’an to determine implementation approach underway (completed early April) - 12 CBO Call for Interest applications short-listed for design phase and 9 of these applications selected to receive grants - Due diligence conducted for short-listed CBOs - CBO orientation, proposal development, and grants issued for East Amman, Russeifeh, and Zarqa

CNGO Transition and CBO Activity Design Phase

Assessment of Ma’an to determine implementation approach

In order to begin designing an implementation approach for Ma’an based on the lessons learned from Phase One of the program, IYF staff travelled to Ma’an in late March to meet with potential key entities that work with youth and local community service providers. IYF mapped and assessed the possible areas of collaboration with these organizations that could implement YWJ interventions in Ma’an. The initial assessment targeted the Ma’an municipality, the Ma’an Chamber of Industry and Trade, All Jordan Youth Commission, Al-Hussein Bin Talal (Community Development Studies and Consultancy Center), the King Abdallah II Fund for Development KAFD, and the Ministry of Youth (Male Youth Center). According to the assessment, several government agencies, particularly the Ma’an Municipality and the Al-Hussein Bin Talal University, offered the best opportunities for engagement, having the most quality technical trainings in Ma’an and the groundwork for community alliances that could build the program. IYF is currently reviewing various options to operationalize these partnerships taking into consideration USAID compliance and efficiency in execution that come with working with government entities. IYF is

planning for a strategic planning workshop for Ma'an leaders and the heads of main potential organizations and directorates that could partner with YWJ to be conducted next month in order to come up with a consensus on the best implementation approaches and key partners on the ground to work in Ma'an.

CBO Granting for Initial Communities

As mentioned in the previous report, IYF issued a Call for Interest for nine Phase One CBOs in December 2011 in East Amman, Zarqa, and Russeifeh to continue and expand their work under YWJ. In response to the Call for Interest all nine CBOs submitted their interest applications in late December/early January. All the CBOs passed the desk review which was conducted by the IYF technical and grants team, which qualified the CBOs to move to the design phase and develop full grant proposals.

Core training for the shortlisted CBOs was conducted in February 2012 which oriented the CBOs on the new YWJ implementation approach, highlighting this phase's strategic focus on sustainability and the creation of youth hubs within the CBOs that would continue the YWJ interventions after the program's end. At the same time, IYF also issued a Call for Interest to the below CBOs in Irbid and Jordan Valley in March, 2012:

- Irbid: Family and Child Protection Association
- Jordan Valley: Waqqas Association and That Al-Nitaqain Association

After receiving Call for Interest applications from all three CBOs, IYF grants and technical teams reviewed and approved all three applications. Due diligence was also completed for all CBOs during this time period.

The proposal development stage for both clusters of CBOs included the following:

- Kick-off field visits to all the CBOs after the initial desk review in which the CBOs were handed the grants proposal application and budget template which IYF explained to the CBO in details.
- Second field visits in which the technical team provided the CBOs with tools to enable them to enhance their grant proposals such as:
 - o Labour market Assessment template
 - o Strategic Local Partners Mapping template
- Desk review and edits to the first and second drafts of the CBOs grant proposals
- CBOs group meeting to finalize their proposals budgets
- CBO group meetings on the final draft of their grant proposals

All nine CBOs in East Amman, Zarqa and Russeifeh presented their proposals to the CBO review panel composed of the IYF Country Director, USAID Program Specialist, and the MOSD senior seconded staff team member on March 12, 2012. The panel approved the proposals of the following CBOs:

- o East Amman:
 - Sanabel Al-Khair Association
 - Training and Rehabilitation for Women Association
 - Khrebit Al-Souq Association
- o Zarqa
 - Shoa`a Association
 - Khawla Bint Al-Azwar Association

After reviewing the proposals of the Russeifeh CBOs, the panel felt that most of the CBOs in Russeifeh had not built a strong enough foundation of program activities through the first phase of YWJ, and were concerned about the capacity of the CBOs to execute the program effectively. Furthermore, two CBOs – Heteen Camp Association and the Working Women’s Association, withdrew their applications for internal reasons. The Iskan Talal Housing Association is the only CBO in Russeifeh still being considered for a grant agreement. To ensure that there is sufficient capacity to meet YWJ’s target outcomes in Russeifeh, IYF is considering an alternative implementation approach in Russeifeh by working with other IYF strategic implementation partners such as Ministry of Youth Centers. This implementation approach is still under discussion internally, with USAID, and with local Russeifeh community members, and we expect to finalize the approach (as well as the grant with Iskan Talal) in the upcoming quarter.

In parallel the IYF technical team worked on developing and finalizing the Irbid and Jordan Valley (JV) CBOs grant proposals through the same process illustrated above. The 3 CBOs presented their grant proposals to the IYF official panel on March 22, 2012, all of which were approved.

Grant agreements are currently being finalized for eight out of the nine approved CBO proposals. Furthermore, all CBOs have submitted the paperwork needed to the Government of Jordan for approval to begin implementing their YWJ grants. The CBOs are currently waiting on the approval for these grants and expect to begin implementation in the coming quarter.

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"> - Draft Capacity building framework and implementation plan for all CBOs, youth workers, parents and employers finalized - Master Training workshop conducted for YWJ PTS life skills expansion - Parent engagement through training workshops regularly conducted - Shadowing activities for CBO staff continued - Life Skills Student handbook developed and integrated into PTS activities
Monitoring and Evaluation	<ul style="list-style-type: none"> - CBO cluster monthly meetings conducted including a full-day M&E workshop - CBO progress cards issued for CBOs of Shouneh, Mafraq and Sahab - M&E Plan finalized and approved by USAID - Employer and Community Satisfaction Forms improved and completed - Data trends analysis on selected issues completed - CNGOs files handover and verification in the final stages and CNGOs access to YWJ M&E online system is closed - YWJ gender assessment findings developed and shared with

	USAID
Public Sector Capacity Building	<ul style="list-style-type: none"> - MOU with Ministry of Youth signed - Assessments of MOY youth centers conducted - Capacity building meetings conducted with MOL to support the MOL One Stop Shops
Policy Coordination	<ul style="list-style-type: none"> - Policy Agenda for six policy initiatives developed - Advocacy work with Ministry of Youth and Juvenile Security Department begun - Initial draft concept paper/RFP to carry out MOSD capacity building efforts developed (shared with USAID but not yet with MOSD)
Leverage	<ul style="list-style-type: none"> - \$922,000 in leverage committed this quarter - Global grant awarded to IYF by Caterpillar Foundation with \$750,000 leveraged for Jordan - 10 scholarships from Al Quds awarded to YWJ youth
Communications	<ul style="list-style-type: none"> - Youth@Work Conference in collaboration with YWJ held for 400 participants in Amman - USAID Mission Director visit to Mafraq - Winter Newsletter issued

Capacity Building for Key Stakeholders¹

Capacity Building Framework and Plan

From February – March 2012, IYF finalized the capacity building plan for Phase Two. The plan addresses the main objectives and outcomes for YWJ’s CBO capacity building activities, and includes a detailed action plan for each capacity building area. The plan also provides a framework for how the PMU capacity building and technical units will interact with the CBOs in a complementary way in order to reinforce the shadowing approach IYF field teams have taken with the CBO program staff, while providing institutional capacity building trainings to board members to ensure there is sufficient institutional capacity to sustain YWJ’s model. A final revision of the plan is being conducted and it will be effective April 2012.

Shadowing activities for the CBO staff in Shouneh, Mafraq, and Sahab also continued this quarter. Program areas addressed through the shadowing activities included the PTS life skills implementation process and its importance, mentors’ roles and responsibilities in relation to implementing the PTS trainings, civic engagement processes and the role of mentors and trainers together. Career guidance orientation workshops were also conducted for the CBOs staff, and a plan for conducting a Career guidance TOT workshop was developed.

Parents’ Training

In the last quarter we reported the development and pilot of a parent’s manual that would support the creation of an enabling environment for young people and support parents to be positive role models and encouraging supports for youth beneficiaries in the program. Based on the outcomes of the pilot,

¹ 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.

the manual was modified, and regular parent trainings commenced in Shouneh and Mafraq according to the following schedule:

Targeted Area	CBO	Date of workshops	No. of Attendants	Notes
Shouneh	AL Jawasreh Association	19-20/2/2012	10	mothers
Mafraq	Queen Zain Al Sharaf Association	19-20/2/2012	13	mothers
Shouneh	Al Rawdah Association	4-5/3/2012	14	mothers
Shouneh	Al Rawdah Association	26-27/3/2012	16	fathers
Shouneh	Al Tawoun Association	26-27/3/2012	20	mothers

During the upcoming quarter, the capacity building unit will be conducting a TOT training on the parents manual for representatives of the CBOs in IYF targeted areas in May so that CBOs may continue these trainings for parents on a regular basis.

Expansion of Passport to Success

As IYF prepares to bring more CBOs under the PMU's direct management and expand the roll-out of the Passport to Success program in all YWJ communities, IYF conducted a master training from March 17-21, 2012 to build a cadre of master trainers and coaches who could then train others on PTS. 10 trainers were selected to attend the training and become certified. These trainers will be responsible for conducting the PTS TOTs, as well as coaching and evaluating the PTS trainers who are implementing the PTS in YWJ communities.

In addition, the new PTS Student handbook and two new lessons were integrated into the PTS curriculum this quarter: one about Preparing a CV and Cover Letter, and another on Realistic Expectations of Youth. The two lessons were both well-received, and especially the Realistic Expectations lesson since it empowered youth to discuss with their parents about taking positions that fit their skills and interests. However, it was also found that the trainers required more technical assistance and support for the realistic expectations lesson, given that it required more analysis and evaluation on the part of young people who had previously never done the types of exercises outlined in the lesson. A second TOT specific to these lessons is expected to take place in April which will provide the trainers these additional supports so that they are better able to facilitate this lesson with young people.

Monitoring and Evaluation

CBO monitoring and capacity building

During the quarter, IYF continued to hold monthly meetings with the CBOs from different clusters to discuss their performance and share their experiences and discuss important updates and data trends. Moreover, a full-day workshop was held in YWJ premises for the CBOs M&E officers and project managers as part of YWJ's capacity building efforts to strengthen the M&E systems and capacities of the CBOs. During this workshop, participants received further explanation about YWJ's M&E system, and in particular on the outcome framework and how activities on the ground are linked to the short term outcomes and contribute to the longer term outcomes. The M&E team also went through a detailed definition of the indicators, frequency of measurement and the tools and forms used for measuring them.

As a next step, the M&E team is planning to conduct a more detailed workshop for the new CBOs that will be granted in Phase 2 to ensure quality from the beginning of the project and a clear understanding of the new forms and reporting tools.

In addition, as part of building the capacity of the CBOs and their learnings, the M&E team has merged two tools to assess the performance of the CBOs qualitatively and quantitatively. The qualitative assessment involved field visits to the CBOs by integrated IYF teams to assess their performance based on YWJ's minimum standards for programming. The quantitative assessment outlined the outcomes of each CBO per quarter in 10 key indicators then compared them with the agreed-upon targets. The results of those two assessments were presented in one progress report to the CBO's team in a formal meeting where the areas of strengths and weaknesses were highlighted and opportunities of development were discussed. IYF plans to continue this integrated assessment of the CBOs on a quarterly basis to keep the CBOs informed of their progress and contribute to their overall learnings.

M&E data collection and analysis

Edits to the YJW M&E plan, which modified targets and the data collection process for Phase 2 of the program, were approved by USAID this quarter. In addition, a high level analytics and information plan was integrated in the M&E plan to systematize the approach to M&E data analytics and to generate useful data reports that can be shared with the relevant stakeholders in timely manner to be used for policy, learning and program planning purposes. As will be discussed below, several analyses have already taken place in accordance with the plan.

Furthermore, due to the expansion of YWJ's models to other national level partners and stakeholders who are interested in integrating YWJ's program model and quality materials into their own youth services, IYF has developed a framework to track the training and initial outcomes of these "spin-off" youth. Such youth are being trained and/or employed through YWJ partners such as the Vocational training Centers, National Employability Training (NET), the textile company Maliban, Al Quds College, and others. The spin-off M&E Plan has been developed to reflect the impact of YWJ's extended support and interventions to private and public sector partners that resulted in adopting some parts of the YWJ employability framework, and while not as extensive as the YWJ plan, does provide insights into the number of youth trained and graduated, and their prospects at graduation.

Satisfaction forms enhanced and administered

This quarter, two main forms were modified and administered in order to get greater feedback on youth and the progress of the program. M&E staff amended the employer satisfaction form and worked with the CBOs to conduct interviews with business owners, mainly from the private sector, who have employed YWJ graduates to assess their satisfaction of the performance and attitudes of those youth. The modifications focused on getting more information regarding the reasons employers are either satisfied or unsatisfied with their YWJ employees, as recommended by USAID. A full analysis of the results will be presented next quarter to USAID with the main outcomes and recommendations.

In addition, IYF developed and distributed a community satisfaction baseline, targeting community members in Shouneh, Mafraq and Sahab who are not currently benefiting from YWJ services in any way as a control group. By the end of the next quarter, another survey will be conducted asking the same questions but with community members who benefited from YWJ's services directly or indirectly. This will help the program in assessing the perceived impact of YWJ's services by the community.

Data analyses and learnings

Analysis on specific topics of program need/interest have been prepared including findings on gender, literacy, drop-outs, and the profile of youth who are participating in the program, as well as the attitudinal gains from the life skills intervention. These analyses have been prepared on a quarterly basis, and are meant to get a better understanding of the needs of YWJ's youth, and how interventions can be tailored to address the unique situations of youth by community to prevent drop-outs and enhance post-participation outcomes. In addition, IYF continued to systematize the process of data analytics into program planning and incorporate the analysis as learnings into the program's implementation, including both the technical work through the CBOs, as well as YWJ's policy work. Internally, an M&E demand driven analysis has been produced and presented on a regular basis to technical implementation teams, including the analysis of completion rates among enrolled youth and an analysis of the percent of employed among the program completers in the three different areas including Shouneh, Mafrag and Sahab, where YWJ is currently active among young people. The M&E team has also analyzed the outcomes of youth who are currently graduating from YWJ, including the percent of youth who are returning to school, getting internships, and getting placed in jobs. A review workshop was conducted with the technical team to reflect on the results and to discuss reasons for delays/ exceeding the targeted percentages for this quarter and previous quarters.

On the policy front, a survey to collect data on the effect of the criminal records on the youth employability is currently being conducted. A sample of 1000 youth from the CNGO communities who graduated from the program will be covered in this survey. The results of this survey will be analyzed and will serve in supporting the proposed policy recommendations.

Finally, IYF engaged an international M&E and Learning consultant who will provide technical assistance on the implementation of M&E and application of the M&E learnings to the program. The consultant will also take the lead in developing a case study publication on the effect of a holistic life skills program on youth outcomes. Initial planning for this publication began this quarter and finalization of the plan and data collection will commence in May.

CNGO M&E Transition

A number of different activities took place this past quarter in an effort to close out the M&E files of the CNGOs, and track youth from Phase One who's CBOs will not be continuing with YWJ during Phase Two. These activities included verifying and getting a final record of all youth files and activities by the CNGOs, and picking up where the CNGOs and CBOs left off in tracking youth who had graduated from the program for up to one year after their completion. In order to do this, the M&E team collected and copied all youth files from the CNGOs, and compared the numbers reported by the CNGOs through their excel trackers and online system with the hard-copies. Due to the tiered approach of the CNGO model, this proved particularly challenging for JOHUD, who had fallen behind in their data collection, verification, and online input towards the end of their grant period. As a result, IYF visited and collected as much information as it could directly from the CBOs and input any missing information into the online system. At the close of the quarter, 90% of the youth files had been verified and the online system was updated. CNGOs access to YWJ M&E online system was also discontinued.

As more and more data gets populated into the database, IYF also thought it was an opportune time to enhance the online system with new functionalities and reporting outputs that could increase the program's ability to monitor and conduct meaningful analyses. IYF worked with the IT company to manage the production of the new functionalities, and expects all enhancements to be live and active in the upcoming quarter.

Public Sector Capacity Building

As mentioned in the last quarterly report, IYF has begun to engage a number of different ministries more proactively as partners for YWJ. This quarter, IYF worked with the Ministry of Youth and the Ministry of Labor /Vocational Training Corporation in particular to develop plans for the integration of YWJ's youth intervention model into their programs. Further details on partnership collaboration and capacity building activities with YWJ's various public sector partners is outlined below:

- 1) *Ministry of Youth:* IYF moved forward in its partnership with the Ministry of Youth, signing an MOU in early March with the Ministry. As mentioned in the MOU, IYF intends to partner with the Ministry in two key areas: the rehabilitation of several national youth centers located in YWJ target areas and training of their staff to support youth programming, and the creation of a national campaign encouraging the positive engagement of youth in their communities.

To begin collaboration in the rehabilitation of youth centers, in February IYF conducted an initial high level assessment of ten MOY youth centers located in YWJ communities using the YWJ youth-friendly services tool to measure how well the centers meet minimum standards for youth friendliness. The findings from the rapid assessment were presented to senior members of the USAID mission as USAID funded programs begin to explore potential areas of collaboration and support to the newly established Ministry of Youth. Through the assessment, IYF found that most physical facilities were in need of upgrades and renovation to make them more youth friendly. In addition, considerable capacity building support and technical assistance is required to upgrade the quality of services and programs offered to youth, as well as to ensure that these activities are managed in an effective, sustainable manner. IYF has held initial discussions with USAID and the MOY on specific ways that YWJ can pilot improvements in the youth centers located in YWJ communities in collaboration with YWJ's other community based partners. IYF hopes to secure final agreement for these areas of cooperation and begin implementation in the upcoming quarter through a formalized implementation plan with agreed upon roles and responsibilities for each party. As a part of the youth center activities, IYF would also focus efforts on building the capacity of key central ministry staff to ensure strong buy-in and sustainability of YWJ's efforts at the community level. This capacity building would include training on the importance of good governance, project management and business models for the youth centers, as well as training on youth worker competencies.

IYF also began discussions with the Ministry on joint collaboration on a national campaign support the promotion of youth as positive assets to their communities and to tackle the issues of culture of shame that many youth and their parents feel towards employment in certain job sectors. IYF is hopeful to concretize the partnership on this campaign in the coming quarter.

- 2) *Ministry of Labor:* IYF continued to work with the Ministry of Labor on a range of joint collaboration activities. Initial discussions got underway on how YWJ can support the MOL creation of "One Stop Shop" Centers in Zarqa and East Amman, in partnership with the CBO second phase grantees. This support would include technical assistance to the centers to provide youth in these communities with life skills, service learning trainings and opportunities, career guidance, and job placement services. YWJ would also support the physical renovations and upgrades to these centers, and provide trainings to staff in the technical areas mentioned

above. Furthermore, IYF would also provide technical assistance to support the expansion of the MOL employer database, create an employer award, and deliver job fairs to young people.

In addition to the One Stop Shops, YWJ forged an exciting partnership with the USAID funded Siyaha program and the MOL Vocational Training Corporation. Initially, YWJ will support YWJ's employability model in three VTCs in Salt, Sahab and Marqa which will deliver life skills and civic engagement training and job placement support for 660 youth. The signing of the MOU between USAID, IYF and the VTC was delayed due to scheduling difficulties however implementation of activities under the tripartite agreement has begun.

- 3) *Ministry of Social Development*: IYF continued to engage the Ministry of Social Development this quarter, focusing on building its relationship with the new Minister, as well as trying to encourage the new Ministry leadership to take action on clearly defining the capacity building areas within the ministry's youth portfolio that YWJ can support. A meeting was held with the Minister in which IYF discussed the parameters within which IYF and USAID would like to see the capacity building activities directed. These activities would focus on institutional changes within the Ministry that would better equip them to support youth and their families, and would be focused away from YWJ's communities and field activities that this will help avoid some of the past challenges that IYF and YWJ community partners have faced on the ground working with the MOSD community level focal points. As the Minister considers these new options, IYF is currently developing draft language for a new MOU with the MOSD and USAID that would outline new roles and responsibilities within this capacity building framework. In the meantime the Minister has assigned a new focal point, Mr. Amr Hamza, to oversee MOSD's partnership with the YWJ until the CBOs Directorate starts to be the official focal unit for YWJ.

Aside from discussions with the MOSD senior leadership on potential areas of institutional capacity building, during the quarter the Central Ministry also conducted an investigation of YWJ's activities in Sahab after the Sahab MOSD focal point launched an internal complaint about the management of Sahab activities under the CBO Sahab Social Development Association. This investigation was spurred on in part by discontent and disruption of program activities by some Sahab youth and community members who have not benefitted in the program. IYF has cooperated with MOSD in the investigation and several high level meetings with the Central Ministry were conducted in the presence of USAID to address these challenges and look for ways to move forward constructively. As a result of these meetings, a decision has been made to continue to support training and job placement activities for all YWJ youth currently enrolled through the Sahab CBO but to not recruit any more youth into the program due to the CBO's limited capacity to manage program affairs. In addition, a decision has been made to change the current protocol of channeling program updates and communications through the community level focal points and seconded staff to channeling all communications related to the program directly through the Central Ministry and Field Directors. IYF is hopeful that this will address some of the ongoing obstacles the program has faced from community based MOSD personnel, especially in Sahab. As mentioned above an MOU to outline these new roles and responsibilities is expected in the current quarter.

As YWJ expands its youth activities and program outreach beyond MOSD to other ministries working with youth, IYF has recognized the importance of managing any potential territorial sensitivities around supporting capacity building interventions for individual ministries which may only see their partnership with IYF/YWJ through the prism of their own particular youth agenda, and thus, may expect to play a

more prominent or active role with the YWJ program. As such, while continuing to give precedence to the Ministry of Social Development, in consultation with USAID, IYF has started to frame the YWJ public sector partnerships as being with the Government of Jordan in general in order to manage expectations of individual ministries, while ensuring the engagement of different ministries are focused on supporting the overall program outcomes.

Policy Coordination

During the quarter, IYF hired YWJ's new Senior Learning Manager paving the way for considerable progress on moving YWJ's policy activities work forward. In particular, IYF prepared a Policy Agenda and plan for 6 potential policy areas this quarter. These six areas were increased from the original plan for three policy areas that had been formed through last year's consultative process, based on the needs of the program and the policy coordination opportunities arising from the upcoming partnerships with various ministries. A brief description of each policy area and proposed recommendations are outlined below:

- *Youth criminal records*: YWJ is proposing to reduce the imposed criminal records on youth and linking the reduction or removal of criminal records to productive engagement in community services and the conditions of not committing other crimes
- *Availability of youth friendly services in local communities*: this is a broad policy area covering the following:
 - Encouraging the Ministry of Education to provide more youth-friendly services through the school system through youth-friendly after-school programs and to amend its regulatory framework that prohibits youth and community-based organizations from using schools for community activities after-school hours
 - Working with the Ministry of Youth to amend youth centers regulatory framework to reflect the improvement to the quality of services for youth and for these centers to meet the minimum standards for youth-friendly services.
- *Amending school curriculums* to contain components of YWJ programming, including the career counseling, life skills, and volunteering hours
- *Improving working conditions for youth*: YWJ is working with the Ministry of labor on introducing the Employer Ambassador award building on the approved Golden list Criteria, explore incentive schemes to employers and enhance the inspection criteria, promote part time jobs and working environments favorable for women through the activation of the law to provide kindergartens in any work place with more than 20 female laborers
- *Creating sustainable funding for hospitality training*: this initiative would support the private sector effort in sparing fixed amounts of funding for hospitality training as part of the services charges collected from hotels

For each potential policy issue, the policy agenda provides brief description of the policy issue, the supporting data and background research needed, the proposed policy changes, key stakeholders to be consulted, and initial action plans to address the policy issue with related stakeholders.

To move forward on these policy proposals, several meetings to collect data and initially verify the proposed policy areas were conducted with relevant stakeholders including: The Juvenile Police Department, Ministry of Education, Ministry of Labor and Ministry of Youth. The main achievements of these meetings included the following:

- Preparation of a concept paper on the suggested amendments to the Ministry of Youth's guidelines for the management of youth centers to be shared with the Minister for initial approval.
- The possibility of having the Ministry of Youth serve as the hosting entity for the licensing of trained youth workers in Jordan. Accordingly, a concept paper on the technical approach and process for this licensing is under drafting and will be presented to the Minister during May.
- Meetings with the head of the Juvenile Police Department revealed that the new Juvenile law amendments covers part of YWJ's policy proposal by legislating that youth age of 15-18 will not have criminal records imposed on them. Next steps will include meeting with the head of the Public Security Department to explore their willingness to accept the proposed changes that suggest different treatment in regard to imposing criminal records on youth between 18-24 years of age.
- The non-formal education department at the Ministry of Education showed initial interest in adopting the YWJ PTS life skills model in their programs targeting school drop-outs. A presentation of the concept needs to be presented the Minister and Secretary General to secure senior buy-in for this.

Finally, IYF is still searching for a policy specialist who would help manage the day-to-day implementation of policy activities. This has been a challenge for IYF to find an individual with both the advocacy experience and relationships with the relevant ministries. However IYF is currently interviewing the second round of potential candidates, and expects to finalize its selection by May.

Leverage

During the quarter, \$865,938 in new leverage was committed through IYF and its partners, bringing total leverage collected to date to over \$6,455,200. Additional discussions could bring an additional \$432,000 in projected leverage, if committed at IYF and the three communities' level.

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) **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 as official announcements, and an application and selection process occurred based on the agreed criteria. 10 Tawjihi graduates were awarded the scholarships, and the selection process for the 5 scholarships available to the non-Tawjihi graduates is underway. Moreover, Al-Quds has signed two contracts with IYF for delivering the Salon Services and Graphic design training and included transportation for youth during the training as leverage.

- 2) **Caterpillar:** IYF received a grant from the Caterpillar Foundation for the amount of \$750,000 to provide mechanical skills training to youth in Jordan as part of a larger global program called “EquipYouth.” The funding would go towards mechanical training in key technical areas of interest to Caterpillar and YWJ. IYF is currently working on the detailed work plan to be shared with the Jordanian counterpart, where a market assessment will be conducted parallel.
- 3) **Sponsorships for the IYF MENA Youth@ Work Partnerships:** IYF approached a number of prospective partners that would be interested in sponsoring the MENA conference. The Luminus Group contributed 15,000 USD and Jordanian Company for Hotel and Tourism Education contributed 5,000 USD.

Potential Partnerships

- 1) **British Embassy:** IYF has submitted two proposals to the British Department for International Development (DFID) through the British Embassy, one focusing on the 2000 jobs youth hospitality initiative, which aims to train and employ 2000 Jordanian youth in the tourism and hospitality sector in Jordan. The second proposal focuses on supporting Income-Generating Projects for YWJ CBOs and youth entrepreneurs. Currently, both proposals are under review by the British Embassy.

A summary of all 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.

Committed 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, and transportation for young people, and sponsorship of Youth@Work Conference
Caterpillar	Providing technical training through the granted project
Luminous Group	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 Embassy	Supporting the training of 2000 youth in hospitality, and the business development of CBO income-generating projects

Communications

Events

A number of key events occurred in the past quarter that supported the visibility of the YWJ program and its impact at the community level. Highlights of each event are outlined below:

- *Youth@Work Partnerships for Skills Development MENA Conference*: IYF organized the Youth@Work Partnerships for Skills Development conference under the patronage of Her Royal Majesty Queen Rania Al Abdullah between 21-23 February 2012. The conference brought together stakeholders from around the region to discuss the prospects for supporting youth, and YWJ was highlighted as a prime example of how this is being done. YWJ partners and youth presented on panels and at the opening ceremony about the program and how it fits into the larger regional context. The third day of the conference was explicitly devoted to the YWJ program and bringing together Jordanian stakeholders, where current partners, employers, trainers, and CBOs participated in the interactive concurrent sessions on Vocational Skills Training, Effective Career Guidance, Maximizing Chances for Youth Employment, Partnering with Jordan's Business Community. YWJ and its partners has also announced several new partnership initiatives, including:
 - 2000 Hospitality Jobs Initiative: YWJ will work with the Federation for Tourism Association and JHTEC to employ 2000 Jordanian youth in the tourism and hospitality sector
 - Career Counseling and Training Centers Initiatives: Establish a network of career counseling centers throughout the Kingdom in partnership with the public and private sector
 - Khadamati Craftsmen Website Initiative: In partnership with TAG and The MOL, create a national website that links vocational trades and services managed by young entrepreneurs to interested consumers
- *USAID Inauguration of Youth Friendly Services in Mafraq*: On March 5th, USAID Mission Director Beth Paige met with YWJ youth beneficiaries and toured program activities in Mafraq. The Mission Director began her visit by meeting with 15 youth engaged in activities led by YWJ's local implementing partner, the Queen Zein Al Sharaf Association. The rest of the tour included a visit to an abandoned park that was rehabilitated by YWJ volunteers, the launch of an Internet and Social Media Youth IT Center, and the opening of a gym. The IT Center, sponsored by the Talal-Abu-Ghazaleh Group, will connect YWJ youth seeking jobs to the world of online search engines, while demonstrating their abilities to potential employers. Twenty of these IT centers,

each equipped with accredited trainers and professionals, are to be established in YWJ's seven communities.

- *Mother's Day Celebration:* a Mother's Day event took place on March 20th at Istiklal Mall for youth and their mothers from most of the program areas who were accompanied by CBO project managers. The event was held in the presence of the Minister of Youth and Culture who spoke to the youth on the importance of the mothers. The Program included poetry reading, traditional dabkeh dancing, a Let's Talk session facilitated by Muna Awad, an expert on child development, a Q&A game session, and cake provided by Al Nijmeh sweets. The day concluded with youth giving their moms presents and thanking them for everything they had done for them. The event gave the program visibility outside the main community areas, showcased the partnership with the Ministry of Youth, and allowed youth to show their abilities as positive agents in their communities both to their families and to the larger Jordanian society.

Media relations

The Youth@Work Conference received a lot of press and media coverage due to the patronage of Her Royal Majesty Queen Rania Al Abdullah and the conference's importance in addressing youth employability challenges and solutions. IYF Country Director made two television appearances on Jordan TV before and after the conference along with the conference partners, the Arab Urban Development Institute (AUDI), and a number of youth who participated in the conference. Ro'ya TV also made several TV interviews with high officials who attended the conference. Radio interviews were also made with IYF Country Director during and after the conference.

The Life Skills Graduation that took place in Mafraq in early February also received good press coverage since it was held Under the Patronage of Sharifa Zain Al Sharaf. The YWJ graduation that took place in Irbid was covered through a TV report and an interview on Ro'ya TV.

The visit of USAID Mission Director to Mafraq to inaugurate the Youth Friendly Services also received some press coverage, followed by great media and press coverage on the YWJ Hospitality Graduation that took place on March 27th, 2012 and was hosted by the Jordan Hospitality School. Jordan TV presented a great 30 minute report on the graduation and held some interviews with the youth beneficiaries who also got jobs right after finalizing their 3-month-training course.

A copy of the quarter's success stories, along with the media log, are attached in the annex of this report.

Success stories and written publications

Six success stories were prepared this quarter in Arabic and English, which covered a variety of topics, including the capacity strengthening of CBOs, youth trainings, and four youth profiles, one specifically on entrepreneurship. Specifically, a story was written to highlight an active youth mentor, Shireen Abu Sarbel from Al Ta'awon CBO; another on youth Dia'a Al Shami who participated in the Youth@Work Conference and has been in the program for at least a year; one on the youth media committee training; a story combining youth mentor and youth efforts in overcoming illiteracy; one on the Jordan Hospitality and Tourism Education Company (JHTEC); and finally one on Muath Al Diaat from Deir Alla who launched a tailor shop. The stories tried to include a variety of voices from trainers, CBO staff, potential employers, local leaders and youth. All stories are included in the annexes.

In addition, IYF published its YWJ Winter Newsletter which highlighted youth-friendly services and shared updates on the new communities. One E-News Flash was also sent out to IYF Jordan’s stakeholders and partners, which is also included in the annex.

Youth Media Committees

The communications team is continuing to build the capacities of the youth media committee and has added a one-week filmmaking workshop to their trainings. It will soon begin implementing a different management approach to encompass a broader range and number of youth, and to ensure sustainability and continuity of their role. Youth leadership will be rotated and roles and responsibilities have been increased.

Communication Tools

In order to support with the challenge of ensuring that all partners across all communities and stakeholder levels have the same information and are projecting the same message to the public about the goals and achievements of YWJ, YWJ produced a comprehensive Questions and Answers Booklet for the use of CBOs, media, staff and other partners to get to know more about all program objectives, components, activities and definitions. The Unit also developed an Events Protocol and checklist for managing events in IYF. It is hoped that these tools will support in the creation of a uniform outreach and messaging strategy, and increase support for the program at a community level.

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

Activities during the Quarter	Results
Youth Recruitment and Outreach	<ul style="list-style-type: none"> - Recruitment strategy modified to ensure stronger post-participation outcomes - 199 youth enrolled in employability trainings through CBOs - 152 youth trained through partner recruitments
Employability Preparation Model	<ul style="list-style-type: none"> - Comprehensive career guidance manual developed and workshop conducted for CBOs to strengthen career guidance activities - 26 employer field visits conducted as part of career exploration activities for youth
Improving Technical and Vocational Skills for Youth	<ul style="list-style-type: none"> - Technical trainings for six different vocational trades begun
Basic Employability Skills Training (IT and Business English)	<ul style="list-style-type: none"> - IT training conducted in Shouneh, Mafraq, and Sahab - Business English implementation model enhanced to provide industry-specific support to youth in different occupational tracks
Entrepreneurship Training and Support	<ul style="list-style-type: none"> - ABCD contract signed, and orientation workshops conducted in Mafraq and Shouneh - 36 youth trained in entrepreneurship in Irbid
Job Placement and Support	<ul style="list-style-type: none"> - 7 Income-generating projects being developed to employ youth and support young entrepreneurs - 113 youth placed in jobs and or internships - Employability Specialist hired

This quarter saw good progress on an array of activities under YWJ’s employability component including the employment of 106 youth and another 13 placed in internships and the start up of YWJ’s

entrepreneurship activities in Mafraq, Shouneh and Sahab. To support job placement efforts, IYF hired a dedicated Employability Specialist who worked closely with the Ministry of Labor to identify national level employers to support the efforts of the CBOs and IYF field managers working to identify locally based job opportunities. In addition, we are pleased to report that over 400 youth completed the skills training portion of the program during the quarter. A major priority of IYF field teams in the coming quarter will be to ensure that these youth receive the proper career guidance and job placement support to get placed in jobs. To this regard, IYF worked heavily with the CBOs during the quarter to systematize their approaches to youth mentoring and follow-up support to ensure stronger employment outcomes. IYF also completed a comprehensive career guidance manual to help the CBOs better systematize their youth work. Building the CBOs' capacity to deliver structured and demand driven career guidance and job placement programs is a process, however we believe the strong employment outcomes from this quarter in comparison to previous quarters reflect an increasing appreciation and systematization by the CBOs of YWJ's career guidance and job placement activities. Ensuring the ongoing structured systematization of these activities will continue to be IYF's number one priority for this component in the coming quarter.

A description of the quarter's YWJ employability achievements and learnings are provided below.

Youth Recruitment and Outreach

After 4 cycles of recruitment since last July, this quarter the team tested several new approaches to its recruitment process, including stricter selection criteria to ensure the admittance of more committed youth into the program, as well as selection of youth based on market demand in which only those who youth who were interested in working in the announced employment sectors for which job opportunities were available were selected for the program. This model of recruitment has been utilized by IYF in several countries around the world as a way to encourage stronger employment outcomes, and to ensure that youth are committed to both the training and the effort to search, obtain, and retain jobs after finishing the training program. 10 open days were conducted to introduce the program, and as a result, the CBOs recruited 109 youth to be trained on life skills in 2 rounds this quarter.

Due to this demand driven approach, as well as a more stringent interview process to ensure more responsible and committed youth, less beneficiaries were admitted into the program this quarter than in previous quarters. In addition, it is worth noting that the farming season for many rural youth in Jordan Valley prevented them from committing to 6 weeks of training while they can work in the morning and earn money. CBOs also continued to face challenges this quarter with parents who refuse to allow their daughters to leave the house to participate in the trainings. Changing the mindset of parents towards the value of empowering their daughters with social and livelihood skills is a process, and IYF will continue to work hard with its CBO partners to engage parents through the two day parent training workshop and other planned activities designed to secure buy-in from parents for YWJ activities.

Despite the lower numbers, we are confident that youth from these rounds will gain stronger post-participation outcomes and benefit more from the opportunities afforded them through the program. Thus far, M&E findings reveal that there was a considerable reduction of the number of youth dropouts during the first week of the PTS life skills training, compared to past PTS intakes. While we expect this more selective recruitment strategy to produce stronger youth employment outcomes in the long run, it will be necessary to ensure there is a large enough pool of youth candidates from which to select to ensure that the program meets its overall target outcomes. As such, IYF is stepping up its recruitment

efforts, taking a more aggressive approach to its outreach activities to ensure that YWJ partners continue to receive a large enough pool of youth candidates.

In addition to the recruitment through CBOs, as mentioned above, YWJ has begun receiving request from various stakeholders to incorporate elements of the YWJ program model into their current activities and interventions. This quarter marked the first training of these youth who are benefitting from YWJ's successful model. First, YWJ conducted the PTS training at Maliban factory in Shouneh for 15 females already working in the factory, the training started January in and will continue through May. NET also trained 137 young people in PTS which ran from January – February.

161 youth from the Sahab Vocational Training Center were trained in life skills as part of YWJ's partnership with the VTC and Siyaha program to integrate YWJ's program model into their training programs, including life skills, career counseling and youth friendly services and English language. 132 completed the training successfully and 45 of them received an English training certificate at the graduation held on March 22nd which was attended by representatives from Siyaha, British Council and VTC.

Finally, in coordination with the USAID Siyaha program, and local VTCs, YWJ several groups of youth within the hospitality in VTC Marka, VTC Salt and VTC Sahab; this core group will be receiving customized hospitality English (taught by the British Council) and life skills training starting in April, and will continue into September.²

It should also be noted that Souktel preparation activities also continued this past quarter, with training for staff in how to upload information into the system and push out key messages for recruitment, retention, and job placement. The souktel system was officially completed in April, and we expect to pilot the system in the upcoming quarter.

Employability Preparation Model

This quarter, IYF focused considerable efforts on strengthening the capacity of the CBOs in the area of career guidance and mentoring for the youth. Mentoring the youth to better understand career options and growth paths has been a new concept/area for the CBOs, and the career guidance manual was created in order to help overcome the CBOs to better systematize their career guidance activities. Career guidance approach workshops were held with the CBOs youth and employability mentors and project managers from Sahab, Southern Shouneh and Mafrag to demonstrate how to conduct career guidance sessions and initial interviews with youth. IYF staff have since followed up with the CBOs by shadowing their CBOs during these interviews in order to ensure the quality of the sessions and that youth are receiving the right messages about the options available through the program, the career paths available, and young people's responsibility in securing their own livelihood prospects.

In addition, 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, but have also offered youth the opportunity to interview for jobs in the various companies.

² These youth will be recorded in next quarter's M&E reporting since their training started in early April.

Youth participated in the following field visits:

Community	No. of Visits	Total Participants	Industries
Shouneh	10	110	<ul style="list-style-type: none"> • Hospitality (Dead sea Hotels, 85 participants) • Sewing (Maliban factory, 15 participants) • Grading and planting (10 participants)
Sahab	9	25	<ul style="list-style-type: none"> • Hospitality (15 participants) • Malls (10 participants)
Mafraq	7	30	<ul style="list-style-type: none"> • Hospitality (15 participants, hotels and restaurants) • Hospital (Mafraq Hospital, 15 participants)

Improving Technical and Vocational Skills for Youth

Technical trainings got underway in earnest this quarter with the finalization of the process of selecting service providers for several different demand-driven technical trainings. These service providers were selected based on their strong reputation for quality training courses that are market driven, and their links to the respective companies in their sectors so that they can provide job placement support for the youth after training with companies requiring these skills. The following technical trainings got underway this quarter:

Technical training	Selected service provider
Hospitality	JHTEC
HVAC	Al Salah LG
Beauty Salon	Al Quds college \ The French Academy
Secretarial services	Sanaya
Entrepreneurship	ABCD
Soap making, accessories and handicrafts	Zaha Cultural Center

To ensure strong job placement outcomes, IYF is working with these service providers to conduct pre assessment tests and to interview youth prior to their entrance into the training to assess their level of interest, as well as their commitment, so that youth have higher chances of entering jobs after the training. In addition to the pre assessment, a post assessment and mastery test is being conducted afterwards, and the grades and attendance lists are being shared by the service provider for completers and youth eligible to earn certificates.

Basic Employability Skills Training (IT and Business English)

This past quarter saw some modifications to YWJ's Business English training approach based on the experience of the last few training cycles. In particular, IYF has decided that it is more beneficial to link youth to individual technical trainings so that the vocabulary and skills learned closely match the needs

of the particular job market in which a young person will enter. Previously, all youth had received a general introductory course in English from the British Council that did not offer industry-specific vocabulary. However, IYF noted a high number of drop outs from the English classes, and therefore held focus groups in Mafrqa, Shouneh, and Sahab to hear young people's feedback on the classes. The following feedback was collected:

- The impact of the English course on employment opportunities for youth was not clear. Specific examples of youth benefitting from taking the course were few, but they included youth who were working in hotels, restaurants, and private tutoring.
- Participants discussed the importance of screening students and setting correct expectations of commitment from the students before the course began.
- Scheduling confusions caused several youth to eventually drop out and brought an unnecessary burden on CBOs.
- Some students expressed a desire for further general English courses.
- There was no consensus on whether teachers needed to be able to speak any Arabic. Some of the women recognized that having a teacher who only speaks English had forced them to think of ways to communicate and thus learn more effectively. However it was suggested that Level A students would benefit from a teacher who understood a little Arabic.

Based on the feedback, IYF worked with the British Council to create a two-track approach to business English training that provides different levels of support depending on the English-language needs of young people's desired occupation. The two tracks are explained below:

- TRACK A: The fun generic English/ English Clubs offered by the British Council will be linked to the creative centers within the CBOs. The rationale behind this track is to provide youth with the ability to use some English learning tools, and have them learn some basic English through fun activities and interactive teaching methods. Furthermore, the CBO staff and exceptional YWJ students can attend these sessions to ensure knowledge transfer and sustainability of these activities beyond IYF programming. The training will take place in the creativity room, which will also host the English clubs. Each creative center will also have a small library.
- TRACK B: Advanced English training will link the English training offered by the British Council with the technical training that the youth are undertaking; so far this has been conducted with the hospitality and secretarial training, and the graphic design. An example of this is in the VTC of Sahab as mentioned earlier where the British Council is integrating hospitality English into the technical training plan.

Alongside business English training, during the quarter, the implementation of IT skills training commenced in the expansion communities. Literacy classes also continued in Sahab through the Sahab Association, who have staff who were trained by Questscope and have access to their curricula and training methodology.

Entrepreneurship Training and Support

Last quarter, we reported that proposals from several entrepreneurship service providers were evaluated and a decision was made to move forward with ABCD to support the implementation of YWJ's entrepreneurship activities on the ground. This quarter, the final contract between ABCD and IYF was signed, paving the way for the development of a detailed implementation plan and start up activities to train 360 youth in entrepreneurship. Orientation workshops were conducted for youth and their parents

in Mafraq and Southern Shouneh to announce the availability of the training and to screen potential entrepreneurs based on their commitment and business ideas. The training of the selected youth will start in May with a structured approach to mentorship post training. In addition, JCEF completed the entrepreneurship training in Irbid during February where 36 youth from the Family and Child Protection Association, Al Afaq Association, were trained on entrepreneurship.

Job Placement and Support

This quarter IYF ramped up its job placement activities by working with both the local CBOs and national level partners to identify job opportunities and link youth with these opportunities. IYF hired an employability specialist to lead these partnerships, who has been working closely with the Ministry of Labor to identify national companies to hire YWJ youth. As a result, 110 youth were placed in either jobs or internships this past quarter in the three expansion communities. Over a third of these youth began working in the hospitality sector, and around 10% worked in the areas of hair care and cosmetology.

Furthermore, IYF has been working closely with the CBOs to develop their income-generating projects that can provide a safe and youth-friendly environment for youth to work, particularly females. Seven income-generating projects are in various stages of development at the moment within the 5 CBOs. For several of the projects, youth are currently being trained on the profession, and some are also still in the stage of putting equipment and infrastructure in place. IYF hopes that at least some of them will become operational in the next quarter, and has engaged a consultant to provide technical assistance to the CBOs in the creation of business and marketing plans.

IV: Component Three – Provision of Youth Friendly Services

Activities during the Quarter	Results
- Creation and/or expansion of YFS	<ul style="list-style-type: none"> - 5 youth-friendly spaces created in Shouneh, Mafraq, Sahab - Income-generating projects activated in CBOs - Ongoing recreational and cultural activities continued - Awareness and social counseling sessions continued
- Capacity Building of CBOs in youth-friendly services	<ul style="list-style-type: none"> - Workshop on youth-friendly services manual and evaluation tool conducted - Initial assessment and core competencies developed for youth worker curriculum; curriculum development work commenced

IYF is continuing to work with the CBOs to create youth-friendly spaces within their premises and provide consistent programming to support youth’s recreational and social needs. As such, focus has been on the rehabilitation of spaces as well as the joint development of ongoing activities. Furthermore, as the CBO youth-friendly services mature, IYF is working with the CBOs to go deeper in their understanding of youth-friendly services so that CBOs are able to measure the quality of youth-friendliness based on how it supports youth, and to train staff on how to become more youth-friendly in their approach to counseling and mentoring youth through their transition into adulthood.

Creation and/or expansion of YFS

IYF is seeking to unify the look of the CBOs, including the color scheme, the design and content of the facilities, and other components of the CBO (i.e. creative centers, training rooms, IT rooms, career guidance room and the CBOs exterior); an interior designer consultant was selected to work on this task

which is expected to be completed by end of April for all CBOs in Mafraq, Shouneh and Sahab; therefore it is anticipated to report these facilities as youth friendly services during the coming quarter.

In addition, the “Let’s Talk” sessions continued as well as several awareness sessions for youth and parents on various topics, including communications skills and the culture of shame. Finally, youth sports and cultural committees have been able to perform and gain exposure to larger audiences about their talents and abilities, as demonstrated through the Dabkeh groups that shined this quarter through performances at PTS graduations, in front of the H.M. Queen Rania at the Youth@Work conference, and during the USAID Mission Director’s visit to Mafraq.

Specific youth-friendly services by community are outlined below:

Mafraq

- The USAID Mission Director opened a YWJ park as well as IT Center, training room and the gym (which was moved to a building in the women’s union premises to give more space for the training room) during an official ceremony that took place on March 5th.
- The creative center and career counseling center is anticipated to be officially opened in April after receiving the approval of Mafraq Governorate to house these centers in its offices.

Shouneh

- The Al Jawasreh Elementary School playground was rehabilitated which is serving the school children, as well as the youth in Al Jawasreh area.
- Work on the creative and career counseling centers in Tawon, Jawasreh and Rawdah got underway and will be officially opened in end of April.

Sahab

- Sahab Development Association rehabilitated their training room and painted the walls and equipped the room to enhance the learning and training of youth in January 2012.
- Work on the creative center and career counseling centers got underway and are anticipated to be officially opened at the end of April.

Youth friendly recreational sports and cultural activities continued this quarter. A breakdown of the individual activities is outlined below:

Mafraq:

1. Badminton training for females youth was conducted on in January and February
2. Football training was conducted in the month of January and February
3. Football matches between youth teams from different PTS rounds were held to enhance the relationship between all YWJ youth in Mafraq.

Shouneh:

1. The Al-Rawdah CBO established a football team of 22 players to represent Al-Rawdah Area in Shouneh. The CBO will buy uniforms for the team and will be holding regular training sessions four times a week.
2. The Tawoun and Rawdah CBOs have organized several football matches for youth from their respective CBOs together to enhance the camaraderie between youth in the community.
3. An Accessories training was conducted for 10 women for the local communities in Tawoun CBO by one of the volunteered youth 2 times a week on March 26th.

Sahab:

1. A volunteer from a previous PTS round held chess training for 13 youth, from January 5th – 8th.
2. A football competition was held on January 4th, 7th, and 9th; 56 youth participated.

3. A football contest was organized by the CBOs on February 11th. 110 youth participated from Sahab and Shouneh. A football game was also conducted on February 27th for participants of the 4th round of PTS.
4. A football tournament was conducted on March 20th; around 60 youth participated in the tournament, including youth from Sahab Association, Sahab Youth Center and the Sahab Cultural Center.

Capacity Building for CBOs in Youth Friendly Services

Last year, IYF finalized a youth-friendly services manual that outlined the standards for youth-friendliness and offered tools for CBOs to identify their strengths and weak areas in youth-friendliness and plan for improvement. To encourage the use of this manual by CBOs, a 1-day training workshop on the manual and evaluation tool was conducted for representatives from 13 CBOs, which included project managers, youth, and employability mentors. The training aimed to refresh the YFS concept to the various CBOs and assure that all partners had a common understanding of its different components. It was agreed at the end of training workshop that YWJ CBOs would complete the YFS evaluation tool by themselves as a self-assessment which will then be reviewed by the Youth Capacity Building Specialist to develop an intervention plan to support capacity building activities in specific YFS minimum standards that CBOs have identified as most lacking or in need to develop.

Finally, to better equip youth workers at the CBOs with the knowledge of positive youth development and skills to guide youth to successfully transition into adulthood, IYF is creating a youth worker training program that would cater to the specific needs of Jordan's youth workers. The training would certify youth workers and set a specific set of internationally recognized competencies against youth workers would be evaluated. It is hoped that through this program youth workers are empowered to independently work with youth with all the needed knowledge and skills, and through possible expansion at later stages of the program, enhance the profile and support for the profession nationally.

IYF has engaged international experts to lead the design and writing of the curriculum who participated in a five-day study tour on youth worker strengths and needs in Jordan in early January. Various meetings and focus groups took place with youth, parents, youth workers, PTS trainers, and representatives from several ministries and NGOs to gauge interest in such a curriculum and get input into the priority areas that the curriculum should cover. Based on the study tour and an international scan of the competencies of other youth worker programs around the world, IYF agreed to the following five competency areas:

- *Youth Development*: Youth workers know youth development concepts, the research that supports these concepts, and how to apply these concepts in their work with youth.
- *Understanding Youth*: Youth workers have an understanding of how youth learn, and develop as they transition through early, middle, and late stages of adolescence. Youth workers know how to interpret youth behaviors, understand the significance of youth culture, and increase their awareness of youth worker biases toward youth.
- *Youth Development Program Best Practices*: Youth workers have experience using the youth development best practice concepts, supports and opportunities to create a youth program or have experience integrating those same concepts, supports, and opportunities into existing programs.

- *Community Supports for Youth Development:* Youth workers can identify existing community resources to support youth, can help youth access those resources , and know strategies for addressing gaps in resources needed by youth
- *Youth Worker Professional Development:* Youth workers understand the elements and standards of youth work as a profession; Youth workers can evaluate their own skills based on youth worker standards, and develop and implement an improvement plan.

IYF is currently has a draft of the curriculum and is working to revise and translate the curriculum this coming quarter, and plans to pilot the training program in Jordan in the last quarter of the year.

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

Activities during this Quarter	Results
Capacity Building for CBOs	<ul style="list-style-type: none"> - Core training for grant proposals in YWJ’s civic engagement model for CBOs in Zarqa, Irbid, and Russeifeh conducted - Youth mentor workshops to support in oversight of civic engagement activities
Youth Civic Engagement	<ul style="list-style-type: none"> - I CAN volunteerism activities continued for 109 youth - Growth in youth committee activities and creation of youth councils in expansion communities - Pilot of I SERVE continued and second round of I SERVE begun

Capacity Building for CBOs

In preparation for phase 2 of YWJ activities, IYF provided an orientation on YWJ’s civic engagement model as part of the core training session for shortlisted CBOs in the communities of Zarqa, Irbid, East Amman, Russaifeh and Jordan Valley in early February. The training included discussions of the integrated civic engagement process, starting with the ICAN volunteering trainings and activities implemented by the youth, to forming youth committees and the importance of taking these committees to the next level of civic engagement to potentially form youth councils, and reach a level of entering ISERVE program receiving intensive project management and leadership training, implementing social projects and becoming social entrepreneurs who can then join the larger Jordanian and regional community of social entrepreneurs through programs such as the YWJ-leveraged Badir program (sponsored by Starbucks), Mowgli, and other organizations supporting these entrepreneurs.

In addition, capacity building support was also provided to youth mentors in Shouneh, Mafraq and Sahab to support them in their oversight of the volunteerism activities and guiding youth in the I SERVE program.

Youth Civic Engagement

During the quarter, 109 youth continued to carry out volunteer activities as part of the ICAN life skills and civic engagement training. Some examples of the various volunteering activities implemented during the ICAN phase this quarter included folk dance training sessions, planting small trees at a local school, and creating gift boxes made out of environmental wastes.

Youth that have volunteered heavily have been able to benefit from the incentive system that YWJ is putting in place to give priority to the most civically engaged youth for scholarships and other limited opportunities. During the evaluation for the scholarships provided by the Quds College to 10 tawjih graduates within the YWJ program, 35 % of the grade given to the applicants went to the engagement and volunteerism activities that youth had participated in.

Youth have continued to be active in the youth committees after completing the life skills training, and have grown in their capacity organize structured, sustained activities, such as football leagues and drama productions. Youth management councils are also starting in several CBOs to join in the management of YWJ activities. As exciting as many of the youth activities have been, the youth committees are finding it quite difficult to keep the momentum of volunteerism going, and the youth councils are struggling to move beyond implementation support (helping to recruit youth) to having a voice in the management of activities. This will be a focus of YWJ's civic engagement capacity building for CBOs in the coming quarter on increasing youth participation in the management of activities.

Finally, as reported last month, in late December the first cohort of youth participated in the pilot of the 'I: SERVE' initiative, an optional opportunity for youth who are interested, capable and willing to enter the social entrepreneurship world. Following the initial training in December, IYF conducted regular check-ins with the youth groups to help them through the proposal and budget development process, troubleshoot any implementation challenges that may occur, and provide additional training and creativity activities to support youth in their leadership and project management skills. Throughout the pilot, IYF faced the same issues of keeping the momentum of youth groups to continue their projects, and challenges related to helping youth balance their commitment to improving their communities with their commitments to trainings and possibly employment. Throughout the pilot, IYF also learned that more support needs to be given to the CBOs so that they can better guide and encourage the youth throughout the process, since this is the first time that many of them have had to go to leverage partners, secure venues, and do other management tasks outside of simple volunteering.

After gathering all lessons learned from the first phase and based on the reports provided by the trainers and feedback from the ISERVE youth, the ISERVE training curricula has been adapted and some modifications have been made to both the Arabic and English curricula.

IYF also announced applications for the second round of I SERVE in the three communities. Groups are evaluated on the innovation of their projects and their commitment to the program. A sample of the project ideas that were proposed is outlined below:

- Filming documentaries about Irbid and the important issues youth face in Irbid
- Training women on handicrafts to create at home business for the unemployed woman of Irbid
- Project to teach illiterate youth and illiterate women in Jawasreh, Southern Shouneh
- Creating a map for Mafraq with formal and informal names of streets of a neighborhood in Mafraq. This map will be distributed in public areas and to public services such as hospitals, police stations and fire departments.

The training for this second phase of ISERVE projects occurred at the end of March. For sustainability purposes and expansion into other communities, a TOT will be conducted next quarter to recruit 6 more trainers in order to implement ISERVE in the remaining the YWJ communities once CBOs in the other communities are on board for the second phase of the Youth Work Jordan Program. Follow up will

continue with second phase of ISERVE as well. The wrap up training for the first pilot ISERVE phase will occur end on 25th and 26th of April.

As for the 5 social projects that were being managed by JCEF in Irbid, all the projects were handed over officially to IYF who will oversee the youth groups in their projects and will be providing the groups with needed support and follow up on implementation for the coming 3 months.

Conclusion

As YWJ moves into the upcoming quarter, it expects to continue its focus on building the capacity of the CBOs to support strong employment outcomes, especially in the areas of parent engagement, career guidance and job placement support for the youth. In addition, as the CBOs better systematize their youth intervention activities, IYF expects to focus more capacity building efforts on building the institutional capacity of the CBOs and their board members. YWJ also expects to begin implementation of second phase activities in YWJ's six initial communities. Finally, YWJ is hoping to expand the "multiplier" effect that its model is having on its national level partners as it begins to roll out activities with the Ministry of Youth and other government partners.