

# YOUTH:WORK

## Jordan

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### YOUTH:WORK JORDAN

**Quarterly Report**  
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## **Executive Summary**

This quarter, Youth:Work Jordan (YWJ) saw significant progress and refinement in the development of proven practices and models for youth employability, as well as strong momentum towards YWJ's goal of sustaining and replicating those models through national structures. At the same time, IYF began a series of productive discussions with USAID on how IYF can begin to enhance its marketing and outreach strategies to build awareness and more effectively demonstrate YWJ's overall mission and successes to core stakeholders and national champions.

In support of the replication and expansion of the program, eight community based organizations received second phase grants in Zarqa, East Amman, Jordan Valley, and Irbid, and the beginning of activities in those communities under IYF's direct management and capacity building. These grants are focused on refining and sustaining successful youth programs and services carried out under YWJ's first phase.

Major highlights and achievements from the quarter are described below.

### **Building the capacity and ownership of local communities to organize, deliver and sustain quality programs and services for youth:**

- 1) Effective recruitment strategies: Strong outreach and recruitment capacity building activities for the CBOs, reaching over 450 youth
- 2) Employability training models: Refinement of training package for hospitality sector, integrating life skills with technical skills training, business English, and internship opportunities
- 3) Youth friendly services: **CBOs capacities strengthened to start evaluating youth friendliness of their services and organizations**
- 4) Youth engagement models: Completion of I SERVE pilot, curriculum adaptation, and TOT to empower more community members to support youth in their civic engagement and leadership
- 5) Engagement of parents and families: Expansion of parent engagement model through TOT of parent manual and training with CBOs, and expansion of parent workshops at CBOs
- 6) Enhancing youth worker competencies: Completion of a youth worker curriculum, including lesson plans, participant materials, TOT plan, and exam

As a result of the strengthened capacities of the CBOs and further refinement of YWJ's program models, 4,966 youth have been recruited, 3,600 successfully completed the program, 1,805 have been employed, 768 have returned to school, 92 youth have started their own businesses, 38 youth civic engagement projects have been granted, and 4,635 youth have actively contributed in YWJ target communities to date.

### **Empowering the Jordanian government, business and civil society to nurture, sustain and scale locally proven, best practice youth development models:**

- 1) Life skills: Integration of life skills into trainings of key non-CBO partners, including, JHTEC (Ammoun College), and VTCs, and expansion of life skills from pilot to full implementation with NET

- 2) Reforming vocational training systems: Convened senior representatives from Jordan’s leading private sector vocational training providers in a meeting to discuss challenges and best practices for the design and integration of training models targeting at risk youth
- 3) Building capacity of national partners: Identification and agreement on specific directorates within MOSD and MOL to be targeted for capacity building and scaling up of YWJ models
- 4) Policy: Advocacy efforts begun within MOL to accredit and certify the youth worker training program, and to enforce the government mandate for daycare facilities in workplaces as part of policy efforts

Priorities for the upcoming quarter: With steady progress being made in the development of best practice youth programs and services at the community level, a major focus of the upcoming quarter will be the strengthening of community alliances and sustainability plans for these programs through closer coordination efforts between CBOs and local public sector partners to create a coordinated network and system of referrals and specialized services for youth according to each partner’s areas of strength. Better integration of CBO activities with local governmental infrastructure and supports will also address the challenge YWJ is facing with the integration of all its models into the CBOs due to their limited staff, managerial, and operational capacities. We expect that with the appointment of new leadership to the MoSD, MOL and Higher Council of Youth, and IYF’s new public sector manager on board, YWJ will be able to make significant inroads in the capacity building of YWJ’s national partners to expand these models - both to reach more youth and to address policy barriers to youth development.

Finally, to strengthen YWJ’s marketing and outreach activities, a major priority for the upcoming quarter will be the completion of a branding and messaging review of the program and the development of an implementation plan to enhance the awareness of best practice youth development models amongst YWJ’s core stakeholders. At the national level, IYF will coordinate with USAID on the strategic engagement of specific government and other national level champions to support program objectives and strengthen their understanding of YWJ’s core mission.

**I: Preparing for YWJ’s Second Phase**

Activities During the Quarter	Results
CBO Granting Process	<ul style="list-style-type: none"> <li>- 8 grant agreements signed</li> <li>- Expressions of Interest sent out to CBOs in Mafraq and Shouneh to continue with YWJ</li> </ul>

**CBO Granting Process**

While IYF issued grants for most of the CBOS in the previous quarters, signing and implementation was delayed due to MOSD approval needs, which were delayed due to the Jordanian Cabinet reshuffle in April. Since then, the YWJ technical and granting teams have been following up heavily on finalizing the papers required from MOSD to receive their approvals in order to move forward on getting the CBOs grants signed. The below table shows the dates of grant signing with the 9 CBOs who qualified and passed the evaluation to join the second phase of implementing the YWJ interventions in East Amman, Zarqa, Russiefeh, and Jordan Valley:

CBOs Signed Grants
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<b>CBO name</b>	<b>Signing date</b>
Khreibet Al Souq Women Charity Association -KAS	1 July 2012
Sanabel Al-Kheir Charity Association-SNA	1 July 2012
Khawla Bint Al Azwar Association-KBA	13 June 2012
Waqqas Association-WQA	17 June 2012
Family & Child protection Society	24 June 2012
Training and Rehabilitation of the Jordanian Woman Charity Association-WRT	28 June 2012
Shua'a Association	18 July 2012
That Al-Nitaqain Association-TNA	18 July 2012
Pipe line (finalize the package and Prime Minister approval)	
Prince Talal Bin Mohammad Housing Association -PTHA	Waiting MOSD approval

In order to move forward with the program implementation plans given the limited time frame of the grants, IYF decided to engage key CBO personnel as consultants on an interim basis, paving the way for outreach activities for over 450 youth and the beginning of several life skills classes in these communities for youth beneficiaries recruited into the program.

Furthermore, IYF began planning for the second phase of grants for CBOs in Shouneh, Mafraq, and Sahab. As a first step, requests for no cost extensions for the CBOs in Mafraq and Shouneh were approved and paperwork begun for their grant amendments. Their grant agreements are now scheduled to end at the end of August 2012. Next, expressions of interest were sent to the four CBOs who were requested to include in their letters of interest how they propose to expand and sustain activities in the coming phase. The proposals will be reviewed and granting process begun in the coming quarter. As for the Sahab Social Development Association, their grant is expected to end at the end of September, and IYF will be in discussions with them in August and September regarding their interest in continuing with the program.

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

Objective: Improved Youth Employability Models, Practices and Policies

<b>Activities during the Quarter</b>	<b>Results</b>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>- Employer analysis conducted</li> <li>- CNGO M&amp;E Data Verification Process completed</li> <li>- Action plan developed and research/analytic work begun for Life skills learning publication</li> </ul>
Public Sector Capacity Building	<ul style="list-style-type: none"> <li>- Project Implementation Approach and Letter for MOSD developed in cooperation with USAID</li> <li>- Targeted directorates for YWJ capacity building interventions identified at MOSD and MOL</li> <li>- Government representatives from MOL, YHC and the</li> </ul>

	<ul style="list-style-type: none"> <li>development zone participated in IYF Global Partners Meeting</li> <li>Public Sector Manager hired</li> </ul>
Policy Coordination	<ul style="list-style-type: none"> <li>Policy Specialist hired</li> <li>Advocacy work with MOL begun on accreditation of youth worker program and</li> <li>Research started on need for enforcement of daycare centers at work places</li> </ul>
Leverage	<ul style="list-style-type: none"> <li>\$363,428 in leverage committed this quarter</li> <li>20% discount on training fees given to YWJ youth for hospitality training by JHTEC, valued at over \$133,000</li> <li>Computers and training donated by TAG</li> </ul>
Communications	<ul style="list-style-type: none"> <li>YWJ project sites visited by High profile guests Mohammed Al Wakeel and HRH Princess Salha Bint Asem</li> <li>YWJ featured in Roy'a TV as part of "Stand Up for Your Nation"</li> </ul>

### Monitoring and Evaluation

Monitoring and assessment of CBO capacities: As part of YWJ's ongoing, structured approach to monitor and assess CBO progress towards strengthened capacities, IYF continued to conduct the CBOs monthly meetings to discuss main achievements, trends and challenges facing them in implementing the different activities and to build consensus on solutions. YWJ's second phase CBO grantees from YWJ's original communities have also begun attending the monthly meetings. These meetings were coupled with individual visits to the CBOs in Shouneh and Mafrag by the CBO assessment committee (comprised of IYF staff from the M&E, capacity building team and technical teams) to share both qualitative and quantitative results and feedback on their achievements in the past quarter. Findings from these progress assessments are discussed in the youth friendly services section of the report.

M&E analytics for refinement of youth models: To support the enhanced quality and refinement of YWJ's program models, IYF continued its systematized process of M&E analytics this quarter with a focus on capturing lessons learned on employer satisfaction levels about the program. An analysis of employer satisfaction was conducted in order to learn more about where YWJ youth were getting employed, as well as their strengths and weaknesses. Based on the analysis, it was found that medium-sized enterprises in the commercial services sector hire the largest proportion of youth (47%), hiring an average of four individuals. 60% of the employers who have partnered with YWJ have retained the youth who started working with them. The remaining 40% of employers that did not retain youth cited parent opposition and a misunderstanding of job responsibilities and requirements as the main reasons youth leave their jobs. In terms of satisfaction with YWJ youth performance, employers overall rated YWJ youth as "good" in their performance, citing their time management and ability to follow orders as their strongest traits, while punctuality and technical skills as their weakest traits. 73% of employers said they would hire more YWJ graduates in the future, but suggested longer vocational training time in order for youth to perform well in their duties. A baseline study to assess community satisfaction towards the program was also conducted. IYF will continue to follow up on employers and community members on a bi-annual basis, and is working to integrate some of the recommendations of employers into the current training plans, as will be described further in the Component Two section of this report.

Learning publications & case studies: To support the **sharing of best practices** and YWJ's successful models for broader replication, IYF began planning for YWJ's first short learning publication. The focus of the publication will be on life skills, their importance as a cornerstone of any workforce readiness program, and how to best integrate life skills into training programs, as well as the supports needed for a program to succeed. IYF is currently in the data collection process, analyzing findings from life skills pre and post tests, and conducting focus groups with youth, parents, and community members. IYF hopes to produce the publication by the end of the year.

### **Public Sector Capacity Building**

This quarter, good progress was made in taking capacity building activities for MOSD, MOL and the HCY towards actionable steps. With the hiring of YWJ's new public sector manager and the identification of new ministers after the cabinet reshuffles in April IYF began full scale implementation of a structured approach to assess and define the specific capacity building activities to be undertaken with YWJ's public sector partners. This approach consists of jointly deciding with the higher management of each ministry which directorates to target for capacity building, holding a needs assessment workshop with the relevant directorates, especially as they relate to building effective models for youth friendly services at the directorate level, and then developing and implementing action plans to address those needs.

MOSD: First, in April, the Jordanian Cabinet was dissolved and a new Cabinet sworn in, with a new Minister of Social Development. IYF took this opportunity to introduce the new minister, HE Mr. Wajih Azayzah, to the program and to outline broad, new parameters for the partnership relationship under the new MOSD leadership. These parameters are described in a Project Implementation Letter which outlines YWJ's capacity building approach for the ministry for the remaining time of the program, as well as updated roles and responsibilities of MoSD staff supporting the program, and priority areas for implementation. The Project Implementation Letter which was developed in close cooperation with USAID is expected to be signed early in the coming quarter and will replace the MOU signed by all parties in 2009.

Based on these steps, six directorates were selected to be within the working group of the MoSD, including:

1. Directorate of Enhancing Productivity
2. Directorate of Social Defense
3. Directorate of Handicapped Affairs
4. Directorate of Policies and Strategic Management
5. Directorate of Human Resources/ Training Department
6. Directorate of Community Based Organizations

In terms of the rehabilitation process, a selection of four handicapped centers (Jerash, Rusaifeh, Dlail, and Karak) were finalized and a potential civil engineer was interviewed as a consultant to design the required technical work for each of the centers and the required contractors RFPs on behalf of IYF. A meeting with the engineering unit at the MoSD was conducted to ensure that all parties are within the same track, and it is expected that a contractor will be engaged to begin the rehabilitation work in the coming quarter.

MOL: MoL has proved a very collaborative partner which is keen to work with YWJ on youth employment. Frequent meetings were held with the SG and head of employability unit. IYF agreed with the Ministry to build the capacity of the following directorates within the Ministry:

1. Directorate of Employability
2. Directorate of IT
3. Directorate of Women's Employability
4. Directorate of Policies
5. Center of Quality Assurance

It was also agreed that YWJ would support the rehabilitation of the One Stop Shops in Sahab and Zarqa. A workshop is being planned in July for the selected directorates staff to assess their service provided to youth, their training needs, and skills gaps as the basis of a capacity building plan to be developed in the next coming quarter.

HCY: In terms of the of the Higher Council of Youth, frequent meetings were conducted with the focal point at the HCY to plan the intended approach and working interventions to pave the way for discussions with the head of HCY who is yet to be assigned. Similar to the other partners within the public sector, HCY working interventions will focus on the staff capacity building activities in the area of youth friendly services and potential youth centers rehabilitation process. Eight youth centers were assessed in the previous quarter, of which Queismeh, Zarqa, and Russeifeh centers have been proposed as centers for rehabilitation. These centers would either go through minor upgrades of training rooms, while others may receive large scale interventions in which youth friendly spaces are created within the centers and equipment is provided for center activities. Identification of the centers will be finalized once a new HCY head is appointed.

To further support the capacity building of YWJ governmental partners, IYF sponsored one staff member each from the Ministry of Labor, the Youth Higher Commission, and the Development Zones Commission to participate in IYF's Global Partners' Meeting in order to learn about best practices in youth development programming from around the world and network with other public sector entities internationally who work on youth development issues. As a result of the GPM discussions, IYF is planning to reconvene the Technical Working Group under the leadership of these three entities who can champion the program and provide a platform on youth development issues in their respective organizations and with the larger policy community.

### **Addressing Policy Barriers to Youth Development**

This quarter, IYF conducted several consultation meetings with the Ministry Of Labor to translate the policy themes identified previously into strategies and practical actions.<sup>1</sup> Focal points were assigned for every policy theme. In particular, IYF together with the MOL initiated work with the accreditation and quality assurance center to get the required approval for the youth worker program and identify the mechanism and required steps to have it as obligatory licensing requirement on the national level. IYF also started researching the need for daycare centers in work places for young women, and is working with MoL and SADAQA initiative on the data and next steps.

In addition, based on discussions with the USAID Mission Director as well as focus groups with youth who have left employment, IYF is exploring the feasibility and need for other policy interventions that

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<sup>1</sup> As a reminder, the policy themes identified are the following: 1) Improve youth friendliness of workplace to promote female participation in workforce; 2) Improve youth friendliness of work place for entry level workers; 3) Integrate life skills and volunteerism programs into Jordan public education system; 4) Increase availability of youth friendly services in local communities; 5) Organize and certify the youth workers profession

were suggested that are of relation to YWJ programming, such as removing barriers to transportation of youth to youth training sites, and introducing financial incentives for employers who hire Jordanian youth or create more youth friendly environments in their workplaces.

In regards to the other policy priorities identified in the previous quarters, IYF focused this quarter on putting in place the research and evidence for these priorities, and will focus in the coming quarters on putting together an action plan.

### Leverage

During the past quarter between April 1 – June 30 , 2012, a total of \$363,428 was generated in new leverage through IYF and its partners, bringing total leverage collected to date to \$6,818,828.

Leveraging local and national resources: IYF continued to strengthen local supports this quarter. In particular, IYF has focused on engaging technical service providers to support the program beyond the trainings provided through the provision of training discounts, scholarships, and equipment. 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.

Donor	Description of contribution
Internships	Staff Time (Volunteered to support M&E all day 8 hours) started 18 March
Jordan TV	Several interview with Rana and IYF team members, plus conference, private sector event, rates were sent and minutes calculated accordingly
Tritec Triple Technology Audio Visual	Cocktail reception and dinner event discount
SAE / Luminus group	produced on short film about PTS, and multiple short audio for psychosocial needs of youth; contributions to Youth@Work Conference
Ammoun Graduation	Provided the location, setup and arrangement and held the graduation in Ammoun premises for YWJ graduates of hospitality
Al-Quds College	22 scholarships, and transportation for youth to and from their facilities
The French Academy for Beauty Arts & Techniques	4 big hairdressing counters, 4 small hairdressing counters and 3 skin beds
Murals for Peace	Contribution of time and financial assistance to complete a major public art project in Shouneh
Talal Abu Ghazaleh	PMP Training for IYF staff; 35 desktops for CBOs, training for Shouneh CBO staff on computer skills
JHTEC	Training fees discount
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
Souktel Inc.	Voice messaging service for job placement services
Movenpick	Culinary training
Caterpillar	Providing technical training through the granted project
Landmark Hotel	Space for YWJ program activities
ABCD - e'ship contract	LOE for the consultants
<b>Prospective</b>	<b>Envisioned Contribution</b>
British Council	Material for teaching English Clubs projects
Jett	Leveraged two buses for youth transportation
Sanaya - Secretarial training	training venues
IMKAN	playgrounds turfs, fence maintenance, palm trees etc.
Public Sector	different contributions from Public Sector Partners (MOL, MoSD, VTC) such as OSS etc.
Royal Academy of Culinary Arts	Scholarships in culinary art for three of YWJ Youth

## Communications

The most important highlight from this quarter was a series of discussions held with USAID on how IYF can strengthen the program's branding and messaging strategies to increase the understanding and awareness amongst YWJ's core partners and stakeholders of YWJ's core mission to nurture effective youth development models and to create an enabling environment for positive youth development. As such, IYF began the process of soliciting a communications and marketing firm to support this rebranding initiative and launch a messaging campaign that will address core obstacles to youth productivity including culture of shame, lack of parent engagement and employer's negative perceptions of youth-at-risk. As YWJ goes through this rebranding process, IYF will also refocus the success stories it creates to reflect the strategic priorities of the brand messaging. IYF also began formulating an action plan for the strategic engagement of specific government and other national level stakeholders by USAID and IYF to support program objectives.

National and local level visibility: YWJ program received good press and media coverage this quarter, since a media plan was developed with the CBOs and service providers. YWJ strengthened its relationship with Addustour and Al Rai newspapers, who are now publishing the program's success stories on a monthly basis in their youth sections in addition to publishing the news updates related to the program. Ro'ya TV and Jordan TV are both conducting TV interviews with YWJ team, CBOs and youth on a regular, pro bono basis. A large component of the Ro'ya partnership has been YWJ's participation in the "Stand for Your Nation" Initiative, a feature on Roy'a's "Economics Today" TV show in which partners have collaborated to highlight the importance of employment and connect youth to employment opportunities. YWJ is responsible for training youth who've been identified in YWJ's communities. This partnership has led to major television coverage for the program.

In addition, a number of events were conducted to highlight YWJ’s visibility to key national champions for the program. High profile dignitaries including radio presenter Mohammed Al Wakeel and Her Royal Highness Princess Salha Bint Asem participated in YWJ graduations and dialogue sessions, heightening the visibility of the program in Jordan.

At the local level, as CBOs have grown in their connections and communications capacities, they have since taken greater ownership of the communication process and are inviting press to events, communicating with them to cover certain topics, and ensuring the boilerplate is made available to all press. CBO staff and youth are also making appearances on morning shows on Ro’ya and Jordan television as well as on radio shows.

Ongoing development of communications products continued this quarter with seven youth success stories prepared highlighting youth who had started their own enterprises, began community projects through I SERVE, and received college scholarships from Al Quds. In addition, two e-news flashes were also produced.

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

<b>Activities during the Quarter</b>	<b>Highlights</b>
Effective Outreach and Recruitment Strategies	23 Open Days held throughout YWJ communities, with over 1450 youth and community members in attendance
Expansion of Employability Preparation Model	<ul style="list-style-type: none"> <li>- 5<sup>th</sup> PTS TOT held with 21 participants</li> <li>- 31 groups of PTS training completed with non-CBO partners, reaching over 450 youth</li> <li>- 28 groups of PTS trainings commenced with CBO partners, over 550 youth</li> <li>- New rounds of demand-driven technical trainings in hospitality, HVAC, beauty salons, secretarial, and accessories and handicrafts, conducted in April and May</li> <li>- Computer maintenance added as technical training offered to YWJ youth</li> <li>- Technical service provider identified for Ma’an, and initial action plan developed</li> </ul>
Entrepreneurship Training and Support	<ul style="list-style-type: none"> <li>- 30 youth trained in entrepreneurship business skills</li> <li>- 10 youth in Irbid receive refresher course in entrepreneurship</li> <li>- 25 mentors recruited to support entrepreneurs</li> </ul>
Job Placement Strategies	<ul style="list-style-type: none"> <li>- 128 youth placed in jobs</li> <li>- 18 employers visited as part of youth’s career exploration, with 185 youth participating</li> </ul>

#### **Effective Outreach and Recruitment Strategies**

This quarter, IYF continued to work with community partners to refine and improve their recruitment and outreach strategies, resulting in strong attendance at YWJ open days and representing an improvement from the last quarter for CBOs in Shouneh and Sahab. YWJ’s implemented a variety of different recruitment tools, including posters and flyers, house visits, phone calls, all of which culminated in open days held in the communities to announce the program. The table below shows the

number of Open Days and people reached through these open days throughout the quarter by community:

Region	# of open days	# of attendees
Jordan Valley	6	517
Zarqa	4	175
Russiefeh	2	138
East Amman	6	365
Southern Shouneh	4	224
Irbid	1	40

As a result of the outreach, over 450 youth signed up for the program, and over 300 youth were selected (exact numbers of youth will be confirmed in the coming quarter). We are pleased to report that the CBOs actively involved youth volunteers to inform parents and youth about the program. In addition, CBOs targeted parents in particular for outreach, and many attended the open days, becoming early supporters of the program. The one area that the CBOs and IYF felt the recruitment strategy could be improved was in strengthening the leverage of local government partnerships to act as champions for the program. Therefore in coming recruitment rounds CBOs will be working more with MOSD representatives and influential leaders and figures other supporting NGOs, VTCs, youth centers and chambers of commerce to outreach and promote the open days within the communities. These leaders will be formally incorporated into the local community alliances with clear roles in the successful implementation of the program in the community. This is especially important given that IYF has learned that the open days have been stronger as tools to promote the program to the community rather than recruit young people. The strongest recruitment has come from house visits, word of mouth, and phone calls made by the CBOs. Another successful strategies that YWJ will continue to promote is partnership with local schools to identify and channel recent drop outs and those who did not pass their tawjihi into the program.

While strategies to attract youth to outreach days have increased in their effectiveness, getting the youth to commit to a long-term training program has remained a challenge for CBOs; youth cannot see the added benefit of a long term program, or can't afford to be in trainings for that long instead of working given their economic circumstances. YWJ is addressing these concerns by incorporating more one-on-one informational interviews into the intervention model so that participants can better understand the program and the long-term career paths that YWJ training opportunities afford. It is also working with its private sector partners and training providers to provide a holistic, integrated, training model, which is discussed further below.

### **Refinement and Expansion of Employability Preparation Model**

#### Building a Cadre of Life Skills Trainers

As the demand for YWJ's life skills program continues to grow, YWJ focused on enhancing the capacities of its community partners to lead in the implementation of PTS, and integrating PTS into more technical provider training programs. Trainers from the CBOs who received grants this quarter participated in a TOT in June to prepare for the recruitment and start of trainings in their communities. In addition, PTS training commenced in training entities such as the Vocational Training Centers, Ammoun College, and private employers. Of particular note is the National Educational and Training Center (NET), whose

trainers have been receiving coaching from IYF, and whose successful implementation of the PTS pilot has led to full scale integration and implementation of PTS into NET's regular training program.

As PTS has expanded, so has the number of trainers and master trainers. Currently, there are 65 trainers are implementing life skills, 18 of whom are from local communities, 9 master trainers, and 9 CBOs who are implementing PTS independently. In order to encourage the professional growth of these trainers and to ensure that trainers have the support that they need, IYF has begun convening monthly meetings with all PTS trainers to hear feedback about the trainings with youth, the partnerships, and troubleshoot together any challenges that occur. Furthermore, IYF held a refresher course for the PTS trainers on the curriculum and facilitation skills to further help the trainers, especially those who may have been trained much earlier **during the CNGO phase** and have not had as much practice. Finally, YWJ also started a facebook group for its trainers as an online platform to keep trainers engaged. IYF hopes that through these efforts, a cohesive cadre of trainers specialized in life skills will be created in Jordan who can then support the scaling and integration of life skills throughout youth programs in the future.

### *Challenges*

This expansion has not come without its challenges, as often higher level management of partner organizations have either not supported or not given sufficient resources to their staff and youth to fully participate in the program. As an example, in the Sahab VTC, training rounds were temporarily suspended due to opposition against the health lessons being taught. In another instance, managers at the Maliban garment factory, did not allow their employees to attend trainings as part of their working hours, or made youth come on Saturdays; as a result, few employees came to the trainings, and the quality of the trainings suffered. Even the CBOs that received grants through YWJ have not always given sufficient time and support to the trainings, often interrupting trainers and pulling youth out of the trainings for other activities. IYF is addressing this challenge by focusing on orientation with the upper management of partners on the importance of life skills and the support needed from their end in order to make life skills trainings a success based on the best practices learned through IYF. This will require more time in the start up of life skills integration activities, but is necessary to ensure a smooth integration for both the partners and young people. Furthermore IYF has decided it will not move forward with any integration efforts without the strong support of management (ex. Maliban trainings will not continue).

Priority areas for the coming quarter will include the following:

- Launching two new rounds of PTS in July and September for all YWJ communities within its partner CBOs, VTCs, and Ammoun College
- Signing a licensing agreement with Al Quds College to integrate life skills into their curriculum and training their staff on PTS

### *Reforming vocational training systems and models*

As demand driven technical trainings continued through the quarter, IYF began bringing together training service providers for a monthly meeting to share lessons learned and best practices for designing programs that target youth at risk. The first meeting was held in May with representatives from Al Quds, Ammoun College, Sanaya, the British Council, LG, and Souktel. Furthermore, YWJ has been working with service providers to integrate life skills, technical skills, and supporting IT and English skills training (as needed) into one training package along with paid internship opportunities to address youth concerns about training length and its utility. This is yielding positive results in the hospitality training, with 125 youth who have committed to a three month program that integrates life skills,

vocational training, and English into one training package, after which youth are evaluated and then tracked into a specific internship according to a career path.

Priority areas for next quarter include the following:

- Work with training providers in more economic sectors to provide integrated training models in their programs
- Continuation of monthly meetings for technical training service providers, along with documentation of recommendations and follow up on modified training models

### **Building Youth Entrepreneurship Models**

As part of YWJ's work to design entrepreneurship models for youth at risk, recruitment and training for the program began this quarter in close coordination with the service provider ABCD. Approximately 30 youth from Shouneh, Mafraq, and Sahab completed the training. Furthermore, YWJ hosted a two day refresher course for youth who had taken the entrepreneurship training in Irbid under the CNGOs to further support their efforts and connect them to mentors. Approximately 10 youth attended the training.

Finally, recruitment began for mentors to support youth as they began their enterprises. 25 mentors were recruited, 14 of them being from local communities. The mentors received training on how to form and maintain a healthy and impactful mentoring relationship, and in the coming quarter will be matched with the entrepreneurs.

### **Effective Job Placement Strategies**

IYF is building both strong career guidance activities with the CBOs and connecting CBOs with employers as effective strategies for job placement. As part of these career guidance activities which expose youth to the private sector work environment and raise their awareness about potential job opportunities with local employers, YWJ and its partner CBOs took 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. Youth participated in the following field visits:

Community	No. of Visits	Total Participants	Industries
Shouneh	6	80	<ul style="list-style-type: none"> <li>• Hospitality ( Dead sea Hotels, 40 participants)</li> <li>• Sewing (Maliban factory, 10 participants)</li> <li>• Packaging ( Zad factory and noodles house( 30 participants)</li> </ul>
Sahab	5	35	<ul style="list-style-type: none"> <li>• Hospitality (15 participants)</li> <li>• Packaging ( 20 Zad factory)</li> </ul>
Mafraq	4	30	<ul style="list-style-type: none"> <li>• Hospitality (15 participants, hotels and restaurants )</li> <li>• Paper Factories (15 participants)</li> </ul>
East	3	40	<ul style="list-style-type: none"> <li>• Hospitality (40 participants, hotels and</li> </ul>

Amman			restaurants )
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In the coming quarter, IYF will be focusing on stronger employer engagement through HR roundtables for strategic sectors (the first being planned is for hospitality) with the CBOs. Job fairs are also being planned for each community cluster with the CBOs to further youth’s career exploration. In addition, the career guidance manual that was developed in the previous quarter will be repackaged to include more activities and resources regarding career paths available in Jordan, as well as facilitation exercises for CBO youth mentors to do with youth to help them in their career planning processes. It is hoped that these interventions on both the employer engagement and the youth career guidance fronts will help in better matching youth with job opportunities in their communities, and stronger linkages overall between local labor markets and civil society.

#### **IV: Component Three – Provision of Youth Friendly Services**

<b>Activities during the Quarter</b>	<b>Results</b>
- Creation and/or expansion of YFS	- 2 youth friendly services created in Mafraq (a community library) and Shouneh (a recreational park) - Service provider to support enhancement of CBO youth creativity centers selected.
- Capacity Building of CBOs in youth-friendly services	<i>Parent engagement:</i> - TOT on parent engagement conducted with 21 participants - 16 training workshops for parents conducted, with 300 parents participating <i>Enhancing competencies in youth development:</i> - CBO self assessment of youth friendliness of their services and programs conducted ; Enhancement action plans being developed in coordination with IYF - Curriculum for Youth Worker Training program completed for pilot testing; TOT plan developed

#### **Capacity Building for CBOs in Youth Friendly Services**

##### *New and expanded safe spaces*

To support in strengthening the quality and sustainability of the youth friendly services that CBOs are creating, and to institutionalize a comprehensive youth friendly services model, IYF had in previous quarters held several workshops on the minimum standards for youth friendly services and how an organization can evaluate and enhance the services it offers. This quarter, CBOs in Shouneh, Mafraq, and Sahab used the tools that they had been trained on to self assess their services and organizations. This assessment is the first time CBOs have evaluated themselves and been able to reflect on their own strengths and areas for improvements in this area. Below shows the results of the self assessments by the CBOs in the expansion communities.

<b>YFS Pillars</b>	<b>Tawoun</b>	<b>Rawdah</b>	<b>Jawasreh</b>	<b>Sahab</b>	<b>Mafraq</b>
<b>Working with youth</b>	36%	41%	63%	63.5%	70.8%

<b>Involving parents &amp; local community</b>	60.8%	38%	61%	66.6%	64%
<b>Sounds organizational practices</b>	56%	53%	67%	61.5%	75%
<b>Going to scale</b>	30%	59%	55%	60%	60%
<b>Infrastructure &amp; safe Environment</b>	70.8%	58%	75%	62.5%	75%
<b>Total</b>	<b>50.72%</b>	<b>49.8%</b>	<b>64.5%</b>	<b>62.8%</b>	<b>69%</b>

As can be seen from the above, there was significant variance in the range from which CBOs rated themselves. However, one common thread is that nearly all the CBOs saw the provision of safe infrastructure and environments as their strongest aspect, having all rated themselves highest or second highest in that area. In the coming months, YWJ will be shifting its focus with CBOs away from the creation of more services and safe spaces towards having robust sustainability plans for existing services/spaces.

In the coming quarter, IYF will focus on increasing the youth friendliness of public sector services, training their staff on the minimum standards of youth friendly services and best practices for their programs and services.

#### *Engaging Parents*

As a step towards building the capacity of the CBOs to engage parents in support of youth aspirations, a TOT training workshop took place for 21 representatives from CBOs and the local communities of YWJ targeted areas.

Furthermore, as part of the regular training session for parents, 16 training workshops were held for parents in Shouneh, Mafraq and Sahab, attended by over 300 parents. The parents expressed their gratitude of giving them the chance to attend such sessions which enhance their knowledge and giving them better understanding on how to deal with their children. As the workshops and parent engagement approach continues to grow and be refined, CBOs are taking a more active role in developing best practices for parental engagement, and making it a priority in their programs.

At the same time, the lack of engagement by fathers continues to challenge the CBOs. Therefore, the CBOs are conducting home visits to reach out to fathers directly, inviting them to visit the CBO and accompany them to visit their children at their work location. As a result, some fathers have become members in the local community committees that are formed by the CBOs. Next quarter's efforts will be put towards developing a structured strategy for engaging fathers in particular. Other focus areas for next quarter include the following:

- Coaching the trainers on the parents' manual to assure the quality of the services they provide to parents.
- Enhance the capability of CBOs on scaling up their reaching for parents, involving parents in the local committees, and engaging fathers in particular

#### *Enhancing youth worker competencies*

To support, CBOs with enhanced competencies in positive youth development, IYF made good inroad in the development of YWJ's national youth worker training program. The initial curriculum and supporting materials were developed for the youth worker training program. The training program is expected to

cover 8-10 weeks of classroom facilitation (one day every two weeks) and personal coaching for each youth worker in topics around the five main competency areas. Preparations also began for a TOT to be conducted in July on the training program. This sets the stage for a pilot of the program, expected to begin at the end of September.

*Programmatic Capacity Building*

As mentioned previously, IYF has been building the capacity of CBOs programmatically through regular meetings that bring together the CBOs to learn from each other as well as individualized meetings with each of the CBOs to discuss progress and challenges. Based on these progress reports, IYF has seen a change in the capacities of CBOs on several fronts. Of particular note is the growth in CBOs’ knowledge of youth and youth issues. These CBOs have transformed from charity organizations to being experts in their communities on youth, particularly those who are vulnerable and out of school. They have also grown in their organizational and technical skills, as well as their abilities to network for both leveraged funds and employment opportunities for young people. This is evidenced by the increase of youth with positive post participation outcomes each quarter.

*Institutional Capacity Building*

To support the institutional capacity of the CBOs, IYF issued an RFP this quarter to engage a service provider to lead the capacity building of CBOs in the areas of good governance, financial management, and project management. IYF received responses from over 10 service providers, and is currently in the final stages of selection, and expects to issue the contract early in the coming quarter and immediately begin trainings after signing.

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

Activities during this Quarter	Results
Expansion of Civic Engagement Model	<ul style="list-style-type: none"> <li>- Two orientation sessions on civic engagement approach for Mafraq and Shouneh</li> <li>- Shouneh community volunteerism project of mural painting – engaged 300 youth and adult community members               <ul style="list-style-type: none"> <li>1. Conclusion of first round of I SERVE projects – 7 projects granted to youth; 5 successfully completed; 2 projects still in operation</li> </ul> </li> <li>- Continuation of I SERVE trainings in Shouneh and Mafraq</li> <li>- I SERVE TOT to expand number of trainers and mentors to support youth</li> </ul>

**Developing youth engagement models**

During this quarter youth continued to learn about volunteerism and civic engagement through their life skills intervention and volunteerism activities with the CBOs, following YWJ’s programmatic model of exposing youth to volunteerism through service learning activities in PTS, then moving youth from volunteers to leaders through the I SERVE projects. Heavy emphasis was placed on improving and expanding I SERVE as an illustrative model of youth leadership and community engagement.

In particular, this quarter saw the conclusion of the I SERVE pilot, with the first closing training for youth being conducted in early April. From the pilot, IYF learned a number of things involving both the way

youth are prepared to design and implement their projects, and how to best engage with community partners to support those projects. Of the seven groups that had been given grants to complete their projects, five continued project implementation to its completion, and two have seen their projects sustained through the CBOs. This was partially due to delays in project start up as youth were still struggling to develop sufficient budgets and work plans, and partly because several of the youth faced competing priorities between the implementation of their projects and participation in trainings or jobs. As a result, the I SERVE training program was adapted to give youth more time to work on their work plans and budgets under the guidance of the I SERVE trainers (rather than in their communities), and structured so that trainings during the project's implementation were less time consuming to better accommodate for youth schedules.

Perhaps more importantly, throughout the pilot IYF found that CBOs could not devote enough staff time to mentoring youth through the projects' implementation, and were not equipped with enough understanding on the role of youth projects in the community and young people's empowerment. As a result, several conflicts arose between youth groups and CBOs over resource allocation and understanding of the projects' ownership. IYF is addressing this by recruiting other community members outside the CBOs that would be devoted to the mentorship of youth throughout their projects' life cycles. An MOU has also been developed for both CBOs and youth to sign, formalizing the relationship between youth groups and CBOs to facilitate the understanding of roles and responsibilities. The MOU also highlights to CBOs the importance of these projects as a means of integrating youth into the design, implementation, and management of youth services in the communities.

Youth involvement in CBO services is already starting to happen as CBOs begin to integrate and sustain I SERVE projects into their programs as part of their youth friendly services. An example of this is a library that was created at the Queen Zein Al Sharaf Association that is still being used and the youth leaders continue to sponsor contests and activities to encourage young people in their community to utilize the library and increase their literacy skills.

In the coming quarter, IYF expects to expand the I SERVE training model in all YWJ communities. In preparation for this, a TOT was conducted in June on the I SERVE training program and curriculum. 10 trainers and mentors participated, who will then lead the implementation of I SERVE in their own communities.

Other focus areas for civic engagement in the coming quarter will include the following:

- Building the capacity of community partners who offer civic engagement opportunities on how best to empower youth and integrate their participation in activities
- Forming a network of organizations supporting youth civic engagement throughout Jordan by holding a conference to bring together stakeholders and discuss various best practices
- Creating and activating strong youth management councils in each CBO. Training will be provided to both youth and CBOs on how to form and maintain successful councils, in addition to ongoing guidance already being provided
- Expansion of I SERVE training model in all communities, with emphasis on seeing how CBOs can integrate and sustain successful I SERVE projects as part of their youth friendly services.