

# **YOUTH:WORK**

## *Jordan*

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### **YOUTH:WORK JORDAN**

#### **Annual Report**

October 1, 2011 – September 30, 2012

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*This report is comprised of two main components. The first, the Annual Report, outlines Youth:Work Jordan's (YWJ) main achievements and deliverables against the objectives and core activities outlined in the 2012 Year Four Work Plan for the period October 1, 2011 to September, 30, 2012. The second component, the quarterly report, focuses on activities and program progress from July to September of 2012.*

## **Annual Report**

Year 4 was marked by the completion of YWJ's Phase One activities under the management of the Coordination NGOs (CNGO) and the implementation of YWJ's 2012-2014 Phase Two roadmap which shifts YWJ's program approach and implementation model so that IYF is now directly supporting YWJ's community based partners (CBOs) in all communities. Steady and important progress was made towards reaching YWJ's goals in all four YWJ component areas. At the community level, IYF continued to build the capacities of CBOs to organize and deliver quality youth development programs for at-risk youth in the areas of employability and civic engagement, with a particular focus on refining key models and improving the quality of youth outcomes. At the national level, IYF began engaging strategic partners to replicate and expand YWJ's most successful models, leveraging specific opportunities and resources at the policy level to address barriers to youth development. As YWJ enters its final 18 months of implementation, we believe the program is well positioned to achieve its core program targets and build a broader platform for impact through the positioning of quality models to reach larger numbers of youth.

During the first six months of the year, program priorities focused on the closing out of CNGO activities, the continuation of IYF capacity building activities for CBOs in YWJ's expanded communities of Shouneh, Mafraq and Sahab, and the preparation for a second phase of granting for CBOs from YWJ's first six communities previously under the management of the CNGOs. Nine CBO grant awards were issued in East Amman, Russeifeh, Zarqa, Irbid, and Jordan Valley bringing the total number of CBO grants to 14.

In the second half of the year, IYF ramped up its engagement of strategic national partners to support the scaling of tested models particularly in the areas of life skills and YWJ's sector specific employment models. In addition, after many months of persistent relationship building, notwithstanding the continuous ministerial leadership changes, we are pleased to report that structured capacity building activities for the Ministry of Labor (MOL), and the Ministry of Social Development (MOSD) are now underway after significant planning work was carried out in the Spring and Summer in close cooperation with the Ministries, and with support from USAID. One setback for IYF with respect to public sector capacity building was the dissolving of the Ministry of Youth (MOY) in May with whom IYF had built very strong relations and signed an MOU to rollout capacity building activities. With the change in Prime Minister, a decision was made to fold the MOY back into the Higher Council of Youth (HCY) but this resulted in delays to capacity building activities as the Government made the necessary organizational

adjustments and a new HCY president and secretary general could be appointed. IYF has now begun re-engaging and building relations with the new HCY leadership and is hopefully to begin capacity building interventions in earnest in the coming year.

In the final months of the year, IYF took a fresh look at its overall program approaches and progress to date to strengthen the articulation of YWJ's core messages and achievements on the ground, identify key strategic priorities for the coming 12-18 months, and to respond to a request by USAID that IYF revisit YWJ's brand name ("Youth:Work"). This was a particularly useful and timely exercise as YWJ prepares for the final stretch of the program during which the core objective of the program is to scale and sustain YWJ's successful youth development models for broader impact through national public and private sector partners.

A brief summary of achievements and lessons learned from YWJ's Year 4 program activities is highlighted below. This is followed by a table of major objectives and milestones set forth in the YWJ Year 4 Work Plan, and YWJ's progress towards achieving these milestones by September 30, 2012.

#### **Completion of CNGO grants and development of YWJ's 2012-2014 Roadmap**

The first few months of Year 4 marked a major milestone for YWJ as community activities managed by the CNGOs as part of YWJ's first phase came to an end. CBO grants managed through the CNGOs ended in all the communities during this period, and grants for both JOHUD and JRF ended on December 31, 2011, while JCEF received a grant extension to February 29, 2012 to allow additional time to complete planned activities in Irbid.

In close coordination with USAID, IYF developed a comprehensive strategy and plan of action for YWJ's second phase activities<sup>1</sup> based on lessons learned from the CNGO experience, IYF's direct implementation model and the midterm evaluation conducted by USAID. In particular, USAID asked IYF to re-examine its program approach of working through the CNGOs, and to revise YWJ's implementation model so that IYF is directly supporting capacity building and youth activities for CBOs in all YWJ communities. A transition plan was put in place to ensure a smooth transition of community activities from CNGO to IYF management, including the convening of Reflections and Close-out workshops for each CNGO and their CBOs which set the stage for planning second phase grants in these communities.

#### **Award of Second Phase Grants**

During the year, IYF awarded second phase grants to 9 out of the 23 CBOs who received grants by the CNGOs in YWJ's first phase. These grants were awarded to the strongest performing CBOs with the objective of taking their most successful interventions and refining and sustaining these activities for the longer term. Grants were awarded to CBOs in Irbid, Russeifeh, Zarqa, Jordan Valley and East Amman. Activities in Ma'an got off to a later start as YWJ carefully weighed the different options for program implementation. A series of community engagement activities were carried out to build relations and trust with Ma'an community

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<sup>1</sup> See *YWJ's All Communities Roadmap - Phase Two (2012-2014)* for details.

leaders and to identify key strategic partners to support the implementation of YWJ's interventions. In the final quarter of the year, a competitive RFP was issued to identify a service provider to support the recruitment of youth and delivery of training. Structured skills training activities for youth are expected to commence early in Year 5.

We believe the consolidation of all CBO grant management and capacity building activities under IYF's direct management has resulted in improved efficiencies related to program oversight and management of community based activities. Across the board, CBOs, service providers and other program partners have cited significantly better communications and coordination as a result of YWJ's streamlined management structure as program activities are communicated under one, unified voice. In addition, IYF's direct support for the CBOs has enabled IYF to implement a more uniform approach to capacity building activities and to more effectively troubleshoot implementation challenges that arise at the community level. Overseeing capacity building activities in all YWJ communities has also made it easier for IYF identify common trends and capture key learnings across communities about how best to build the capacity of local partners to design programs for youth at-risk.

### **CBO Centered Approach**

IYF's revised program and implementation approach to directly support critical actors in the community through a CBO centered approach has resulted in strong performance by CBOs in most areas of technical and program capacity building. Through the integration of shadowing techniques, structured capacity building and the sharing of training curricula, learning manuals & tools, YWJ partners have made considerable progress towards the organization and delivery of quality youth programs and services – especially in the areas of recruitment and outreach, life skills, career guidance, youth mentoring & case management and parent engagement. This has been manifested by steady improvements in youth training completion rates, job placement rates and retention rates from the beginning of the year to the end of the year.<sup>2</sup> As of September 30, 2012, YWJ had achieved at least 70% or more of its targets in 25 out of 31 M&E program indicators, with results to date for many of these indicators exceeding original targets.

This structured approach to capacity building has been an important first step to building sustainable community youth hubs with quality services and programs for youth. Now that the CBOs are equipped with the foundational skills and knowledge to delivery best practice youth programs, the main priority in the coming year will be to link these activities with youth services managed by community level public sector partners to ensure a comprehensive and integrated approach to creating an enabling environment with quality services for at-risk youth.

IYF will also continue to refine specific elements of YWJ's youth models where there has been less progress and need more time to nurture and develop. These elements include:

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<sup>2</sup> See Q4 Quarterly M&E results table

### *Job placement and retention for females*

Young women's placement and retention in decent jobs continue to lag behind that of their male counterparts. This is in large part because CBOs have struggled to find decent, local jobs for females that are acceptable for them and their family members. YWJ has worked heavily over the year to change these perceptions and build a greater awareness of viable career paths. As a result, we have seen the rate of female participation in YWJ's hospitality training for the first 3 training cycles go from 9 youth to 18 youth to 36 youth - or increase from 7.5% to 24% of general enrollment numbers. This is a small victory but one which offers valuable learnings on how to positively integrate young females and their families into the workforce.

IYF will continue to work with the CBOs to invest in this area over the coming year. IYF will also work at the national level through its policy reform efforts to update and simplify the daycare license guidelines to make it easier for businesses to apply for daycare licenses in their workspaces.

### *Entrepreneurship Model*

This model was slow to start up and get off the ground, mostly due to delays in the selection and contracting process for YWJ's entrepreneurship service provider. With the support of the service provider, the initial focus of activities has been to test the implementation model on YWJ's target group to capture learnings on how best to cultivate self employment opportunities for YWJ's at-risk youth. Once the pilot implementation is complete and there is more complete picture of what works and doesn't, IYF will further build the capacity of CBOs and work with them to integrate sustainable models to provide training and business support services in entrepreneurship.

### *Sustainability of civic engagement*

While civic engagement activities have been ongoing throughout the year in all the communities and have produced positive outcomes, building ownership for these activities by the CBOs and youth volunteer committees has been more challenging. This is in large part due to the breadth of YWJ's interventions and the reality that there is only so much the CBOs can take on and implement on their own all at once, given their limited capacity. As such, IYF has prioritized its capacity building efforts first and foremost in the area of skills training and employability models, as well as in the creation and expansion of youth friendly services. This has meant that IYF has had to take on a more direct implementation role for civic engagement activities, particularly for the implementation of YWJ's ISERVE program – a project management and leadership training program to equip the youth with the skills to build community improvement programs. IYF is now looking to identify broader community partners that can help sustain YWJ's civic engagement models and activities, especially for CBOs that don't have the capacities to integrate ISERVE in the coming year. IYF hopes that over the next year, by creating a referral system within the local community with other entities more focused on civic engagement taking the lead in this aspect of the YWJ model, this issue can be addressed.

## Scaling best practice models

### *Life Skills*

Strong momentum was built for YWJ's life skills and career development activities during the year, positioning these models for significant expansion through national structures in the coming year. With the adaptation of IYF's Passport to Success curriculum for Jordan and the implementation of a robust training of trainers and coaching model, YWJ has built a pool of 62 community life skills trainers, 9 life skills training coaches and 8 master trainers. Nine CBOs are now implementing life skills independently. As YWJ's life skills builds momentum, IYF established strategic partnerships with the Vocational Training Corporation (VTC), the National Employment and Training Program (NET) and the MOL's One Stop Shops (OSS) to pilot life skills within Jordan's public sector vocational training systems. At the policy level, IYF has also begun discussions with the Ministry of Labor to amend the VTC bylaws to make life skills training mandatory for all VTC hospitality training programs. In addition, a partnership was forged with Al Quds College, Jordan's largest community college, to integrate IYF's Passport to Success training program for 1700 youth in the upcoming scholastic year. Developing a clear roadmap and plan of action with YWJ's national partners to institutionalize the delivery of quality life skills programs will be a top priority for YWJ in the coming year.

### *Career Development Models*

YWJ also refined its youth career development models through the design of sector specific training and employment models in specific growth sectors to support Jordan's economy, including hospitality, retail sales and gas service stations. As part of these models, IYF provided technical support to the CBOs in their outreach and recruitment strategies to ensure that both youth and their parents are aware of and committed to gaining the skills needed for working in their local environments. In February 2012, Her Majesty Queen Rania Al Abdullah launched YWJ's 2000 jobs hospitality initiative - a multi-partner training and employment alliance that brings together YWJ CBO partners, the Ministry of Tourism, the Jordan Hospitality Board, the Jordan Tourism Board and Jordan Hospitality Training College (Ammoun College) to design an integrated package of life skills and hospitality training, sector-specific English training, internships and job placement for YWJ's youth. IYF also established a partnership with the Vocational Training Corporation and the USAID Siyaha program to pilot and integrate PTS life skills training, sector specific English language training and better career guidance to the VTC's 12 hospitality training centers. These sector specific employment models for the hospitality sector have had considerable success in offering scalable solutions to respond to large vacancies in Jordan's hotel sector, and IYF is now working to establish alliances with top businesses and the Ministry of Labor to replicate the hospitality initiative in the retail sales and gas services business.

These initiatives highlight successful partnership models between civil society, industry, and training institutions that support career development models that directly tackle barriers to youth productivity. They also introduce innovative cost sharing solutions to sustain activities and support the Government of Jordan's National Employment Strategy (NES) to address the problem of large vacancies in key industries of strategic importance to Jordan's economic

growth. Further efforts to integrate and sustain these models through Jordan's NES will continue to be a priority next year.

### **YWJ Branding and Repositioning**

One area of challenge over the year has been the confusion that the word "work" in the "Youth:Work Jordan" brand name has created for key program stakeholders and constituents. There was a perception by some government officials and members of YWJ's communities that YWJ was primarily a recruitment agency to place youth in jobs - rather than understanding YWJ's capacity building focus to train and prepare youth for successful transitions to work. The lack of understanding of YWJ's mission as a holistic, multi-faceted capacity building program led to some turmoil in Sahab last spring as complaints by parents and community members resulted in local youth carrying out acts of vandalism.

Recognizing that many of YWJ's key achievements were being "hidden" behind the multi-faceted nature of program activities, IYF incorporated these concerns into a larger strategic planning exercise initiated over the summer to map out YWJ's strategic priorities for next year. As IYF prioritizes the scaling and sustaining of YWJ's tested models through national public and private sector partners, IYF has put considerable effort into refining and strengthening the articulation of YWJ's mission and program approach. In particular, IYF has simplified the program's many work streams and activities under two core program models: *Preparing youth for successful transitions for work* and *Building sustainable community youth hubs*.<sup>3</sup>

A major goal for next year will be to work with strategic partners at the national and local levels to replicate and expand YWJ's various initiatives and programs under these two core models with the aim of creating a multiplier effect that will build a platform so that YWJ's models can benefit a much broader subset of youth beyond the program's specific target group. As a part of this exercise, IYF is also modifying YWJ's brand name and strengthening the program's brand messages to better reflect program messages and achievements under these two core program models. In close coordination with USAID, a top priority of IYF in the coming year will also be the consolidation of YWJ's achievements under YWJ's revamped brand and messaging through the launching of a strategic marketing and outreach campaign at the community and national levels.

### **Leverage**

Finally, YWJ continued to place emphasis on securing international and local leverage contributions to support YWJ's mission, securing a total of \$2,590,000 in cash and in-kind contributions throughout the year. Of particular note was a \$750,000 contribution from the Caterpillar Foundation to support life and mechanical skills training for disadvantaged youth, approximately \$500,000 from Amoun College and \$85,000 from the Luminous Group of partners. To date, total leverage committed for the program is at \$7.5 million. While we expect

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<sup>3</sup> For details, see power point presentation "Strategic priorities going forward" - delivered to USAID Mission Director on September 27, 2012.

to continue to make steady gains next year, with 18 months left of program implementation, YWJ may not be able to reach the full \$15 million leverage target for the program.

## Table of Results

### I. Preparing for YWJ's Second Phase

Planned Activity and Objectives from 2012 Work plan	Status	Comments
<p><b>Develop comprehensive strategy and plan of action for YWJ second phase activities</b>  <i>IYF's direct implementation roadmap and budget for all YWJ communities developed and approved by USAID, and design of second phase activities in YWJ's expanded communities of Shouneh, Sahab and Mafraq finalized and CBO grants extended</i></p>	<p><i>Achieved<sup>4</sup></i></p>	<ul style="list-style-type: none"> <li>• YWJ Second Phase Roadmap and budget approved by USAID</li> <li>• All IYF staff for second phase recruited</li> <li>• Strategy and plan developed for second phase in YWJ expanded communities, and CBOs currently in program design process</li> </ul>
<p><b>CNGO grants close-out process &amp; reporting</b>  <i>Smooth close out of all CNGO and CBO activities in compliance with IYF programmatic and granting requirements</i></p>	<p><i>Achieved</i></p>	<ul style="list-style-type: none"> <li>• All grants for CNGO sub-grants closed on time</li> <li>• All CNGO grants closed on time</li> <li>• All CNGO program reports and final leverage, M&amp;E, and leverage reports submitted</li> <li>• 2011 CNGO VAT and Inventory reports submitted</li> <li>• Completion of CNGO financial audits for USAID</li> </ul>
<p><b>Assessment of CNGO communities with key stakeholders</b>  <i>CNGO- CBO Reflection workshops with each CNGO and their CBOs to</i></p>	<p><i>Achieved</i></p>	<ul style="list-style-type: none"> <li>• 3 CNGO-CBO workshops conducted to ensure healthy closure of CNGO-CBO activities and ensure YWJ's new implementation model builds on the successes of the CNGO- CBO partnership</li> <li>• Rapid assessment of youth demographics in YWJ geographical and nearby areas to assess appropriate targets</li> </ul>

<sup>4</sup> 2<sup>nd</sup> phase CBO grants in expanded communities expected to be issued Q1 2013

Planned Activity and Objectives from 2012 Work plan	Status	Comments
<p><i>highlight YWJ first phase achievements, capture lessons learned, and communicate second phase strategy</i></p> <p><i>Meetings and workshops with employers and training service providers conducted to assess potential opportunities and establish strategic alliances with employers</i></p>		<ul style="list-style-type: none"> <li>• Private sector workshop conducted to assess the role of employers in youth job placement and youth retention within workplaces</li> <li>• Assessment of the potential opportunities and unique challenges in Ma'an to determine implementation approach</li> </ul>
<p><b>M&amp;E</b></p> <p><i>Update M&amp;E plan for YWJ's revised direct implementation program strategy and obtain USAID approval, update YWJ's M&amp;E online database queries and functionalities for second phase activities, and Plan and process finalized to ensure effective follow-up on community level M&amp;E activities after CNGO grants end</i></p>	<p><i>Achieved</i></p>	<ul style="list-style-type: none"> <li>• YWJ M&amp;E plan updated and approved by USAID</li> <li>• YWJ M&amp;E online system updated with new input and reporting functionalities to support YWJ second phase activities</li> <li>• IYF received copies of all CNGO M&amp;E files and verified all files with hardcopies and online system</li> <li>• CNGO access to YWJ M&amp;E online system closed</li> <li>• IYF tracking of youth from CNGO activities continued</li> </ul>
<p><b>IYF granting and CBO Activity Design Process</b></p> <p><i>Second round competitive solicitation and evaluation process conducted for existing CBOs with 1-2 CBO grants awarded in each CNGO community</i></p>	<p><i>Substantially Achieved</i></p>	<ul style="list-style-type: none"> <li>• IYF-CBO grants manual amendments approved by USAID</li> <li>• 8 CBO grants issued in every community except for Ma'an, bringing the total number of CBO grants active through YWJ to 14</li> <li>• Partner engagement planning underway in Ma'an, including discussions with King Hussein University; a partner RFP issued in September for engagement of service provider to recruit youth and manage skills training activities</li> </ul>

## II. Program Implementation

### Component One: Monitoring and Evaluation, Policy Coordination, and Outreach

Planned Activity and Objectives from 2012 Work Plan	Status	Comments
<p><b>Capacity building for key stakeholders</b>  <i>Comprehensive capacity building framework and plan developed for CBOs youth workers, parents and employers to deliver or support effective youth programs and services</i></p>	<p><i>Partially Achieved</i></p>	<ul style="list-style-type: none"> <li>• Capacity building framework and implementation plan for all CBOs, youth workers, parents and employers developed and ongoing</li> <li>• CBO institutional capacity building was delayed primarily due to heavy focus on enhancing building CBO technical and program capacities to get implementation activities up and running smoothly; CBOs now capable to implement and operate programs; supporting CBO partners on sustainability and scalability of programs will be major focus of Year 5</li> <li>• In addition, IYF made the decision to move away from specific employer capacity building, focusing instead on providing incentives through the public sector for employers to become more youth friendly</li> </ul>
<p><i>Capacity building workshops and shadowing activities for CBO staff with specific set of roles and responsibilities assigned for individual members of CBO staff at each phase of implementation</i></p>	<p><i>Substantially Achieved</i></p>	<ul style="list-style-type: none"> <li>• Capacity building workshops conducted in career guidance, grants management and operations, M&amp;E, communications, youth friendly services, and civic engagement</li> <li>• Parent sessions on youth adolescence and preparing youth for employability successfully piloted, then delivered to over 860 parents (through 44 sessions); CBOs also trained in how to deliver parent sessions</li> <li>• Training of trainers workshops to build cadre of qualified CBO trainers in the following areas:               <ul style="list-style-type: none"> <li>- 3 PTS Life skills and service learning TOTs</li> <li>- 2 I-SERVE Youth leadership and project management TOTs</li> <li>- First TOT for YWJ’s Professional Youth development training program conducted</li> </ul> </li> </ul>

Planned Activity and Objectives from	Status	Comments
<i>Development and/or refinement of highly relevant capacity building learning tools and content</i>	<i>Achieved</i>	<ul style="list-style-type: none"> <li>• Comprehensive curriculum for YWJ youth workers to gain standard competencies developed</li> <li>• Life skills student handbook developed and integrated into life skills training</li> <li>• Interactive training manual for parents on raising adolescents and preparing them for employability developed</li> <li>• Youth leadership and project management training curriculum for youth grants piloted and refined</li> </ul>
<p><b>Monitoring and Evaluation</b>  <i>CBO work plans reviewed and updated quarterly to ensure timely and quality project implementation based on expected targets, tested models and lessons learned</i></p> <p><i>Performance monitoring process governed by regular site visits, monthly and quarterly program reports, and monthly CBO and youth cluster gatherings to share best practices, explore lessons learned and collectively find solutions to challenge areas</i></p> <p><i>Financial reports are understandable, timely and accurate, with financial planning/budgets</i></p> <p><u>M&amp;E analytics and Information Sharing process</u>  <i>Develop systemized process for M&amp;E analytics and information sharing with key stakeholders</i></p>	<p><i>Achieved</i></p> <p><i>Achieved</i></p> <p><i>Substantially Achieved</i></p>	<ul style="list-style-type: none"> <li>• CBO work plans reviewed and updated regularly</li> <li>• CBO program and M&amp;E reports received monthly</li> <li>• CBO financial reports reviewed for accuracy in consultation with CBO Grants/Finance officer</li> <li>• Leverage reports received quarterly</li> <li>• 2011 VAT and Inventory Reports (Q1 for CNGOs; Q4 for CBOs)</li> <li>• Mid-year review of CBOs burn rates and financial analysis and showed spending on par with projections</li> <li>• CBO Cards developed, issued, and discussed with CBOs on a quarterly basis</li> <li>• M&amp;E research and analytics dissemination plan developed</li> <li>• Analytics on select data topics to assess program trends within communities and across communities developed</li> <li>• Focus groups conducted in early January, and focus group framework refined for upcoming discussions</li> </ul>

Planned Activity and Objectives from	Status	Comments
<p><i>Formative evaluations through focus group studies to ensure that YWJ's qualitative performance monitoring findings and recommendations are being actively integrated into program activities</i></p> <p><u>Action oriented research and evaluation Studies</u>  <i>Design and conduct quasi-impact assessment on YWJ entrepreneurship sub-component in partnership with Taqueem Fund<sup>5</sup></i></p> <p><i>Support the development of two learning publications through provision of M&amp;E data and learnings</i></p> <p><i>Conduct gender assessment study to offer identify non-traditional and innovative job opportunities and volunteerism activities for male and female youth</i></p>	<p><i>Partially Achieved</i></p>	<ul style="list-style-type: none"> <li>• Evaluation of business English conducted through focus groups with youth and service providers</li> <li>• Quarterly service provider roundtable established to provide service providers to exchange best practices for working with vulnerable youth and share feedback with IYF</li> <li>• The development of YWJ's first publication to capture learnings on YWJ's life skills model has taken longer than expected due to delays in the data collection process related to qualitative and quantitative findings. To date, the design and implementation plan has been developed, focus group discussions have been carried out and a first draft of the life skills study has been developed. Final publication is expected to be complete by Q2 2013</li> <li>• Gender assessment conducted to inform employability and volunteerism activities</li> <li>• Quasi-impact assessment cancelled due to program staffing constraints and IYF's decision to refocus Taqueem's funds to support other regional programs</li> </ul>
<p><u>M&amp;E capacity building for CBOs</u>  <i>Continued capacity building support for new CBO partners on YWJ's M&amp;E results framework and online reporting system</i></p>	<p><i>Achieved</i></p>	<ul style="list-style-type: none"> <li>• 2 additional M&amp;E Coordinators and 1 M&amp;E Data Entry clerk hired and trained to support M&amp;E capacity building and implementation activities in new CBO community clusters</li> </ul>

<sup>5</sup> IYF has submitted a proposal to the Silatech Taqueem Fund to carry out the evaluation. The implementation of this activity is subject to being awarded a cash/in-kind grant from Taqueem.

Planned Activity and Objectives from	Status	Comments
<i>Ongoing coaching of all CBOs through shadowing approach on the value of integrating good monitoring and evaluation in their daily program activities.</i>		
<p><b>Public Sector Capacity Building</b>  <i>Develop strategy for expanding YWJ public sector capacity building activities and obtain USAID approval</i>  <i>Provide capacity building training support for government ministries and entities with youth serving policies and programs to build their capacity to deliver effective programming for youth</i>  <i>Support youth serving government entities to undertake direct activities at the field level to both serve youth needs and enable relevant ministry personnel to practice skills and knowledge gained through capacity building training</i></p>	<i>Substantially Achieved</i>	<ul style="list-style-type: none"> <li>• Revised Project Implementation Letter and action plan to replace previous MOU with MOSD developed and signed by MOSD and USAID</li> <li>• Capacity building plans for three key ministries (MOSD, MOL, HCY) developed and approved by USAID</li> <li>• Agreement signed with Vocational Training Corporation and USAID/Siyaha Program to integrate PTS into all VTCs with hospitality training (piloting the program in 3 VTCs to start); pilot successfully completed and full scaling of intervention in planning phase</li> <li>• Three day workshop on capacity building needs of MOL conducted based on assessments of directorates’ youth friendly services and mandates; detailed capacity building plan drafted based on assessment findings</li> <li>• Planning underway with MOL for the inclusion of YWJ’s career guidance model into MOL’s One Stop Shops</li> <li>• Assessments of physical spaces for eight HCY Youth Centers conducted, with decision to prioritize three centers for rehabilitation interventions</li> <li>• Physical assessment of MOSD Jerash Center for the Handicapped started</li> </ul>
<p><b>Policy Coordination</b>  <i>Policy climate for youth issues strengthened through advocacy activities at national and local levels</i></p>	<i>Partially achieved and ongoing</i>	<ul style="list-style-type: none"> <li>• Policy Specialist hired</li> <li>• Planning meetings held with key public sector stakeholders and champions to coordinate policy efforts in five core areas: <ul style="list-style-type: none"> <li><i>a.</i> Life skills and career guidance (MOL, HCY and MOE)</li> <li><i>b.</i> Youth civic engagement (HCY, MOSD)</li> <li><i>c.</i> Substitution of foreign workers with Jordanian nationals (MOL, E-TVET)</li> <li><i>d.</i> Youth transportation (MOT, MOL)</li> <li><i>e.</i> One stop Shop Model (MOL)</li> </ul> </li> <li>• Specific advocacy efforts in 5 youth policy issues underway with M&amp;E data on how they link to YWJ outcomes compiled</li> </ul>

Planned Activity and Objectives from	Status	Comments
		<ul style="list-style-type: none"> <li>• Background research and planning for policy position papers underway</li> </ul>
<p><b>Leverage</b>  <i>9 Community alliances strengthened with clear roles and responsibilities to support CBOs youth agenda</i></p> <p><i>Contributions and additional support leverage from employers towards YWJ activities and initiatives</i></p> <p><i>Establish strategic alliances with at least 2-3 national and international leverage partners to scale and sustain program activities</i></p>	<i>Partially Achieved</i>	<ul style="list-style-type: none"> <li>• CBOs trained in reaching out to employers and private sector partners through shadowing approach</li> <li>• Monthly community alliance meetings to support ongoing leverage outreach and fundraising activities conducted</li> <li>• Discussions ongoing with MOL on strategy for recognizing youth-friendly employers as ambassadors – one award given out, and Ministry is interested in continuing initiative</li> <li>• Key partnerships forged with Caterpillar Foundation, Luminous Group (through Al Quds College), and Jordan Hospitality Training and Education Company (JHTEC through Ammoun College)</li> </ul>
<p><b>Communications</b>  <i>Powerful messaging and success stories to support program outcomes, with special emphasis on increasing program’s visibility among parents, employers, and youth, and unifying program messages to promote and position YWJ across communities and at the national level through structured and focused media and communication activities.</i></p>	<i>Achieved</i>	<ul style="list-style-type: none"> <li>• YWJ highlighted in MENA Youth@Work Conference in February, under patronage of HM Queen Rania Al Abdallah</li> <li>• All CBOs trained on branding &amp; marking, Q&amp;As, events protocol social media guidelines YWJ brochure and other program materials updated (Q2)</li> <li>• YWJ Facebook Page reaches over 2650 “Likes,”;and Twitter page hits 640 followers</li> <li>• 20 success stories developed and disseminated</li> <li>• 10 Arabic e-news flashes developed and disseminated</li> <li>• 2 English newsletters developed and disseminated</li> <li>• Over 100 events held, attended by over 5000 participants;</li> <li>• Over 150 instances of media and press coverage received, highlight program successes</li> <li>• Key partnerships with Roy’a and Jordan TV to regularly highlight program achievements</li> </ul>

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

Planned Activity and Objectives from 2012 Work plan	Status	Comments
<p><b>Youth Recruitment and Outreach</b>  <i>Revise current eligibility criteria for YWJ youth beneficiaries based on geographic target areas and also assessment of Tawjihi/Non Tawjihi graduate numbers in YWJ communities.</i></p> <p><i>Recruitment and screening process for youth strengthened to ensure participants are committed.</i></p> <p><i>Effective outreach mechanisms and case management of youth through innovative technology solutions such as SMS.</i></p>	<p><i>Achieved</i></p>	<ul style="list-style-type: none"> <li>• Assessment of Tawjihi/Non Tawjihi graduates of program participants conducted on quarterly basis; assessment resulted in decision to include tawjihi graduates, especially females in rural areas; for tawjihi graduates, additional criteria included that youth must have been inactive for at least six months in order to be eligible for the program</li> <li>• Recruitment strategy and screening process refined with IYF field staff and CBOs trained on updated approach to focus on job-focused recruitment, and early engagement of parents in knowledge of the program</li> <li>• SoukTel SMS campaign to support youth outreach activities launched to promote training schedules, civic engagement activities, and job opportunities</li> </ul>
<p><b>Employability Preparation Model</b>  <u><i>Youth Case Management &amp; Career Guidance</i></u>  <i>Improve approach to case management and career guidance activities across all communities, with systematic, quality mentoring and follow-support at job placement and post-placement phases for both youth and employers</i></p> <p><u><i>Life Skills</i></u></p>	<p><i>Substantially Achieved</i></p> <p><i>Substantially</i></p>	<ul style="list-style-type: none"> <li>• CBO support model refined to assign youth mentors to every young person to support in their career guidance and tracking; CBO staff capacity improved in the recruitment and guidance of youth through workshops and shadowing</li> <li>• Job opportunities list announced to youth in each community on monthly basis</li> <li>• Structure for career guidance activities developed and implemented in CBOs</li> <li>• Consulting firm engaged to support the enhancement of YWJ's career guidance resources to enhance quality of career guidance activities</li> </ul> <ul style="list-style-type: none"> <li>• 3 TOTs conducted to significantly expand Passport to Success life skills</li> </ul>



Planned Activity and Objectives from 2012 Work plan	Status	Comments
		specific needs of YWJ youth and integrate with key other trainings, including English and life skills
<b>Entrepreneurship Training and support CBOs with effective entrepreneurship models and training programs for youth</b>	<i>Incomplete</i>	<ul style="list-style-type: none"> <li>• The engagement of YWJ's main entrepreneurship service provider got off to a later than expected start. To date, 30 youth trained, and 3 enterprises started</li> <li>• Nearly 300 youth trained in entrepreneurship by JCEF and JRF towards the end of their grants, but with little start-up support, so few enterprises were started as a result</li> </ul>
<b>Basic Employability Skills Training(IT &amp; Business English)</b> <i>Coordinated IT and Business English trainings being integrated with life skills and technical trainings in YWJ's expanded communities</i>	<i>Achieved</i>	<ul style="list-style-type: none"> <li>• Implementation of IT &amp; Business English skills training commenced in Shouneh, Mafraq and Sahab</li> <li>• Ongoing technical assistance to CBOs to ensure coordinated integration of IT and Business English training into youth training plans</li> </ul>
<b>Job Placement support</b> <i>Strong process for job placement support to youth and parents to ensure placing youth at the work-place</i>  <i>Increase private sector commitment towards improving youth employability through innovative employer engagement strategies and incentives</i>	<i>Achieved</i>	<ul style="list-style-type: none"> <li>• Ongoing technical assistance and capacity building to CBOs support strengthening job placement matching services; CBOs now capable of completing individual market assessments using IYF tools and beginning to outreach employers individually</li> <li>• Key sectors engaged in job placement strategy and support through HR round-tables; sectors include hospitality, retail, and gas stations</li> <li>• Training service providers committed to providing job opportunities for graduates as part of contracts</li> <li>• Ongoing discussions with MOL to facilitate employer outreach and recognize employers hiring young Jordanians</li> </ul>
<b>Post placement follow up</b> <i>Strong process for post placement support to youth and parents</i>  <i>Build capacity of community organizations to support youth in achieving post-program stability</i>	<i>Partially Achieved</i>	<ul style="list-style-type: none"> <li>• Monthly feedback about job performance from YWJ employees received</li> <li>• On-the-job training integrated into every technical training package provided through YWJ</li> <li>• Working to find way to follow up with youth from CNGO phase; CBOs from CNGO phase conducting follow up independently</li> <li>• Tracking and analysis of youth refusing jobs begun</li> </ul>



### Component Three: Provision of Youth Friendly Services

Planned Activity and Objectives from 2012 Work plan	Status	Comments
<p><b>Creation and/or Expansion of Youth Friendly Services</b>  <i>At least 2-4 Youth Friendly Services projects to revitalize existing youth spaces and training venues</i></p> <p><i>Sustainability Plans developed for YFS projects in YWJ communities</i></p>	<p><i>Partially Achieved</i></p>	<ul style="list-style-type: none"> <li>• Creativity Centers developed in each CBO, however the activation of these centers has been slow; IYF is responding by ensuring more robust management plans and stronger engagement of community alliances to support outreach efforts</li> <li>• 31 other youth friendly services created this year, which include public parks,, as well as IT Centers in each of the expansion communities, production workshops, and other services</li> <li>• Community partnerships developed to support revitalization process for youth spaces, but with little follow up; currently working on establishing community roles and responsibilities for maintenance and utilization of youth spaces</li> <li>• Employer workplaces rehabilitation plans cancelled due to a shift in program approach to work through MOL to enforce more friendly work settings for youth</li> <li>• Ongoing sports, arts, and cultural activities for youth continued in CBOs</li> <li>• Initial sustainability plans for YFS developed in expansion communities, and currently being followed up on; sustainability plans for YFS created under CNGOs in initial communities currently in draft phase</li> </ul>
<p><b>Youth Engagement in Youth Service Design and Implementation</b>  <i>Greater participation of youth in programs and services friendly to youth</i></p>	<p><i>Restructured</i></p>	<ul style="list-style-type: none"> <li>• Youth representative designated for community committees in each CBO</li> <li>• Youth management councils put on hold until further discussion with CBOs as part of their institutional capacity building activities</li> </ul>

Planned Activity and Objectives from 2012 Work plan	Status	Comments
<b>Development of Youth Worker Competency Standards and Training Program for Jordan</b> <i>Development of youth worker competency standards and training program for Jordan</i>	<i>Substantially Achieved</i>	<ul style="list-style-type: none"> <li>• List of standard competencies for Jordanian youth workers developed</li> <li>• Comprehensive Training Program for YWJ youth workers to gain standard competencies developed</li> <li>• First TOT of Training Program conducted to identify trainers for pilot phase</li> <li>• Significant planning underway for pilot program which will commence in Q1, 2013</li> <li>• Tentative structure and plan for partnerships to sustain youth worker certification program developed, including engagement with Higher Council of Youth, Ministry of Labor, and key universities; partner roles to be outlined after pilot completion</li> </ul>

**Component Four: Civic engagement of youth to improve their communities**

Planned Activity from 2012 Work plan	Status	Comments
<b>Training of CBO staff in youth engagement and effective development and management of community engagement/ volunteer programs for youth</b> <i>CBOs actively engaging youth within their communities and are ensuring youth are part of the design, implementation and evaluation process of YWJ and CBO related activities.</i>	<i>Restructured</i>	<ul style="list-style-type: none"> <li>• YWJ model tested and refined throughout year, resulting in less structured training sessions on civic engagement and heavy focus on shadowing CBO staff in civic engagement activities</li> <li>• CBOs civic engagement mentors trained during I SERVE TOT, and special training provided on training techniques; initial community CBOs also trained in civic engagement during core training of grant proposal process</li> </ul>

