

YOUTH:WORK

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YOUTH:WORK JORDAN

Quarterly Report

July 1, 2012 – September 30, 2012



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Quarterly Report

I. Executive Summary

During the quarter, CBO implementation activities got underway for YWJ's 8 second phase CBO grants in Zarqa, East Amman, Jordan Valley, and Irbid. In addition, IYF received approval from the Government of Jordan for the issuance of a grant to Prince Talal Bin Mohammad Housing Association in Russeifeh, bringing the total number of active grants in YWJ's original communities to 9. At the same time, CBO first phase grants in YWJ's expanded communities of Shouneh, Mafraq and Sahab came to an end, and IYF issued a Call for Interest to begin work with CBOs in these communities on proposals for possible second phase grants.

At the national level, the strategic engagement of public and private sector partners was a major focus for IYF this quarter, particularly as YWJ's community youth models mature and are positioned for scale. Several important meetings and workshops were conducted with MOSD and MOL in particular to assess their current youth services and identify specific capacity building opportunities and interventions. In addition, IYF signed a license agreement with Al Quds College to begin piloting IYF's Passport to Success Life Skills program for 1700 community college youth in the coming year. Several promising discussions were held with other national level education and trainings institutions to expand YWJ's life skills model. The nurturing of these public private partnerships to scale YWJ's best practice models will be a top priority in the coming year as YWJ looks to scale and sustain its youth models through national structures, and in order to create a "ripple" effect and reach a larger number of youth.

Finally, following consultations with USAID in June, IYF completed an important strategic mapping exercise to review the program's brand and key messages to enhance the awareness amongst YWJ's core stakeholders of the program's mission and key achievements. As a part of this exercise, IYF also identified YWJ's main program priorities for the coming 18 months. This planning process culminated in a presentation of YWJ's main strategic priorities going forward to the USAID Mission Director on September 27. Further details on YWJ's strategic priorities and rebranding activities are outlined in the YWJ Year 4 End of Year report and YWJ's Year 5 Work Plan.

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:

- Effective recruitment strategies: While community activities slowed down a little during the Ramadan season, steady progress was made in outreach and recruitment capacity building activities for the CBOs, resulting in 695 youth enrolling in YWJ life skills in East Amman, Zarqa, Russeifeh, Mafraq and Jordan Valley. Another 176 youth enrolled into the program in Shouneh, Mafraq and Sahab.

- Employability Training models:
 - Progress on YWJ's entrepreneurship activities with mentoring and business support services provided for youth participants and 78 new youth recruited for a second round of entrepreneurship training.
 - A career guidance workshop conducted for all second phase CBO grant partners focused on sharing YWJ's career guidance approach and tools and the conducting of sector specific labor market assessments to support job placement services.
 - The hosting of two Employer HR Roundtables to discuss employment opportunities for YWJ youth in the hospitality and gas station services sectors. The Gas services roundtable was hosted by Al Manaseer Group and represents the successful replication of YWJ's hospitality training and employment model to other key sectors of strategic importance to Jordan's economy.
- Ma'an activities: After suspending program activities in Ma'an in 2011, IYF launched activities in Ma'an with a focus on initial program design and the engagement of local partners and key community champions to build trust. Activities included two successful Iftars for community leaders and members, as well as initial youth outreach and recruitment activities for civic engagement. Life skills and technical skills training are expected to start in the coming quarter.

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

- Building capacity of national partners:
 - Three day kick-off workshop conducted for the Ministry of Labor Field Directorates and senior central ministry staff to launch the upcoming capacity building program for the Ministry of Labor and assess current youth services delivered by MOL Employment offices.
 - The signing by USAID and MOSD of a Project Implementation Letter (PIL) to replace the 2009 MOU and establish a new working relationship with MOSD. The new relationship will focus on capacity building for MOSD in relation to promoting youth development with CBOs and enhancing their handicapped and orphan care homes.
- Life Skills: The signing of licensing agreement with Al Quds College at a high level signing ceremony under the patronage of His Excellency the Minister of Labor, Dr. Atif Odeibat, to introduce the YWJ's life skills training as a core part of the College's core curriculum. A PTS TOT was conducted for Al Quds trainers and student training began in October.
- YWJ Repositioning: Significant planning for YWJ's strategic priorities going forward and the completion of a review of YWJ's branding and messaging to position the program as YWJ scales successful models to national structures. These activities culminated in a presentation of YWJ's strategic priorities and messaging to USAID senior leadership on September 27.

As a result of the growth and improvement of the CBOs' capacities, as well as expansion of the YWJ program into the public sector, the following results have been achieved to date:

- 68% of youth successfully completed the program, and 70% went on to achieve positive outcomes for their future. Of those who have achieved positive outcomes:
 - 51% started working
 - 9% started internships
 - 20% decided to continue their education
 - 2% are starting their own businesses
 - 48% of those who started working have retained their employment for six months or more
- 92% of youth who have participated in the program participated in volunteer activities
 - 39% of youth who completed the program report continuing to volunteer in their communities
 - 38 youth projects have been granted in the local communities

Priorities for the upcoming Quarter: As implementation activities get up and running with YWJ's second phase CBO grants, in the coming quarter, IYF will shift its capacity building priorities from programmatic support to focus more on institutional capacity building, including the development tailored sustainability plans for the CBOs to sustain core interventions. As a part of these sustainability plans, IYF intends to support local partners on their management plans to increase awareness and community participation for the different youth services and safe spaces that have been created or expanded. IYF will also continue planning activities with national sector partners to scale YWJ's most effective models. Finally, IYF expects to finalize its approach for the rebranding of Youth:Work Jordan in consultation with USAID and will kick-off the implementation plan for YWJ's enhanced outreach and marketing strategy at the community and national levels.

The following sections provide more details on YWJ’s progress in the program’s core component areas as outlined in the Year 4 work plan.

I: Preparing for YWJ’s Second Phase

Activities During the Quarter	Results
CBO Granting Process	<ul style="list-style-type: none"> - One day training workshop for 9 CBOs conducted on how to effectively manage their YW grants - 5 first phase grants for CBOs in YWJ’s expansion communities closed out
Program Re-launch in Ma’an	<ul style="list-style-type: none"> - Implementation partner approach to working in Ma’an finalized - 2 community and partner engagement meetings conducted to discuss program design - 2 community service and civic engagement activities conducted as part of IYF’s community engagement and relationship building strategy

CBO Granting Process

The YWJ team has been working on two levels in terms of grants management. At the first level, it is working with 9 CBOs from YWJ’s initial communities to get activities under the new grants started. To support IYF’s structured coaching and mentoring process for CBO grant management, IYF updated the YWJ CBO Grants Guide for Financial and Administrative Procedures and conducted full day training for the 9 CBOs on how to effectively manage their grants with YWJ. This training was followed by day to day follow up and close shadowing of CBO’s grant management activities through weekly visits to finance managers at the CBOs. In addition, YWJ is building positive relationships with the relevant units inside the local MOSD directorates through regular information sharing meetings and progress reports.

At the second level, IYF worked on closing out first phase grants for the five CBOs in YWJ’s expansion communities. Grants in Shouneh and Mafraq closed on 30 August 2012 and in Sahab on 25 September 2012. The Queen Zein Al Sharaf Association in Mafraq closed with reaching more than 90-100% of their indicators listed within their proposal. The CBOs’ performances in Shouneh and Sahab were more varied, but they all achieved at least 75% of their indicators listed within their proposals. Over the year, these CBOs have grown significantly in their capacities to carry out youth recruitment and screening, career guidance, referrals to technical training, and civic engagement activities. Compared to the outset of their grants when the CBOs needed intense technical support and handholding by IYF field teams, at the end of their grants, all 5 CBOs were operating relatively independently. YWJ’s technical team has been working over the past quarter with the CBOs to develop new grant proposals for the coming phase. The coming granting phase will focus on key sustainability elements for the CBOs activities within the YWJ scope and niche, as well as continuing to build the capacities of CBOs in key program and institutional areas where they are weaker, such as leveraging external partner resources, communications and outreach, good governance and proposal writing, and sustaining life skills and civic engagement activities.

Ma’an

Because of the sensitive political and tribal context of Ma’an’s demographic make-up, IYF has followed a different approach to implementing YWJ’s model in Ma’an, making special efforts to engage influential members of the community and involve a broader set of partners in designing activities. The challenges the CNGOs faced working through CBOs in YWJ’s first phase reflected the limitations in reaching and serving the youth working solely through a CBO granting model. Following the stakeholder assessments YWJ conducted last quarter, IYF began engaging key public sector and other semi-government partners including the Ma’an Chamber of Commerce, the municipality, Ma’an University and the Development Unit at the Governorate. The MOL and HCY centers have also been engaged and it is anticipated that they will contribute space and support for the youth outreach and training activities.

Given the challenges of the previous phase in Ma’an, a central tenant of IYF’s strategy has been to build trust with local community members and engage key local government partners in core program design elements so they feel ownership in YWJ activities from the beginning. The Ma’an Municipality has offered to house the YWJ office in Ma’an, while the Teacher’s Club will house all life skills trainings. To support the community engagement efforts, an iftar was held (sponsored by JHTEC) to introduce partners, youth, and their parents to the program and begin recruiting youth. Furthermore, IYF is working with local community partners to identify five spaces or services to be upgraded and enhanced with quality services that are “youth friendly”. Finally, IYF is working with the local MOL office to do a local labor market assessment of the community..

Youth activities also started this quarter, with two civic engagement activities taking place, as well as outreach and recruitment of over 100 youth to participate in upcoming life skills, hospitality, and entrepreneurial training. IYF is working primarily through two consultants who are leading activities while partners are being recruited for long term engagement.

Focus areas for next quarter include the following:

- Continuing the process of building local community trust through engaging key community and influential stakeholders in the implementation process of the program
- Targeted engagement of parents and youth to expose them to new career paths and job opportunities particularly in the area of hospitality through structured activities, open days and field visits to employers. Given Ma’an’s close proximity to Aqaba, the hospitality sector is a promising sector for youth employment for target youth.
- Starting the PTS training and other technical training based on the market needs assessment
- Building a network with key employers in Ma’an City and near the Ma’an Industrial City

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

Objective: Improved Youth Employability Models, Practices and Policies

Activities During the Quarter	Results
Monitoring and Evaluation	- Quarterly CBO report cards finalized and shared - Employer satisfaction survey modified and administered - Job refusal forms implemented
Public Sector Capacity Building	- Program Implementation Letter (PIL) signed by MOSD and USAID - YFS Workshops conducted for selected MOL directorates - Concept report on one stop shops developed and approved

	<ul style="list-style-type: none"> - by MOL's SG - Meeting to assess pilot life skills training and YWJ services for VTC conducted
Policy Coordination	<ul style="list-style-type: none"> - Policy specialist hired - Policy plan with timeframe and outcomes developed - Survey on employer incentives for labor law compliance developed and conducted - Official request submitted to VTC Board of Directors for the integration of life skills into hospitality training program
Leverage	<ul style="list-style-type: none"> - Over \$7 million in total leverage collected to date - Noteworthy leverage contributions from multiple local partners in Ma'an, Al-Quds College, JHTEC, and Al Ahli Bank secured
Communications	<ul style="list-style-type: none"> - IYF presented at USAID sponsored International Youth Day - 5 "Let's Talk" sessions held - Two Ramadan iftars hosted in Amman and Ma'an - Imagine Group hired to support IYF in its rebranding phase. 3 focus groups conducted and presentation made to USAID Mission Director. - YWJ summer newsletter published

Monitoring and Evaluation

CBO coaching and capacity building

The M&E team continued to support the M&E officers in the CBOs on a daily basis and through systemized field visits to ensure high quality performance and proper archiving. As part of this support, IYF drafted the Quarterly CBO progress cards for the CBOs and will share the outcomes with the CBOs through formal visits with the support of the technical and capacity building teams. Although the individual strengths and weaknesses differ by CBO, some overall improvement trends include strengthened organizational and technological capacities of the CBOs, and increased knowledge of youth issues in the communities. At the same time, further improvement is needed in the partnership-forging capacities of these organizations, the ability to engage parents and community members, and record-keeping and monitoring and evaluation capacities. It should be noted that the progress cards are being modified for CBOs in the initial communities in order to build off their existing strengths that were demonstrated in the previous phase of activities.

M&E analytics for refinement of youth models

IYF finalized the employer satisfaction survey and used it this quarter to assess the satisfaction of the employers. 37 employers were interviewed where 31 expressed their satisfaction of YWJ youth performance and attitude cumulatively.

In addition, IYF has started collecting data on job refusal reasons of youth. Of the 30 youth interviewed who had refused jobs, over 90% had refused jobs in the hospitality sector, citing low salaries, transportation costs, and the long distances from their residence as the primary reasons for job refusals. This has been the case particularly in Mafraq and IYF is responding to this challenge by working with its CBO partner to design more activities focused on self employment and entrepreneurship, particularly for young women.

Research also began for YWJ's publication on the effect of life skills trainings on young people's development. Focus groups were conducted with youth and their families to collect data on youth experiences. In addition, YWJ's pre and post tests for life skills training were modified to incorporate more knowledge and practice questions so that YWJ could learn about youth knowledge acquisition and possible behavioral changes. This goes beyond the attitude-focused questions previously used. IYF is confident that these two data collection methods will provide robust data that will add to YWJ's learnings on life skills best practices that can then be shared with a larger Jordanian audience. YWJ expects to complete the publication in the early second quarter of 2013.

Lastly, YWJ renewed its contract with Kafa'a this quarter, paving the way for extensive verification of YWJ's data in the upcoming quarter. Initial meetings have already begun, and YWJ expects to obtain extensive verification results in the upcoming quarter.

Public Sector Capacity Building

Ministry of Social Development (MOSD)

The major event of this quarter was the signing of the project implementation letter (PIL) by USAID and MOSD which governs YWJ's capacity building relationship with the Ministry for the remainder of the program. The PIL outlines an implementation and management plan to build the capacities of the MOSD and replaces the MOU signed by USAID, IYF, and MOSD in 2009, which had become outdated. IYF is moving forward in the activation of the plan and management structure, convening a meeting with MOSD's coordination committee (as designated in the PIL) to discuss the roles of each of the directorates that will be involved in the capacity building process.

In addition, IYF issued an RFP to engage a service provider in the rehabilitation of the Jerash Handicapped Center, the first MOSD handicap center to receive YWJ's capacity building intervention. Two proposals were received and the evaluating committee is currently working on selecting the best proposal. IYF also met with the Higher Council of Handicapped Affairs on September 24 to present the planned interventions with the handicapped centers, which the Council supported.

Finally, as YWJ's engagement with MOSD moves away from direct implementation support to more targeted capacity building for the Ministry as a whole, a decision was made by the MOSD to transfer the two MOSD seconded staff, who have been based in IYF's offices for the last few years, back to headquarters.

Coordination between various parties within the MOSD continues to pose a challenge. IYF hopes that by activating the two committees outlined in the PIL, and assigning roles and responsibilities to individuals within the PIL, this challenge will be addressed in the coming months.

Ministry of Labor (MOL)

A successful workshop occurred from July 12-14 this quarter for the selected directorates (employability directorates, center of quality assurance, and women directorate) to introduce the concept of youth friendly services and measure the directorates' current services. The assessments would then inform the detailed capacity building plan currently in development. A report has been prepared on the workshop and has been sent to the MOL.

As for the one-stop-shops, a brainstorming session was held for Irbid, Amman, Zarqa and Sahab one-stop-shop representatives at the IYF offices in order to get a sense of the service flow, which would then inform what items to prioritize in the rehabilitation process. The outcome resulted in a detailed report assessing the provided services and its flow and the expected roles of the partners. The report was presented to and approved by the Ministry's SG. The physical rehabilitation process will be carried out by the MOL in the coming quarter and IYF will be responsible for equipping the one-stop-shops with equipment and supplies such as the furniture, computers, and software tools.

Vocational Training Centers (VTCs)

The list of needed changes was finalized for the physical rehabilitation of the Sahab VTC this quarter as part of YWJ's partnership with the USAID Siyaha program and VTC to pilot YWJ's employability models in three VTCs (Sahab, Salt, Marka). In terms of the capacity building process, a meeting with 8 staff of the VTC took place in September to discuss, evaluate, and measure the services delivered at Sahab VTC. Further assessment will be conducted on the life skills and English trainings provided to determine the best approach for large scale integration of the YWJ model into the 12 VTCs that are outlined in the MOU. The full assessment is expected to take place in the coming quarter.

Higher Council of Youth (HCY)

This quarter focused on orienting the newly appointed head of the HCY on the MOU that was previously developed between IYF and the former Ministry of Youth. An action plan was sent to the HCY detailing the intended approach to follow in working with the Council.

In addition, a field visit to three youth centers in Zarqa was conducted on 19 September to assess their services and facilities. The assessment found that the youth centers' infrastructures were in good condition, but lacked the needed services and service equipment to attract youth to the centers. IYF plans to engage a service provider in the coming quarter to lead in the development of services for the centers. IYF also planned a YFS workshop for the HCY to be conducted on 15-18 October 2012.

An RFP to rehabilitate the services provided by the Youth Leadership Center (YLC) was also developed this quarter. The RFP will ask for individuals and service providers to assess the current services by the YLC and suggest action plans for developed services within a specific timeline. The RFP is expected to be issued in the coming quarter.

Focus areas for next quarter include the following;

- Arranging YFS workshops for MOSD and HCY
- Conducting a PTS TOT specifically for public sector partners to begin implementing life skills training in their respective service centers
- Carrying out assessment of life skills training of VTCs
- Contracting service providers to rehabilitate the Jerash handicap center, youth leadership center, and youth centers

Policy Coordination

IYF made significant strides in its policy coordination efforts this quarter. As a first step, IYF hired a policy specialist to lead coordination efforts with key ministries and partners. A top priority for the policy specialist was to review YWJ's policy plan and make refinements to YWJ's policy activities with clear time frames and outcomes developed for the program. With the engagement of YWJ's public sector

partners around specific youth reform efforts, as well as increasing policy coordination activities around the scaling and sustaining of successful YWJ models, IYF took a fresh look at YWJ's policy activities to ensure they are being structured and managed in a concrete way to demonstrate measurable progress towards achieving YWJ's policy goals of improved youth development models, programs, and practices. The enhanced plan identifies two levels of policy work:

1. Cross-cutting policy coordination with YWJ public sector partners to replicate and institutionalize best practice YWJ models to Jordan's national systems, and jointly tackle barriers to youth productivity. Core areas of coordination include the following:
 - Integration of life skills and career guidance model (MOL , HCY and MOE)
 - Integration of youth civic engagement model (HCY, MOSD)
 - Substitution of foreign workers with Jordanian nationals (MOL, E-TVET, MOPIC)
 - Finding solutions to transportation challenges for young entry level workers (MOT, MOL)
2. The second level focuses on advocacy efforts in specific areas where IYF believes it can make concrete, measurable progress within remaining 18 months of the program to reform national youth policies for disadvantaged youth including:
 - Integrating quality life skills programs into Jordan's national vocational education systems
 - Introducing professional standards for youth workers
 - Amending HCY youth center instructions to introduce new youth services and models
 - Simplifying the daycare licensing process for employers through development of new instructions related to day care facilities
 - Encouraging best practice approaches by employers to attract and retain youth in entry level positions

In addition, IYF began pulling together research on the main policy areas to be included in the advocacy papers (set to be drafted in the coming quarter). For transportation policy work in particular, IYF hired a consultant who began work on a study about transportation challenges for youth in YWJ communities at the local level. Based on the results of this study, IYF will put forward policy recommendations that will then be shared with key partners to move forward on advocacy efforts.

Below are some key highlights from some of the policy focus areas mentioned above:

1. Integrate quality life skills programs into Jordan's national vocational education systems: After the successful pilot of PTS in three VTCs, IYF has sent an official letter to seek the VTC Board of Directors' approval on implementing PTS in all 12 VTC training centers, with the possibility of further expansion. As IYF awaits the approval, it plans to conduct an assessment of the current pilots to identify areas of needed support as the program expands.
2. Introduce professional standards for youth workers: IYF started consultation with the Center of Accreditation and Quality Assurance of the MOL to begin discussing getting the youth workers professional development program accredited by the Center. The Center showed interest in the program, and as a next step, will work with IYF to lay down an accreditation process, which will include creating a national framework for the program. An MOU is drafted to reflect areas of cooperation with the Center for future cooperation.

3. Simplify daycare licensing process for employers: IYF completed a consultation with the working women directorate within the MOL, which covered specifying potential workplace locations to pilot the day care model. IYF also engaged a consultant to: support conducting a study on best practices for day care facilities, review national regulations, and recommend amendments based on the assessment of the Jordanian models.
4. Encouraging employer best practices for hiring entry level workers through the employer ambassador list: IYF held meetings with the employment and training directorate of the MOL and developed a concept paper around creating an incentive list of privileges employers would receive by hiring young Jordanians and complying with the labor law. To verify whether the proposed incentives would resonate with employers, a survey was administered to employers to ask for their feedback.
5. Youth Friendly Services: Finally, IYF started consultation work with MOSD on the need to amend the CBOs' instructions to reflect the need for youth representation in CBOs' management boards and to set a pre-requisite for specific allocation of the funds available to CBOs to implement youth development initiatives and better civic engagement activities.

Focus areas for next quarter include the following:

- Drafting of specific advocacy papers for specific policy priority areas
- Approval of VTC life skills integration into their hospitality training centers nationwide
- Draft of proposed policy intervention for transportation challenge

Leverage

During the past quarter, between July 1 and Aug 31, 2012, a total of \$658,428 was generated in new leverage committed through IYF and its partners, bringing total leverage collected to date to \$7,477,635.

IYF continued its focus on soliciting leverage contributions from multinational companies and government partners which address programmatic priorities that cut across all YWJ target communities, generating reliable opportunities through the local and global network partners and private sector.

Beyond this, we expect to increasingly attract leverage as part of the repositioning efforts for the main program outcomes, and focusing on YWJ's multiplier effect and scaling up its models to national players. In particular, as we are moving forward with the public sector, it is anticipated to mobilize considerable resources and thus add them to YWJ leveraging government partnerships – leverage in terms of space, resources, staff time, etc. With specific activities getting underway, IYF expects to begin projecting leverage through the youth centers, MOSD handicap centers, and one stop shops and VTCs in the coming quarter.

Major leverage updates to highlight this quarter include but are not limited to the following local and national partners as well individuals contributing to the implementation and sustainability of the initiatives:

- **Multiple local partners in Ma'an:** as YWJ kicked off the activities in Ma'an, several community stakeholders provided contributions of office space, training venues, as well support for the past quarter's volunteering activities for male and females, where 50 food packages were prepared

and distributed; JHTEC, as a national partner, also sponsored the launching of the 2000 Job Initiative during a community iftar in Ma'an for over 350 people representing a variety of community stakeholders (municipality, We are all Jordan Commission, MOSD, and other local partners).

- **Al-Quds College:** 2 scholarships for Salon and makeup training were granted to YWJ youth; moreover, Al Quds has committed to providing more leveraged scholarships for YWJ in the future, which will be followed up on by IYF. These scholarships are in addition to the ongoing transportation support that the College provides to YWJ youth.
- **JHTEC:** a second round contract was awarded to JHTEC to train up to 380 youth in hospitality; subsequently they have built a new training venue within their premises in support of the 2000 Job Initiative valued at 350,000 JOD, comprising a food production lab, training restaurant, hospitality training lab, theoretical training classrooms, support facilities (bathrooms, lockers, cafeteria, etc.), and a management office. JHTEC also continues to support trainees' transportation to and from the college.
- **Banks and financial institutions:** Al Ahli Bank contributed 6000 JOD through their sponsorship of an YWJ Iftar in Amman that brought together all YWJ CBO partners, several national and public sector partners and a selected number of youth and parents from all communities to celebrate program accomplishments; Al Ahli banks has also expressed interest in exploring partnership opportunities related to entrepreneurship.
- **A pool of individuals supporting YWJ:** As we are scaling up the activities and creating local ownership, we have started tracking the efforts contributed either by individual trainers or partner volunteers who have conducted parents' awareness sessions, or supported youth volunteering activities. Examples of these contributions include donating books for CBO libraries, materials for recycling projects, or cash contributions.

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

Donor	Description of Contribution
Directorate of Culture of Ma'an	Providing meeting room for youth first interviews
Chamber of Commerce - Ma'an	Meeting rooms for volunteer work
We are all Jordan Commission	Meeting rooms for interviewing the youth during Ma'an recruitment
Jordanian Hospitality and Tourism Education Co.	Sponsorship of Ma'an Iftar Hospitality Graduation sponsorships Transportation for youth to and from hospitality training Building, furniture, and training lab for hospitality training Training fees discounts
Individual Contributions	10 trainers conducted 12 sessions of awareness to parents in local community (different rates) Interns providing full-day support Provision of 2000 books to community libraries Participation in evaluation committee panels

Al Quds College	Transportation for youth 24 scholarships for YWJ youth, English training material and stationary
Nissan for Advertising and Design	Discount on several printing orders
IMKAN for Multi Construction Enterprises L.L.C	Additional work to Um Kalthoum Park (casting, planting, marking for the playground)
Al Ahli Bank	Sponsorship of YWJ Amman Iftar
Al-Jadeed Club	Food packages distributed in Southern Shouneh (50 Package)
Jordan TV	Several interviews with Rana Al Turk and IYF team members, in addition to conference and 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 short film about PTS, and multiple short audio for psychosocial needs of youth; contributions to Youth@Work Conference
The French Academy for Beauty Arts &Techniques	4 large 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
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
Prospective	Envisioned Contribution
Teachers Center (Ma'an)	Providing room for PTS training starting 15.10
Ro'ya TV	Two interviews
Mahmoud Dwairi WS	WS on writing news stories for youth media committee
Omar abd AlNabi	Produced video for I SERVE and edited private sector video
British Council	Material for teaching English Clubs projects
Jett	Leveraged two buses for youth transportation
Sanaya - Secretarial training	Training venues
TAG	New batch of leveraged PC totaling up to 40 used computers (Contribution of Desktops to be distributed in communities)
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 YWJ Youth

Communications

IYF has been focusing its communications efforts on the reexamination of YWJ’s branding and messaging and has engaged Imagine Group, a local Jordanian PR firm, this quarter to reposition YWJ’s brand. Imagine Group is currently developing a new brand and stakeholder relevant key messages, in addition to a comprehensive communications campaign to increase policymakers’ interest at the national level, community awareness about the programs, and youth recruitment. Furthermore, a new social media campaign will be included to target youth and different program beneficiaries. To kick off the rebranding initiative, three focus groups were conducted to assess the level of awareness about the Youth:Work Jordan brand and its core brand attributes. The first focus group included the program’s national partners; the second group’s participants were youth; and the third group focused on participants from local communities. Surveys were also distributed to participants during the focus groups and analyzed by 24 September 2012.

Furthermore, several events and outreach activities continued to be organized during this quarter. IYF participated in the USAID sponsored International Youth Day event, “Leave Your Mark,” in Salt on July 9. IYF presented on the importance and impact of civic engagement, and asked one of the I-SERVE grantees to speak about his experience. IYF used Badir program (YWJ leverage from Starbucks) as a way to engage and encourage civic participation among youth attending who were not part of YWJ’s target group.

Furthermore, IYF organized 5 “Let’s talk” sessions this quarter on a variety of topics that promoted YWJ’s areas of work and addressed barriers to youth productivity. Three topics (on women’s rights, sexual harassment, and the labor law) sought to educate youth, especially females, about their right to work and their rights at the work place. Speakers also discussed family planning in order to educate young people about their choices and thus enhance their chances for productivity. Finally, social entrepreneurship was also discussed in order to inspire youth to become involved in their communities. Approximately 200 youth and family members attended the sessions in total.

IYF Jordan used Ramadan as an opportunity to expand its community outreach efforts, and hosted two iftars: one in Amman, and the other in Ma’an. The Amman iftar, sponsored by Al Ahli Bank, celebrated the achievements of the program thus far, inviting government officials, community based organizations, and YWJ youth graduates to participate. In Ma’an, His Excellency the Governor of Ma’an, Mr. Ali Azam, joined the iftar that was co-sponsored with Jordanian Hospitality and Tourism Education Company to showcase the Youth:Work Jordan program and the different opportunities it offers to potential youth participants in Ma’an, their families and the entire local community. In attendance was His Excellency, the Jordanian Minister of Tourism and Antiquities Mr. Nayef AlFayez and other government officials who support the Youth:Work Jordan program and its objective in achieving sustainable development.

Under the patronage of H.E. the Minister of Tourism and Antiquities, Mr. Nayef Al Fayez, IYF was happy to celebrate the graduation of 124 young Jordanians, on Wednesday, 5 September 2012, from a three-month training offered through YWJ and the Jordan Hospitality and Tourism Education Company (JHTEC). The graduation took place at Century Park Hotel Amman and was attended by more than 400

people including the graduate’s families, senior government officials and policy makers, representatives of community-based organizations, and other YWJ partners and service providers.

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

Activities During the Quarter	Highlights
Effective Outreach and Recruitment Strategies	- Over 800 youth recruited into program this quarter, and over 400 youth successfully completed the program
Expansion of Employability Preparation Model	- PTS license agreement with Al-Quds College signed - HVAC, Hospitality, and Secretarial trainings continued
Entrepreneurship Training and Support	- 80 youth recruited from initial communities to begin business skills training - 30 new businesses receiving support
Job Placement Strategies	- HR Roundtables with Hospitality sector convened - Labor demand survey designed and distributed to CBOs - 137 total youth employed in the last quarter

Outreach and Recruitment strategies

During this quarter, the CBOs took the lead to continue their outreach for youth within their communities. Due to Ramadan, recruitment for this quarter was slower than in previous quarters, but retention has been higher, with over 400 youth successfully completing the program this quarter. CBOs have also started to successfully recruit specifically for the integrated life skills/hospitality training that is provided in partnership with Ammoon College.

In the coming quarter the focus will be on building and scaling outreach efforts with other local partnering CBOs and other public sector partners like MOSD to enhance the outreach and recruitment of CBO activities, both for the YWJ program and beyond.

Expansion of Employability Preparation Model

Life Skills

Life skills trainings continued throughout the communities this quarter, most being conducted by CBO trainers who are now sufficiently trained and prepared to deliver the Passport to Success program without the support of more experienced freelance trainers. YWJ has reached a point where its freelance trainers are mostly being utilized for its national level and regional partner trainings (as well as coaching the CBO trainers) rather than training at the community level, while CBO trainers have taken the lead to provide the trainings themselves. IYF also continued to work with CBO management to encourage the integration of life skills into their program activities and as part of their overall model.

As life skills training has become more institutionalized in the communities, IYF is focusing more on the integration of PTS into public sector and other large-scale training partners. As part of these efforts, under the patronage of His Excellency the Minister of Labor Dr. Atif Odeibat, IYF signed its first licensing agreement with Al Quds College in September to introduce the life skills program as part of its core curriculum. IYF is also in discussions with the VTCs to expand the PTS training pilot to all twelve VTCs that train in hospitality as an expansion of the IYF-VTC Siyaha partnership. In order to do this, IYF will

undertake an assessment of the training capacities in the respective VTCs to see how well PTS is being integrated into the training in a quality manner. An expansion and sustainability plan will be developed based on this assessment. Finally, the Jordan Education Initiative (JEI) has approached IYF to discuss the possibility of introducing PTS into the schools which JEI manages. IYF is currently exploring these opportunities to see how PTS can best be integrated to support in-school youth as well.

Focus areas for next quarter include the following:

- Conducting several TOTs in order to increase the number of trainers both in the communities and among the national level partners. Key TOTs that are scheduled to take place include TOTs for Al Quds College, a Master TOT, MOL, VTC, HCY, and Ammoun College.
- Signing a licensing agreement with the National Employment Training Center (NET) for them to continue the PTS program.
- An assessment of PTS pilot activities through the Siyaha VTC partnership to inform the expansion and sustainability plan for integrating life skills into all VTC hospitality training centers.

Challenges

For several training programs at the community level, it has been observed that transportation costs continue to prevent many youth, particularly females, from continuing their engagement and commitment to different activities. Most of the CBOs faced several challenges either financing transportation or lacking support from their communities in providing the needed vehicles.

Basic Employability Skills

As part of its quality assurance and testing of local models, IYF conducted an assessment of the quality of English training provided to YWJ youth through the different service providers this quarter. Focus groups were held from youth in each of the English learning groups. English training is currently being provided by the British Council in the communities, Ammoun College as part of the hospitality training, and Sanaya as part of the secretarial training. It was found that there were varying degrees of quality, but whether youth perceived the trainings as contributing to their future career prospects had less to do with the quality and more with the sector specificity and breadth of the training. Training needed to match the basic level requirements to do the job, and often it did not. Based on the assessment's findings, in the coming quarter IYF will meet with service providers to address the specific areas of concerns identified and to put in place an improvement plan.

Technical trainings in HVAC, hospitality, and secretarial training continued this quarter, each with tailored implementation approaches that integrate PTS with the technical training. Furthermore, IYF discussed graphic design training as a new employability track; IYF anticipates piloting this track with a cohort in October, including youth from Sahab, East Amman, Zarqa, and Russiefeh.

In order to sustain these training models, IYF is building the capacity of the CBOs to create a referral system within the local community through partnering with VTCs, local companies, and SMEs to provide youth with technical trainings, internships, and job training after YWJ's program lifecycle ends.

Building Youth Entrepreneurship Models

Entrepreneurship activities expanded this quarter, with the recruitment of 80 youth from the initial communities to begin business skills training. In addition, the service provider ABCD continued to provide technical assistance to youth who had previously taken the business skills training to support

their business start up phase, including the development of feasibility studies, business models, and linkages with financing. As part of the assistance, some youth are also getting mentored by local business owners. A total of 30 new businesses are currently receiving support. In the coming quarter, the young entrepreneurs will present business ideas that are ready for funding to microfinance institutions, paving the way for successful youth-run businesses in the YWJ communities.

Challenges

One challenge in building YWJ's entrepreneurship activities has been gaining sufficient commitment of the youth participants, as well as their families, to carry through with their business projects. Of the 34 participants in the first round of training, 11 dropped out citing several reasons including, but not limited, to family reasons, unease with taking on loans to support their businesses, and finding jobs. Another possible reason for this lack of commitment might be because the CBOs themselves are fairly inexperienced and are unable to provide strong follow-up support with most implementation activities currently being led by the service provider. An important priority for IYF in the next few months as the youth screening and training model gets refined, is to identify a qualified local host/organization for the training and community mechanisms to sustain entrepreneurship efforts,. Furthermore, making links between the youth and the MFIs is a challenge due to mistrust of both youth and the MFIs. IYF is looking at ways to bridge this divide and look for alternative loan structures that would ease the burdens and risks for both entities.

Focus areas for next quarter include the following:

- Expanding the number of youth participating in the entrepreneurship activities
- Linking MFIs and youth, and expanding the number of MFIs available to youth with possibly organizing an MFI fair for youth.

Effective Job Placement Strategies

As part of the sector specific approach to training and employment, IYF held round table discussions for both the hospitality and retail sectors (the latter being in early October). HR Directors and business leaders discussed current market trends and needs as well as explored ways that YWJ can further develop its interventions with youth in Jordan. For the gas station sector, the Al Manaseer group hosted IYF youth mentors and youth for an awareness session about the job benefits and privileges of working in this sector.

Furthermore, IYF also focused heavily on empowering local CBOs to start conducting their own labor assessments. To support this, a labor demand survey was prepared and distributed to all the CBOs, who are currently in the process of implementing the tool. IYF also organized visits with the CBOs and employment directorates (of the MOL) in all the areas to support the forging of ongoing partnerships and emphasizes the role of the directorate in supporting the CBOs in the labor market assessment and youth employment.

Challenges

While private sector partners in these sectors are very keen to partner with IYF and the public sector to participate in these large scale sector approaches, youth willingness to take these jobs has been more challenging. This quarter, IYF began tracking job refusals, and found that for every 10 young people who find a job in these sectors, at least one person has refused a job offer. The reasons for their refusal vary, but the most common reasons are around issues of pay, transportation, and the extent of physical effort that the job requires. IYF is hoping to address this in the coming quarters by continuing to work with

youth to help them better understand expectations of a first job, as well as employers and the Ministry of Labor to support income and transportation solutions for entry level workers.

Focus areas for next quarter include the following:

- Development of sector approaches for additional sectors of facility maintenance and hospitality, bringing YWJ’s sector focus to five key sectors
- Full implementation of the gas and retail sales public private partnership model

IV: Component Three – Provision of Youth Friendly Services

Activities During the Quarter	Results
Capacity Building of CBOs in youth friendly services	<ul style="list-style-type: none"> - 7 youth friendly services assessed in southern Shouneh - 8 YFS orientation sessions for CBO staff conducted - Pilot IT TOT offered through TAG - Community stakeholder meeting held in Shouneh to maintain Umm Kalthoum playground - 27 parent sessions held, with over 400 parents attending - Youth Worker TOT held

Safe spaces and services

As activities started once again in Zarqa, East Amman, Russeifeh, Irbid and Jordan Valley, IYF prepared a package of tools and materials to support their ongoing youth friendly services. These materials were shared at orientation sessions that were conducted at CBO premises. Next steps for the maintenance of the services were also discussed.

IYF also continued working with CBOs in YWJ’s expanded communities to find ways to sustain the services as the projects drew to a close. In order to do this, IYF took a two pronged approach: first, it assessed the services themselves, which included training centers and creativity rooms. Second, it worked closely with the CBOs to implement community management plans to activate and maintain the services. As an example, IYF convened a large scale community stakeholder meeting in Shouneh to outline the roles and responsibilities of each community stakeholder (i.e., the CBO, parent committee, municipality, etc.) to encourage the use and upkeep of the Um Kalthoum playground.

Finally, in an effort to sustain the IT centers that were created in the three expansion communities, a pilot IT TOT took place, which trained 18 youth on how to give the TAG IT training. These youth would then both train others in the community and help manage and staff the IT centers.

Challenges

IYF found through its assessments of the youth friendly services that, while youth are using several of the services and facilities, the activation of the management plans for these service has been slow. Furthermore, IYF found that CBOs still do not have the ability to lead this effort of convening various stakeholders and holding them accountable to following through on the management plans. IYF has thus stepped in and is now taking a more active role in following up with the CBO and other stakeholders, and will continue to be very involved as the management plans roll out. Ensuring effective management and long term sustainability of these services will continue to be a top priority for IYF in the coming months.

Engaging Parents

Throughout this quarter the parental engagement package was reviewed and amended to create a comprehensive methodology for engaging parents and enhancing their role to provide the needed support and guidance for their children. In addition, 27 sessions were held for parents in Mafraq, Sahab, Zarqa, East Amman and Jordan Valley, in which over 400 parents attended. 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, sharing them with each other, and making parent engagement a priority in their programs.

Challenges:

As the parent engagement activities grow, it has been difficult to find qualified facilitators for the parents' sessions from the local community who are willing to facilitate the sessions on a volunteer basis, given that CBO staff are stretched working on other program activities. Furthermore, parents have different time schedules and therefore sessions need to be planned outside the normal working hours, especially for fathers. This can be difficult for the CBOs to sustain.

Focus areas for next quarter include the following:

- Conducting a survey on the current role of parents in supporting their youth in the communities. This survey will inform the strengthening of the parent engagement package by identifying gap areas that still need to be addressed.
- Conducting a TOT on the parental engagement package to build a pool of trainers from IYF's partners and parents from the local communities
- Exploring opportunities for scaling the package with national partners who have shown interest, including the VTCs, MOSD care homes, and JEI

Enhancing Youth Worker Competencies

In preparation for the pilot scheduled for the fall of 2012, this quarter IYF held its first TOT of the youth worker professional development training in early July. The TOT served the dual purpose of starting to form a pool of trainers for the package, as well as pilot the curriculum and receive feedback on its contents. The TOT was very well received by trainers, who said that it was greatly needed in Jordan as a way to bridge the divide between theoretical knowledge about the needs of young people and how to practically apply those principles to support those who work with young people on a day-to-day basis. Based on the feedback of the trainers, the curriculum was adapted to provide more examples, although the content remained largely unaltered.

The quarter also focused on seeking out public and private sector partners who could own and certify the training program in the long run so that it may be the standard for youth worker practice. IYF is envisioning a structure in which one of Jordan's top universities jointly with the MOL's Quality Assurance and Accreditation Center would certify the program, while the HCY would be the main body to provide the training for youth workers throughout the country.

Focus areas for the coming quarter include the following:

- Successful launching of the pilot, with expected completion in January 2013
- Concretization of sustainable business model and agreements with key partners established

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"> - Comprehensive Youth Engagement and Community Service Package drafted - Cycle 3 I-SERVE training conducted

During this quarter, the civic engagement unit built on lessons learned from challenges faced during the implementation phase to enhance YWJ’s civic engagement model and activities. The modified program model addresses the need to enhance the quality of on the ground volunteering activities and to improve the implementation processes of social projects, including procurement issues, execution timelines, and standards for quality and sustainability.

In order to streamline I-SERVE’s implementation process, a taskforce was created to reevaluate and modify the procurement procedure for youth’s social projects. In the upcoming implementation year, grant disbursements for I-SERVE social projects will be customized per project. The ceiling for I-SERVE grants will be determined after procurement requests are assessed based on project concepts and the need for any related equipment or material. Three categories of criteria standards have been developed. To address previous challenges with youth’s lack of commitment during project implementation, an MOU outlining the roles and responsibilities of CBOs versus youth was developed, which also delineates project idea, equipment, and tool ownership.

In addition to modifying elements of I-SERVE, the revamped civic engagement model focuses on developing a comprehensive Youth Engagement and Community Service package of learning materials and implementation tools that will be used by entities that either currently, or in the future will, work on youth civic engagement and community service. This package provides a more structured approach to youth engagement activities, and aims to build on the capacity building, sustainability, and scalability of the civic engagement model through implementing it with the CBOs for a pilot phase. Through the pilot approach, IYF will be able to identify the CBOs that are most capable of sustaining the civic engagement component in their communities after the program’s end. After the CBO pilot phase, the same Youth Engagement and Community Service model will also be adapted for national level entities that work with youth.

Major components of the revised civic engagement model include:

- A brief on the concept of youth civic engagement: mapping needs and opportunities of volunteerism
- Activation of the role of local partners and spreading awareness of youth engagement and the concept of service learning
- Enhance youth engagement in decision making through youth councils
- Continue with service learning and volunteerism
- Implement and manage social projects through the I-SERVE initiative

Additionally, needed tools to monitor and evaluate the intervention impact during the last couple of years of implementation were developed. These tools aim to assist in engaging youth, introducing them to service learning, and to ultimately providing them with the skills needed to implement a community serving project with minimal cost. A detailed assessment action plan is currently being developed and will be finalized in November 2012. The tool package is designed in a way that entities trained on this

approach will have the option to pick and choose the packages that they would like to implement for their youth, for example I-SERVE projects.

Moreover, in an effort to provide a sustainability component to I-SERVE, community innovation hubs are being considered to serve as incubators for YWJ youth community serving projects. At these hubs, youth will have the ability to share equipment for all social projects implemented through CBOs. In this case, capital for all social projects would be facilitated by the CBOs who can in turn grow and sustain these youth projects.

Cycle 3 I-SERVE training was conducted between July 1 and 6. Cycle 2 and 3 I-SERVE projects were put on hold in order to guarantee impact, quality and sustainability. During this period, projects were revised based on the newly developed criteria for procurement and implementation.

The main goals for the upcoming quarter will be to test the new civic engagement model during a pilot phase through direct implementation with CBOs and to partner with entities that have an interest in adopting the model; identify two main entities that will adopt the I-SERVE model; assist the CBOs in engaging youth leaders in decision making through forming and managing youth councils; and implementing I-SERVE cycles 4 and 5; assist the CBOs in engaging youth leaders in decision making through forming and managing youth councils; and implementing I-SERVE cycles 4 and 5.