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## YOUTH FOR THE FUTURE Quarterly Report

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## I. Executive Summary

As the Youth for the Future (Y4F) program began its fifth and final full year of implementation, IYF and its program partners focused their efforts on the packaging of best practice models and forging of long term partnerships for the scaling and sustaining of Y4F's services and interventions. This included refining the CBO technical approaches with a focus on sustainability, development of grant proposals for second phase grants in the expansion communities, and preparations for capacity building interventions with the Ministry of Social Development, Vocational Training Corporation, Ministry of Labor, and the Higher Council of Youth. Partnership and training activities to expand Y4F's life skills model through Y4F's national education systems made steady progress as Ammoun College and Al Quds College began integrating PTS classes into their training programs. Partnership discussions and planning also moved forward with the Jordan Education Initiative to integrate life skills into public high schools with an MOU agreement expected to be signed in the coming quarter.

Finally, another major focus for the quarter that should be noted was the preparations for Y4F's program audit that was scheduled to start the first week of January. IYF worked with USAID to prepare for auditors all requested program documentation.

Major highlights for the quarter are listed below:

- Official rebranding of Youth:Work Jordan to become Youth for the Future. A new branding and marking plan was approved by USAID and changes were communicated with program partners and youth.
- Annex to Y4F's Monitoring and Evaluation Plan approved by USAID to reflect the completion of the verification process for data collected on select performance indicators during Phase One of the program, as well as to expand targets for specific indicators, and redefine others to better align with the activities of the program.
- 831 youth enrolled in PTS life skills training at Al Quds college, representing exciting avenue for scaling Y4F's employability models through national vocational institutions.
- Start of pilot for Y4F's professional youth worker training program, testing the curriculum customized to Jordan's needs on 38 youth workers from the public and nonprofit sectors.

Despite these successes, IYF continues to grapple with certain realities within the policy and political environment that impacts progress on the ground as it relates to public sector capacity building and policy activities. While steady progress is being made overall to push forward Y4F's component one objectives, there are day to day bureaucratic delays or slow response times from the Ministries, particularly MOSD, that require a continuous adjustment to the daily implementation schedules for planned activities on the ground. IYF is working through this challenge with constant communication with the ministries and encouraging senior staff to delegate decision making to committees with whom IYF can closely work with on a daily basis.

In addition with the recent political tensions that have arisen in Jordan this quarter, particularly in the Southern region, it has been difficult to keep trainings going in Ma'an on a consistent basis since youth often feel unsafe coming to trainings. Given that addressing such security concerns are beyond the scope of this program, IYF will continue the current ongoing trainings, but will work with USAID in the coming quarter to determine the best way forward to achieve the program's objectives in Ma'an.

In line with Y4F's Year 5 Work plan, this quarterly report has been divided into three sections: cross-cutting work streams, work related to Y4F's Transitions to Work Model, and work related to the Sustainable Community Youth Hubs Model.

## II. Cross Cutting Components

Cross Cutting Areas	Results
Policy	<ul style="list-style-type: none"> <li>• Preparations for of the expansion of PTS into more VTCs underway</li> <li>• Consultant hired for day care facilities recommendation</li> <li>• MOU with CAQA drafted</li> <li>• Day care Model drafted</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Program name officially changed to Youth for the Future</li> <li>• Updated branding and marking plan developed and approved by USAID</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Updates to M&amp;E Plan approved by USAID</li> <li>• M&amp;E refresher workshop conducted for all CBO M&amp;E officers</li> <li>• Semi-annual M&amp;E focus group discussions commenced and underway</li> </ul>
Grants and Contracts	<ul style="list-style-type: none"> <li>• Close out process for Al Jawasreh and Al Tawoun CBOs in Southern Shouneh completed</li> <li>• Second cycle granting preparations (DD, budgets etc.) for 5 CBOs in Shouneh, Mafraq, and Sahab completed</li> <li>• Financial capacity building activities started through PKF</li> </ul>

### A. Policy

IYF has made the following progress in relation to its policy initiatives:

#### *Activation of day care centers at large employers*

After some preliminary work and research into finding a consultant that could take on all the tasks needed for this policy area, it was found that two separate skill sets were required, and therefore the work for this study was divided into two consultancies – one to cover the needed technical inputs and best practices of day care facilities, the other to study in more depth the best legal mechanisms for enforcement of this policy. Both consultants have begun their work, and as a result, IYF has developed a model for the ideal set up of day care centers at workplaces. This model includes recommendations for the physical environment of the centers, the pedagogical methodology, as well as staffing and management. IYF is currently in the process of refining this model to make it practical and feasible for employers to adopt given their time and financial constraints.

At the same time, IYF is working with the Ministry of Labor to convene a technical committee comprised of staff from IYF and MOL’s women’s directorate, inspection directorate, and the SADAQA program to review the recommendations and make a final decision on what to include in the instructions for both the set up of the daycares, as well as the MOL inspection of the daycares in the workplace. IYF expects

the technical committee to hold its first meeting in the upcoming quarter and for the instructions to be decided upon soon after.

#### *Introduce professional standards for youth workers*

As part of the coordination efforts to promote the youth worker program and find the suitable accreditation and training providers' umbrella, several meetings were held to identify potential partners at the national level including Balqaa Applied University. While the University showed interest, it was decided that they were not the best positioned organization to enforce these standards at a national level, and therefore while Balqaa is continuing as a participant in the training, IYF is not pursuing further policy-related discussions.

IYF also prepared a draft MOU with the Center of Accreditation and Quality Assurance to formalize the partnership with the center and clearly set the responsibilities of managing the accreditation of Y4F training programs such as PTS and the Youth worker training. CAQA is the only formally recognized center responsible for external quality assurance of the Technical Vocational Education and Training (TVET) sector in Jordan. It follows the TVET council and has a mandate to develop accreditation and quality assurance standards of institutions and educational programs. The law for the center has been recently approved as a response to the lack of a national umbrella that organizes Vocational and technical training programs and training providers. Accordingly it becomes a must that any TVET training program or service provider should be accredited. Our program will be among the first to acquire such accreditation to its programs which will serve as government recognition of the quality of Y4F trainings.

#### *Encouraging best practice approaches by employers to attract and retain youth in entry level positions*

An initial outline of the employer ambassador list has been developed which provides recommendations for potential incentives to offer employers for complying with the list standards, as well as what those standards should be. Incentives include recognition incentives, such as inclusion on economic councils, inclusion in the "Gold List" for the Customs Department, and Certificates of Excellence from the Ministry, as well as financial incentives such as tax relief, reduced prices on water and gas, subsidizing of youth salaries or training costs, etc. Given the governmental financial constraints in Jordan currently, it is more likely that the recognition incentives will get implemented. Consultation meetings are planned with MOL, the Jordan Chamber of Commerce, the Jordan Chamber of Industry, business associations, workers unions and selected group of employers to discuss and get consensus on the proposed list of incentives and selection criteria. The MOL will form a task force similar to that of the day care center to decide on the final list of criteria and incentives.

#### *Transportation challenges to youth productivity*

To support policy efforts that tackle youth transportation challenges, IYF engaged a consultant to conduct a survey of youth transportation issues in four areas; Zara, Sahab, Mafraq and Shouneh. The start up of the consultancy got off to a delayed start due, but is now underway with the implementation of a survey in Y4F communities to assess the obstacles and potential opportunities related to transportation and employment. A presentation of initial results of the survey methodology and sample was delivered at the beginning of December internally, and it was decided to extend the survey to capture more data. The draft report with findings is expected to be completed by the end of January.

## **B. Communications**

The major highlight of the program this quarter was USAID's approval of the program's revised branding and marking plan which paved the way for the launch of the new brand "Youth for the Future (Y4F)"

with the tagline “Working to empower Youth”. The name signifies that together as a community, the program’s stakeholders are building sustainable youth development models at the local and national levels to provide Jordan’s youth with a brighter future. The new name is a result of collaborative efforts between IYF and a local Jordanian PR firm developing the Youth for the Future logo in Arabic and in English along with the main brand guideline manual.

After the official announcement to all partners about Y4F’s new brand name was made through letters and emails, information about the new brand was shared with our CBOs and partners to start referencing the program by its new name Youth for the Future and to start reflecting this change in all printed, audio-visual, and online correspondences prepared for the program. In the coming weeks, IYF will continue to build increased awareness and rollout the program’s brand with the program’s key stakeholders at the community and national levels, as well as with the media and press.

IYF has also been focusing its communication efforts on the creation of a comprehensive communication and outreach campaign, which is scheduled to start in the upcoming quarter. The campaign will aim at increasing the level of awareness about the role of Youth for the future amongst beneficiaries, partner and policy makers in Jordan.

### **C. Monitoring and Evaluation**

#### *CBO coaching and capacity building*

The M&E team conducted a refresher M&E workshop for the M&E officers in which the team went through the definition and measurement of indicators, forms and tools used to document the activities. During the workshop the team shared their experiences, lessons learned during the last period, challenges faced and success stories.

#### *Focus Groups*

As part of IYF quality assurance process and for learning purposes, Y4F contracted two specialized consultants to provide technical assistance in the development and facilitation of focus group discussions. The consultants have started conducting the focus group discussions with a variety of target groups aimed at gauging the perceptions and attitudes about the Y4F program and its component aspects. In this quarter, 9 focus group discussions have taken place in 3 communities: Zarqa, Khreibet Al-Souq and Mallaha. The focus group discussions covered three target audiences: youth enrolled in the employability program, youth who benefited from the youth friendly services and finally community members. During the next quarter, 30 more focus groups will take place to cover all the communities served by Y4F.

#### *Third party verification*

The third party M&E verification process was kicked off during this quarter with the support of Kafa’a, the contracted consulting company. Kafa’a completed two rounds of field visits to the CBOs and submitted two reports with the main findings. The final and third round will take place in January 2013 and the final report with the recommendations will be submitted afterwards. An action plan was developed internally to address the comments in the report submitted by the verification company.

#### *Pre and post PTS test*

In line with Y4F and IYF learning process, a new competency driven PTS pre-post assessment tool was finalized and piloted with the third cohort of hospitality students. Minor amendments were done to the wording of the questions, and the tool was used again with the rest of the PTS classes in different

communities. The post assessment will be during the coming quarter and the results will be shared with the concerned teams.

#### M&E Plan Amendments

During the quarter, USAID approved several updates to the February 2011 M&E plan based on the CNGO verification process and a review of M&E targets in relation to actual program implementation in four core areas:

- IYF's approach to key findings from the CNGO M&E verification process conducted through September 30, 2012
- Increased targets for specific indicators where IYF has successfully achieved or exceeded its original target
- Adjustments to the wording and/or definitions for 3 indicators based on realities of program implementation on the ground
- IYF's approach to adding new targets for the expansion of its model to new geographical areas in the south of Jordan in the coming year

Full details on the specific adjustments made to the M&E targets and indicators in these areas can found as part of the annexes of the quarterly report.

#### **D. Grants and Contracts**

During the quarter, CBO grants management activities continued for YWJ's 9 second phase CBO grants in Zarqa, Russeifeh, East Amman, Jordan Valley, and Irbid. At the same time, IYF processed closing procedures for the CBO grants in Mafraq, Shouneh, and Sahab to be able to comply with upcoming second cycle awarding procedures which have continued throughout the quarter.

Regular coaching and shadowing efforts were conducted, as well as a one day workshop for CBOs' board members in order to create linkages among the Y4F project stakeholders, particularly as they relate to leverage opportunities. In addition, this quarter PKF (the external capacity building consulting firm) kicked off its activities in coordination with IYF through assessments of the 13 CBOs with either current or grants that are expected to be issued in the upcoming quarter.

Other major contracts that started activities this quarter are listed below. Details regarding activity outcomes are included later in the report under their respective program components.

- Zaha (Youth Creativity Center): to create 14-16 "Youth Creativity Centers" to be located at the CBO's premises or youth centers in Y4F targeted neighborhoods.
- TAG (Capacity Building II): to build the CBO's technical and institutional capacity to organize and deliver effective youth programs and services, and transform these CBO's into professional organization that can play a leading role in their communities.
- Bitar Consultants (Handicapped): to assess how the Jerash Handicapped Center needs to be rehabilitated from a handicapped technical aid perspective based on best international and national practices for safe, youth friendly handicapped centers.

#### *Challenges*

The close out procedures for the 5 CBO grants in Mafraq, Shouneh, and Sahab have taken longer than expected due to the lack of staff allocated within the CBOs beyond the life of the project. The CBOs are relying on the volunteer time of members, making it difficult to receive reports in a timely manner. This

has also contributed to a prolonged process for getting the second phase grants for the CBOs finalized. Furthermore, IYF has not heard back from the Prime Minister’s office regarding the approval of the grant for the Queen Zein Association in Mafraq, resulting in a delay to start up activities. IYF is addressing these challenges through continuous follow up with the senior management of the CBOs, as well as the Ministry of Social Development in order to move forward on second phase activities. We are hopeful that second phase grants for CBO partners in Shouneh and Mafraq will be finalized in the coming quarter. Given the past challenges with Y4F’s CBO partner in Sahab, IYF is currently assessing the different options to continue activities in this community.

*Focus areas for next quarter include the following:*

- The completion of a financial capacity building framework and implementation plan for all 13 CBOs developed as part of Year 5’s work plan objectives with ongoing Implementation of financial management capacity building trainings
- Public partners engagement and building their capacity in the area of financial management of CBOs after program’s end

### III. Model 1: Successful Transitions to Work

The following sections provide an update of program accomplishments for the quarter organized by program model. For each model, a summary table of highlights is provided divided by sub models as defined by Y4F’s Year 5 Work plan, followed by an explanation of activities undertaken and a note on any relevant challenges.

<b>Transitions to Work</b>	
<b>Key Elements</b>	<b>Results</b>
Life Skills	<ul style="list-style-type: none"> <li>• Over 10 PTS training rounds started in Y4F communities</li> <li>• 14 PTS training rounds started with training providers (LG, Ammoun, VTCs)</li> <li>• 3 TOTs held for AI Quds, community, and freelance trainers</li> <li>• Assessment of life skills trainings in VTCs conducted to inform PTS expansion in VTCs</li> <li>• Framework for JEI life skills partnership finalized and agreed upon</li> </ul>
Youth Career Development	<ul style="list-style-type: none"> <li>• 130 youth placed in jobs</li> <li>• Career guidance study tour completed and framework developed</li> </ul>
Sector Specific Employment Models	<ul style="list-style-type: none"> <li>• MOU between the Jordan Restaurant Association and MOL signed</li> <li>• Policy/Training brainstorm session key hotel chains from hospitality sector conducted</li> <li>• MOU between MOL and Gas Station Union</li> </ul>

	signed <ul style="list-style-type: none"> <li>• Gas station training manual completed</li> </ul>
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**A. Life Skills**

*Community life skills trainings*

IYF and its partners continued recruiting and training youth in life skills in a variety of venues, including at the CBOs, Ammoun College, the LG training facility, the VTCs, and with partners in Ma’an. During the quarter, over 20 PTS training rounds started-up and, with over 10 rounds were completed. The expansion of PTS activities as part of Y4F’s second phase CBO grants prompted the need for two additional TOTs with community and freelance trainers in order to increase the supply of qualified trainers that could take on this training. IYF has been coaching these trainers throughout the quarter in order to increase their skills and comfort level with the training material. In addition, a civic engagement component was integrated into the curriculum for certain training cohorts where it was previously not included, such as for youth being trained on life skills in Ammoun college and in Ma’an. These activities were well received by participants and partner staff, and are expected to be continued in the future.

*Scaling life skills trainings*

IYF’s scaling activities also continued this quarter with a TOT held for Al Quds College staff in October based on the license agreement signed in September 2012. Training for youth at the college started in earnest soon after, and IYF has been making consistent coaching visits to the college and receiving good feedback on both the quality of trainers and the training’s receptiveness among students. Since the training model for Al Quds follows a semester timeframe, IYF will do a full evaluation of the training once the semester is complete and hopes to report on the results in the 3<sup>rd</sup> quarter of 2013. Through this initiative, over 1000 youth are expected to be trained in Y4F’s life skills model in the 2012-2013 academic year which we believe will greatly enhance Y4F’s goal to build a platform to enable a broader set of youth serving institutions to replicate Y4F’s employability models in order to benefit a larger number of youth.

IYF is also reaching a final agreement with the Jordan Education Initiative (JEI) to roll out life skills trainings in 20 of their schools as a pilot. The pilot would train teachers and interns teaching 10<sup>th</sup> grade in 20 schools in 10 governorates in which they operate. IYF is still finalizing the details of the agreement and training model, but is looking forward to the possibilities this partnership entails as a first step to institutionalizing quality life skills training models PTS into the school system, particularly in schools where dropout rates are high and/or youth are at risk of leaving school early.

Furthermore, IYF started planning for the upcoming integration of PTS into both the VTCs and One Stop Shops of the Ministry of Labor (MOL). As a first step, IYF carried out an assessment of the current life skills training occurring in the VTC, and has found that outside the trainings where IYF is piloting PTS, the life skills training was being implemented in a haphazard manner (if at all) through a 2-week introduction to life skills at the beginning of classes which did not cover many of the key competencies that are required for a quality life skills program. Furthermore it found that the VTC had been combining elements of different life skills training programs each using different teaching methodologies since it could not find one program that covered all its competency needs. In addition, not all trainers were trained in the curriculum material, and the training schedule lacked a coherent structure. Another key finding was the lack of ongoing support and follow up from previous life skills providers which contributed to poor adoption by the VTCs of previous training programs in a quality manner. IYF is building off these lessons learned to come up with a comprehensive training plan in which IYF is not only

training but providing ongoing support to staff as they go through their first rounds of training, which are expected to begin in early April with the start of the new semester.

Finally, in order to showcase the impact of PTS and how it has been implemented in Jordan so as to bring in more public, NGO, and private sector partners to support life skills, a short publication on the PTS experience in Jordan was drafted this quarter, which outlines best practices for implementing quality life skills programs and includes both stories of youth who have gone through the program, as well as some qualitative and quantitative data on the participant knowledge gains and employment outcomes. The publication is expected to be published in the upcoming quarter.

### *Challenges*

At the community level, IYF faced challenges with PTS trainings in Ma'an due to the current political instability in the region which has caused significant levels of absenteeism among participants, especially young men. IYF is committed to completing the current round of training, and then will reevaluate the benefits and risks of continuing in Ma'an in coordination with USAID and program partners.

IYF's main challenge in rolling out quality life skills training in the public sector has centered around the identification of the right staff to participate in TOTs and of focal points within the VTCs and One Stop Shops who can both coordinate activities, while also communicate with senior staff at both institutions to provide the right staff and support for the roll out of the programs. From our research, it has been unclear how life skills trainers are chosen or developed professionally, and the OSS has yet to identify which staff would take on this role in the future. IYF is trying to work with the senior management to identify staff who are best positioned both in terms of organizational role and skills to provide and champion life skills trainings for youth.

### *Focus areas for next quarter:*

- TOT for MOL and VTC staff
- TOT for JEI staff
- Master TOT to increase number of coaches
- Finalization of PTS publication

## **B. Youth Career Development**

This quarter IYF continued its ongoing efforts to build the capacity of partners to deliver job placement services to young people taking Y4F trainings and also began work on the development of a comprehensive career guidance approach and toolkit for CBOs and public sector partners to use for the long run.

### *Quality assurance of technical training providers*

As trainings continued this quarter, IYF has been working with service providers both to address the needs of trainees but also to better select those participating in trainings so as to ensure that trainees meet minimum qualifications for the training program and intend to pursue job opportunities in the career in the future. As such, IYF developed specific checklists for the selection of young candidates in the areas of graphic design and secretarial training that were yielding particularly low skills gains and employment outcomes. IYF hopes that by working with CBOs to better select these youth, those who are in the trainings will take greater advantage of the opportunities.

IYF also continued its review process and spot checks for all the technical trainings that Y4F is sponsoring outside the hospitality training. As mentioned before, it was found that the HVAC training with LG was yielding much higher employability outcomes than the secretarial and graphic design training. This may be a byproduct of Y4F's continuous challenge of employing young women (for whom the latter two trainings targeted), but as was observed is also a reflection of the need for further training, particularly in English, to get youth to the level of proficiency needed to work in a job in those careers. IYF has shared these recommendations with the service providers and is looking for ways to address this issue in the medium term as classes continue and then reconsider the benefit and costs of continuing these types of trainings in future rounds given their limitations.

#### *Internship and job placement services*

IYF continued to provide technical support to the CBOs and to facilitate new job opportunities for young people, communicating those job opportunities through the CBOs, and facilitating interviews and other avenues for youth to interact with employers. As part of this, IYF also organized mini job fairs at IYF premises to introduce employers to youth, and also worked with employers, particularly in the food production industry, to develop incentives to encourage youth retention in these jobs, which has been lower than expected. Employers engaged in the interviewing and/or hiring of youth included the following:

- Hospitality: Sherton Hotel, Landmark Hotel, Four Seasons Hotel, Al Quds Hotel, Bell Vue Hotel, Najjar Café
- Food Production: Zad and Al Moheet

In total, over 225 youth were placed in jobs and internships this quarter as a result of these services.

#### *Career guidance*

As has been previously reported, IYF over the past two years of program implementation has learned many lessons about the best practices for providing career guidance to vulnerable youth in Jordan and the needed materials to do so. IYF is now taking these learnings and collecting Y4F best practice tools and packaging IYF's approach and materials under one sustainable comprehensive approach and toolkit that can be handed over program partners so they can continue to use in the long term. In order to move forward on this package, IYF engaged a consulting firm from Palestine (who had previously designed career guidance materials for Palestine's TVET system) to design the framework and outline the complete career guidance package, as well as to develop new content and materials that Y4F has identified as critical learning materials for career guidance facilitators.

As a first step, the primary consultant participated in a study tour in early November to hear from IYF staff, program stakeholders, CBOs, and youth about their knowledge of career guidance and lessons learned through implementation. Based on the study tour, the program now has the framework of a career guidance model which includes a design for tailored services for youth based on youth's knowledge and determination of their own skills and interests in future careers. This framework incorporates coordination roles with CBOs who would take the lead to recruit and identify where youth are in knowing their career path, VTCs who can provide career guidance training through the PTS model, and One Stop Shops who can provide the extensive career exploration activities and provide up to date labor market information.

IYF is currently refining this framework and working with the consultant to develop all the necessary materials. We expect the package to be finalized in Arabic in the upcoming quarter.

#### *Focus areas for the coming quarter:*

- Finalization of career guidance package and community training and roll out of the package

### **C. Sector Specific Employment Models**

Throughout the quarter, IYF bolstered its partnership with the hospitality sector as well as started to formalize the employment models for the retail and gas station sectors.

In hospitality, IYF shared the hospitality manual that was developed with Ammoun College with all the employers from this sector to ensure that the curricula was up to date and addressing the main needs of the hospitality sector. IYF received feedback from the most important employers which showed satisfaction with the training, stating that the content is very comprehensive with excellent details. Furthermore, 25 directors from the 5 and 4 stars hotels were invited to a brainstorming session with his Excellency Michael Nazzal, where the Minister explained the importance of the hospitality training and declared that 0.5% of the yearly total revenue from the service charge should be allocated to the Jordan Hotel Association for training as a condition for hotels. To support increased job placement and retention in the restaurant service sector in particular, an MOU between MOL and Restaurants owners union was signed in December based on a proposal made by IYF to provide incentives of up to 250 JD every three months for youth to cover the cost of transportation and accommodation for youth living in the governorates who cannot easily travel to restaurants in Amman and tourism areas. IYF hopes to build on these recommendations and partnerships to demonstrate best practice models that will increase job retention in this sector and to encourage restaurant employers to provide tangible incentives for youth to continue training in this sector.

In the retail sector, IYF visited the Accreditation and Quality Assurance center- (ETVET) to get a better understanding of how the MOL divides retail subsectors, as well as to learn about the occupational profiles and vocational trainings needed for specific retail subsectors. In addition, IYF in coordination with Sanaya also arranged a focus group with 10-15 businesses and employers out of the 650 travel agencies to better understand the requirements of how this particular subsector falls under the retail sector in order to tailor the needed interventions. Based on these findings, a SOW is being developed to engage a service provider to design a specialized training program for the retail sector, and we expect the RFP to be issued in the upcoming quarter.

Finally, in the gas station sector, IYF facilitated and served as witness to the signing of an MOU between the MOL and the gas station union to provide better incentives for youth employment. On the training side, IYF shared the final draft of the gas station training manual with Al Manaseer Group and with the MOL who approved the manual as a comprehensive training that can give young people the skills needed to succeed in this industry. IYF hopes that with the incentives being worked through with the Union and the enhanced training of youth, Y4F can meet both the labor and supply needs for this industry and raise its profile as a viable option for young people. A TOT on the manual is expected to start in January, with recruitment and the start of youth training soon after.

*Focus area for next quarter:*

- Completion of the packaging of all trainings for retail sector based on the demand from both the employers and youth and work to produce a full model to integrate all supporting trainings with the technical training based on the employer needs
- TOT on gas station training

### **D. Entrepreneurship**

Training occurred this quarter for youth who had been recruited in September to participate in the entrepreneurship program. Approximately 10 youth took part in the training which provided them with essential skills to develop and nurture their business ideas, and come up with viable business plans. ABCD, the entrepreneurship service provider, also conducted ongoing technical assistance to entrepreneurs who had been trained in previous quarters through mobile clinics that occurred on a regular basis throughout the communities. ABCD also matched youth with mentors and kicked off the mentoring relationship with a workshop between the two groups to build relationships with each other and outline the structure of the one year relationship.

*Challenges*

There is a high drop out of young females in the entrepreneurship training. ABCD accredits this to the lack of a viable business idea prior to joining the training which causes youth to lose enthusiasm and interest in the training. It is hoping to address this through better selection criteria for entering youth in the upcoming quarter. In addition, while many of the mentoring relationships started strongly, it has been difficult for mentors to sustain the relationships with youth, particularly if those relationships cross gender lines. ABCD hopes to address this by convening more structured activities for participants to participate in, as well as better training for the mentors themselves.

*Focus area for next quarter:*

- Recruitment and training of next round of entrepreneurship participants and mentors

**IV. Model 2: Sustainable Community Youth Hubs**

<b>Sustainable Community Youth Hubs</b>	
<b>Model Elements</b>	<b>Results</b>
Youth Friendly Communities	<ul style="list-style-type: none"> <li>• Zaha Center activities started</li> <li>• Assessment of 35 youth friendly services completed</li> </ul>
CBOs as Professional Youth Serving Organizations	<ul style="list-style-type: none"> <li>• PKF International contracted as financial capacity building service provider. Submitted capacity building plans for 14 CBOs.</li> <li>• TAG selected as institutional capacity building service provider and contract finalized</li> </ul>
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none"> <li>• YFS workshop for Higher Council and MOSD conducted</li> <li>• Assessments of Jerash Handicapped Center and Youth Centers started</li> </ul>
Youth Participation and Engagement	<ul style="list-style-type: none"> <li>• Sustainability partner identified as Takaful</li> <li>• Civic Engagement package developed</li> </ul>
Parent Engagement	<ul style="list-style-type: none"> <li>• Survey of parent roles completed and report developed</li> <li>• Enhancement of parent engagement package started</li> <li>• 7 parent engagement events held</li> </ul>
Youth Workers	<ul style="list-style-type: none"> <li>• Curriculum Arabic translation completed</li> <li>• Youth worker training pilot started</li> </ul>

## **A. Youth Friendly Communities**

During the previous quarter, IYF had started assessing all previously reported youth friendly services developed in Y4F's phase one in the original communities to evaluate their status and glean best practices for sustaining youth services. This quarter IYF completed the assessment of all the youth friendly spaces, and found that there were 33 active community spaces. Some of the main findings from the assessment are included below:

- The CBOs staff had trouble differentiating between youth friendly services and voluntarism, as it was found that the number of the established YFS that meet the criteria of YFS are 35 while the other 34 services actually reflected voluntary activities (that include cleaning, painting; visiting elderly, etc).
- Of the 35 viable youth services, 16 were in excellent condition, 17 were in good condition but in need of more support and equipment, and 2 were no longer active
- There was a noticed correlation between CBOs running their services as income generating projects and the quality and condition of the service; those that charged minor fees for the use of the services were better able to sustain and manage the services.
- Some of the CBOs staff need more capacity building toward managing and sustain their YFS.
- Some CBOs don't have an action plan for the YFS to build upon it to develop, evaluate and sustain the YFS.
- The CBOs need to do more networking with the institutions where they implement YFS to follow up and enhance their conditions and fulfill their objectives.

IYF plans to build off these findings during its second phase trainings and follow up capacity building in youth friendly services to focus on best practices for management and sustaining of services.

Furthermore, this quarter also marked the signing of a contract with Zaha Culture Center (ZCC) to pilot the establishment of three Creativity centers in three Y4F different communities and areas. Four visits have been conducted by ZCC to assess Y4F's community partners in order to determine where they will establish these 3 pilot creativity centers. A final decision regarding the selected CBOs will be made in the upcoming quarter.

### *Challenges:*

The CBOs do not have a systemic clear program for their YFS projects. Therefore, they were asked to develop management and action plans for their projects which facilitate the role of IYF team to follow up and provide the needed support.

### *Focus areas for next quarter:*

- A refreshment session on YFS protocol will be conducted for the CBOs, especially Irbid and Jordan Valley.
- ZCC will submit a full analysis report of the assessment results.
- Two TOT workshops will be conducted by Zaha Culture Center for 28 workers at the youth centers and CBOs on long term strategic planning, center management, marketing and sustainability plans.

## **B. CBOs as Professional Youth Serving Organizations**

During the last quarter, activities with the CBOs continued to focus on building the capacity of these organizations to become independent, professional and ultimately sustainable youth serving institutions. During the CBOs first phase grants, Y4F focused its efforts on providing CBOs with concentrated and extensive coaching and shadowing support. As part of the CBO second phase grants Y4F's technical support is shifting to a quality assurance and support role, while CBOs are assuming more responsibility and independence in adopting and implementing Y4F's successful models. As such, CBOs have been able to successfully establish themselves as youth serving community hubs in their respective communities. These organizations' staffs are now leading community meetings and are taking the initiative to follow up with local partners to assure the continuation of building strong community alliances that will support the sustainability of the program's successful models and objectives.

Moreover, the necessity of forging strong community alliances has been integrated into the approach the Y4F team is currently taking to support CBOs in developing independent sustainability plans that reflect their capacities and needs. While the Y4F team has started to work on these sustainability plans with the CBOs during this quarter - especially those related to youth friendly services, youth activities, and youth income generating projects - they will be a main area of focus in the upcoming quarter. Y4F is supporting CBO staff to reflect on their strengths and weaknesses, and to ultimately assess areas that have strong sustainability potential in their organizations. Once these reflection exercises are completed, CBOs will identify and map out which community and public sector partners are essential in actualizing their sustainability plans. This will also support IYF's goal of creating strong youth referral network and systems in each community.

To further ramp up the capacity of these CBOs, Y4F contracted two service providers, PKF International and Talal Abu-Ghazaleh (TAG), to assess and develop the institutional and financial capacities of the 14 CBOs. An ongoing challenge for many CBOs is their lack of funds and therefore inability to sustain activities and pay staff over a long period of time. PKF submitted financial capacity building plans for all 14 CBOs based on their individual needs and capacities and will be working with them to implement these plans over the course of the next several weeks.

Meanwhile, TAG was contracted in the beginning of January, and will finalize their main implementation action plan and framework in preparation for assessment/study tours by the beginning of the second quarter. While PKF is focusing on financial aspects, TAG will be developing institutional capacity building plans for each CBO in order to develop and systematize their organizational structures to better support the new and expanded youth programs and services they have organized and delivered under their IYF grants. .

While capacity building efforts are under way, CBOs continue to serve as points of access for youth to receive technical and life skills trainings and took the lead in youth outreach and recruitment efforts in their respective communities. By the end of this quarter, HVAC, hospitality, and secretarial trainings were successfully completed while the majority of IT trainings are completed and graphic design trainings are expected to be completed by the second week of February. Moreover, CBOs continued to successfully recruit youth for the integrated life skills/hospitality training that is provided in partnership with Ammoun College; the next cohort is set to begin the second week of February.

Nevertheless, CBOs continue to face challenges in youth outreach and recruitment, which led to a decrease in youth numbers this quarter. CBOs are not devoting sufficient time for youth outreach and recruitment as they sense they have a heavy work load following up on technical trainings and program

implementation. Furthermore, although Y4F is utilizing a more systematic recruitment process by dividing youth based on 2 levels: 1) youth who interview for integrated PTS and technical trainings, and 2) youth who initially enroll in PTS training and are matched with technical trainings largely based on labor market needs; the latter group of youth tend to dropout of technical trainings as they are not interested in the field they have been matched with.

This quarter, Y4F will continue to work closely with CBOs to ramp up their outreach efforts in the coming months. During the second quarter, CBOs will collaborate with other local CBOs and public sector partners, such as the MoSD, to create more efficient and effective outreach and recruitment strategies. Furthermore, Y4F will work with TAG to ensure that they include successful outreach and recruitment as major components of their framework for the CBOs' capacity building plans.

### **C. Public Sector Supporting Youth Hubs and Services**

Y4F kicked off its capacity building activities this quarter with the Ministry of Social Development and the Higher Council of Youth with two separate youth friendly services workshops that were held in October, similar to that which was conducted for the Ministry of Labor in July. From these workshops, IYF developed strategies for working with each of the ministries to provide them with both the skills that are needed to carry out the services their ministries offer to youth, and infrastructure support so that the spaces these ministries use can become youth friendly. Below are details regarding strategies for the MOSD and HCY and how IYF has moved forward on each of these strategies in the last quarter:

#### *MOSD*

MOSD's partnership is focusing on three main areas: the building up of directorate staff to better support CBOs in sustaining and managing youth programs in the communities, capacity building for staff at MOSD handicapped homes, and light rehabilitation of two homes.

In pursuit of the third goal, IYF engaged Bitar Consulting, an engineering consulting firm specialized in building for special needs. Bitar visited the Jerash Handicapped Center to evaluate its facilities against international standards, and provided several recommendations for improvement. Given that many of these recommendations require extensive construction that go beyond the scope of the Y4F program (an example being the reforming the layout of the building to provide for more open spaces and less hallways), IYF in the coming quarter will review the recommendations with USAID and MOSD's leadership teams to decide on the best interventions for Y4F to support, and will then give the report to MOSD to look for other funders or supporters to take on the other recommendations.

For the capacity building interventions, IYF is still planning the upcoming trainings with the MOSD's working committee, but anticipates trainings for the directorate staff to focus on grants management and monitoring and evaluation, while training for handicapped and juvenile care homes would focus on development of youth friendly activities and services (such as civic engagement, life skills, and activities for youth in special care homes) in addition to the performance management and standards of care home staff. IYF hopes to begin trainings in the upcoming quarter.

#### *HCY*

IYF's intervention with the HCY will focus on three areas: the development of Creativity Centers to develop youth friendly activities for youth in three Youth Centers, the evaluation and strengthening of the Youth Leadership Center, and the training of a core team of 30 staff within the Council who could adopt and scale Y4F's models for youth productivity throughout the HCY. This quarter IYF signed a

contract with the Zaha Center to select work with the three Centers that would adopt the Creativity Centers model into their programs. Zaha conducted initial visits to the Centers in Zarqa and Shouneh among others, and will make a final decision on the selected Centers in the upcoming quarter in coordination with IYF.

Furthermore, IYF also issued an RFP for the evaluation and strengthening of the Youth Leadership Center, and selected the Royal Science Society to lead this stream of activity due to its previous experience in working with and upgrading youth centers. The contract and activities are expected to start in the upcoming quarter.

On a broader scale, activities with the HCY have begun to accelerate with the appointment within the Council of two focal points who are working closely with IYF to identify staff for capacity building and coordinate activities. IYF is optimistic that this appointment demonstrates a commitment from the Council to the Y4F initiatives and is a strong indicator of the potential for sustainability of the activities.

#### *Other public sector activities*

Beyond the focused work with the MOSD and HCY who are envisioned as the primary “youth recreational hubs” in the local communities, IYF is also working with the MOL and VTCs on the youth friendliness of their facilities. IYF has selected a consultant to assess the structure of the VTC in Sahab, and expects to sign the contract in the upcoming quarter. It is also ready to furnish the One Stop Shop in Sahab, but is waiting on the completion of the construction by the MOL, which is expected to conclude at the end of January. Information on the integration of Y4F’s life skills models into the VTC and OSS are discussed earlier under Model 1 activities.

#### *Challenges*

While steady progress has been achieved, IYF is facing some challenges with the MOSD’s leadership and its consistency in supporting the program. Due to the need for major decisions to come from the Minister himself, planning for workshops and assessments has sometimes been delayed while waiting on response from the Minister due to his schedule or needing to clarify original work plans. IYF is addressing this issue through closer coordination with USAID and with frequent meetings with the Working Committee.

Another challenge that IYF is encountering is in the field with the MOSD directorates. It appears that the change in the partnership between IYF and the MOSD has not been communicated to directorate staff, who still operate under the assumption of being Y4F focal points and who need to follow up on the day to day activities of the CBOs. IYF hopes to address this in the coming quarter through the capacity building interventions that are being planned that will clarify their role in supporting CBOs, as well as possibly organizing an earlier “orientation” workshop in coordination with Central Ministry staff to clarify the parameters of the new partnership.

#### *Focus areas for upcoming quarter:*

- Start of rehabilitation of Jerash Center
- Selection of Youth Centers and start of Creativity Centers’ development
- Start of Royal Scientific Society capacity building activities for the HCY Leadership center
- Start of capacity building trainings, including for I SERVE and parent engagement, for MOSD and HCY staff

## **D. Youth Participation and Engagement**

Y4F's focused on two primary areas in the past quarter for youth participation and engagement: the development of a comprehensive civic engagement package that was discussed in the previous quarter, and the identification of partners to adopt and sustain the civic engagement model after the program ends. This is in addition to the ongoing youth civic engagement activities at the community level with CBOs. Details regarding each focus area are outlined below.

### *Curricula Development and Enhancement*

This quarter IYF compiled all the Y4F tools that have been developed as a result of the ongoing trainings and lessons learned in implementing civic engagement activities. These additional tools include presentations and capacity building materials to orient CBO staff on civic engagement, its importance, and how to manage civic engagement activities and leverage community support. In addition, a set of monitoring and evaluation tools have been developed that focus on evaluating the quality of civic engagement trainings and the skills young people gain from civic engagement. This package is in the final stages of completion and is expected to be ready for partners early in the upcoming quarter as part of Y4F's goal of developing a comprehensive set of resources and learning materials to support the ongoing sustainability of CBO technical interventions after their grants end.

### *Identifying local partners*

IYF has reached out to local partners to identify potential hosts for the civic engagement model, including adopting the I SERVE program, and evaluated potential partners based on their network of volunteers and partners throughout Jordan, as well as their commitment to the principles of civic engagement. IYF selected TAKAFUL, an NGO registered under the Ministry of Industry and Trade since 2011. TAKAFUL has been working in Jordan for the past 3 years to build the culture of voluntary work and social entrepreneurship in the communities of Jordan, using a network of 15,000+ registered volunteers. Their role will focus on training 65 entities on Y4F's Youth Civic Engagement and Community Service package as well as the I SERVE training. TAKAFUL will also implement in partnership with the Y4F CBOs a national I SERVE program, targeting 65 I SERVE social projects, implemented by Y4F youth as well as other national Jordanian youth. IYF is currently exploring the different partnership models to engage Takaful. An agreement with Takaful is expected to be signed in the upcoming quarter, followed by a TOT to hand over materials to the partner.

Beyond Takaful, IYF has also had fruitful discussions with JEI and its public sector entities regarding the adoption of civic engagement models, and I SERVE in particular, in their local services. For JEI, IYF hopes to implement I SERVE in 20 schools, while it expects to train on I SERVE and walk through one round of I SERVE training with MOSD and HCY, implementing at least three I SERVE grants.

### *Other civic engagement activities*

This quarter IYF also provided the CBOs with orientation on how to assess other entities on offering civic engagement, as well as a full day of core training for to help CBOs understand the concept of service learning, mapping out challenges in communities, and introducing the I SERVE model. IYF also brainstormed with the CBOs entities in the communities that can be trained on civic engagement and that have been offering civic engagement and volunteering opportunities to our youth to leverage their support in future activities.

### *Focus areas for next quarter*

- Finalization of civic engagement package
- Signing of contract with Takaful and TOT on civic engagement activities

- TOT for MOSD, HCY, and JEI on I SERVE
- Start of new I SERVE rounds in communities

## **E. Parent Engagement**

A major highlight of this quarter was a survey that was conducted with parents, program partners, and youth regarding the role and needs of parents in supporting positive outcomes for young people. The survey was based on a random sample that was chosen by the M&E department that presents 5% of the parents of the currently enrolled youth in all of Y4F areas, as well as focus group meetings with program partners and youth, so that there were over 130 respondents in total.

Through the survey, IYF found that the three areas of greatest need for parents were the following:

- 1) Better communication with young people – responses from parents, partners, and youth all expressed a lack of positive, consistent communication between parents and their young people; many respondents emphasized how communication, especially between fathers and youth, arise primarily out of the need to solve problems or family crises; as a result, parents do not understand the changes young people go through during adolescence or how this may require a difference in communication, nor do they know the strengths and interests of their children, and therefore feel ill equipped to support youth ambitions or empower youth to make decisions about their futures.
- 2) Better knowledge of local opportunities – parents, particularly mothers, reported relatively little knowledge of local training opportunities and local job opportunities in the communities. There was very little parent engagement in school or community councils, and little to no outreach to parents from vocational centers and other public sector entities; this may be a contributing factor to parents’ negative perception of the role that local CBOs and public sector partners can play in raising the skill and opportunity level of youth; hence parents are less likely to encourage participation in these types of programs.
- 3) Better opportunities for parents’ self improvement – as the primary influence on a young person, many respondents noted the influence that family dynamics, level of education, and learning had on youth positive outcomes. At the same time, parents reported not knowing of local areas or resources that they could go to in order to improve themselves and their own parental skills, leading to a gap in the communities.

As a result of this study, IYF began enhancing the parent engagement package it had developed throughout 2012 in order to address the gaps identified. First, it will add new modules to the currently existing modules that are focused on teaching parents about the stages of adolescent development and how to communicate with youth. The new modules will focus on orienting parents on key skills that youth need in order to improve their livelihood prospects, such as life skills, volunteerism, and the role of career guidance and local job market opportunities. It will also include lessons on dealing with domestic violence and illiteracy in households, two areas of particular concern that were identified by respondents. IYF has engaged a curriculum writer who is currently leading in the development of these modules, which it hopes to roll out in the upcoming quarter. IYF also developed comprehensive M&E tools that it is hoping to test in upcoming trainings to measure the level of knowledge and attitude changes for parents participating in the trainings.

Parallel to the study and enhancement of the curriculum package, seven awareness and recreational activities were conducted in East Amman, Zarka and JV for parents to enhance their engagement and activate their participation in guiding and supporting their children.

### *Challenges*

The low involvement of fathers in particular continues to pose a challenge for CBOs in the program as has been reported in previous quarters. IYF is continuing to try to find ways to engage fathers in particular given their scheduling demands and the influence they have in making household decisions.

Programmatically, while many of the CBOs have been conducting several engagement activities for parents, all the CBOs need to have a clear plan and set of activities to engage parents as a consistent part of their programs. This currently is not in place, but IYF continues to work with the CBOs to strengthen this.

### *Focus for next quarter*

In support of Y4F's goal of scaling successful models, and especially in light of the study findings regarding the low interaction between public sector service providers and parents, IYF will focus in the coming quarter on preparations for a TOT workshop on the parent engagement package specifically for the public sector.

## **F. Youth Workers**

This quarter marked the beginning of the youth worker training pilot. Over 70 youth workers from CBOs, local universities, and the public sector submitted applications to participate in the training, of whom 40 were chosen, and 35 participated, exceeding IYF's expectations of demand for the pilot. While the pilot is expected to end during the upcoming quarter, feedback thus far has been positive, particularly in regards to the newness of the material being taught in the class and how it is helping youth workers in their day-to-day work with youth.

### *Challenges*

In regards to the adaptations for the future, much of the feedback received thus far has focused on the need for a modified implementation approach that can both allow for sufficient time for youth workers to absorb, discuss, and reflect on the knowledge and skills being taught in the training, as well as fit within the time constraints of youth workers having to balance their professional development with the demands of their jobs. Feedback about the lack of time to absorb all the information is not uncommon when introducing trainees to a new curriculum and IYF will work to modify the time to deliver the content to address this concern.

Another key finding that has come from the training is the realization that, in Jordan, there are two primary types of "youth workers" who have slightly different needs: first, there are the youth workers who work on the "front lines" of youth development and interact with youth and their families on a daily basis; second, there are youth development professionals who design, supervise, or manage youth development programs and curricula but who do not necessarily interact with youth on a daily basis. While the youth worker training program was designed for the first cohort of "front line" workers, IYF is also seeing a demand and need for a tailored program for the second cohort in order to ensure that the front line workers have the support they need from upper management of their organizations, and that the organizations that are designing and funding youth development programs also have the foundational knowledge of youth development in order to better target and design their programs and management practices. IYF is currently exploring options to modify the core curriculum to meet the needs for youth practitioners more involved in management of youth serving institutions than being engaged on a daily basis with youth beneficiaries themselves.

*Focus areas for next quarter*

Once the findings are complete and all feedback has been received, IYF will make curriculum adaptations so that the training materials and methodology meet the needs of youth workers in Jordan. It will also work with the CAQA with whom it has developed an MOU to start putting forward standards to youth work based on the curriculum program and work towards getting the program accredited. Finally, it will nurturing a youth worker professional network or association to build off the interactions of youth workers from various sectors that was forged in the program, which can then advocate for higher standards and practices for youth workers throughout the kingdom.

In later quarters, IYF will also start to explore options for a tailored “youth development professional” training that will not be as extensive as the current training but can be given to a broader array of professionals in the field of youth work.