



USAID Cooperative Agreement
No. 278-A-00-09-00306-00

Under Leader with Associates Cooperative Agreement
No. EPP-A-00-08-00006-00

YOUTH FOR THE FUTURE Quarterly Report

January 1, 2012 to March 31, 2013

Contact:

Jennifer Hills
Program Director, MENA Programs
International Youth Foundation
32 South Street, Suite 500
Baltimore, MD 21202 USA



Table of Contents

I. Executive Summary	3
I. Executive Summary	3
II. Cross Cutting Components.....	4
A. Monitoring and Evaluation	5
B. Policy	5
C. Communications	7
D. Grants and Contracts	7
E. Leverage	8
III. Model 1: Successful Transitions to Work.....	9
A. Life Skills.....	9
B. Youth Career Development	11
C. Sector Specific Employment Models	11
IV. Model 2: Sustainable Community Youth Hubs.....	13
A. Youth Friendly Communities.....	14
B. CBOs as Professional Youth Serving Organizations	14
C. Public Sector Supporting Youth Hubs and Services	17
D. Youth Participation and Engagement	19
E. Parent Engagement.....	19
F. Youth Workers	19

IV. Annexes

Annex A: M&E Results Table (In Excel)

Annex B: Leverage Tables

Annex C: Y4F Streamlined Activities Summary

Annex D: *Passport to Success: Equipping Jordanian Youth with Essential Life Skills*

Annex E: Media Coverage of Y4F

Annex F: Y4F Winter Newsletter (Arabic version)

Annex G: Success Story for January – March 2013

I. Executive Summary

In January, the Regional Inspector General/Cairo conducted a program audit of Y4F as part of its fiscal year 2013 plan. This review gave all parties involved – IYF, the USAID Mission, and government counterparts - an opportunity to pause and reflect on the implementation of the program activities, both the accomplishments and challenges. During the quarter, IYF worked with USAID to begin addressing key findings and recommendations from the draft report, with a focus on streamlining program activities as part of the audit's recommendation to assess program activities to ensure a stronger focus on the program's mission and employment outcomes. Responding to the audit recommendations will continue to be a top priority in the coming quarter.

Alongside the USAID audit, program implementation continued at the national and community levels, with a particular focus on public sector capacity building and expansion efforts. Of significance were the expansion of Y4F's employability models in Southern Jordan in partnership with the Phosphate Mines Company and the VTC, collaboration with the MOL on a major national job fair and youth outreach campaign, and the launch of several core training workshops for the Higher Council of Youth Leader Center staff.

Major highlights from the January – March period include:

Crosscutting

- Completion of a USAID program audit in January 2013 and the approval by USAID/Jordan of an updated work plan for FY 2013 to address specific audit recommendations
- Second phase grants completed for Shouneh and Mafraq CBOs, with Shouneh grants pending approval from Prime Minister's office

Model: Successful Transitions to Work

- Expansion of PTS life skills training for 800 youth in the Southern region in partnership with the Phosphate Mines Company and the VTC
- High visibility for Y4F's program at a major Ministry of Labor National Job Fair in the presence of the Prime Minister, Minister of Labor and other senior officials; Y4F was the only non-governmental partner to participate in the event that attracted more than 11,000 youth
- Life skills publication completed

Model 2: Building Community Youth Hubs

- Institutional capacity building activities in partnership with TAG launched to support CBO sustainability plans and community youth strategies
- CBO financial training through PKF completed as part of the CBO sustainability and institutional assessments, focusing on the financial component
- Strong momentum for Higher Council of Youth capacity building activities, including the completion of an assessment of the Leadership Center needs, the launch of the HCY leadership program, and the selection of 3 HCY youth "creativity" centers to be supported by the Zaha Cultural Center
- Completion of a successful pilot of the Youth Worker Professional Development Program, with an average of nearly 30% gains in knowledge through pre and post tests

Challenges

While good progress was built with the Higher Council of Youth activities during the quarter, there continued to be delays on certain Y4F public sector interventions. In particular, the rehabilitation of the MOL One Stop Shop in Sahab was delayed, further pushing back Y4F’s timetable and action plan for a series of capacity building activities to support the OSS’s employability services. A letter has been written to the Minister of Labour emphasizing that IYF will not continue with the Ministry on Sahab’s rehabilitation if they do not respond in a timely manner. Engagement activities with MOSD were also delayed due to the transitional phase of its senior leadership, although this had less of an impact on community implementation activities. A new Minister of Social Development was appointed in early April.

Finally, it is worth noting that while progress is being made, youth outreach efforts in some communities face some challenges. We believe this is because some CBOs were focusing on trying to implement activities alone, and were not putting sufficient efforts on collaborating with other partners to support outreach efforts. We expect that Y4F’s focus on the development of unified community youth strategies and referral systems in the coming months will help address these realities as IYF puts structured processes in place for collaboration between the CBOs and key youth serving entities within each community. In addition, some youth activities slowed down as several CBOs were waiting for second phase grants. This gap in implementation confirms the importance of having public sector support in the youth outreach process, particularly for the weaker CBOs. In the coming 2 quarters, IYF will be testing this collaboration with the public sector as a key element to sustain activities through the community youth strategies.

II. Cross Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none"> • Program audit by USAID Regional Inspector General’s office conducted • Review of M&E indicators completed as part of program audit and draft recommendations shared with IYF
Policy	<ul style="list-style-type: none"> • Day Care licensing and model reports completed • One Stop Shop organizational framework approved • Transportation study completed
Communications	<ul style="list-style-type: none"> • Major communications events: <ul style="list-style-type: none"> ○ Hospitality Training Graduation under patronage of MOL (USAID Mission Director present) ○ MOL national campaign for recruitment ○ Launch of HCY Youth Leadership Program in presence of His Excellency
Grants and Contracts	<ul style="list-style-type: none"> • Close-out process for Sahab CBO completed

	<ul style="list-style-type: none"> • Second cycle granting completed for 4 CBOs in Shouneh, Mafraq
Leverage	<ul style="list-style-type: none"> • \$446,404 leveraged this quarter

A. Monitoring and Evaluation

The most significant milestone from the quarter was the completion of a program audit by the USAID Regional Inspector’s office in Cairo. The audit had originally been planned two years ago but was subsequently cancelled by USAID as a result of the political and social upheaval in Cairo that began in January 2011.

During the month of January, the IYF M&E and programmatic team worked heavily to support the auditors and to comply with the auditors’ requests to test M&E indicators, conduct focus groups, make field visits, and conduct meetings with key program stakeholders. A draft audit report was shared with IYF in late February and pointed to several core programmatic and operational findings and recommendations.¹

IYF has begun working with USAID to comply with the auditors’ recommendations. Most immediately, during the quarter, IYF conducted an internal review of Year 5 project activities and core deliverables to determine which interventions were most critical to achieve overall program results and what activities were deemed less essential and should be streamlined.² The review built on the strategic repositioning work that IYF carried out last year which emphasized the importance of scaling models to reach more youth and streamlined the organization of program activities under two core program models. The internal assessment confirmed both the successful reorganization of activities under these two program models, as well as the need to continue to prioritize activities that will take successful models to scale, identifying specific areas of work under the Year 5 work plan to be further streamlined to achieve this goal.

IYF’s modified work plan was approved by USAID in late March, and IYF is currently updating the M&E plan to reflect the proposed changes and to streamline Y4F’s performance indicators accordingly. Y4F’s updated M&E plan, along with a data quality assessment of the program’s reported M&E data, is expected to be completed in the coming quarter.

During the quarter, IYF also completed the auditors’ request to modify IYF’s service contracts to include USAID human trafficking and terrorism financing provisions. An internal plan of action has been developed to comply with USAID’s Trainet provisions and will be a focus in the coming quarter.

B. Policy

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

Integrate quality life skills programs into Jordan’s national vocational educations systems.

¹ Recommendations for IYF included: 1) Streamline program activities to focus on Y4F’s core capacity building mission and employment outcomes, 2) Conduct a data quality review of Y4F’s M&E reporting data, 3) Implement procedures to ensure training data is entered into USAID’s Trainet database, and 4) Modify IYF Y4F service contracts to include USAID human trafficking and terrorism financing provisions.

² A summary of IYF’s streamlined activities is attached as an annex to this report.

IYF is working with the Vocational Training Corporation (VTC) on several different fronts to scale and sustain Y4F's transition to work model, particularly through the integration of quality life skills training into the VTC training curricula. As part of the IYF-Siyaha-VTC partnership, a meeting was held with the director general of VTC to discuss the rollout of the life skills program in VTC's 13 hospitality training Institutes. Through this meeting both parties discussed sustainability strategies for the integration of PTS and agreed that the VTC will facilitate Y4F presentation on the PTS program to the board of directors in May and will sign the IYF licensing agreement that is developed for all public sector agencies to sustain the model. The expected date for signing will be April-May.

Simplify daycare licensing process for employers through development of new instructions related to day care facilities

Last quarter we reported on the development of two separate studies to analyze both the legal framework and the technical guidelines for the enforcement of day care center licensing in Jordan. We also reported that a technical committee was being formed headed by MOL's Secretary General with representatives from MOL's legal department, working women department, inspection department, and the SADAQA Initiative. Since then, the two reports have been finalized and two technical meetings have been held in which IYF's legal advisors made presentations to the committee members outlining the recommendations to activate article 72 of the Labor Law. These recommendations focus on providing more detailed instructions for the Ministry of Social Development's daycare regulations regarding requirements for the physical environment and learning activities. In addition, as per MOL's request, IYF has started working closely with SADAQA on a coordinated plan for awareness and outreach efforts. In the coming quarter, IYF will present the key findings of the study and the different scenarios to activate article 72 of labor law to representatives outside the MOL, such as the MOSD, JCC, JCI, Unions, SSC, JNCW and other partners as part of the outreach efforts in coordination with the technical committee.

Develop One-stop shops (OSS) within the ministry of labor employment directorates

A proposed organizational structure for OSS has been developed with job descriptions and staffing requirements. This structure was sent to MOL to get final approval based on internal planning committee decision of MOL on the proposed structure. This request is still pending till now due to lack of resources from the government to fund the structure, as well as government budget approval delays.

A licensing agreement has been developed for all public sector agencies to sustain the life skills training model where by several meetings and discussions held with MOL to have it sign soon to sustain IYF models and programs within OSS.

Transportation challenges to youth productivity

The final report of the transportation study was received and approved by IYF, which confirmed the need for a coordinated effort to target the transportation challenges of youth. The study found that Y4F graduates spent an average of 23% of their income on transportation expenses, and spent several hours commuting to and from their work places, often to the point of spending over 12 hours per day outside the house. Survey participants confirmed this as one of the primary reasons many females often feel unable to continue work in the long term. As a next step, IYF is proposing three regional roundtables in the north, middle and south regions with relevant partners to share with them the results of the study and get their recommendations and solutions. The results and feedback will be embedded as part of the final transportation report and then disseminated to the different stakeholders on national level. IYF is currently seeking a consultant to lead these roundtables and complete the study, and expects to begin the roundtables in the upcoming quarter.

C. Communications

IYF continued to build awareness regarding the program's new brand with key stakeholders at the community and national levels, as well as with the media through social media networks, TV interviews, radio mentions and press. IYF dedicated major communications efforts to organizing and participating in high level events which secured high visibility to the new brand "Youth for the Future Y4F" at local and national levels.

Major events included the third hospitality graduation which took place in January under the patronage of the Minister of Labor and USAID's mission director Beth Page who in turn expressed their support of the program's mission and of our youth in their speeches.

IYF also participated as a partner in the Ministry of Labor national campaign for recruitment, a one-week Job Fair in February, which was attended by over 16,000 job seekers. IYF branding was highly visible in the different areas and handouts were provided during the training sessions and distributed in the different areas of the Job fair.

IYF also secured branding opportunities through events and activities which included the First Youth Workers graduation and the launch of the Youth Leadership Program. Meetings were conducted in preparation for major upcoming activities with the public sector like the launch of One Stop Shops and Zaha creativity centers.

D. Grants and Contracts

During the past quarter, grants management activities continued for IYF's 9 CBO grantees in Zarqa, Russeifeh, East Amman, Jordan Valley, and Irbid. At the same time, IYF completed the process for the award of 4 second phase grants for one CBO in Mafraq and three CBOs in Southern Shouneh. Program activities being proposed under the second phase build on the most successful aspects of implementation in the first phase, with a focus on streamlining these efforts to support their sustainability beyond the life of the Y4F program.

It should be noted that IYF has decide not to go forward with a second phase grant for Sahab Charity Development Association. The CBO management is undergoing a review by MOSD, and while this review is outside the purview of Y4F, IYF has decided not to provide further grants to the Association. Their first phase grant has been officially closed and Y4F has no further plans to work with them. The Sahab Association is still involved in the program and is supporting the Khreibet Al Souq Association through open days support for the outreach and channeling youth wanting to participate and benefit from the program's interventions.

Regular coaching and shadowing efforts continued for the CBO grantees this quarter, focusing on the overall quality of the CBOs' operations, to enhance their technical, operational and financial capacity. TAG's institutional capacity building work began in earnest with the completion of field visits and an assessment of the CBO institutional capacities. Based on this assessment, TAG is currently working with IYF on the design of a tailored strategic planning manual for CBOs, as well as a proposal writing guide, that will be delivered to the CBOs through a training workshop to support sustainability efforts.

Alongside institutional capacity building efforts, IYF's service provider, PKF, delivered financial capacity building training for CBO board members from 13 CBOs, as well as 4 MoSD representatives and will be

following up with individualized coaching plans for each of the CBOs. *(Please refer to Model 2 section for more details on CBO financial capacity building.)* In addition to the CBO self and IYF assessments of CBO program activities being carried out as part of the CBO sustainability plans, TAG's and PKF's assessments are being utilized to frame the criteria for developing the CBO sustainability plans as related to management and financial capacities. These assessments will inform the specialization areas of each CBO in the wider community youth referral systems that are being developed in the coming months.

E. Leverage

During the second quarter of FY2013, Y4F secured \$446,404 in new leverage committed through IYF and its partners, bringing the total leverage to date to \$8,139,193. Additional discussions could bring an additional \$4,852,406 in prospective leverage to support training of youth in southern Jordan, as well as new computers for Y4F's community hubs and training scholarships for youth, among other contributions.

Current Partnerships

IYF continued its focus on soliciting leverage contributions from multinational companies and government partners which address programmatic priorities that cut across all Y4F target communities. Major leverage updates to highlight this quarter include:

1) **Public Sector:**

IYF built fruitful partnerships with several public sector parties in communities where the youth leadership center was very supportive of the TOTs for youth leadership staff. They mobilized internal resources as a leverage contribution in the form of a daily allowance, transportation, and accommodation for participants.

2) **Private Sector:**

To support the sustainability of internal trainings by private partners in the hospitality sector, JHTEC continued to provide funds mitigating the additional costs for youth from Ma'an to participate, and offered scholarships so that more Y4F youth had the opportunity to be trained.

3) **Communication & Repositioning:**

As part of the rebranding and repositioning campaign for the program, further support was received both through local and national partners. TV spots and other cash and in-kind contributions supported outreach to a wider audience.

Further details on committed and prospective leverage are provided in the leverage tables located in the Annexes of this report.

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.

III. Model 1: Successful Transitions to Work

Transitions to Work	
Key Elements	Results
Life Skills	<ul style="list-style-type: none"> • Training started for over 300 youth in Ma’an and Aqaba • 36 PTS classes conducted in Russeifeh, Zarqa, East Amman, Irbid, and Jordan Valley • PTS highlighted through introductory training during MOL National Recruitment Campaign • VTC and OSS trainers selected for PTS public sector Training of Trainers Workshop • PTS Publication finalized
Youth Career Development	<ul style="list-style-type: none"> • First draft of Y4F’s comprehensive career guidance learning manual and tools developed • Career Guidance advisory committee initiated
Sector Specific Employment Models	<ul style="list-style-type: none"> • 140 youth from hospitality training graduated • 2 service providers selected for retail sector training model • Gas station TOT conducted
Entrepreneurship	<ul style="list-style-type: none"> • Phase out plan for entrepreneurship activities developed and entrepreneurship intervention through ABCD contract streamlined • Focus group conducted with youth and local mentors to support the upcoming learning workshop (scheduled April 29) • Summary Entrepreneurship report completed

A. Life Skills

At the local level, CBO activities have continued throughout all the active communities, with 36 classes being conducted in Russeifeh, Zarqa, East Amman, Irbid, and Jordan Valley. As trainers continue to increase in their training skills, focus has now turned on mechanisms for marketing and sustaining life skills training in the communities, either through the work of local trainers or through the highest performing CBOs. IYF has identified Khawla Bint al-Azwar, That al-Nitaqain, and Zain al-Sharah as the three CBOs with the most potential for sustaining PTS in the long run. This was based on their interest, in-house PTS trainers with good evaluation feedback, commitment to recruiting youth, and demonstrated ability to implement successful projects and subsequently follow up with youth. As the grants continue in the upcoming quarters, IYF will begin to focus on this as part of its overall sustainability strategies for some of the CBOs.

At the national level, Y4F has been approached by the VTC senior management based on their collaboration with the Jordan Phosphate Mines Company to provide training to hundreds of youth in the Southern region in cooperation with 11 local VTCs. Jordan Phosphates would provide leveraged support for the training, and then would also provide a select group of those youth with jobs after completing the training. An MOU was signed and training began in early April. Planning has also continued under the Siyaha partnership to integrate PTS into the training program of the 13 VTCs with hospitality training. Trainers were interviewed and selected throughout the quarter to attend the TOT, which is expected to commence in April, with training for youth expected to begin in May.

IYF also began discussions with K-UTECH, a Malaysian consulting firm working under the World Bank funded Jordan Employment Driven Skills Development Project. K-UTECH has been tasked with designing and implementing three model VTC Centers that the E-TVET Council can emulate throughout the Kingdom and has expressed interest in including PTS as part of the Centers of Excellence core curriculum. This initiative is a great opportunity to model the value of quality life skills training programs and will support Y4F's efforts to integrate life skills training throughout all of the VTCs in Jordan. IYF will continue to pursue discussions with K-UTECH and the VTC management in the coming quarter to leverage this potential opportunity.

Finally, Y4F's work in life skills gained even more visibility by being highlighted at the Ministry of Labor's National Recruitment Campaign held in early February. The campaign attracted thousands of youth, many of whom attended sample PTS classes and were directed to sign up for life skills classes in their local communities. IYF is hopeful that this increased awareness of the importance and availability of life skills training to a broad audience of job seekers will continue to push stakeholders to prioritize the provision of life skills in their training programs.

Challenges:

As Y4F's expands its life skills model to the Southern region, the implementation of this plan has not been easy, as was previously experienced when IYF did direct implementation activities in Ma'an. This has come from a combination of poor government coordination, as well as ongoing tribal and political challenges, particularly in Ma'an. For example, there has been poor coordination and communication between the central office of the VTC and the local VTC centers about the new initiative, particularly in Ma'an and Aqaba. The VTC has been committed to resolving this issue by assigning a focal point to follow up on the trainings currently active. Furthermore, the political situation in the Southern region continues to pose challenges in both youth absenteeism at trainings, as well as safety concerns of trainers. IYF has been closely monitoring the situation, always responding to issues as they arise—changing training locations, postponing classes, and/or ensuring youth are being removed from class if necessary.

Focus for upcoming quarter:

- Training of trainers workshop for public sector personnel at the VTC and One Stop Shops
- Start of youth trainings in all 13 hospitality VTCs with support from IYF's PTS coaches to guide the VTC trainers through their first pilot life skills implementation
- Development of PTS sustainability plans for those CBOs expected to continue PTS
- Master Trainers workshop

B. Youth Career Development

Throughout the quarter IYF worked intensively to develop its comprehensive career guidance package of materials that could be sustained through OSS, VTCs, and local CBOs. The package is based on a framework in which youth receive services based on an assessment of how well they know themselves and their career goals, and career guidance facilitators (CGFs) receive materials to help them grow in their facilitation skills and their labor market analysis and engagement skills. The package includes 5 learning modules that serve as resource materials for the CGFs, including a set of lesson plans for career guidance sessions, as well as attractive job boards and career profile cards that help youth become familiar with the leading employment sectors in Jordan and the careers available within them.

IYF plans to launch the package through a training workshop in late May that will bring together CGFs from the VTCs, OSS, and CBOs, who will then lead a 3-month pilot in which CGFs will use and provide feedback on the materials. This feedback will inform the design of a professional toolkit and career guidance training program for CGFs. IYF is currently working with the E-TVET council to form an advisory committee that would oversee the pilot, and would provide staff for a technical committee that will thoroughly review the material as well as feedback from the pilot, and work with IYF to make improvements to the package. The package is expected to be launched nationally through the support of the advisory committee through a national campaign in September.

In addition, Y4F co-sponsored a MOL-led National Job Fair that introduced job seekers to over 18,000 job opportunities. The job fair was extremely successful in that 8,800 youth either received or interviewed for jobs. MOL is now working with Y4F to bring this successful job fair model to local communities with local employers in order to help youth with limited mobility access local opportunities. This has happened primarily through a series of community open days promoting sector specific trainings and program services, with over 1000 youth on average attending each event.

Finally IYF issued an RFP for the enhancement of the National Electronic Employment System (NEES) in collaboration with the Ministry of Labor. An evaluation committee was formed which will begin to evaluate the incoming proposals in early April.

Focus areas for the coming quarter:

- Completion of career guidance package and training workshop for participants
- Start of pilot for career guidance package utilization
- Finalization of approach and procurement process for the enhancement of the NEES
- Embed the Career Counseling model within the MOL One Stop Shops, 2 VTCs and the specialized CBOs to continue the work on this model

C. Sector Specific Employment Models

Hospitality

Y4F continued its successful hospitality specific employment model, graduating one cohort of youth from Ammoun in January and starting another cohort in February. As the partnership matures, IYF is pushing Ammoun College to provide increasing resources to share in the costs of the training and support the sustainability of the model. Examples of this include a widely publicized hospitality-specific job fair that was hosted by Ammoun College. Ammoun also provided scholarships for two program participants, and is working with the Jordan Hotel Association on a policy level to oblige all hotels and

foundations that will recruit young people to deduct 1% yearly of the service charge to cover the cost of future training cycles, from recruitment to training and job placement and follow up. JHTEC has discussed this new law request with the previous Minister of Tourism who verbally approved the initiative. IYF will work with JHTEC to follow up with the ministry on formally instituting the initiative as part of its sustainability plan for this sector. IYF is currently working with Ammoun College on a concrete plan of action to sustain the model after IYF funding ceases.

Retail

Efforts focused this quarter on the issuance of a competitive RFP and reviewing proposals to identify suitable service providers to provide the technical trainings in the areas of sales skills, customer service, and merchandising. The retail training will be part of an integrated training package of customer service and merchandise training, along with business English and IT that will be tailored to meet the needs of youth working in the retail sector, in partnership with the British Council and TAG. IYF expects to sign the contracts and start trainings in the upcoming quarter.

Fuel and Gas Stations

IYF focused its efforts this quarter on handing over the training and job placement model for the gas station sector to Al Manaseer, IYF's primary partner in this sector, and the CBOs as part of its streamlining efforts. The training manual, developed in conjunction with Al Manaseer, was approved by the MOL, who also received a TOT on the manual in early January. IYF also facilitated the signing of an MOU between the MOL and the Gas Station Union to provide incentives for youth to work in this sector in February, such as subsidies for internships and salary benefits. IYF expects the MOL to work directly with the union to implement the initiatives set forth in the MOU, and in the meantime has linked the local CBOs to the MOU so that youth can access the training and job opportunities in this sector through the MOL as needed.

Challenges:

The retail sector differs from that of hospitality in that there is no unified sector association of businesses, and therefore no standard form of needed competencies or training programs that are validated by the industry as a whole. As a result, IYF is working to bring together a broad alliance of major retail training providers and employers to support a more unified approach to training and occupational standards. Because the retail sector is still very decentralized, IYF anticipates that it will be more difficult to convince youth to enroll in these trainings. As such, even though the retail sector activities are part of Y4F's 3 national priority sectors, IYF has agreed with USAID to also promote this sector at the local level through the CBOs and MOL directorates.

IYF hopes that as it works with the training providers and provides support on the job placement outcomes of youth, it can encourage the continued collaboration of retail sector stakeholders to work together to develop an ongoing support for youth wanting careers in retail. In addition, because the retail sector is very decentralized, IYF anticipates that it will be difficult to convince youth to enroll in these trainings, so IYF has agreed with USAID to promote this sector at the local level through the CBOs and MOL directorates, in addition to the national level.

Focus areas for next quarter:

- Selecting and signing of retail sector contracts and start of training

- Finalization and implementation of hospitality sustainability plan and continue work with the VTC hospitality centers
- Development of construction and facility maintenance sector-wide training and job placement strategy

D. Entrepreneurship

As part of the plan to streamline activities during Year 5, Y4F wound down its entrepreneurship training efforts this quarter. The first and second cohorts of youth enrolled in entrepreneurship training during past quarters continued to receive technical support and mentoring services; while other activities under this component – training and mentoring for new cohorts – were smoothly closed out. However, since technical assistance remained a vital element to support the remaining pool of 23 youth in their last steps of either starting up their businesses or moving on to a different path in their lives, these services remained available to them. As part of the phase out strategy and to collect learning regarding entrepreneurship, a set of focus groups were conducted throughout March with 10 youth (males and females) beneficiaries of the training as well as 10 mentors. The findings from the focus groups were integrated in the conclusion report of the service provider (ABCD) with whom Y4F is organizing a close-out learning workshop for relevant partners during the month of April.

Focus area for next quarter:

- Learning workshop with ABCD and a range of local partners such as CBOs, MFIs and other supporting partners, to share lessons learned and findings from the pilot
- Develop final report on the lessons learned from the entrepreneurship tested model to share with partners
- Integration of entrepreneurship lessons within the PTS lessons to further support the entrepreneurial aspect of youth training

IV. Model 2: Sustainable Community Youth Hubs

Sustainable Community Youth Hubs	
Model Elements	Results
Youth Friendly Communities	<ul style="list-style-type: none"> • Zaha Center trainings and English Clubs kicked off • Improvement & Management plans developed in support of the already developed YFS
CBOs as Professional Youth Serving Organizations	<ul style="list-style-type: none"> • PKF International training and coaching on professional financial capacity building delivered • CBO capacity building assessment completed and refined capacity building training model developed by TAG
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none"> • Jerash Center Study finalized • YHC Leadership Training Program started • RSS assessment of YLC started • Rehabilitation assessments and plans for the 3 HCY centers finalized

	<ul style="list-style-type: none"> • VTC physical rehabilitation started
Youth Participation and Engagement	<ul style="list-style-type: none"> • Civic engagement package finalized • Cycle 4 I SERVE training started • HCY approved to serve as national public sector partner to sustain civic engagement model
Parent Engagement	<ul style="list-style-type: none"> • Survey of parent roles completed and report developed in bilingual form • Enhancement of parent engagement package completed • Parents awareness and engagement sessions continued
Youth Workers	<ul style="list-style-type: none"> • Program pilot completed for 36 participants • Curriculum adaptation ongoing

A. Youth Friendly Communities

IYF focused its efforts this quarter on the improvement and sustainability of the following three key types of youth friendly services:

- IT labs: 40 computers leveraged by TAG were distributed among the different partnering CBOs to set up IT labs within the communities. This was followed by an assessment review to bring up their criteria to the licensing standards for Cambridge (in partnership with TAG).
- English Clubs: 3 English clubs were established as part of the CBO creativity rooms supporting the youth activities in Deir Alla, East Amman, and Zarqa. In cooperation with the British Council, Y4F completed a training workshop on English club management for 8 volunteers who will be running these clubs in their respective communities, using the British Council’s “Learn English Pathways” program that combines classroom instruction with interactive methodologies such as drama, music, and storytelling.
- Creativity Rooms: Zaha kicked off its creation of activity room in That Al Nitaqain (as well as 3 Higher Council of Youth Centers which will be discussed later), by delivering a training workshop for staff on how to manage the centers. Zaha and IYF selected That Al Nitaqain based on an assessment that was conducted in early January on all the interested CBOs.

Challenges:

While progress is being made in the improvements of closed services such as those mentioned above, it has been difficult to encourage community alliances to support the maintenance of open spaces and services, such as parks, libraries, etc. IYF hopes that through the activation of the three year community youth strategies, this maintenance issue will be addressed by community partners.

Focus areas for next quarter:

- The YFS material shall be branded and packaged to be used by partners locally and nationally
- Continuation of Zaha’s training workshops (focused on activity and room design) for youth and staff

B. CBOs as Professional Youth Serving Organizations

CBO capacity building focused on the work of the two service providers tasked with providing financial capacity building and institutional capacity building. In addition, IYF began discussions to evaluate the

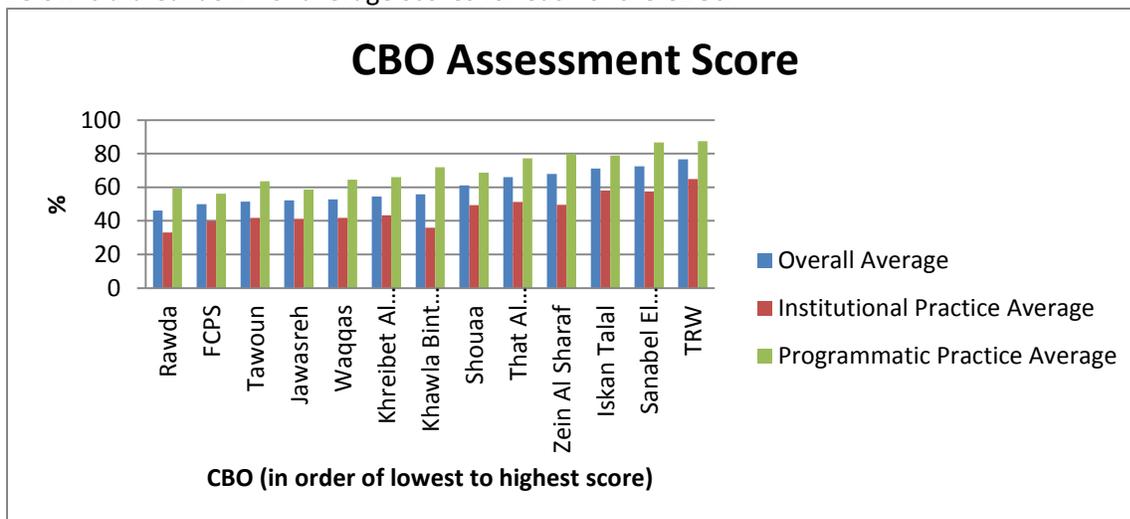
merits of each organization to develop a community youth strategy that can support the sustainability of the program based on each organization’s strengths. We anticipate that there will be 2-3 CBOs that are empowered as best practice models with documentation of a clear strategy and commitment. As part of the ongoing capacity building approach, service providers conducted financial and institutional assessments and trainings for 14 CBOs as follows:

Institutional Capacity Building

TAG began its work with the CBOs this quarter with a thorough assessment of the programmatic and institutional practices of each organization. TAG submitted an assessment report with the following primary findings:

- CBOs are much stronger programmatically than they are institutionally. They scored higher scores in the programmatic assessments (with an average score of 74%) across the board than they did for the institutional assessments (with an average score of 50%).
- Within the areas of institutional practices, the strongest areas of practice were leadership and governance (64%) and human resources management (53%); the areas most in need of strengthening were around strategic planning (average score of 21%), program management (37%), and the potential to scale activities (42%), implying that the CBOs have the staff in place to carry out programs in a quality manner, but are perhaps unable to think in a long-term fashion to put in place the strategic plans and management practices that allow for sustainable programming.
- There was a direct correlation between the average overall score and the score received for institutional practices, showing that while there is a variation in the strengths and weaknesses of organizations, it is still those with the strongest institutional underpinnings that are able to present quality programs to youth.

Below is a breakdown of average scores for each of the CBOs:



As a result of the assessment, TAG is developing a tailored capacity building plan that will focus on the areas of strategic planning and proposal writing. These two areas will support Y4F’s goals of sustaining the CBO activities by addressing their institutional practices and help them get new streams of funding.

As part of the capacity building, TAG will provide manuals in each topic that will include a theoretical section, implementation guidelines, examples, tips for the user and tips for any future training delivery (TOT).

Financial Capacity Building

Through a contract with PKF, capacity building assessments and training began for all 13 CBOs in the areas of petty cash, purchasing, bank reconciliation, assets, and salaries. These were the areas that were identified as needing the most support from the assessment. PKF led the trainings and included the provision of written policies and procedures to support the CBOs in the long run. However, in a post assessment of the staff, it was found that CBOs are still learning how to refer to these manuals in their daily operational practices. PKF with IYF is working to address this issue through two hour coaching sessions which PKF will conduct with each CBO to talk through how to apply the policies and best practices learned in their operations.

CBO Sustainability Plans and Community Youth Strategies:

In terms of the CBO sustainability plans, there are 3 levels of sustainability that are being considered for each CBO: 1) TAG and PKF's institutional and financial assessments, respectively; 2) CBO self assessments and 3) IYF internal assessments. Ultimately, these 3 assessments will be merged in to one sustainability document per CBO, which will be shared with each CBO. The sustainability plans will be integrated into the community strategies, when determining which entity (CBO or public sector entity) will sustain which service and in mapping out the youth referral systems. The 3 assessments have been conducted in Q2 and are currently being assessed and summarized to create a plan per CBO.

Challenges:

It has been challenging for the CBOs to manage and run the regular meetings of the community alliances due to the lack of commitment from some of the representatives. Local committee meetings have been managed at the individual level rather than engaging the support of their institutions. In addition, due to the delay in implementation while some CBOs were waiting for second phase grants, CBO communications and follow up with community partners, as well as with IYF has been weaker. IYF believes that the creation of community youth strategies with a structural framework to formalize coordination and institutionalize these communities will contribute to solving these matters. The engagement of top official management will create higher level ownership which is essential because CBOs cannot lead these community alliances alone.

Focus areas for next quarter include the following:

- Completion of financial capacity building hands-on coaching, followed by the workshop for all 13 CBOs with ongoing implementation of financial management capacity building strategies
- Post assessment results for PKF financial capacity building training
- Delivery of the institutional capacity building training
- Kick off the activities under the youth strategy in support of the youth referral network through the refinement of the existing models and the creation of a legal framework to adopt and implement the strategy through piloting in Zarqa and Irbid
- A comprehensive assessment report on the CBOs reflecting the experience of IYF, the capacity building service providers and the CBOs to outline the sustainability approach to their activities, as well as to streamline the work of the CBOs based on their specializations and based on the streamlining recommendations from the USAID audit. The assessment will also inform which CBOs will receive a no cost extension and which will not.

C. Public Sector Supporting Youth Hubs and Services

Ministry of Social Development

Based on the streamlined approach to the program, it was decided that much of the activities were outside of the focused purview of the program. Therefore MOSD activities were streamlined to focus on the following three areas, and status updates are presented for each:

Youth Friendly Services and Rehabilitation Assessment:

The final study on the rehabilitation needs of the Jerash Center was finalized in early January and submitted to USAID. A joint decision has been made with USAID that this will be IYF's final deliverable for this stream of activity, and IYF will not be leading any rehabilitation for the Center, but will rather give it to the MOSD as a blueprint for the ministry to seek out further funding and vendors to proceed with the rehabilitation. Soon after this decision was made, the Jordanian Cabinet was changed, with a new minister now leading the MOSD. USAID is waiting for the opportune time to introduce the program to USAID and will submit the report to MOSD at that time.

CBO Directorate Management:

There were no significant developments on the CBO Directorate Management during this quarter. In the coming quarter, IYF will be packaging our assessments with the CBOs and handing them over to the directorate - so they know which CBOs have the most potential, what the sustainability model is, and what the challenges and opportunities are and which services the CBOs will sustain. We will share this information with MOSD during a learning event / workshop.

Juvenile and Orphan Care Homes

IYF conducted a field assessment of four key juvenile and orphan homes this quarter, visiting with site directors to discuss the needs of youth and staff in their organizations. IYF learned that these centers are fairly decentralized, with significant variation in terms of the level of programming available for youth at each center. We also learned that youth themselves do not have set services and interventions since their time in the home also varies significantly. Because of this, it was decided that no set youth program, such as PTS, could be implemented on a scalable and sustainable level with such variation in centers. At the same time, each of these homes had a plethora of at least 10-20 site supervisors and social workers that interact with youth on a daily basis, but with little training in the knowledge and skills needed to work with youth. Therefore it was decided that the strongest intervention that could be provided would be the youth worker training program to enhance the knowledge and skills of the site supervisors to better design and implement programs that meet the needs of young people in their various centers. Once USAID opens discussions with MOSD, IYF will begin to plan for this intervention in the upcoming quarter.

Vocational Training Corporation and MOL One Stop Shop Rehabilitation

Contract has been signed and work started this quarter to rehabilitate the VTC in Sahab, starting with the redesign of a friendly meeting room which will be used to host youth and their parents in registration events and can be used as a training room, in addition to several other light work that was agreed upon in the SOW. The rehabilitation will finish in Quarter 3, with representatives from IYF and the VTC reviewing the work and making recommendations.

Y4F is also undertaking the rehabilitation and procurement of equipment and furniture for two OSS locations: one in Sahab and one in Amman. At the OSS in Abdali, physical rehabilitation started in March, and is expected to have a soft launch by the end of April 2013. The capacity building plan for the VTC

and OSS cadre to introduce and implement the new services will take place in quarter 3 in parallel to the rehabilitation work completion.

Youth Higher Council “YHC”

Physical / Service Rehabilitation in 3 Youth Centers

As part of the MOU signed between IYF/Y4F and YHC, and in coordination with Zaha Cultural Center, in early January 2013 IYF and Zaha conducted field assessment visits for 5 youth centers and 5 CBOs in order to select 2 – 3 entities for physical and service rehabilitation. Based on the assessment and after discussions with YHC’s upper management, it was agreed to develop the creativity centers in the Quwesmeh Center for Females, the Shouneh Shamaliyeh for Females, and the Zarqa Center for Males. Staff from the centers attended a training workshop in March. An assessment was done in terms of what is needed for the creativity centers; a training and outreach plan on the creativity services will take place in quarter 3.

Youth Leadership Training Program “YLP”

The Youth Leadership Training Program was launched this quarter, which aims to build the capacities of youth centers activities supervisors in order to enable them to run the youth centers as sustainable youth hubs. The program, led by the Dale Carnegie Institute, includes a set of essential managerial and communications trainings, as well as trainings in Y4F’s key component areas. The official opening of the training program took place on 19th March 2013 in the attendance of the YHC SG.

At the same time, IYF is also focusing efforts on the Youth Leadership Center itself, tasked with providing programs and resources for youth centers throughout the Kingdom. IYF has contracted the Royal Scientific Society, a service provider to assess the current needs and services of the YLC and to design an action plan to be implemented by the YLC. RSS has conducted several field assessment visits throughout the months of February and March to the following directorates:

1. YHC Higher Management, represented by General Secretary
2. Youth Affairs Directorate
3. Youth Centers (Middle District)
4. Capital Governorate Directorate
5. Youth Leadership Center head of departments and employees

RSS is expected to submit a rapid assessment report with main findings, which will allow them to draw the main roadmap of YLC’s role.

As part of streamlining civic engagement activities, the civic engagement component is being handed over to the Higher Youth Council as the national umbrella. IYF held discussions with the Council on having the YHC become the sustainable hub for Y4F’s civic engagement model. The YHC is planning on creating a volunteering committee who will manage the civic engagement activities and will select 1-2 master trainers as part of the project management unit. The committee will scale up the civic engagement model to their 140 centers in the country, in addition to the youth and CBO organizations who will train on, implement and sustain the civic engagement initiative. IYF will sign an implementation plan for the civic engagement component, as part of the original MOU and will begin training the YHC on civic engagement in the upcoming quarter.

Focus areas for next quarter:

- Start of Zaha creativity center physical work
- Completion of Sahab VTC rehabilitation

- Completion of Leadership Training Program
- Start of I SERVE training for YHC
- Capacity building workshops for the different services to be implemented through the various public sector entities

D. Youth Participation and Engagement

Cycle 4 of ISERVE has been implemented on 27th – 31st of January for 4 social projects, 2 in Deir Alla and one in Khreibt Al Souq, East Amman and finally one in Nuzha, East Amman. The openings of these projects, as well as the closing of cycles 2 and 3, will take place in April.

This quarter focused on finalizing the Youth Civic Engagement package to be handed over to the Higher Council of Youth. This package constitutes 2 parts. The first is a curriculum that will be used to train local entities that offer or are interested in offering Civic Engagement and Volunteerism to youth. The second part is directly aimed at training youth on necessary skills (leadership and project management) to start and sustain their own community serving/social projects.

E. Parent Engagement

Last quarter IYF reported the development of a study to assess Y4F's parent engagement model and to assess the needs and attitudes of parents in Y4F's communities. This quarter IYF made revisions to the study report which is currently in the final stages of being packaged and will be disseminated as a learning publication to key stakeholders throughout Jordan. At the same time, IYF also made refinements to the parent engagement training manual based on the findings of the study, such as enhanced sessions on communication, sessions on career guidance, and sessions that directly address family issues, such as gender roles and gender-based violence. IYF plans to train both the Higher Council and the VTC on the parent manual, as well as distribute the enhanced package to CBOs already implementing the training.

IYF continued to engage parents through different activities and sessions especially with active CBOs; but slowed down this component with CBOs that have not signed grants yet, which explains why we have only reached 95 parents this month.

Focus for next quarter

- Parent engagement TOT workshop for public sector and the specialized CBOs to continue and champion Y4F's tested model
- Publishing of parent study in Arabic and English through a workshop with national partners and stakeholders
- Identify a national local host to serve as the national quality assurance and sustainability champion for the parents model

F. Youth Workers

This quarter marked the completion of the youth worker professional development training program pilot. 36 participants attended, with approximately one third coming from CBOs, one third from the public sector, and the rest either from national NGOs or the private sector. From the pre and post tests, participants showed an average of nearly 30% improvement, and an overall average score of 77%. CBO

staff showed the highest rates of improvement as well as satisfaction levels. We also found that those with less years of experience in youth work benefitted the most from the program. Therefore while it is clear that all participants demonstrated improvements in knowledge from the program, the level of change, as well as the extent to which this knowledge became embedded in their practice varied greatly depending on the participant's background.

IYF thus worked to address this issue through the adaptation work done on the curriculum (by clarifying target participants who would get the most benefit from the program), and by trying to provide more real-life examples and case studies that could be used across different sectors. IYF is nearing the end of the adaptation and is expecting to launch its next rounds of training in the upcoming quarter. These trainings will likely focus on the YHC as well as Al Quds College which has requested to be trained in this curriculum.

Focus areas for next quarter:

- Finalizing the curricula and reflecting feedback from the pilot phase and adapting to include Jordanian case studies
- Training of trainers workshop to expand the number of trainers for the program
- Training rounds for the YHC and Al Quds and promote training to other national partners interested in the curriculum
- Establishment of framework and model for professional association and accreditation of youth workers