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YOUTH FOR THE FUTURE Quarterly Report

July 1, 2013 to September 30, 2013



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Table of Contents

I.	Executive Summary.....	3
II.	Cross-Cutting Components	5
A.	Monitoring and Evaluation	5
B.	Policy.....	5
C.	Communications	7
D.	Grants and Contracts	8
E.	Leverage.....	9
III.	Model 1: Successful Transitions to Work.....	10
A.	Life Skills.....	10
B.	Youth Career Development	12
C.	Sector Specific Employment Models	12
D.	National Employment Strategy in the Southern Region.....	14
IV.	Model 2: Sustainable Community Youth Hubs	15
A.	Youth-Friendly Communities	15
B.	CBOs as Professional Youth-Serving Organizations	17
C.	Public Sector Supporting Youth Hubs and Services	18
D.	Parent Engagement, Youth Participation and Engagement	20
E.	Youth Workers (YDP)	20

V. Annexes

- Annex A: M&E Results Table (In Excel)
- Annex B: Leverage Tables
- Annex C: IYF's Summary Report on the M&E Verification
- Annex D: IRC's Final Report on the M&E Verification
- Annex E: Success Stories
- Annex F: Media Coverage of Y4F
- Annex G: Trainet Log for July-September 2013

I. Executive Summary

IYF is pleased to present this Quarterly Progress Report for the Youth for the Future (Y4F) program, covering the fourth quarter from July 1 to September 30, 2013. This executive summary includes this quarter's key accomplishments and challenges, and an overview of plans for next quarter.

Major highlights from the quarter include:

- **Launch of Abdali “Employment Opportunities Gateway”:** The official launch of the MOL Employment Opportunity Gate (One Stop Shop in Amman Employment Directorate) was held on August 29, under the patronage of the Minister of Labor and USAID’s Mission Director, as well as additional government officials and USAID representatives. The launch introduced the directorate’s new services, including career guidance and life skills training rooms, an IT lab, and an entire floor devoted to employers who will host job fairs on a regular basis.
- **VTC Life Skills:** Life skills training commenced in all 13 hospitality vocational training centers this quarter with plans to reach 1200 youth this year. As part of Y4F’s capacity building and sustainability model for the VTC trainers, one VTC trainer will be paired with a senior IYF PTS trainer in delivering the training to provide hands-on mentoring and coaching.
- **Expanding Y4F models in to Ma’an:** Classes began for life skills and hospitality training as part of the Ma’an implementation plan in Y4F’s partnership with the Ma’an Development Authority, KAFD, and MOL. Youth also began electro-mechanical training at Ma’an College through leverage from Caterpillar Foundation’s EquipYouth program.
- **Day Care Policy Workshop:** A 2-day workshop was held in the Dead Sea in mid-August to present the final study findings and recommendations for the activation of Article 72 as related to the establishment of day care facilities within the workplace for mothers with young children. 51 attendees were present from MOL, MOSD, ETVET Fund, KAFD, local NGOs, employer associations, unions, the Legislation and Opinion Bureau, and a Member of Parliament (Mr. Adnan Al Sawaeer).
- **MOSD Handover Plan:** A 2-day training workshop on Youth-Friendly Services held in late September kicked off Y4F’s comprehensive training plan to support the handover of Y4F’s community youth hub models to MOSD to in turn provide stronger support for the CBOs when the Y4F program comes to an end. The Youth Development Professional training course (YDP) also began for 25 staff in MOSD juvenile and orphan care homes.
- **M&E Verification:** The verification of the program’s M&E indicators by an external verification firm was completed during the quarter, completing the last outstanding deliverable associated with the USAID Program Audit recommendations.
- **No-Cost Extension:** Per USAID’s request, several supporting documents were developed and shared with USAID to support Y4F’s application for a no-cost extension over the quarter, including an updated no-cost extension implementation plan and budget.

Main challenges from the quarter include:

- **USAID-Y4F Communications Protocols:** As program public sector scaling and policy activities create momentum and build a broad base of support among Y4F’s public sector constituents, USAID has asked that IYF communicate and coordinate its public sector and policy work in a more systematic way with the Mission. Accordingly, in close consultation with the USAID Education Team, IYF has put in place a new communications protocols to ensure regular updates and a more systematic approach to sharing information through weekly meetings, a 3-month calendar of events and bimonthly component review meetings. These new protocols will not only support more coordinated approaches between USAID and IYF, but will also ensure more effective coordination amongst program partners, which will be particularly important given the significant efforts and follow up required with all partners (public sector, CBOs and service providers) in the upcoming year to support the sustainability of program activities. These protocols are already having a positive effect on improved communications and IYF will continue to make this a top priority in the coming year.
- **Public Sector Capacity Building Constraints:** As Y4F and its public sector partners roll out PTS trainings in Vocational Training Centers and the Ministry of Labor’s One Stop Shops, their in-house trainers have been stretched too thin and Y4F has observed that they do not have the time to hone their training skills according to the PTS model. Y4F is communicating with the appropriate managers and supervisors to provide more support to the trainers to ensure that PTS is smoothly integrated into the centers’ program models.

II. Cross-Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none"> Y4F Summary verification report , along with IRC Report submitted to USAID
Policy	<ul style="list-style-type: none"> PTS license agreement signed with VTC National workshop conducted to present action plans for activating the law on day care in the workplace
Communications	<ul style="list-style-type: none"> Major communications events: <ul style="list-style-type: none"> Retail sector youth graduation International Youth Day outreach event Abdali OSS official launch Two success stories were produced this quarter.
Grants and Contracts	<ul style="list-style-type: none"> Monthly coordination meeting conducted for 8 CBOs CBO training workshop on strategic planning and proposal writing
Leverage	<ul style="list-style-type: none"> \$195,185 leveraged this quarter

A. Monitoring and Evaluation

Throughout this quarter IYF completed the verification process Y4F’s M&E data as part of the USAID program audit recommendations shared earlier in the year. As mentioned in the previous quarterly report, IYF contracted the Information Research Center (IRC) to compare hard copy documentation available at IYF premises to the results reported in the online system for 14 key indicators (the other 5 were not included due to their small population size or their qualitative nature). The results from the verification found gaps between what was recorded in the online system and what was available in hard copy, mostly from the CNGO phase of the program. IYF suspects that the primary reason for this was that, during the handover of documents from the CNGOs to IYF in January 2012, some files and boxes may not have been included. The IRC results were shared with USAID in a summary report submitted August 16, 2013.

Based on the recommendations from the verification firm, IYF also undertook a number of corrective actions to address some of the data gaps identified. These included visits to the CNGOs in order to retrieve some of the missing hard copy files and forms, reorganizing the Y4F files to make them easier to access, and rechecking some of the key indicators to correct possible calculation errors. These corrective actions and the final numbers through June 30, 2013 were shared with USAID on October 28, and are reflected in the M&E quarterly results attached.

Separately, IYF began working with non-grantee partners to put in place data collection procedures for the collection of “multiplier” youth who will be counted under indicator 1.8 as those benefitting from Y4F replicated models.

B. Policy

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

Integrate quality life skills programs into Jordan's national vocational education systems.

This quarter the VTC board approved and signed the PTS license agreement as an acknowledgement of their commitment to the integration of life skills as mandatory in all hospitality training centers. In the coming quarter, we expect policy coordination to support the institutionalization of life skills into the VTCs to intensify as Y4F and USAID identify specific advocacy activities to follow up on through a USAID sponsored policy action workshop that will be coordinated for all of Y4F's public sector partners to identify key policy areas to prioritize in the final year of the program.

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

After a thorough study of the legal options and key actors involved in the issue, a national consultation workshop was held in the Dead Sea in August to draft action plans for reforming the day care licensing process. The workshop was prepared by a technical team of MOL and IYF staff whose mission was to coordinate the national effort, bring key players together and define clear roles for all involved. Fifty representatives from the MOL, MOSD, ETVET Fund, local NGO's, employer associations, unions, Sadaqa, the Legislation and Opinion Bureau (LOB) at the Prime Ministry and house of Parliament, and other national and international agencies attended the workshop. Workshop participants created an action plan for each of the five themes from the findings from Y4F's day care licensing reform study including:

- Recommendations as to roles and responsibilities for the various government agencies that have inspection roles, using a matrix to assign roles and avoid overlaps.
- Technical recommendations of changes to the current technical model in order to standardize the practices across the country.
- Legal recommendations for language of new instructions, as well as changes to the current article 72 of the labor law, to guarantee that the activation of this article will not have negative effects on women's participation in the labor market.
- Awareness and outreach activities to support the activation and build the required impact.
- Financing and incentives to employers, including tax deductions for provision of facilities, and specific support targeting small and medium employers.

The action plans were presented officially to the government (MOL) at the end of August, including proposed instructions for the MOL and MOSD to support the activation of Article 72 of the labor law to follow up on the outcomes of the study and recommendations put forth during the workshop. We expect these activities to build positive momentum to provide more day care support at work places, which will play a key role in increasing women's participation in the labor market. The study is currently being translated into English for submission to USAID.

Develop One-Stop Shops (OSS) within the Ministry of Labor Employment Directorates

Y4F, along with the Ministry of Labor and USAID, celebrated the launch of the new services in Abdali employment directorate on August 29. The event was attended by the USAID Mission Director, Minister of Labor and other senior representatives from the Government of Jordan. The revamped OSS is Amman's first official Employment Opportunities Gateway to provide training in life skills, computer literacy and career guidance to job seeking youth. The model is expected to be replicated in other locations outside Amman, including Zarqa and Sahab, in the coming year. *For more information about Y4F's work with the Ministry of Labor, please see section IV.C.*

Transportation challenges to youth productivity

The study of policy solutions to transportation-related barriers to young people's productivity continued this quarter. IYF is in the process of reviewing the inception report and conducting focus groups. This consultation process supported the analytical approach of the results and enriched the scenarios that will be proposed as part of the final report, which will be delivered in the next quarter. An event will also be held to disseminate the study's findings to stakeholders on a national level.

C. Communications

During the quarter, IYF continued to build increased awareness and roll out the program's brand with the program's key stakeholders at the community and national levels, as well as with the media, social media networks, TV interview, radio mentions and press. Key activities included:

Videos

Y4F's communications team started a new success story project, videotaping interviews with youth who are about to start a four-month hospitality training program. At the conclusion of their training, graduating beneficiaries will start a two-week internship at a hotel, and will be connected to job opportunities. The same youth will be interviewed again at the end of training, prior to graduation, and it is hoped that their testimonials will reflect the progress that they were able to achieve through their participation in the Y4F program. These video success stories will be posted on YouTube, Facebook, and presented at relevant Y4F events.

To provide extra support during this busy communications period, in Q4 a radio campaign consultant and community communication consultant were hired, as well as a video production agency for the Y4F legacy video, a logo and branding agency for the Furass Initiative, and a freelance graphic designer.

Events

The first graduation ceremony for 100 youth who successfully completed the Retail Training Course took place at Al-Quds College on August 5 under the patronage of the Minister of Labor. Many parents and the four service providers (TAG, British Council, Al-Quds College, and JCEF) were also in attendance to express their support for the program's mission and our youth and shared their experience during the period of the training.

On September 2, IYF participated in an International Youth Day event organized by USAID. Y4F spoke with visitors at a booth and presented a PTS training session for 30 youth. The event was well covered by different media outlets, and Y4F was pleased with the interest from the youth.

Y4F, the Ministry of Labor, and USAID celebrated the launch of the new Employment Opportunity Gateway in Abdali on August 29. The launch was attended by the USAID mission director, Beth Page, the Minister of Labor, and other government officials. The EOG is the first of its kind, and its model is expected to be replicated in other locations across Jordan.

The Y4F communications team offered a media training for Ministry of Social Development staff as part of the cooperation agreement between IYF and the MOSD. The trainees were introduced to the differences between media formats, protocol used in communicating with the media, writing press releases, and success story development.

Outreach Campaign

The final pieces of Y4F's branding campaign were put in place this quarter:

- Radio advertising: A messaging plan developed with the help of the radio campaign consultant was approved, the spots were recorded and approved, and the initial broadcast date was set for October 20 on three major radio stations.
- Newspaper ads: The budget and design for print advertising were approved. The ads will run in major newspapers in parallel with the radio campaign and street banners, starting on October 20.
- Display ads: Street signs and banners were produced for all seven of the areas where Y4F works (East Amman, Zarqa, Russeifeh, Irbid, Mafraq, Ma'an, Jordan Valley). At the time of this writing, the advertisements were on display in four of the seven areas; in the other three, Y4F was still waiting to secure approvals from the municipality.
- CBO internal branding. Posters highlighting Y4F's messages have been printed and distributed to Y4F's partners to raise awareness of the services they offer and to encourage the public to refer youth to one of the youth centers available in the seven areas .
- CBO internal signs. The room signs and posters produced for the Deir Alla CBO were very useful for indicating the CBO's services, so similar signs are in production for twelve other CBOs.
- Partner signs: Y4F selected several photos of youth in various training settings at Al-Asalah Academy to enlarge and hang at the training facility. They will be distributed by the end of October.

Publications and Promotional Materials

The PTS brochure developed earlier in the year was translated from English to Arabic. The Arabic copies went into production after Eid. Two Equip Youth (Caterpillar program) success stories were developed this quarter, and are included in the Annexes of this report.

Events and plans for next quarter:

Creative Center launch and brochure: A brochure for the Creative Centers has been developed in Arabic and English. The brochure is part of the Zaha al Shabab initiative that is set to launch in December. The brochure highlights Y4F's work and the new services added to the centers. It will support the Centers' youth recruitment efforts. The first launch will take place December 1 at the al Quweismeh youth center. In addition to the brochure, a media plan and room and street signs have been developed to announce the center's new services.

Sahab VTC Launch: Sahab Vocational Training Center will launch in November. Preparations such as the development of signs and photos are ongoing, and a brochure is being developed in Arabic and English for the launch.

D. Grants and Contracts

For the past quarter, grants management activities continued for 8 CBO grantees in Zarqa, East Amman, Jordan Valley, southern Shouneh and Mafraq. This included regular coaching and shadowing efforts, focusing on the overall quality of the CBOs' operations, to enhance their technical, operational and financial capacity. After TAG's institutional capacity building was completed in the previous quarter, TAG's tailored strategic planning manual for CBOs and proposal writing guide were delivered to the CBOs through a training workshop this quarter. Three grants ended during the quarter, leaving five

active grants ongoing. However CBOs whose grants have ended in Irbid, East Amman, Zarqa, Russeifa and the Jordan Valley are still actively involved in supporting the recruitment and follow up with youth for Y4F activities – an illustration of the types of youth implementation activities the CBOs are continuing to support and sustain even after their grants with IYF have come to an end. We expect the five active grants to come to an end in the coming quarter.

E. Leverage

During the fourth quarter of FY2013, Y4F secured \$195,185 in new leverage committed through IYF and its partners, bringing the total leverage to date to \$8,641,232. One area of ongoing challenge for Y4F has been to obtain official documentation from its public sector partners for the significant in-kind leverage they are contributing to the program. This is due to a combination of bureaucratic internal procedures and protocols and to a general reluctance on the part of ministerial staff to document anything writing that provides the monetary value of this leverage for external parties. IYF has decided to address this issue by issuing official thank you letters for all 4 governmental partners working with us, itemizing the leverage each partner has committed after a verbal validation from public sector focal points, and then obtaining the government's official stamp to approve the letters. We expect public sector leverage to be valued in the \$4,000,000 range and will be a significant contribution to the program's overall goal of \$15M.

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:

- **Private Sector:**
JHTEC provided significant support for the youth participating in trainings in Ma'an. Also, a documentary was made to track the lives of Shouneh youth participating in the four-month hospitality training program.
- **PTS trainers:**
During this quarter, a number of PTS trainers provided training for youth for free through Y4F's partnership with the Jordan Education Initiative.

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"> • PTS refresher course conducted for 19 PTS trainers in VTC • PTS training began in the Abdali One Stop Shop and 2 VTC under reform project. • PTS TOT conducted in Ma’an as part of Ma’an implementation plan MOU signed with Jordan Education Initiative
Youth Career Development	<ul style="list-style-type: none"> • Workshop focused on career facilitation skills conducted for VTC counselors • Pilot implementation commenced of <i>My Career, My Future</i> reference guide and toolkit by Y4F partners
Sector Specific Employment Models	<ul style="list-style-type: none"> • National Employment Strategy workshop with MOL and KAFD • Graduation ceremony in August for first 95 retail trainees • New hospitality training for 186 youth

A. Life Skills

Scaling life skills models

VTC: Last quarter, we reported that 49 MOL and VTC trainers were introduced to PTS through a TOT workshop. This quarter, Y4F continued planning for the upcoming trainings as PTS gets rolled out to all 13 Siyaha VTCs, providing follow-up support to prepare the trainers to deliver training to youth. Nineteen trainers from the VTC attended a one-day refresher workshop to reinforce their learning and prepare for their new cohort of youth. Fourteen of these trainers will pair up and co-train with a senior IYF trainer who will provide intense coaching and mentoring to the VTC trainers during the training periods. Training for twenty-two cohorts in 11 VTCs will commence in early October (trainings in the pilot VTCs and under the reform project are ongoing).

Through the preparation and planning phase, several concerns emerged during the quarter. First, as the PTS training gets scaled up to multiple VTCs, there is a need for more VTC trainers. IYF is addressing this challenge by organizing an additional VTC TOT and providing more IYF PTS trainers in the short term to fill the gaps. In addition, IYF has realized that the VTC trainers require more mentoring and hands-on coaching to ensure quality training delivery, particularly in the area of experiential teaching techniques

as a tool to convey information and transfer knowledge. IYF is responding to this concern by putting in an intense 2-part coaching process which will be rolled out in two phases through the coming scholastic year (*refer to Year 6 work plan for details*). In addition, to build a stronger awareness and understanding of youth development concepts, Y4F also met with the managers from Siyaha, EU and Restructuring Project VTC to raise their awareness of the concepts of youth-friendly services and basic life skills and their value, especially for the most disadvantaged youth, many of whom seek the services provided by VTCs. IYF is currently conducting an assessment of VTC PTS trainer needs, and the results will be shared in the coming quarter.

MOL: In addition to training at the VTCs, PTS training also began at the Abdali Employment Opportunity Gateway which was officially launched in partnership with the MOL in August (*please refer to Communications section and to Rehabilitation of One Stop Shops for more information*). An intensive follow-up is being conducted with the MOL management to support the participation of their staff trained on the PTS program, and to facilitate the distribution of trainers over the three OSSs to ensure sufficient capacity within MOL to sustain the life skills training.

CBOs and Ma'an: PTS trainings through the CBOs and sector specific models, as well as in Ma'an, continued during the quarter. Y4F is currently preparing an action plan for the sustainability of PTS at the community level with two CBOs in Zarqa and Deir Alla. In the coming quarter, an orientation session will be conducted on the new plan for sustaining PTS, the requirements for signing a PTS license agreement with IYF, and general discussion about the roles and the responsibilities going forward.

JEI: As part of an MOU between Jordan Education Initiative (JEI) and IYF, freelance PTS trainers volunteered to train 150 of JEI's interns in life skills. These interns will in turn serve as teachers aides in the IT centers in select high schools around the country. Training began at 7 different locations in September and a final report was shared with JEI about the program's success. The interns and JEI management gave very positive feedback on PTS and the trainers described the experience as a great opportunity to work with a totally different group of beneficiaries.

Additions to the Jordan PTS Manual

Finally, Y4F is very excited about 10 PTS lessons on entrepreneurship skills that will be integrated into the current Y4F life skills training approach. These lessons will enable youth participants to explore the key skills and personal attributes required to start a business with the aim of increasing the entrepreneurial mindset of youth and ultimately providing youth more options to pursue a satisfying career. The lesson adaptation began in September, and will be complete by the end of October. A two-day TOT will be offered to all active PTS trainers in November who are interested in adding the new lessons to their programs. Al-Quds College will pilot the entrepreneurship lessons in December, and they will subsequently be rolled out to all of Y4F's partners.

Focus areas for the coming quarter:

- PTS training rounds commenced in 11 new VTC SIYAHA centers
- New PTS training work plan for MOL One Stop Shops in Zarqa, Irbid, and Sahab to commence)
- TOTs planned for Ma'an in October, Deir Alla (date TBD), for VTC staff in November.
- Conduct refresher training workshop for MOL PTS trainers.
- Complete the adaptation of entrepreneurship lessons and deliver TOT in November.
- Continued training youth in Ma'an and through sector specific models/CBOs

B. Youth Career Development

My Career, My Future Initiative

Last quarter, we reported that Y4F implemented a career guidance training workshop in June for staff from CBOs, VTCs, KAFD, and the MOL. This was followed by significant follow-up and shadowing support by Y4F coaches for training participants through the pilot implementation of the *My Career, My Future* toolkit. The toolkit, which was shared during the June workshop, is a comprehensive set of reference materials and tools for career guidance, ranging from how to conduct a labor market assessment, career guidance facilitation skills, and job placement services for youth.

As a part of this capacity building effort and to support the pilot implementation of *My Career, My Future*, a two-day follow-up workshop focusing on career guidance facilitation skills was conducted for the VTC counselors. An implementation plan for career guidance sessions was developed in consultation with the VTC and qualified counselors in four VTCs (Ein Al Basha, Sahab, Quweismeh and Abu Nusseir) began providing structured career guidance sessions to youth. In addition, for the MOL One Stop Shops, Y4F has a dedicated career guidance trainer who worked on a daily basis with the Abdali OSS, shadowing the counselors and making sure they practice the needed facilitation skills with job seekers coming to the center for guidance.

In the coming Year, Y4F will continue to work with its VTC and MOL partners in a structured manner to build their capacities in career guidance. In addition, based on the feedback from the pilot implementation of *My Career, My Future*, IYF will adapt and package the updated manual and share it with all partners through a career design workshop.

Furass: the National Electronic Employment System

During the quarter a technical evaluation committee, comprised of Y4F and MOL representatives, selected an IT firm and a design firm to develop the online employment portal, Furass.jo in partnership with the MOL. Initial work by the IT firm got underway, developing an assessment report of the existing portal and a detailed timeline for development rollout. This work was put on hold in September as Y4F got to learn of a similar initiative being spearheaded by Microsoft with AmCham and Souktel to build a national employment portal. A meeting was conducted to bring all parties together to see how the two consortiums can work together and how the initiatives can be merged. Several meetings with Microsoft, AmCham, USAID and KAFD have since taken place in early October to find common ground and talk through a roadmap to move forward. In the meantime, Y4F will be canceling its engagement with the IT firm as Microsoft will likely take the lead in the IT development of the website. In the coming quarter, the parties will agree on final specific roles and responsibilities and a new timeline for launch.

C. Sector Specific Employment Models

During the quarter, Y4F's sector specific employment activities focused on two levels: 1) technical support to the Ministry of Labor's employment strategy activities and 2) youth trainings under the program's sector specific training models.

MOL workshop on the "National Employment Strategy Roadmap for Implementation"

As part of Y4F's ongoing technical support to MOL, a national workshop was convened August in collaboration with MOL and KAFD, alongside key donors and national institutions, to discuss how to move forward towards the National Employment Strategy (NES) and E-TVET Strategy for 2014- 2020.

The workshop focused on enhancing the coordination and commitment of stakeholders to systematically implement the strategies. The workshop had four objectives:

- Identify priorities and activities associated with both the NES and E-TVET strategies.
- Coordinate the work of all stakeholders, including donors, in implementing and managing national projects in response to NES.
- Present matrix of the current projects within the NES operational unit, emerging from the executive plan of the strategy.
- Develop an action plan for the NES primary components.

Forty-five participants from the MOL, IYF/Y4F, E-TVET, National Center for Human Resources Development, KAFD, E-TVET Fund, Economic and Social Council, International Labor Organization (ILO), the Ministry of Planning and International Cooperation, EU/GOPA, VTC, the Japanese International Cooperation Agency (JICA), and UNDP attended the workshop. Moreover, 30 NES key staff from different governmental entities attended the last day, when the up-to-date implementation of the current 49 National Employment Strategy projects was presented. The workshop was successful - all donors and related public sector parties communicated openly together and MOL stated that they will adopt the proposed approach to organize the work efficiently.

Sector specific youth trainings

During the quarter, intense youth recruitment activities were carried out for the new rounds of sector specific training being planned in the October-December time frame. In addition, training cohorts continued for existing cohorts through the Equip Youth, hospitality, HVAC and retail initiatives. A description of these activities is provided below:

- *Retail*
 - Training: In August, a graduation ceremony was held for the first 95 youth to complete the retail training program. Over 300 guests attended, including families, service providers, CBOs, and employers. The pilot training was very successful with a strong line up of employers for both internship and job placement opportunities. An important element of the retail model is the strong participation of females, and in fact they are a majority in this track, and will contribute to better gender balance overall under Y4F's sector specific training models. One area that IYF will monitor closely in the coming months will be the youth job retention rates as the retail sector is particularly vulnerable to high turnover.
 - Internship & job placement: On-the-job training for 95 retail youth graduates took place in July in Sameh Mall, City Mall, and Safeway. Graduates are currently being interviewed at hypermarkets, malls and larger companies, including Safeway, Cozmo, Samsung, and Irbid Mall, where 50% of the graduates will be placed with the support of the training providers.
 - Scale & sustainability: Coordination efforts with Luminus, one of Y4F's retail training service providers, and E-TVET took place during the month of September to discuss possible funding through E-TVET and other channels to sustain the initiative. A proposal was developed to train 200 youth through E-TVET from the different communities in 2014 that would replicate Y4F's model of engaging CBOs to recruit and train under-privileged youth from non Y4F geographic areas. A decision on the proposal is expected in January.
- *Hospitality*
 - Training: 186 youth commenced training in early August. Outreach efforts for this cohort of youth were unique as more partners at the local and national levels, such as non-Y4F active

- CBOs in Tefileh and Ma'an (as part of the southern region's support), the Higher Youth Council, and volunteer organizations such as TAKAFUL, participated in reaching out to a large group of youth, based on a structured outreach plan through social and traditional media. This cohort's technical training is complemented with sector-specific English and PTS classes. Recruitment of 120 youth for the next cohort, which is starting in October, also took place this quarter.
- Internship & job placement: All 186 youth enrolled in the program were invited for a series of training interviews with hotels which started in late September. The interviews are held at the training location to place currently-enrolled youth in a three-week internship, followed by employment.
 - Scale & sustainability: In September, IYF worked with JHTEC and potential funding partners (ETVET) to develop a proposal to train 500 youth from the different communities in 2014, replicating the same Y4F model for under-privileged youth from the different communities with the support of CBOs. A decision on this award is expected by January 2014.
- *Construction and Facility Maintenance (with specific focus on HVAC)*
 - Training: 103 youth were selected for HVAC training and began training for 2 cohorts: 50 in July and 53 in August. A third cohort of 50 youth has been recruited to start in October. This training integrates sector-specific English and PTS classes as part of a comprehensive training package. A graduation ceremony for the first 103 youth is planned in early October in conjunction with the Equip Youth Project supported by the Caterpillar Foundation.
 - Internship & job placement: Y4F continues to prioritize employer engagement as a central pillar of its employability approach. LG invited three key employers to visit the training premises and attend a full day of training to screen and interview youth. Employment offers were made on the spot: 11 from Petra Company, 13 from General Deluxe, and 10 from LG. 50 have gone through on-the-job trainings since graduating from Y4F, 2 are returning to the education system, 9 plan to work for themselves. Some of those not yet employed received job offers that they turned down because the opportunity was too far from their home.
 - Scale & sustainability: Y4F has started the process of supporting the sustainability of the HVCA trainings, however we have realized that more follow-up and efforts are required. As such, the focus of the coming quarter will be to support this goal, in addition to formalizing relationships between training providers and CBOs, so that the CBOs' outreach and career guidance services can help direct interested youth into the training programs.

Challenges:

Y4F monitors job retention through follow-up with employers and youth. Tracking the youth has been a continuous challenge as they move from one job to another, within and outside the sector.

Focus areas for next quarter:

IYF will ramp up efforts to support the sustainability of training programs in the three sectors on several levels. First, it will provide technical assistance to the service providers on Y4F's CBO model and on effective youth outreach and recruitment techniques. Second, it will help the service providers connect with other funding sources and CBOs who can support the recruitment process.

D. National Employment Strategy in the Southern Region

Through the partnership with Ma’an Development Authority, KAFD and MOL to expand Y4F models in Ma’an, Y4F conducted an outreach campaign to interview and screen youth for enrollment in several employability interventions. In total, 100 youth will receive PTS training; 50 females and 25 males began their course in September, and another 20 youth from Ma’an participated in the first hospitality training cohort for youth from the Southern region.

A PTS TOT was held on October 5 to build local training capacity in Ma’an. Parent engagement sessions will also begin in Ma’an by November for parents of life skills training beneficiaries. A labor market assessment was conducted as part of the joint effort between Y4F and CAT to identify local job opportunities. As a result of the assessment, a pilot training in electromechanical maintenance was organized for 25 youth.

Y4F, the Ministry of Culture, TAG and Zaha Center have been discussing a plan to support youth with new services. A concept paper was written this quarter outlining responsibilities and proposing the creation of new activity rooms in the Ma’an Cultural Center, including a knowledge station (to be created by TAG) and creativity center (to be created by Zaha), to introduce non-formal educational activities and employability training opportunities to the area.

IV. Model 2: Sustainable Community Youth Hubs

Community Youth Hubs	
Model Elements	Results
Youth-Friendly Communities	<ul style="list-style-type: none"> • Creativity Centers rehabilitation complete in Quweismeh, Jordan Valley and Zarqa • Eight new youth-friendly services established • Abdalli Employment Gateway One Stop Shop launched
CBOs as Professional Youth-Serving Organizations	<ul style="list-style-type: none"> • Action plans for Zarqa and Irbid community youth strategies complete
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none"> • Y4F recommendation to designate Youth Leadership Program graduates as leadership and ISERVE trainers approved by HCY • Capacity building training for 40 MoSD staff
Parent Engagement ¹	<ul style="list-style-type: none"> • 448 parents participated in Parent Engagement programming through the CBOs
Youth Workers	<ul style="list-style-type: none"> • Youth Development Professional (YDP) training program for HCY completed • YDP training for MOSD staff from juvenile rehabilitation and orphans’ centers commenced

A. Youth-Friendly Communities

¹ Direct IYF support to parent engagement activities is being phased out as part of the USAID program audit recommendations to streamline activities. These activities reflect ongoing parent engagement activities that CBOs have continued to carry out as a result of past capacity building and coaching for CBO.

Y4F is continuing to build the capacity and visibility for its CBO and public sector partners to support sustainability youth friendly services and hubs at the community level. The following activities were carried out during the quarter to support this objective.

Youth-Friendly Services

This quarter, eight youth-friendly services (YFS) and projects have been established within the CBOs located in East Amman, Zarqa, Jordan Valley and Irbid. In Amman, Khreibt Al Souq (KAS) has already launched a joint collaboration on parent engagement with the HCY, where KAS' parent trainer runs the sessions at HCY's newly rehabilitated center in Quweismeh. Also in Amman, the Women's Training and Rehabilitation Association signed a licensing agreement with TAG to be able to offer Cambridge IT trainings. Community members who participate will pay a nominal fee to enroll, making the course self-sustaining. In addition, That Al Nitaqain in the Jordan Valley is running a very successful model for English Clubs: they have opened their Club beyond Y4F beneficiaries so that community members can participate, and they have volunteers from the community to help run it, one male and one female. All eight new services were assessed using the YFS project-based evaluation tool, and they all meet the program's standards. Other new projects include English Clubs, Career Guidance rooms, creativity rooms, a library and a beauty salon. IYF is proud of the types of partnership and leverage approaches that the CBOs are starting to integrate to more effectively manage and sustain their YFS and is the fruits of many months of capacity building support for the CBOs to design and deliver professional services for youth.

With respect to the CBO creativity centers in particular, after participating in a training conducted by Zaha Center last quarter, CBO volunteers initiated a number of new activities at their local creativity centers in southern Shouneh, Jordan Valley and East Amman, including workshops on soap making, jewelry creation, and theater lessons, attended by 50 youth. In addition, the Zaha Center has invited CBOs to sell the products of the creativity centers at the "Zaha shop," an established artisan and art exhibition in Amman. They have begun sending their products to Zaha Center accordingly, and Zaha also plans to sign a long-term MOU with 3 HCY creativity centers (discussed below in more detail) to support their services as well. A brochure describing the creativity centers' programs has been printed and distributed to all CBOs for sharing in the local communities.

Challenges:

- Ensuring adherence to Y4F's minimum standards for youth friendly services has been more difficult with public sector partners such as the HCY due to high turnover amongst high-level decision makers and slow-moving bureaucratic procedures.
- Clarifying the roles and responsibilities in the partnerships between CBOs and public partners has taken longer than expected. Y4F is continuing to support the CBOs in their development of MOUs with HCY, VTC, and MOL directorates.

Focus areas for the coming quarter:

- The technical team will continue providing capacity building support for the newly established YFS from implementation to ensuring their sustainability.
- Several MOUs between CBOs and public sector partners will be signed in October and November

B. CBOs as Professional Youth-Serving Organizations

Institutional Capacity Building for CBOs

In light of the upcoming community best practices conference to be held in December, Y4F decided not to hold the institutional capacity building closing workshop that was forecast in last quarter's report. Instead, a meeting will be held with the Minister of Social Development to present her with the report on the initiative's results. Another meeting with MOSD and CBOs will take place once the Minister has approved the report, and some of the results may be shared at the community best practices conference in December.

As a result of the capacity building and institutional development training provided by TAG, the CBOs have become more active in preparing proposals for new youth development programs. This quarter, Y4F partners applied for funding from UNESCO, British Council, ACTED, UNHCR and ETVET. Khreibt Al Souq was awarded a grant from the British Council for active citizenship for youth, and Zain Al Sharaf (Mafraq CBO) was also awarded funds by UNHCR for youth empowerment and support for Syrian refugees.

CBO Sustainability Plans and Community Youth Strategies

CBO efforts to sustain Y4F services continued this quarter. Khreibt Al Souq CBO in Amman is now finalizing an MOU with Quweismeh HCY to support the building of a youth referral system and reaching out to youth for training, parent engagement and other community activities. In addition to HCY, further collaboration is ongoing to involve Sahab VTC and OSS Abdali in the referral cycle within the community, specifically to support youth job placement, through the structured career guidance, job fairs and other activities they provide. IYF is supporting the development of these MOUs and other public sector-CBO partnerships. Y4F conducts biweekly visits to follow up on these activities. All CBOs are actively participating in monthly coordination meetings and youth support through various activities, including mentoring and referrals to technical training.

Action plans for the community youth strategies in Zarqa and Irbid have also been prepared. At coordination meetings with the governors of Zarqa and Irbid and local HCY centers, Y4F introduced the methodology and framework to formalize the Local Coordinating Committees (LCC) which will be responsible for implementing the community strategies. Then, in September, Y4F met with its public partners (MOL, MOSD, HCY, MOI) to present the approach and methodology in preparation for the first official meeting of the LCCs in Zarqa and Irbid. The strategies are expected to be finalized by mid-November so that they can be announced in early December at the community best practices learning conference.

Challenges:

- Notwithstanding good progress on the referral systems and connection to new partnership opportunities, CBOs are still facing difficulties in trying to find other funding resources to keep the current program staff beyond the duration of Y4F. To support their fundraising efforts, Y4F is supporting the development of fact sheets in Arabic and English as promotional and funding tools for 13 CBOs. They will be printed in two formats: a flyer to be distributed as a marketing tool and a longer, bilingual booklet to present the CBO to potential funders.

Focus areas for the coming quarter:

- Conduct orientation for LCCs
- Strategic planning and proposal writing workshops for steering committee members

- Develop framework for overarching Y4F community strategy to support the role of the strategic planning steering committees in each community
- Develop implementation plans with clear roles and responsibilities for key partners
- Community-level workshops to announce the models piloted in Zarqa and Irbid
- Prepare the community best practices learning conference for December

C. Public Sector Supporting Youth Hubs and Services

Ministry of Social Development

This quarter, Y4F and MoSD developed a comprehensive training plan to build MoSD staff's capacity to work more effectively with youth-serving CBOs as Y4F activities with its CBO partners phase out in the next 2 quarters. This plan focuses on sharing lessons learned and best practices to build the capacity of CBOs to work with youth at risk. The plan has been officially approved, and capacity building training for 40 MoSD staff is currently underway: a 2-day training workshop on Youth-Friendly Services was conducted September 29 and 30, and a youth worker professional development training course has begun for 25 staff in MoSD juvenile and orphan care homes. Trainings on other relevant topics, such as parent engagement, will continue through November. By the end of the next quarter, Y4F will have equipped these civil servants with the necessary skills to provide youth-friendly services through their directorates.

Rehabilitation of Sahab and Marka VTCs as Model Youth-Friendly Centers

During the quarter, rehabilitation of the Sahab VTC was completed as part of Y4F's objective to upgrade the physical locations of select VTCs in Y4F neighborhoods and transform them into "go to" youth hubs with professional youth services. The rehabilitation included the upgrading of needed equipment and the clean-up of training and other rooms used by the community. The multipurpose training room has been outfitted with a sound system to conduct trainings and events for youth and the greater community, and a new library and cafeteria were set up. Management of the center has been handed back to the VTC, and its official launch will be held in November with the expected participation of the USAID Mission Director and the Minister of Labor. Y4F is working with Siyaha and the VTC to prepare for the opening event. Meanwhile, VTC Marka is undergoing similar rehabilitation work, but a date has not yet been set for its re-opening.

In addition to the physical improvements and staff development at Sahab VTC, consultation meetings were held with Sahab VTC management and youth to explore their opinion about the services provided to them in order to support their center as a model youth-friendly center. Two discussion meetings were held with Sahab Hospitality VTC students and, going forward, additional discussion meetings will be held with VTC students on a regular basis to provide them with an opportunity to express their opinions and concerns about the services and programs provided to them as part of IYF supported interventions.

Finally, an action plan to support Sahab VTC to be a model youth-friendly center was developed. The plan focuses on four pillars: 1) building the capacity of youth workers, 2) providing a forum for youth to express their opinions, 3) building better coordination mechanism with CBOs and 4) supporting parents engagement. In line with the plan, a coordination meeting was held between two CBOs and Sahab VTC to better coordinate future collaboration and to create coordination mechanisms and referral system between them and a MoU is expected to be signed between VTC and CBOs in November.

Next quarter, a capacity building workshop on working with youth will be held for Sahab VTC staff in order to provide them with the required information and skills in order to better communicate with young people and provide them with increased opportunities for participation in the center.

Rehabilitation of One Stop Shops (OSS) as model youth friendly centers

During the quarter, the rehabilitation of the Abdali One Stop Shop with Equipment and furniture was completed and its official opening as the first *Employment Opportunity Gateway* (EOG), took place on August 29, under the patronage of H.E. Minister of Labor and with the participation of the USAID Mission Director. Prior the official opening, a full day brainstorming session was conducted to document each department's main tasks and responsibilities in the reopened center, and to reassign individuals' duties accordingly. As part of the OSS' sustainability plan, these instructions were communicated to the Minister of Labor for action and approval of the new job descriptions for Abdali staff. The Abdali OSS is currently providing youth-friendly services to job seekers, including career counseling, PTS training (the first cohort of 14 youth finished training in September), and preparing young job seekers for the workforce through meetings with employers from different sectors. During Q1 2014, Y4F will replicate Abdali's service model in 3 more OSSs in Sahab, Zarqa, and Irbid, and provide similar physical updates and equipment. Staff from these three OSSs will visit Abdali in October for a workshop introducing the new EOG model.

HCY Creativity Centers

The culmination of Y4F's activities – introducing effective youth development models, building the capacity of local organizations, and helping them form partnerships with other youth-serving institutions – is the transformation of youth centers into community youth hubs, where young people can master new skills and explore their creativity at the heart of a supportive community. Y4F and HCY management are aiming to support 3 youth centers to undergo this transformation and integrate their activities with those offered at local CBOs, working together to keep providing the valuable youth services that have been introduced through Y4F.

The HCY, IYF, and Y4F's service provider Zaha selected 3 centers in Quweismeh, Jordan Valley and Zarqa, to undergo this process. Last quarter, staff from these centers participated in a capacity building training with Zaha Center. Zaha commenced the rehabilitation of these centers' facilities in late June. Improvements are in their final stages and the centers are scheduled to officially open on December 1, 2013. Meanwhile, the youth centers have commenced youth training in a variety of extracurricular, as well as entrepreneurial classes such as handicraft training and chess. Cycle 1 began in late September, and is scheduled to end by early November. At the end of cycle 1, feedback will be collected from youth, YC staff and Zaha supervisor trainers, and analyzed so that it can inform cycle 2 trainings.

HCY Youth Leadership Program

The Youth Leadership Program (YLP), which commenced during the 3rd quarter of 2013, was completed in September. Twenty-eight of the 30 initial participants completed the trainings, which were offered in partnership with Dale Carnegie, and the Youth Professional Development program. The program was well received by participants, who reported improvements in all measured competencies of leadership and communications skills. Participants also found the topics relevant to their work and reported that it shifted their perceptions of the way to approach their work, making them mindful of increasing youth participation and encouraging closer coordination and partnership with the community.

As a next step, IYF is working with HCY upper management to empower staff from the YLP to become trainers in leadership and the I-SERVE program and lead I-SERVE interventions in Jordan in the future. This proposal was accepted, and a TOT is being planned for the upcoming quarter.

Services Rehabilitation of Youth Leadership Center (YLC)

The Royal Scientific Society has submitted the Business Development Study Plan based on several meetings between the Youth Leadership Center, HCY upper management, and directors from HCY Directorates, in addition to youth centers from different governorates. The study found that overall the YLC is fulfilling its mandate to provide youth development and sports support services to youth centers, with a sustainable business model that is being actively implemented, although the sports division appears to be more developed than the youth training division. The youth training division has struggled with budget constraints, independence from the HCY, and connection with local youth centers. The RSS recommends that the YLC reposition itself as a “center of excellence” from which other youth centers can pull resources from, as an example. It also recommends strengthening the research arm of the YLC to make it a knowledge hub for youth practice in Jordan. Finally, it has recommended strengthening its trainings in order to make them more relevant and attractive to youth center staff.

D. Parent Engagement, Youth Participation and Engagement

Parent Engagement

This quarter, Y4F’s parent engagement efforts, which were previously centered on building parent-focused programming in CBOs, were introduced to the public sector. As part of Y4F’s goals to empower the key national-level actors in harnessing the productivity and potential of Jordan youth, a TOT on the Parent Engagement Training Manual was conducted for MoSD staff October 1 to 3. The workshop was a step towards developing resources within the public sector to supervise and support the CBOs they work with so that the parental engagement process is maintained.

Most of the CBOs are now able to independently carry out regular awareness and education sessions that engage parents and enhance their role in supporting youth. A series of CBO activities for parents took place this quarter in East Amman, Zarqa, Jordan Valley, Mafraq and southern Shouneh, which served 448 parents. Furthermore, the parent engagement sessions will soon be replicated by training providers such as LG, JHTEC and Al Quds to further involve parents in their children’s training environments in order to enhance their commitment and support. Finally, as part of Y4F’s commitment to measuring the impact of its programs, two focus groups of parents and youth were conducted this quarter.

E. Youth Workers (YDP)

This quarter, the Higher Youth Council (HCY) participated in the Youth Development Professional Program (YDP), completing all training and coaching sessions, and taking the final exam. A total of 14 participants passed and will be certified as professional Youth Workers. The participants gave very positive feedback and confirmed the benefits of the program on their work. The Ministry of Social Development (MOSD) also began training in September for a group of MOSD staff from juvenile rehabilitation and orphans’ homes who have shown strong interest in the program given the nature of their work with at risk youth. These youth workers have never received any formal training on basic competencies in positive youth development and have expressed the professional development benefits of such a program. MOSD

Challenges:

- One issue during implementation has been the commitment of the participants to the training. Nevertheless, the final results and feedback were quite positive, and it was evident that they have benefited from the training program and considered the training unique and to have added value to their field of work.

Focus areas for the coming quarter:

- A final round of training to be conducted for other Y4F partners and organizations focused on at-risk youth.