



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**

April 1, 2013 to June 30, 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
II.	Cross-Cutting Components .....	6
	A. Monitoring and Evaluation .....	6
	B. Policy.....	7
	C. Communications .....	8
	D. Grants and Contracts .....	9
	E. Leverage.....	9
III.	Model 1: Successful Transitions to Work.....	11
	A. Life Skills.....	11
	B. Youth Career Development .....	12
	C. Sector Specific Employment Models .....	13
	D. Entrepreneurship .....	14
	E. National Employment Strategy in the Southern Region.....	15
IV.	Model 2: Sustainable Community Youth Hubs .....	15
	A. Youth Friendly Communities.....	16
	B. CBOs as Professional Youth Serving Organizations .....	17
	C. Public Sector Supporting Youth Hubs and Services .....	18
	D. Parent Engagement, Youth Participation and Engagement .....	21
	E. Youth Workers .....	22
V.	Annexes	
	Annex A: M&E Results Table (In Excel)	
	Annex B: Leverage Tables	
	Annex C: Local Community Member Focus Groups Summary Report	
	Annex D: Youth Entrepreneurship Project Executive Summary	
	Annex E: Media Coverage of Y4F	
	Annex F: Trainet Log for April – June 2013	

## I. Executive Summary

As the Youth for the Future program (Y4F) commenced the second half of Year 5, activities for the period April-June focused primarily on the continued scale and sustainability of best practice models with public sector partners and on implementing the recommendations put forth by USAID's program audit conducted in the previous quarter. IYF also submitted an official request for a 9-month no cost extension for Y4F to ensure adequate time to complete the program and ensure the sustainability of activities under Y4F's enhanced program strategy.

Major highlights from the quarter include:

- **Passport to Success Training of Trainers for VTC and MOL Trainers:** Around 40 trainers from both entities were trained in IYF's Passport to Success life skills program, and trainers from the VTC in particular started training youth in the VTCs with the new term. IYF will be coaching and evaluating the training in the coming quarter from both a quality and strategic perspective to ensure the long-term sustainability of the program.
- **Career Guidance Workshop:** A 5 day workshop for career guidance facilitators from the VTC, MOL, CBOs, as well as KAFD and universities, was held in early June. The workshop kicked off the pilot of Y4F's comprehensive career guidance package intended for career guidance facilitators working with youth.
- **Higher Council for Youth Leadership and Creativity Center Trainings:** After a launch event held in March, HCY activities began at full speed this quarter with the commencement of training for HCY staff at both youth centers and the central ministry on communication skills, leadership skills, and Y4F's best practice community youth hubs model (including youth friendly services, civic engagement, and professional youth worker development).
- **Commencement of Training in Ma'an:** IYF trained over 800 individuals in partnership with the National Phosphate Company, laying the groundwork for the Ma'an implementation plan as part of Y4F's efforts to support a comprehensive National Employment Strategy in the Southern region that is expected to start in the coming quarter through a strategic partnership with KAFD, MOL, and the Ma'an Development Company.
- **CBO sustainability:** The selection of 4 second phase CBO grants, and another 4 CBOs to receive no cost extensions to focus on a streamlined set of activities to support their sustainability plans and the community referral systems and youth strategies.
- **USAID Audit Recommendations:** IYF made strong progress towards implementing the recommendations put forth by the USAID program audit conducted in the previous quarter including: USAID approval of Y4F's modified Year 5 Work Plan and the commencement of phase out activities for entrepreneurship, civic engagement and parent engagement activities; a review of Y4F's M&E plan to streamline program indicators and USAID approval of this updated plan; the engagement of an external verification firm and the commencement of the review and verification process for Y4F's M&E data; and finally, the completion of audit recommendations related to updating the USAID's Trainet database integrating the trafficking and terrorism provisions into program subcontracts. All of the audit recommendations have been addressed

except for the M&E data verification process which has taken longer than expected due to late start up in the engagement of the external firm, as well as the volume of overall verification work requiring more time than expected.

- **Youth for the Future No Cost Extension:** IYF submitted an official request to USAID for a no cost extension to build a stronger foundation for the sustainability of Y4F's activities and ensure enough time for the quality transfer of models to national partners, particularly in relation to capacity building activities and efforts for the public sector.

Key challenges from the quarter include:

- **Mid-level Public Sector Support for Y4F:** As Y4F scales and integrates its models into public sector systems, the newly trained VTC PTS trainers are facing some delays and resistance to their training rollout plans from the ministries' middle level managers due to poor communication from upper management about Y4F models and capacity building objectives, particularly in relation to the Vocational Training Centers. This initial resistance by the midlevel managers is not surprising and IYF is addressing this issue by engaging a senior-level specialist to help structure IYF's engagement and communication with the VTC at all levels to ensure proper coordination, as well as to support the VTC capacity building and coaching plan activities. We are also planning to increase the hands-on training that IYF provides, and are developing an awareness plan for staff within the VTC to increase a sense of ownership of the PTS program by VTC staff through the championing and showcasing by trainers themselves of how the life skills training is improving the outcomes of the hospitality program.
- **Sector-Specific Employment Models:** While IYF continues to push forward its sustainability agenda for Y4F's hospitality training model, JHTEC's initiative to lobby for use of 1% of the hospitality service charge for training purposes has stalled in the approval process due to the recent ministerial changes. This is affecting Y4F's ability to test the sustainability models put forth and make adjustments as needed before the program ends. However IYF continues to work with the Hotel Association and Ammoun College in different ways to ensure the sustainability of one of its most successful employment models. This has included a commitment from Ammoun College to share an increasing proportion of the cost to train youth and the establishment of a special unit within the Hotel Association to oversee the training for disadvantaged youth. The Association has taken increasing responsibility and ownership of the training, as IYF is scaling back its involvement to facilitation between CBOs and the Association and other partners.

In the next quarter, Y4F will undertake the following key activities:

- **Rollout of key Y4F models in VTCs and One Stop Shops:** Two major activities are expected to commence in the coming quarter. The first is the rollout of PTS training by VTC trainers in the VTC hospitality centers, and the second is the career guidance intervention in both the VTCs and the One Stop Shops. IYF is currently coaching staff on best practices to prepare for these pilots, and will continue to shadow and coach staff throughout, providing feedback to both the trainers and counselors as well as to upper management of the respective organizations regarding best practices for integrating Y4F models into their services.

- **Launch of Abdali One Stop Shop:** As rehabilitation of the One Stop Shop nears completion, IYF will announce a public launch of the site in coordination with the Ministry of Labor, which will also highlight all of Y4F's capacity building interventions with the Ministry of Labor staff.
- **Conclusion of pilot training for retail sector:** The first integrated package of retail training designed specifically to support female employability commenced this quarter, and throughout the upcoming quarter IYF will be monitoring its progress and documenting and sharing lessons learned from this program in the upcoming quarter.
- **Expansion of youth worker training activities:** Y4F is planning for several rounds of youth worker professional development training to occur in the upcoming quarter. IYF has been in discussions with MOSD, Al Quds College, JRF, and the Queen Rania Teacher Awards to offer specialized training packages for their youth workers. Furthermore, a general youth worker training is expected to start in early September. Over 50 organizations have been invited to nominate staff to participate in the program.
- **CBO sustainability and community youth hubs:** IYF will also conduct a mapping of potential donors and plan donor meetings and gatherings with the CBOs, as well as start planning on the national CBO learning event to be held in October. To support sustainability activities, IYF expects to finalize the CBO technical factsheets and outreach materials which will be integrated into marketing packages to be used for business development and fundraising purposes, as well as to outreach to community stakeholders. Major emphasis will also be placed on continued development of youth referral systems in the community, as well as the implementation of coordination activities in relation to the formulation of community youth strategies in Irbid and Zarqa as best practice models.

## II. Cross-Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Streamlined M&amp;E Plan approved by USAID</li> <li>• Verification of M&amp;E data started by IRC</li> <li>• Semi-annual focus group report finalized</li> </ul>
Policy	<ul style="list-style-type: none"> <li>• VTC PTS action plan approved by VTC General Director</li> <li>• MOU signed with CAQA to proceed with accreditation process and national standards for Youth Workers Program</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Major communications events:               <ul style="list-style-type: none"> <li>○ 4<sup>th</sup> hospitality graduation</li> <li>○ MOL week-long job fair</li> <li>○ That Al Nitaqain YFS launch</li> </ul> </li> </ul>
Grants and Contracts	<ul style="list-style-type: none"> <li>• 4 CBOs' grants extended at no cost</li> <li>• 4 second phase grants issued</li> <li>• PKF &amp; TAG's work complete</li> <li>• Technical fact sheets and sustainability plans produced for 13 CBOs</li> </ul>
Leverage	<ul style="list-style-type: none"> <li>• \$306,810 leveraged this quarter</li> </ul>

### A. Monitoring and Evaluation

Last quarter, IYF reported that it began implementing key recommendations from USAID's audit of the program conducted in January. This included a streamlining of the program's scope and work plans, and a concomitant streamlining of the M&E Plan to reflect the refined approach. The updated M&E Plan, which now includes 19 indicators instead of the original 31, was approved by USAID this quarter. The edits to the M&E Plan included the refinement of the language of the component areas and program indicators to better reflect Y4F's streamlined program models, as well as the removal of non essential indicators that were tracked primarily for project management purposes, as well as the removal of indicators related to discontinued interventions as per the new streamlined strategy.

Furthermore, as part of the USAID audit recommendations, IYF issued a competitive procurement in April for the solicitation of an external firm to support the verification of Y4F's data collection process. After a review of incoming proposals, the King Hussein Foundation's Information and Research Center (IRC) was hired to review all M&E indicators, files and records at IYF premises and to recommend improvements and corrections. Work is expected to be completed in the coming quarter. Finally, IYF completed the updating of USAID's TRAINET system, reviewing over 800 trainings dating back to 2009 and entering relevant trainings into the database. IYF also put in place a process to continue to update the system on an ongoing basis.

Separately, focus groups with Y4F youth beneficiaries, parents, community members and partner staff were concluded this quarter. In total, FGD consultants met with 300 individuals from all of Y4F's target

communities and covered several programmatic areas, including program access and outreach, employability, youth friendly services, and improvements on partner CBOs and the community. Overall, the findings from the FGDs validated Y4F's best practice capacity building and training approaches, highlighting the importance and impact of the life skills training on young people, as well as the youth worker training on partner staff. The findings also demonstrated how CBOs are becoming transformed into youth hubs that are trusted by the youth and communities to provide relevant and friendly spaces for young people. Feedback from the FGDs recommended a continued focus on structured employability models, as well as better coordination between the CBOs, the local community and IYF. IYF is currently working with partners and staff to address the findings from the focus groups, and will begin implementing these recommendations in the upcoming quarter. IYF expects to conduct one final round of focus group discussions at the end of 2013, with the report to be finalized in the first quarter of 2014. A summary of the community member FGD results is available in Annex C.

Finally, IYF has also held several conversations with the International Labor Organization (ILO) on the prospect of conducting a comprehensive job retention pilot study to investigate the reasons that youth refuse or leave jobs. ILO would like to specifically focus on the area of internships and their ability to encourage youth retention in jobs. IYF is currently providing preliminary evidence using data from its M&E system, and expects to support the setting up of the study using Y4F participants 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 education systems.*

IYF updated its MOU with the Vocational Training Corporation (VTC) to integrate PTS into its hospitality training package, which will roll out in 12 VTCs. The updated action plan, which has been approved by the VTC General Director, includes specific capacity building activities for VTC personnel to facilitate the integration of PTS into their vocational programs. Concurrently, VTC senior management, KU-TECH, the Change Management Unit (CMU) and IYF signed an agreement to also integrate PTS into the three centers of excellence being managed by KU-TECH under the VTC reform project, through the end of 2013. They also agreed on the terms of the PTS license agreement which is awaiting final approval from the VTC board.

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

Last quarter, IYF completed a study on possible approaches to implementing Article 72 of the labor law and shared the results with the MOL Secretary General. Based on subsequent discussions with the technical committee formed to follow up on this study, two scenarios to activate the law were proposed to MOL's senior management. Both propose new regulatory tools, but for different ministries: the first involves drafting instructions regarding the bylaw for nurseries that is under the jurisdiction of MOSD, and the second recommends a draft bylaw based on the labor and social affairs law that is under the jurisdiction of MOL. The two options are under discussion in their respective ministries.

Finally, a one-day awareness-building workshop is being planned for the next quarter in collaboration with SADAQA, ILO, and MOL to increase buy-in for improvement of the day care licensing process. Relevant stakeholders will be invited to review the Y4F study's findings and discuss and approve an avenue for implementation of Article 72.

### *Develop One-Stop Shops (OSS) within the Ministry of Labor employment directorates*

Last quarter, the MOL approved the overall framework for the One Stop Shop model. This quarter, IYF focused on working with the MOL & OSS team to adapt their roles and responsibilities based on hands-on actual piloting of the new services in the different One Stop Shops. This will be followed with a comprehensive operational manual with the tested organizational structure to be approved by the minister.

IYF expects that the One Stop Shops will begin to provide full services to their communities in the upcoming quarter, with a planned launch event for Abdali planned in late August.

### *Introduce professional standards for youth workers*

An MOU was signed with CAQA to proceed with the accreditation process for the Youth Workers Program and introduce the national standards for this program. In the upcoming quarter, IYF expects that the CAQA will form a technical committee that will oversee the development of professional standards and classifications for the youth work field, as well as analyze the needs of professional needs of youth workers and certify training programs and exams. IYF will participate in this committee along with members of the private sector, public sector, and youth development experts.

## **C. Communications**

IYF continued to build increased awareness about the program 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. IYF dedicated major efforts to organizing and participating in high level events which secured high visibility to the new "Youth for the Future/Y4F" brand on local and national levels.

### *Events*

The fourth cohort of hospitality trainees' graduation was held in May under the patronage of the Minister of Tourism who expressed his support of the program's mission and our youth in his speech.

IYF was also a partner in the Ministry of Labor's week-long job fair in May. The fair was attended by over 10,000 job seekers. IYF branding was highly visible throughout the event and handouts were provided during training sessions and distributed around the job fair.

IYF also provided support in developing new promotional materials and running a high-profile launch event at That Al Nitaqain CBO (see Section IV.A). The rehabilitated center was branded inside and out with room signs, banners, posters, street banners, and building signs. Senior officials from USAID, TAG, British Council, Zaha Center, and the public sector attended the official launch, along with numerous representatives of the media. The event included a media tour to give a fuller picture of Y4F's work supporting local communities.

### *Communications Strategy and Outreach Campaign*

IYF continued its planning for a branding and communications outreach campaign which will target 7 key areas with street posters, banners at major intersections, radio spots, and newspaper ads. The campaign, which will highlight Y4F's partnerships with the public and private sectors to build better futures for youth, and which will be tailored to 4 different audiences (youth, the public sector, employers, and the community), is set to launch after Ramadan, however, the advertising campaign has already begun on Facebook, where ads are aimed at building a bigger fan audience for Y4F.

This quarter, Y4F also began developing strategic and comprehensive content to document and share the program's achievements with external audiences. IYF is encouraging partners and service providers to write articles describing their partnership with Y4F and their efforts to equip young Jordanians to succeed in the labor market. These articles will be published in the national newspapers. The program is also organizing TV and radio interviews for the partners to highlight Y4F's work through their partnership. Technical fact sheets on the 13 CBOs which will serve as the basis for funding packages are in development, as are brochures describing the parent engagement and creative center activities to underscore their crucial value in supporting the youths' progress.

Looking ahead to the next quarter, IYF is planning several strategic events including a Partner Appreciation event and a CBO Learning Conference, as well as launch events for the One Stop Shop in Abdali, the Vocational Training Center in Sahab, and three Creative Centers across the kingdom. A range of promotional materials are in production, including job boards, posters, flyers, signs, outdoor boards, street signs, and roll-up banners.

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

Grants management activities continued for 9 CBO grantees in Zarqa, Russeifeh, East Amman, Jordan Valley, Southern Shouneh and Mafraq. Four CBOs in Mafraq and Southern Shouneh signed their second phase grant agreements and started implementation this quarter. Meanwhile, 4 grants ended and 4 other CBOs in East Amman, Zarqa, Jordan Valley, and Irbid received a no-cost extension until the end of December 2013. The CBOs who received an extension were chosen based on an internal IYF assessment of progress to date, and also incorporated findings from external assessments conducted by PKF and Talal Abu Ghazaleh (TAG) of their implementation activities.

Program activities during the second grant phase build on the most successful aspects of first phase implementation, with an emphasis on streamlining these efforts to support their sustainability beyond the Y4F program. CBOs who received a no-cost extension include:

- Khreibt Al Souq – East Amman
- Sanabel Al Kheir – East Amman
- Khawla Bint Al Azwar – Zarqa
- That Al Nitaqain – Jordan Valley

CBOs who received second phase funding:

- Zain el-Sharaf – Mafraq
- El Jawasreh – Shouneh
- Al Tawoun – Shouneh
- Al Rawdah – Shouneh

Please refer to Section IV.B. for more detail on TAG and PKF's interventions and recommendations.

#### **E. Leverage**

During the third quarter of FY2013, Y4F secured \$306,810 in through ongoing leverage commitments, bringing the total leverage to date to \$8,446,004. Of significance is an additional \$3 million which is being leveraged through IYF's partnership with the Phosphate Company to train 800 youth in Ma'an on Y4F's life skills training program as part of a larger initiative to support technical training and employment opportunities for youth in the South. This partnership is a significant boost to Y4F's overall

leverage targets and IYF is currently working with the Phosphate Company to obtain official leverage documentation and expects to report this result in next quarter's program report.

*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 contributions this quarter included continued support from JHTEC for trainees from Ma'an and social media engagement services from Bidaya Corporate Communication.

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"> <li>• VTC and MOL TOT conducted</li> <li>• VTC staff began delivering PTS in hospitality institutes</li> <li>• Over 800 youth trained in South through Phosphate Company</li> </ul>
Youth Career Development	<ul style="list-style-type: none"> <li>• Career guidance package completed</li> <li>• Career guidance workshop held for over 40 participants</li> </ul>
Sector Specific Employment Models	<ul style="list-style-type: none"> <li>• Retail sector pilot training launched for 100 youth</li> <li>• 1 hospitality cohort graduated</li> <li>• Hospitality/HVAC job fair held at JHTEC</li> </ul>
Entrepreneurship	<ul style="list-style-type: none"> <li>• Youth Entrepreneurship Program completed</li> <li>• Learning workshop held and executive report published</li> </ul>

#### A. Life Skills

Y4F made steady progress to scale PTS through its public sector and other national partners this quarter, with several partnerships moving into implementation and as new ones began development. In particular, two TOTs were offered to the MOL and VTC in order to launch the PTS training at the One Stop Shops and hospitality VTCs. 37 VTC and 12 MOL employees were trained. Trainers were nominated from the 13 VTCs that are under the partnership with the Siyaha program as well as the MOL’s Central Ministry and OSS’s, of whom 24 were selected to continue as PTS trainers. VTC trainers are currently working with IYF staff to plan for upcoming youth trainings in July as part of the Y4F-Siyaha-VTC partnership.

Within the formal schooling sector, IYF has reopened discussions with the Jordan Education Initiative (JEI) on the possibility of introducing PTS to public schools. An MOU is being finalized JEI to provide PTS train interns (university graduates) currently enrolled in JEI’s ICT internship program as a first step to a partnership with JEI to expand Y4F’s life skills model into the public school system. 10 of the interns will be selected to participate in a PTS TOT, who will then train students in public schools in Zarqa, Salt, Ma’an, Jerash, Ajloun, Karak, Aqaba, and Tafileh. Another 10 interns will also be selected for an ISERVE TOT in order to train public school students on this civic engagement and leadership program. IYF hopes that this partnership with JEI will be the entry-point for Y4F to work with the Ministry of Education and the public school system within the Y4F communities, thus reaching a greater number of disadvantaged youth.

Finally, as part of ongoing discussions to implement the National Employment Strategy in the Southern Region, IYF trained approximately 800 youth in the South in partnership with the VTC and National Phosphate Company. Details regarding this training and other PTS initiatives in the South can be found in Part E of this Section.

*Challenges:*

While IYF has been able to move in training and implementation, PTS licensing agreements (LA) have not been signed with the Ministry of Labor and VTC yet. A request has been made to present the LA to the VTC Board of Directors. There is a need for continued efforts to get buy-in from all levels of the VTC organization in order to sustain PTS in the long run. Trainers have noted that while PTS enjoys support from both upper management and on-the-ground trainers, VTC supervisors and managers are still unsure about the curriculum, particularly the need for quality control through coaching. As mentioned earlier in the Executive Summary, IYF is addressing this issue through the engagement of a specialist who will focus on enhancing coordination and communication lines within the VTC and by involving supervisors and managers more in the coaching process. In addition, IYF is also looking at possibly certifying two Master Trainers within the VTC Life Skills Unit who could then coach already-trained VTC staff and train new trainers within the organization, in addition to serving as in-house champions for the sustainability of the program. Building a mechanism for continued quality support for trainers is a key component of the PTS sustainability strategy and will continue to be a priority in the in the coming quarters.

*Focus areas for next quarter:*

- Start of direct PTS training for 3 Excellency Centers currently under the VTC Reform Project
- Continued PTS training in 6 of the 12 Hospitality VTCs
- Start of PTS training in Al Abdali One Stop Shop
- Continued training of Y4F youth through the integrated PTS and technical training packages being offered for retail, hospitality, and HVAC trainings

**B. Youth Career Development**

Y4F completed two major milestones this quarter by both completing the first iteration of the career guidance package, as well as training several key organizations on the materials. The career guidance package was completed in Arabic at the end of May, with five modules to cover the essential elements of a comprehensive package, including theoretical framework of career guidance, facilitation skills, labor market assessment, and guided facilitation lesson plans for youth. Also included are templates for job boards and occupational profile cards that help youth understand the labor market in the five growing industries on which Y4F is focusing its efforts.

All the materials were presented through a five day workshop in early June that was attended by approximately 40 participants from various partner organizations, including KAFD, national universities, the Ministry of Education, Ministry of Labor, the E-TVET Council, and the Ministry of Labor. The workshop walked participants through each of the modules and allowed facilitators to practice the skills taught in the package, as well as use its various tools. Overall feedback on the workshop was positive. Participants saw the Y4F package as providing a comprehensive framework for a career guidance intervention, noting that most career guidance interventions address and cover only a portion of the pipeline of services. In addition, participants liked the emphasis on a competency driven approach to building the capacity of career guidance facilitators.

At the same time, most participants thought it was unfeasible for their organization to take on the whole pipeline of services outlined in the package, particularly the sections focusing on the labor market assessment since it was perceived that this is an area that the MOL should cover in their mandate. In addition, participants commented on the size and volume of the career guidance package, noting that it was too large to utilize and cover all the materials and tools during the timeframe of the pilot. Accordingly, partners are developing tailored implementation plans for the pilot. IYF plans to coach partners through the pilot, as well as continue to receive feedback on the package of materials to incorporate into a streamlined, more concise package that is expected to be produced in September.

### *Challenges*

As with any curriculum, IYF is currently trying to balance the need for comprehensiveness and structure with the usability of its career guidance materials. As mentioned previously, knowing what tools and content to keep and what to remove is a challenge that must be addressed through the pilot. It will be critical to properly coordinate the roles of various partners to ensure that the full pipeline of services is offered in each community. While not an easy task, it is one that IYF is equipped to handle.

### *Focus area for next quarter:*

- Successful completion of career guidance pilot
- Start of adaptations for career guidance package to make it more user-friendly and assignment of roles and responsibilities to each partner based on strengths from the pilot
- Exploring different partnerships and options for a national hosting body to champion best practice career guidance models.

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

### Retail

This quarter marked the beginning of a structured sector-specific retail training and job placement model. Based on an open procurement process, two vendors were selected - Luminous and JCEF. They began training 100 youth, 84 of whom are female. The pilot is implementing a blended learning model that integrates retail focused modules, supported by PTS and sector-specific English, IT skills, as well as on-the-job training and direct job placement. Ongoing assessment is being conducted to observe youth skills and knowledge acquisition, commitment to the training, and eventually job placement. IYF will document these findings once the pilot is complete and share them with USAID and relevant stakeholders.

### Hospitality

Y4F continued training youth in its successful hospitality employability model, graduating one cohort of 144 youth from JHTEC in May. Furthermore, IYF has reached an agreement with Ammoon College that Ammoon will take on an increasing share of costs related to training in order to support the sustainability of the model. This agreement is contingent upon the government approval of JHTEC's proposal to allot 1% of hospitality tax revenues to subsidize training costs in the tourism industry. Furthermore, Y4F continues to make progress in raising awareness about the hospitality and tourism industry through participation in various job fairs and structured, coordinated outreach among partners. For example, Y4F youth participated in a job fair on JHTEC premises in April, where approximately 90 youth were offered and accepted jobs. Other partners such as the HCY, supporting CBOs, Al Quds College, and Takaful have demonstrated strong support for the national outreach campaign for the

upcoming hospitality training by advertising the training opportunities to youth through their channels. Finally, a joint graduation ceremony was held in June for all 200 youth from the hospitality and HVAC trainings, and attended by 400 people and covered in the media.

### *Challenges*

As part of the sustainability plan tailored for Y4F's hospitality training model, the Jordan Hotel Association (JHA) is supporting Y4F's policy efforts to require all hotels and restaurants that will recruit young people to commit .5%-1% of the service charges they collect each year to support the cost of hospitality training and recruitment programs. Although JHA had begun the lobbying process and obtained verbal approval for this arrangement from the ex-minister of tourism, due to a change in ministers, JHA is now having to represent the concept and advocating for this policy with the new minister. While IYF and its partners remain hopeful that this reform measure will continue to become law, it will require renewed lobbying and advocacy efforts to educate the Ministry's new leadership about this initiative.

### Construction and Facility Maintenance

This quarter, IYF sought to create linkages between partners under Y4F's different sector-specific models in order to encourage a more diverse pool of employment opportunities. On May 20<sup>th</sup>, a joint job fair was held for both HVAC and hospitality graduates, where HVAC graduates could learn about opportunities in hotel maintenance. The program has also worked closely with the Caterpillar-leveraged support through the EquipYouth program to support in the job placement of graduates.

### *Focus areas for next quarter:*

- Finalize the retail sector profile and its related sustainability elements
- Launch the second round of retail training that will be adapted and refined based on the current pilot findings
- Enroll an additional 300 youth in the upcoming hospitality training round envisioned to start late July 2013
- Advocate for government approval of the sustainability plan for the hospitality sector
- Pilot an HVAC training for females who will be employed at a major Amman factory
- Conduct a national sector-specific conference over two days to highlight the three key employment sectors, Y4F's national partners in each sector, and their achievements in responding to employment needs nationwide

## **D. Entrepreneurship**

In accordance with the USAID audit recommendations and consultations with the AOTR, IYF completed the phase-out of its entrepreneurship activities this quarter. An executive report summarizing the program outcomes and IYF's experience preparing at-risk youth to start their own business was released at a learning event which was held in early July. The event, attended by more than 70 stakeholders, shared successes, challenges and lessons learned on how to offer quality entrepreneurship support to younger (15-24) at-risk youth.

Two main program challenges highlighted at the event were the high attrition rate of youth, particularly females (unlike most other Y4F interventions where male attrition is higher), and the inability of youth to get loans to start their businesses. Both were related to a lack of support by local communities in which families either did not think their children could start their own businesses, or because family members did not have sufficient funds and/or income streams to guarantee loans, a specific

requirement from the lending agencies. Youth and their families also refused to apply for loans, perceiving them to be un-Islamic. Looking forward, much of the discussion focused on how to create alternate funding schemes and business start-up structures that would be more accessible to at-risk youth (please refer to Annex D for the full report). The event was positively received by the organizations present, and resulted in 2 commitments of support for the young entrepreneurs from FINCA and the chairman of the Beauty Salon Association. FINCA, a microfinance institution which supports young people, offered to provide entrepreneurship and business skills training and start-up funding to young entrepreneurs. In addition, the chairman of the BSA announced his commitment to provide training and material support, and even funding, for young females interested in opening their own salon in their community. Follow-up meetings with the BSA and FINCA are planned for July to link youth to these opportunities and integrate this partnership into the strategy to hand over the entrepreneurship component to local partners. Finally, stakeholders at the event expressed strong interest in the Arabic *Build Your Business* online entrepreneurship training package developed jointly by IYF and Microsoft.

#### **E. National Employment Strategy in the Southern Region**

During the quarter, IYF held several important meetings with key public and private sector actors, as well as national NGOs to discuss how to best support positive youth empowerment and employment opportunities in the Southern Region. To build momentum for this effort, IYF trained over 800 youth from the South on 42 hours PTS through the IYF and VTC partnership with the Phosphate Company. The training was very well received by youth, parents and heads of the VTC institutes who felt it had a positive impact on the young people, enabling them to communicate and manage their emotions more effectively. In feedback given to the trainers, youth even requested longer training sessions, and asked about becoming PTS trainers themselves. The VTCs and Phosphate Company are now in the process of providing internship and job opportunities for a select group of these graduates.

Consultations with key stakeholders have resulted in the development of a proposed action plan for Ma’an and the South which will be implemented by Y4F in the coming quarter in partnership with the Ma’an Development Corporation (MDC) and with support from the MOL, E-TVET Council and KAFD. In early July, IYF signed an MOU with the MDC to solidify this partnership initiative and to outline the main activities and roles and responsibilities of the partners. The plan includes a series of employability training interventions, as well as youth empowerment and parent engagement activities that are strategically important to help support and develop a first ever National Employment Strategy tailored for the South. IYF expects to begin implementing the partnership in the upcoming quarter with a focus on starting the outreach process for almost 150 youth, beginning parent engagement and awareness sessions, starting the ISERVE competition process, and finally beginning pilot trainings for a small/select group of youth.

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

<b>Model Elements</b>	<b>Results</b>
Youth Friendly Communities	<ul style="list-style-type: none"> <li>• Licensing agreements signed between TAG and 3 CBOs for youth IT trainings</li> <li>• 3 English clubs launched</li> </ul>

	<ul style="list-style-type: none"> <li>Youth friendly hub launched at That Al Nitaqain CBO</li> </ul>
CBOs as Professional Youth Serving Organizations	<ul style="list-style-type: none"> <li>TAG &amp; PKF interventions completed and reports/recommendations submitted</li> </ul>
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none"> <li>Final study on Jerash Center delivered officially to MOSD</li> <li>Sahab VTC rehabilitation complete</li> <li>IT firm selected to develop Furass</li> <li>Youth Leadership Program completed</li> <li>RSS Business Study submitted to IYF</li> </ul>
Youth Participation and Parent Engagement	<ul style="list-style-type: none"> <li>ISERVE Cycle 4 complete</li> <li>Parent training manual produced</li> </ul>
Youth Workers	<ul style="list-style-type: none"> <li>Curriculum adaptation completed</li> <li>TOT held in June</li> </ul>

### A. Youth Friendly Communities

This quarter IYF focused on sustainability activities to support community youth hubs including building awareness of these hubs through launch events for various CBO youth services and centers, as well as the documentation of CBO youth services and sustainability plans through a series of CBO technical factsheets that will be integrated into funding packets to be shared for business development and outreach purposes, as well as to document lessons learned to be shared with community stakeholders.

#### Launch of Youth Friendly Services (YFS)

After extensive capacity building with the CBOs and the provision of equipment and materials, IYF and its CBO partners focused on building structured awareness for CBO services through the official launching of a number of youth friendly services for IT and English in several communities this quarter. Licensing agreements were signed between TAG and 3 CBOs – Khreibt Al Souq, That Al Nitaqain, and Sanabel Al Kheir, which covered licensing standards for Cambridge IT trainings and whose fees were fully leveraged.

These same CBOs also launched English Clubs. To ensure the sustainability of the English Club activities, a number of volunteering agreements were signed by enthusiastic community members who offered to both train and supervise youth at the clubs. The model is being jointly assessed by the British Council and IYF.

Finally, That Al Nitaqain CBO launched its youth friendly services on June 25 in a ceremony attended by Doug Ball, Susan Ayari and Talal Abu Ghazaleh, in addition to other distinguished guests from the private and public sectors. That Al Nitaqain is administering a number of programs:

- A career guidance center which will also offer life skills training once the licensing agreement with IYF is signed.
- An IT center that was created in partnership with IYF and TAG. TAG will accredit That Al Nitaqain as a center that provides Cambridge training certificates.
- A creativity center established in cooperation with IYF and Zaha Cultural Center. The center offers youth programs in the arts, music, Arabic calligraphy, and other activities that increase youth skills and opportunities.

- An English Club, established in cooperation with the British Council, that utilizes new teaching techniques such as drama, storytelling, and online activities to ensure the continuation of English educational programs.

That Al Nitaqain (TAN) has proven itself as a best practice model for youth friendly services in a number of areas. The management and staff of this CBO are very passionate and dedicated to the program objectives and have put significant efforts in forming structured local partnerships with other CBOs and linkages for youth trainings and employment that is paying off. The CBO has been able to engage and manage a supportive local community committee and has built strong relationships with the local public sector partners. As a result, the CBO has achieved good targets with excellent success stories and has built a reputation for being credible, dynamic and a community hub with a host of popular services and programs for youth of both genders.

#### *CBO Outreach Tools*

As IYF and CBOs develop concrete strategies to sustain these services, there is a need for structured communication and outreach tools both to build awareness for these programs with key community stakeholders and to raise funds with potential donors. This was confirmed by feedback from youth focus group discussions that relayed that one of the biggest challenge CBOs faced in the communities was regarding a lack of awareness of the services they offered. Therefore to address this need IYF developed CBO technical factsheets for all 13 CBOs working with IYF that will be integrated into funding packets that could be used by both IYF and partners for outreach activities. For those planning on maintaining the services after the program's end, IYF is providing assistance in expanding their outreach through the development of outreach tools, activity plans for 2013 incorporating community-based volunteers, and brochures and flyers for each of the CBO's services. The CBOs will be able to continue to use these tools or make more of their own beyond the life of Y4F

#### *Challenges:*

CBOs continue to face challenges in recruiting competent volunteers to support the ongoing operations of their services, particularly the English clubs. As a result, IYF is looking to sponsor more volunteer trainings and provide support key CBOs in how to best recruit, train, and motivate volunteers.

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

CBO capacity building focused on the work of the two service providers – TAG and PKF – tasked with providing financial capacity building and institutional capacity building. Over the course of their interventions, they evaluated the strengths of the Y4F CBOs and identified the ones who are best prepared to develop a community youth strategy that can support the sustainability of the program. 3 CBOs (Khawla Bint Al Azwar, Khreibt Al Souq, and That Al Nitaqain) moved forward with strategic plans and developed proposals to submit to funders in the coming quarters.

#### *Institutional Capacity Building*

Informed by the results of last quarter's CBO capacity assessment report, TAG focused this quarter on two areas of demonstrated need: strategic planning and proposal writing. TAG prepared manuals on these topics and conducted two workshops to train CBO staff on their use. The 3 CBOs which were determined to be performing the best were selected to move forward with planning to become sustain community youth hubs. They developed strategic plans and built youth-focused proposals, which they will present to different donors and public partners for funding within the coming quarters. The CBOs

also reflected on priorities to ensure post-Y4F sustainability and at the same time build community strategies that will be a focus of their Year 5 activity.

A closing workshop will be held in Q4 to present the CBOs' strategic plans and proposals to relevant stakeholders such as MOL, MOSD, and HCY, potential donors, and USAID, and to disseminate the final capacity building report.

#### *Financial Capacity Building*

PKF also completed their post-training analysis of the CBOs' financial capacities and provided their recommendations for individual areas of improvement. Most CBOs showed significant growth in their financial capacities as a result of PKF's interventions. However, Zain Al Sharaf performed at the bottom of nearly every measure, which PKF attributed to their staff's lack of accounting education. PKF recommended developing capacity building plans to be implemented over a longer time frame on multiple levels, allowing time to institute a cultural shift among CBO staff so that they view the process of expanding their skill sets as a business necessity.

#### *CBO Sustainability Plans and Community Youth Strategies*

4 CBOs were issued a no-cost extension through the end of 2013 to allow them to focus on the sustainability factors identified by the institutional assessment. Additionally, IYF is conducting consultations with the non-active CBOs to keep them engaged in specific areas: outreach, activating the YFS they have developed, and pursuing plans to position themselves as community hubs for youth employment referral networks. To keep these CBOs engaged and to follow up on their enhanced capacities, regular follow-up visits will be conducted on a monthly basis. They are still actively participating in monthly CBO meetings and youth support through various activities, including mentoring and referrals to technical training and other opportunities.

#### *Focus area for next quarter:*

- Presentation of CBO sustainability plans and proposals for funders
- Development of an action plan and the starting of outreach activities to support local coordination and buy-in efforts for the development of structured community youth strategies in Zarqa and Irbid
- Continued coordination activities to support the building of dialogue and structured referral processes between CBOs and other relevant community actors
- Structured handover activities with MOSD to support the active engagement of MOSD to support and sustain the CBO models

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

#### Ministry of Social Development (MOSD)

Significant progress was made this quarter on capacity building for the staff of the CBO directorate. The Secretary General designated a capacity building committee to follow up on the interventions IYF is providing to MOSD. These will include a youth worker training for the orphan and juvenile care home staff that is expected to start in the upcoming quarter; workshops on monitoring and evaluation, financial planning and management, grants management, communications, and CBO management for CBO directorate staff, as well as a parent engagement workshop; and a youth friendly services refresher workshop. The capacity building committee recommended that a sustainability plan be required from MOSD to ensure sustained implementation of the courses in the long term, which IYF is now working with the capacity building team on.

For the Jerash center for handicapped, the final version of the study was delivered officially to the MOSD through an official letter handed through the steering committee on the 2nd of June 2013 in the presence of the MOSD SG and Haya Shubailat and Susanne Ayari from USAID.

#### Vocational Training Center (VTC) Rehabilitation

The rehabilitation of the Sahab VTC is complete, and IYF has requested that the VTC form a committee to take over management of the center. An operational plan for all rehabilitation linked to services will be put in place to link and sustain the center services. Moreover, all services provided to the VTC, such as PTS, career guidance and youth worker training, will be laid out in implementation plans. These activities were added to the MOU as an annex and signed by all parties in June.

Beyond the actual delivery of PTS trainings in VTCs, one of Y4F's objectives is to ensure the strategic, ongoing implementation of its models at the VTC level. A consultant has been hired and is engaging in high-level assessment meetings and consultations with VTC management to support the long-term integration of the Y4F models from a strategic level. As part of this work, an initial implementation plan to use Y4F's career guidance manual in 4 VTC centers (Sahab, Quwesmeh, Abu Nseir, and Ain il Basha) has been negotiated. By request of the VTC, an additional 2-day training workshop on career guidance will be offered exclusively for VTC counselors and facilitators. Additionally, the consultant is working with Sahab VTC management on an action plan to support this center in becoming a more youth friendly space that serves youth and the surrounding community, with an initial focus on the hospitality center.

#### Ministry of Labor (MOL)

For the One Stop Shops, several field inspection visits were conducted to OSS Abdali to ensure the proper rehabilitation of the facility in order to complete the model along with the communication and promotional materials. Along with the rehabilitation work, a toolkit of the services to be delivered is in process (murals for OSS on career counseling and PTS). MOL staff also attended workshops for both PTS and career guidance as part of their capacity building activities. IYF staff is currently working with the MOL to develop implementation plans for staff to begin delivering these services through the OSS's in the upcoming quarter. OSS Abdali is expected to open at the end of August, and the next steps and decisions to be taken for the other 2 rehabilitated OSS (Zarqa and Sahab) will be determined based on the experience with Abdali.

For the enhancements of the National Employment System, this quarter focused on selecting a vendor to lead the functional enhancements of the system using an open competitive process. An RFP (that was approved by the MOL) was published in local newspapers, and 6 vendors applied for the consultancy. The evaluation committee, which included two MOL staff as advisors, selected a company called Echo based on the qualifications and competencies of their developers. A kick off meeting is expected to take place in July after signing the contract. IYF is also looking to engage a second firm to support the rebranding and graphic design of the system in the upcoming quarter.

#### Higher Council for Youth (HCY)

As mentioned last quarter, IYF's capacity building activities were planned around three specific areas:

- 1) The rehabilitation of 2 youth centers to become creativity centers and the training of youth center staff to provide creativity activities within a larger sub-set of youth centers

- 2) The training of key staff through the Youth Leadership Program
- 3) The creation of Business Development Study for the Youth Leadership Center

All three activities were started this quarter, with the following results:

#### *Creativity Centers*

Two separate TOT trainings were delivered to staff from the selected youth centers. The first TOT, which occurred on a staggered schedule from February to May centered on managing the creativity centers. The second TOT focused on how to create and perform the creativity activities being envisioned (dance, performing arts, or handicrafts.) Staff chose which creativity activities they would implement in their centers and were trained on these crafts from May to June. As a result, the staff are now capable to manage and run various activities to youth in the center.

The Zaha Cultural Center, the main vendor supporting these activities, also commenced the rehabilitation of Quwesmih Females Youth Center in late June, and is scheduled to commence with Zarqa Males Youth Center and Shouneh Shamalyeh Females in July. Finally, in collaboration with Zaha, IYF has started a media action plan to attract youth to the centers. IYF has encouraged networking between the CBOs and youth centers to begin advertising the center's services. Activities for youth are expected to begin in the upcoming quarter.

#### *Youth Leadership Program*

The leadership program commenced with the support of Dale Carnegie from March to early July (the last portion of coaching for the youth worker training is expected to run through August). The program had approximately 30 participants who were selected by the HCY, who participated in trainings on the following:

- Leadership and Communications Skills
- Youth Worker Skills
- Youth friendly services
- Monitoring and Evaluation
- Parent Engagement

The program was well received by participants, who self-reportedly improved in all the measured dimensions of competencies for the leadership and communications skills. Participants also found the topics covered relevant to their work and reported that it will help them to change their perception of how they approach their work through various aspects such as increasing youth participation and encouraging closer coordination and partnership with the community.

Notwithstanding these positive outcomes, IYF struggled with participant attrition due to the length of the training, as well as its timing, since summer tends to be a particularly active time of year for youth center staff. IYF also faced some difficulties in coordination with HCY supervisory staff who were tasked with managing the day-to-day organization of the training. Similar to the VTC approach, IYF will be focusing more efforts on getting buy-in from all levels of the organization to ensure the long-term sustainability of the model.

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

### *Business Study for Youth Leadership Center*

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 Center is fulfilling its mandate to provide youth development and sports support services to youth centers, although the sports division appears to be more developed than the youth training division, with a sustainable business model that is being actively implemented. 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 Center 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.

HCY upper management has been briefed on the results and recommendations of the Strategic Business Development Study to enhance and develop the role of the Youth Leadership Center as the training body for the HCY. This report will highlight the center’s main strengths (to focus on) and weaknesses (to try to overcome and resolve). IYF is currently working with HCY upper management to review these findings and decide on a course of action to support the Center in the upcoming quarters.

#### *Focus area for next quarter:*

- Youth worker training for MOSD care home staff
- Launch of Abdali One Stop Shop
- Launch of Creativity Centers

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

In accordance with USAID’s audit recommendations to streamline Y4F’s activities, IYF focused this quarter on phasing out of direct involvement in both parent engagement and youth participation activities. These are activities that IYF believes CBOs are able to manage independently; therefore IYF is concluding the activities it was directly managing and packaging the materials that were developed for these interventions for easy future replication.

#### *Civic Engagement*

This quarter, the fourth and final cycle of ISERVE was completed and a closing session was conducted for the 4 projects, of which 2 were in Deir Alla, and 2 were in East Amman.

As part of the smooth phase-out of the civic engagement model, a peer-to-peer exchange workshop will be coordinated next quarter with the Badir fellows to highlight the learnings and emphasize sustainability for the creators of the ISERVE projects. This workshop is planned to engage around 100 social entrepreneurs from both projects, and will mark the completion of Y4F-supported civic engagement activities with the CBOs.

#### *Parent Engagement*

Last quarter, IYF finalized the learning publication about Y4F’s parent engagement model. This quarter IYF conducted several parent engagement sessions for parents of enrolled Y4F youth. Y4F staff also analyzed the survey results gathered throughout the sessions in order to produce a bilingual executive

summary of the study for partner organizations' use. The summary will be disseminated as a learning publication to key stakeholders throughout Jordan. At the same time, IYF also finalized the parent engagement training manual based on the findings of the study.

IYF plans to train the HCY, VTC and MoSD on the parent manual, as well as distribute the enhanced package to CBOs already implementing the training.

#### *Challenges:*

Despite the extra efforts poured into the parent engagement component we are still facing difficulties in engaging fathers, by contrast to the high engagement level of mothers. In Amman, a few father sessions have been held, but we are still not succeeding on the national level with fathers.

#### *Focus areas for next quarter:*

- Roll out regularly-scheduled sessions throughout the communities on a bi-monthly basis through a network of community volunteers
- Parent engagement TOT workshop for public sector and specialized CBOs
- Publishing of parent study in Arabic and English with national partners and stakeholders

### **E. Youth Workers**

During the last quarter the Youth Worker Professional Development Program focused on two efforts: finalizing the curriculum adaptation in both English and Arabic based on the feedback and assessment from the pilot phase, and increasing the number of trainers so that the intervention can be scaled up. Freelance trainers, including some who were trained on PTS, attended a TOT on the Youth Worker Training Program in early June. The training was well received and many expressed the importance of such training for the youth workers that they interact with on a daily basis. Eleven of the 15 attendees were selected to join the pool of Youth Worker trainers, and will focus their efforts over the summer on enhancing their knowledge of the curriculum, and are expected to begin training in early August.

Five more rounds of YW training are planned for the next quarter with Al-Quds College, Juvenile and Orphans center staff (part of MOSD), and the Jordan River Foundation, as well as other interested partners. Furthermore, preliminary discussions are in progress regarding providing training through the Queen Rana Award Organization to teachers (as part of their award from the organization). IYF hopes to build a path to the Ministry of Education out of this partnership.

In addition to the above, IYF is seeking to accredit the Youth Worker Professional Development Program through the CAQA. A consultant will be recruited in Q4 to assess the best approach to accreditation and implementation of the program through specific service providers and in close coordination with IYF.

#### *Challenges*

The content of the YW curriculum is quite new to both the trainers and youth workers, yet both have expressed a huge interest in the content and encouraged adoption of the curriculum by a national entity so that it can become a national standard for youth worker professions. However, the curriculum language still needs to be revised to be more accessible before IYF can proceed with the accreditation of the program.

Furthermore, the training model itself is quite intensive, and many partners have asked for specific modifications for their staff. IYF is currently experimenting with the training model to find the best

approach that fits the scheduling considerations of youth workers but also holds the same rigor and level of effort as the original training model.

*Focus area for next quarter:*

- Finalize the curriculum package
- Start training rounds for key partners (MOSD, AI Quds, JRF)
- Pursue plans to get YW Training Program accredited by CAQA.