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YOUTH FOR THE FUTURE Quarterly Report

October 1, 2013 to December 31, 2013



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I. Executive Summary

Youth for the Future's (Y4F) sixth and final year began in earnest with a focus on continuing the sustainability efforts started in 2013 through its policy and public sector work, and continued training and job placement of youth to meet the program's targets.

Of particular note, in the latter half of January 2014, Y4F received a No Cost Extension from USAID to continue programming through December 2014 with a realigned budget of \$30.3 million. This is a key milestone for the program to allow Y4F to continue implementing its Year 6 work plan, and has been the result of significant back and forth efforts with USAID to prioritize activities that will support the program's long term legacies.

Other program highlights for this quarter include the following:

National Level Activities:

- **Start of VTC Co-Training in PTS:** After the training of trainers workshops and extensive coaching of trainers carried out last year, staff at the VTCs began co-training with PTS trainers in life skills programming this quarter. Despite some challenges working with staff to balance their other training commitments with the life skills training, the program was well received and is making steady headway in the Centers. Y4F's focus in the coming quarters will be the continued co-training and coaching of staff, as well as continued discussions with the VTC to find solutions to enforce the integration of PTS into the VTC system.
- **Approval and Publication of Daycare Instructions:** In early January, the government published the Instructions for the Licensing of Daycares in the MOSD official Gazette, thereby activating Article 72 of the Jordanian Labor Law. With this announcement, Y4F has achieved one of its major policy goals and is hopeful that the instructions will make it easier for employers to form daycares in their work sites, paving the way for increased female participation in the labor force.
- **Y4F Policy Framework:** Consultation meetings with USAID were held to agree and finalize the program's top three policy priorities¹ to inform a Policy Framework to be shared with the relevant ministries and governmental decision makers to advocate for the sustainability and national ownership of the program's main legacies. In the coming quarter, the Framework will be shared with government stakeholders through a series of consultation meetings leading up to a high level policy workshop in March to formalize partner commitments.

Community Level Activities:

- **End of CBO grants:** In December 2013, the last of the CBO grants ended, bringing closure to a major component of Y4F's activities. The transformation of CBOs from charity organizations to youth development organizations able to support youth and sustain programs is one of the key successes and legacies of the Y4F program. This quarter focused heavily on institutionalizing the

¹ *Main policy priorities include:* Sustaining community youth hubs through strengthened community youth referral systems and enhanced capacity of MOSD to support CBO youth services; VTC adoption of life skills through integration of life skills programming into the VTC training curriculum and enhancements to the existing VTC life skills unit; transportation policy reform through substantial review of transportation options leading to consensus reached at Policy Workshop.

relationships that have been formed between CBOs and public sector partners and trainers to continue to outreach and refer youth to best practice programs in the local communities. Final close out of grants are expected to be completed in the upcoming quarter.

- **Community Youth Committees formalized in Irbid and Zarqa:** Y4F made good progress in the activation of community youth strategies in Irbid and Zarqa through the formalization of the community youth committees in close coordination with the Ministry Interior who is the main official governing body for such efforts and programs at the governorate level. The formation of these committees will provide the legal backing and a framework to encourage the continued implementation of youth strategies and sustainability of Y4F’s models in two of the most densely populated and vulnerable communities of Jordan.
- **Launch of Y4F campaign:** In October, Y4F launched its communications campaign to outreach to youth and raise awareness about the program’s core messages with youth, parents, employers, and the public sector. The campaign has thus far resulted in more youth encouraged to join the program, with over 25% of applicants and inquiries saying they heard about the program through the outreach campaign.

Challenges:

As Y4F began implementation of Year Six activities, it faced some implementation and procurement delays related to public sector sustainability activities and youth training and job placement efforts as the uncertainty of the program’s end date led to the inability to commit to planned trainings or initiatives. Uncertainty of the program’s no cost extension has led to some early staff departures. However Y4F is confident that with the no cost extension, the program will be able to make up for these delays and meet its Year 6 targets by the end of the program.

II. Cross-Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none"> • Enhanced quality assurance process initiated • Amended M&E Plan approved by USAID
Communications	<ul style="list-style-type: none"> • Outreach campaign launched • 3 well-attended graduation ceremonies for 650 youth
Grants and Contracts	<ul style="list-style-type: none"> • CBO grant activities ended in December
Leverage	<ul style="list-style-type: none"> • \$6,626,660 leveraged this quarter

A. Monitoring and Evaluation

Following last quarter’s completion of the M&E verification process and USAID’s approval of the verified data on October 28, M&E staff implemented new quality assurance procedures for data collection and storage. These new procedures include four levels of internal quality checks. Furthermore, Y4F incorporated the modified targets for Year 6 and removed certain indicators at the request of USAID in an amended M&E Plan that was approved by USAID on December 18.

In addition, based on a request from USAID, three focus group discussions (FGDs) were conducted to verify the findings on the satisfaction of community members in Y4F targeted communities as part of Indicator 1.7 of the M&E Plan (initial FGD findings were submitted to USAID in July 2013). Parents of youth and the community members directly involved with the program in the areas of Zarqa, East Amman, and the Jordan Valley participated in the FGDs. Based on the results of the focus groups, a plan of corrective actions to address some of the concerns of community members has been developed and is available in the Annex of this report.

B. Communications

Outreach Campaign

The Y4F campaign to promote the program and continue youth outreach efforts launched across Jordan on October 20 through December 12.

- **Street signs:** 228 roadside signs (4 messages in 6 layouts) were posted beginning in October at major intersections in East Amman (Khreibet Al Souq, Sahab, Nuzha, Hashemi, Marka), Mafraq, Irbid, Zarqa, Russeifeh, Deir Alla, Ma'an, and the Jordan Valley. The signs are meant to promote CBOs' youth activities and to raise awareness about youth employability programs in Jordan. They advertise Y4F's main messages, targeting youth, parents, employers, and the public sector. Most of the signs will remain in place until March 2014.
- **Radio advertising:** Regular radio spots ran from late October to early December on three major national radio stations, Rotana, Amin FM, and Hala FM. The 30-second spots presented 5 messages in the voice of a mother, female youth, male youth, employer, and CBO representative.
- **Print advertising:** Scaled-down versions of the street signs ran in newspapers (quarter-page color ads) from the end of October through early December in Al Rai, Jordan Times, Al Dustour, and Al Ghad.

During the campaign, Y4F tracked calls to the IYF Jordan office and Y4F's partner CBOs, and found that 35% of interested youth were responding to street banners, 30% of interested youth were responding to radio ads, and 26% of interested youth were responding to newspaper ads. Based on these metrics, Y4F determined that print ads had the smallest reach and will no longer be used as an awareness tool.

As part of the campaign, the community events which were held this quarter also reflected the campaign messages in their program activities and success stories. Finally, the script for Y4F's legacies video as part of the campaign efforts was finalized and the film will be completed in the coming quarter.

Events

Three graduation ceremonies took place this quarter. The first, in collaboration with the *EquipYouth* program (funded by the Caterpillar Foundation), celebrated the graduation of approximately 300 youth from construction and facility maintenance trainings in late October. The event was held under the patronage of the Minister of Labor and Tourism and Antiquities. Allyson Wainer, Acting Deputy Mission Director and Maurice Manders, a Caterpillar Foundation representative based in Europe, spoke at the gathering. In November, a second graduation ceremony celebrated the fifth cohort of more than 180 hospitality graduates from Ammoun College, and was held under the patronage of the Minister of Labor and Tourism and Antiquities, with an address from Allyson Wainer. The third graduation ceremony, in November, highlighted the success of Y4F's expansion in Ma'an. Over 170 graduates of hospitality and electro-mechanics trainings were recognized in the presence of local leaders, parents, and community members, in addition to representatives of Ma'an Development Corporation and KAFD. Press releases were produced for all of these events.

Additionally, in cooperation with IYF's BADIR program (funded by Starbucks), Y4F participated in Global Entrepreneurship Week (GEW). During this event, youth who completed either I-SERVE, Y4F's civic engagement and leadership training program, or BADIR'S social entrepreneurship program, took part in a dialogue to discuss their projects and how they can collaborate to sustain their work and the social entrepreneurship field in Jordan.

Other events this quarter included a closing session for Y4F's MOSD capacity building effort and a small community event in Zarqa. An event in partnership with the SIYAHA Jordan Tourism Project, which was to celebrate the rehabilitation and training and employability services to the Sahab Vocational Training Center, was postponed from November to January 2014 due to a small scale protest on the scheduled day of the event. Similarly, Y4F's event to launch the Higher Council for Youth's creativity youth center in Quweismeh was postponed to January 2014 due to heavy snow in December.

Program Awareness

Two success stories were produced this quarter (see the annexes of this report). These include a story about Islam, a trainee in the retail sector, and about Tarek, a trainee in the hospitality sector. Furthermore, Y4F's page on Facebook now has more than 14,850 likes, while Y4F's Twitter page has more than 1,280 followers.

Events and plans for next quarter:

- **Transportation Policy Workshop:** A one day consultation workshop will be held with key national stakeholders to review the transportation policy options leading to consensus reached at the USAID supported Y4F Policy Workshop
- **USAID / Y4F Policy Workshop:** In cooperation with USAID, a workshop will be held in March to convene national stakeholders to reach a consensus on recommended policy actions that will support youth employability and employment in Jordan.
- **Preparations for the regional life skills conference:** The *Skills for Life* conference has been set for April 7-8. Supported by USAID, The Mastercard Foundation and the World Bank, the learning event will bring together Y4F's life skills community of practice, as well as key stakeholders and partners from the MENA region to discuss how to improve life skills for employment outcomes.

C. Grants and Contracts

Grants management activities continued for 8 CBO grantees in Zarqa, East Amman, Jordan Valley, southern Shouneh and Mafraq. These grants came to an end in December and will officially be closed out in the second quarter.

D. Leverage

Last quarter, we reported challenges in obtaining official documentation of public sector contributions which were made last year. This documentation was finalized this quarter resulting in over \$5,000,000 in leverage. In addition, there was \$1,385,867 in new leverage committed through IYF and its partners, bringing the total leverage to date to \$15,267,892. With these contributions, Y4F has reached its leverage goal of \$15 million. However it will continue to work hard with partners to seek out leverage opportunities for the sustainability of the program.

Current Partnerships

Y4F's government partnerships made up the bulk of this quarter's leverage. Major leverage updates include:

- **Public Sector:**
The HCY contributed significant staff time and use of its youth centers to Y4F this quarter. Also, Y4F obtained official documentation of the VTC- Phosphate Company Training Initiative in Southern Jordan in 2013, valued at over \$5 million, and resulting in the training of 800 youth on PTS.
- **Private Sector:**
JHTEC helped present the November graduation ceremony in Ma'an.

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

III. Model 1: Successful Transitions to Work

Transitions to Work	
Key Elements	Results
Public Sector Scale and Sustainability	<ul style="list-style-type: none"> • Announcement of Abdali OSS as a site for ongoing, permanent job fairs and the national host for all of MOL's job fairs nationwide • First round of PTS co-training with VTC trainers completed • Physical rehabilitation for 3 HCY Youth Centers (East Amman, Zarqa, and Irbid) completed and services started, benefitting 500 youth • Capacity building for MOSD staff completed
Sector-Specific Employment Models	<ul style="list-style-type: none"> • Hospitality training begun for youth in Tafilah and Ma'an • Over 180 youth graduated from hospitality training • 100 youth graduated from HVAC training • Next round of retail training started in December

A. Public Sector Scale and Sustainability

This quarter continued to see steady progress towards sustainability of program models within public sector partner systems. Senior management within the various ministries began to designate staff and resources to continue and scale the Y4F models in additional areas beyond those with whom Y4F worked. Specific updates for each of the public sector partners are provided below:

Ministry of Labor

For the One-Stop-Shops, Abdali is now fully operational and a model for all MOL employment offices around the kingdom. During the quarter it continued its services based on the service and management structure proposed by IYF. This has resulted in the following:

- 20% increase in number of job seeker walk-ins at the Abdali OSS.
- 20% increase in number of individual career counseling sessions.
- 50% increase in number of group career counseling sessions.

These activities have been well received by the Ministry of Labor higher management as demonstrated by their commitment to following up on the work of the OSS, designating staff trainers to be trained in the PTS life skills program and career guidance sessions, and promoting the model to other MOL directorates and donor initiatives such as the UNDP intervention. Furthermore, the Minister of MOL announced that it is adopting a model of ongoing, permanent job fairs to be hosted at the Abdali OSS by 2014, and is considering it as a strategic employment directorate, encouraging other directors to conduct their job fairs at Abdali. In fact, the MOL is currently in the process of replicating the model with the UNDP in Tafileh and 5 other governorates.

Furthermore, Y4F has made progress in facilitating the connection between Microsoft and KAFD to implement and manage the Foras.jo initiative. Discussions this quarter focused on the continued management of the site once Microsoft has completed its development, and it was decided that KAFD would manage the site. Microsoft is near finalization of the site, and once this happens, Y4F will support in the marketing and outreach campaign to push the site out to employers and job seekers. Y4F will also support the provision of career guidance and other employability content for the website as needed. In addition, Y4F is discussing the handover of the Y4F job matching database and software tool developed by Souktel to be carried on and sustained by MOL, and how this can be connected to the FORAS system.

Vocational Training Corporation

Last quarter, we reported that PTS training under Y4F's capacity building model for VTC trainers got underway with a first wave of student intakes in all the Siyaha-Y4F supported VTCs. This quarter, PTS training for a new cohort of youth in the VTCs began. Of the 13 VTC PTS trainers selected to co-train with IYF free lance trainers, 9 were committed to training, and out of 9, 6 attended all training sessions. Y4F received very positive verbal feedback from those who completed the co-training with PTS coaches, saying they found PTS to be more structured and applicable than life skills manuals the VTC has received in the past, and that the program changed them as trainers, not just the youth. Y4F hopes to build on this positive feedback to support continued buy-in efforts from the VTC management and trainers as part of sustainability efforts.

Furthermore, the rehabilitation of the Sahab VTC was completed this quarter, and a ceremonial launch was held on January 16 under the patronage of the head of the VTC and with participation of USAID and Siyaha partners. Y4F expects the rehabilitation of the Marka VTC to be completed this coming quarter.

Conclusion of My Career, My Future Pilot

This quarter also saw the completion of the pilot for Y4F's career guidance reference guide and manual, *My Career, My Future*. The pilot program ended in October, after which Y4F brought together career guidance facilitators (CGFs) from the CBOs, VTCs, and OSS who had used the reference guide and manual. In their feedback on the pilot, participants indicated that the reference guide represented the first comprehensive set of career guidance materials and tools for career development facilitators to use that take youth from the career assessment phase through applying for a first job. At the same time, participants also felt that the volume of information and tools contained in the reference guide was at times overwhelming and provided suggestions on how to streamline specific modules to make the manual easier to use and navigate. Y4F is currently in the process of revising and streamlining the reference guide to make it more user-friendly, and expects to present the completed revised package to participants at the end of next quarter.

Challenges:

During this start-up phase, there has been a low pace of execution and acceptance for newly introduced services by the VTC and OSS line staff. But since the official opening of the services, staff and directors are becoming more motivated to continue the trainings. For example, since the Abdali OSS's reputation has improved and has gained the attention and investment of the MOL, the staff have become more motivated and more willing to implement the newly introduced services. However, more support is needed from supervisors and staff managers to allow trained staff the time and resources to implement the services, especially at the VTCs. IYF hopes to address this by discussing with the general managers both in writing and in person the challenges faced, and come up with a joint plan to address the concerns.

For the MOL in particular, the scaling of PTS life skills training through the one stop shops has been delayed as the MOL goes through the necessary internal procedures to ensure that the PTS license agreement with IYF is approved under its overall ministerial mandate and directions. As a result, the PTS training has not been able to continue using MOL trainers, however youth are still being channeled and trained at the one stop shops by Y4F freelance life skills trainers. IYF is currently negotiating the terms of a modified agreement in hopes that this issue can be resolved in the upcoming quarter.

Focus areas for coming quarter:

- Promoting the Foras.jo portal within the Y4F network
- Signing the PTS Licensing Agreement with the MOL and refresh and reactivate trainers at the One Stop Shops
- Building the capacity of the VTC training unit to guarantee the sustainability of the PTS implementation through the coaching of the trainers
- Enhancing the coaching system and approaches for the public sector in life skills training through linking the coaching results with potential certification

B. Sector Specific Employment Models

Y4F continued recruitment and training in its three sector specific employment models hospitality, construction and general maintenance, and retail. 157 youth were also placed in jobs with employers who have had long-standing relationships with the Y4F program and have hired Y4F youth in the past. With this quarter's trainings, graduations, and job placement ratings, Y4F has reached 97% of its program target for both the graduation and employment indicators, and is hopeful that it will reach its targets for all the relevant indicators under IR2 if given the No Cost Extension.

During the quarter, Y4F continued to focus efforts on identifying different solutions to support the sustainability of the sector-specific models. The following provides brief descriptions of sustainability efforts that occurred during the quarter:

Hospitality

The Jordanian Hospitality and Tourism Education Company (JHTEC) submitted a proposal to ETVET to fund the training of 600 youth from different communities in YR 2014 in collaboration with 4 – 5 Y4F CBOs. The proposal is currently being reviewed by JHTEC, and we anticipate it being awarded by the end of January 2014 based on feedback we've heard from ETVET. In the meantime Y4F has worked with 3 major 4 hotels chains to get their commitment in writing to each sponsor the training of 20 youth each year through agreements with JHTEC, which we expect to become finalized in the upcoming quarter.

Finally, at the policy level, JHTEC re-submitted the official request to the Minister of Labor and Tourism² to allocate a portion of the funds from the service charge tax of 150 hotels 3,4 and 5 stars hotels across Jordan to go towards subsidized training of disadvantaged young people.

Construction & General Maintenance (with specific focus on HVAC)

In order to create a sustainable approach for this sector, an MOU was drafted with LG to formalize the relationship with the 4 – 5 CBOs, in which the CBOs would provide outreach and career guidance for

² The request was submitted last year; however due to the Cabinet changes JHTEC resubmitted the request for the new Minister to review.

youth within the different communities generating a rewarding scheme for the CBOs. Tentatively under these agreements, CBOs would receive payment for the outreach costs while LG would cover the costs of trainings, either as part of their corporate social responsibility activities or through other funded training programs. In addition, an assessment visit was conducted to VTC Marka and Mafraq to gauge the potential for a partnership between LG and the VTCs to roll out trainings for youth on HVAC machines at the VTCs; LG will provide capacity building training for VTC teachers and a refresher course for VTC HVAC youth and simulators machines for training purposes. An initial agreement between LG and VTC Mafraq has been drafted, to be confirmed after the results of the assessment visit are reviewed by both parties.

Retail

Y4F is facilitating agreements between Al Quds College and the CBOs in which the CBOs would be the outreach arm and recruitment body for the college, following a similar granting scheme as has been envisioned for the general maintenance sector. In addition Luminus group has suggested adopting a business model to scale out the effort on the national level by contacting private sector employers, mainly hyper markets and other retail outlets, to fund part of the training and job placement and possibly fund the revolving fund to support youth loans for long term sustainability for training. Y4F is planning a round table on January 24 where Luminus will reach out to employers to get their initial commitments on the best ways to move forward, and we expect an MOU to be drafted outlining the commitments based on the outcomes of the roundtable.

Challenges

While the CBOs made good headways in youth recruitment for the different sector specific trainings, until Y4F received confirmation of the no cost extension, they were not able to enroll them in the 12 week training courses because the training duration extended beyond March 21, 2014, the official close-out date of the project. This caused major delays in the enrollment and of the start up of new trainings for the upcoming quarter.

Additionally, Y4F has faced some issues with youth, particularly those who work far from their homes, moving from one employer to another as job opportunities come up that are in locations closer to their homes or which pay better. IYF is currently working with the ILO to investigate more solutions to job retention for young employees, and hopes through this study to find some interesting solutions that would satisfy both the needs of young people and employers.

Focus areas for next quarter:

- Signing MOUs with the CBOs as the outreach and recruitment body for the technical trainings for HVAC and retail trainings
- Continue to outreach for the hospitality, HVAC and retail trainings to achieve Y4F's Year 6 beneficiary targets

IV. Model 2: Sustainable Community Youth Hubs

Community Youth Hubs	
Model Elements	Results
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none">• Local Coordination Committees drafted action plans for community youth strategies• HCY M&E Directorate introduced
Platforms for Professionalization of Youth Worker Training Field	<ul style="list-style-type: none">• PTS: VTC trainers working with first youth cohorts• YDP: MOSD training complete; cohort for NGOs, CBOs and universities in progress

A. Public Sector Supporting Youth Hubs and Services

As Y4F enters its final year, the focus of its work in Jordan's communities is shifting from youth activities to reinforcement of systems and partnerships that will remain after Y4F ends. CBO grant activities ended on a high note this quarter with partners taking advantage of their relationships with local public and private institutions to refer youth to services they need and share information within the community. In Irbid and Zarqa, efforts to formalize community youth strategies progressed – Local Coordination Committees (LCCs) drafted action plans for their future efforts.

Y4F also continued to work with the Ministry of Social Development and the Higher Council for Youth, providing capacity building for staff and facilitating discussions of reform to the process by which MOSD approves funding for NGOs. Three HCY Creativity Centers which were rehabilitated with Y4F support had plans to hold their official openings in December but these were postponed to January 2014 due to scheduling conflicts with public sector dignitaries. Nonetheless, youth services at these centers are off to a strong start with approximately 500 youth enrolled in Y4F supported trainings and activities since September.

Youth Hub Development

Y4F's CBO partners completed their grant activities this quarter, working closely with local public and private partners through the end of 2013. Grants to three CBOs, all located in Southern Shouneh, had been extended through the end of the year to allow them to continue reaching out to youth and referring them to local retail, HVAC and hospitality trainings. Through their partnerships with the VTC and JHTEC, the CBOs also organized several parent engagement awareness activities that took place in VTC Sahab and another at JHTEC, mainly focusing on youth development and labor market information to support their children in making smart employment decisions. These activities demonstrate positive examples of how Y4F's community referral systems are being activated and put to use.

A community event in November in Zarqa highlighted the achievements of two of Y4F's CBO partners, Al Shuaa Association in Southern Shouneh and Khawla bint al Azwar Association in Zarqa. Members from the local community, partner CBOs, parents and youth attended the event, which included a graduation ceremony and the presentation of success stories from the retail and hospitality trainings.

With CBO activities ending, Y4F is looking forward to organizing a final CBO learning and reflection event, set to take place in February. The event will reflect on the growth of the CBOs, highlight best practices for developing community hubs in economically disadvantaged areas, and will also highlight the need to continue the capacity building and investment of CBOs. The event will also provide an avenue to celebrate the achievements of the CBOs and thank them for their hard work and efforts for the youth of Jordan through the program.

Community Youth Strategies

Efforts to build and formalize community youth strategies continued this quarter with the preparation of several MOUs in order to formalize the relationships between the CBOs and the public sector entities.³ These agreements bring CBOs and youth-serving public institutions together to build a strong network of youth services and employment support. They were co-developed with the VTC, MOL and YHC and the CBOs, and are currently under review by their respective Legal Affairs Departments, and are expected to be signed by the end of January 2014.

The community youth strategies will be implemented by Local Coordination Committees (LCCs), which officially began their work this quarter. The head of the Development Unit at the Ministry of Interior (MOI), who will be responsible for implementing and overseeing the LCCs, approved the request to form LCCs in Irbid and Zarqa. The MOI is the overall coordinating body responsible for the management and coordination of the LLC and its members, which include the MOL, VTC, community partners, among others. The LCC has been mandated to develop and agree on the overall youth empowerment and employment priorities and directions, and will agree on action plans, available resources and donor support to achieve their targets for the youth in their respective governorates. The LCC will meet regularly and will also discuss the main challenges and opportunities facing youth in their communities. Two meetings were held in November in Zarqa and Irbid where official nominations were issued by the respective governors. In December, the LCC and a focus group of youth from each community mapped out community needs and resources to develop the strategies and action plans for youth empowerment and employment programs. The first draft of the strategy, developed collaboratively by the different partners representing the public sector, CBOs, and youth, is complete and will be reviewed by the LCCs before being adopted.

Ministry of Social Development

Forty-four MOSD staff completed 2 weeks of training in building staff capacity at CBO directorates. The training covered 6 different capacity building areas, including how to effectively engage and replicate successful tested program models with CBOs (e.g., parent engagement and youth friendly services), operational management of funding and youth tracking (technical best practices, M&E, grants management and communication). An official report on the MOSD training workshops, including all manuals and materials developed for the intervention, was shared with the Minister of Social Development for MOSD's planning and roll-out purposes.

³ The Public sector entities participating in the MOUs include the OSS in Abdali, the MOL directorate of Zarqa, the Qweismeh Youth Center, the Zarqa Youth Center, and the Sahab VTC.

HCY Creativity Centers

Capacity building activities for the creativity centers winded down this quarter while Y4F focused efforts on follow up support to ensure continued implementation of Y4F supported activities as part of sustainability efforts. The three Creativity Centers that were rehabilitated over the summer officially opened in January. Quweismeh Center for Women, Hay Al Ameer Mohammad Center in Zarqa, and Shouneh Shamalieh Center for Women in Irbid completed their first cycle of youth trainings in November. 350 youth attended the first cycle of creativity trainings, and approximately 150 participated in Cycle 2.

HCY Youth Leadership Program

The capacity building plan Y4F developed with HCY upper management at the end of 2014 was carried out this quarter. The Youth Leadership Program for staff at youth centers and the central ministry was completed, and two workshops were offered to youth center supervisors on managing creativity programs and activities and training others to manage them.

HCY Capacity Building – Monitoring and Evaluation

Y4F finalized the mapping of the new HCY M&E Directorate and its main activities, services and functions, including its role within Y4F main HCY interventions (the three pilot youth centers and Leadership Center); this activity is part of program efforts to assist the HCY in institutionalizing the newly established M&E directorate. Master M&E indicators were developed to track the Directorate's progress on overall operations and youth activities in particular. Two training workshops were conducted for the unit's staff on the role of the M&E Unit, its goals and using indicators.

Challenges

- CBO-Public partner collaboration: Delays on the public sector partners' side in revising and signing the MOUs. We are hopeful that these MOUs will be signed in the coming quarter.
- Funding at CBOs: CBOs are facing difficulties in allocating or attracting new funding sources to keep the current program staff beyond Y4F. Several initiatives are being undertaken to support more funding streams, including policy coordination activities to introduce qualified CBO staff to work with the MOL to provide career guidance and employment services as the local level. Y4F is also working with the main service providers to pay CBOs to support them in youth recruitment and outreach efforts.

Focus areas for next quarter

- Two LCC meetings will be held in Irbid and Zarqa to collaboratively revise the first draft of the strategy and discuss initiatives and projects in the action plan.
- A concept note with several pilot projects i under each community youth strategy, is being developed to be shared with donors, as well as the CBO/community hubs event to be held later in the Spring.
- Two training sessions will be held for each LCC's members and coaching will continue as the action plan is implemented.
- Preparation for the national CBO event

B. Platforms for Professionalization of Youth Worker Training Field

Efforts to build a strong pool of highly-qualified youth development professionals continued with activities at all stages of the training process: a cohort of the Youth Development Professional (YDP)

began its final training round while another completed training and prepared for their certification examination; VTC PTS trainers led their first youth trainings and began the coaching process; and IYF staff continued to work with CBOs to develop sustainability plans for their life skills trainings to ensure their continuity post-Y4F.

For the youth development program in particular, 16 MOSD staff who began training in September completed their program, and were set to take their final exam in January 2014 in order to receive certification. A general training for participants from different entities in the public, private, and education sectors started in December. Their training and individual coaching sessions will continue through January, and they will take their exam in February. With this, Y4F expects to complete all the milestones under this work stream in the upcoming quarter.

V. Policy

Policy	
Key Elements	Results
Cross-cutting	<ul style="list-style-type: none"> • Planning for policy framework workshop started
Ministry of Labor	<ul style="list-style-type: none"> • Daycare instructions approved and published in Official Gazette • Transportation Study completed

Cross-cutting

Throughout the quarter, significant planning with the AOR was undertaken to carry out the policy framework workshop that will be led by USAID in order to ensure the continuation of Y4F's policy initiatives, and thus the sustainability of its best practice models. It was agreed with USAID that the workshop would be held on March 12 and preparations for the workshop have commenced, including:

- Completed the development of a policy framework concept note summarizing the three main policy areas to be advocated by USAID (supporting transportation solutions for entry-level workers, support for community youth hubs, and integration of PTS into the VTC educational system)
- Supporting Papers on the rationale for the suggested policy changes and main supporting tools of implementation have been shared and completed and shared with USAID
- A list of preparation meetings with various public and private sector stakeholders for USAID compiled for the three policy areas

USAID is currently reviewing supporting documents as IYF begins to organize preliminary meetings with relevant public sector stakeholders to discuss the proposed policy solutions and enforcement mechanisms for implementation of the policies. It is hoped that these meetings and the framework workshop will thus be a capstone to Y4F's policy efforts in order to announce the specific commitment activities and initiatives that partners will continue after Y4F's conclusion.

Ministry of Labor:

A major milestone of this quarter was the publication of the instructions for the licensing of daycare facilities in the workplace that were approved by the MOL, ratified by the MOSD, and officially entered into enforcement after their announcement in the official gazette on the 2nd January 2014.

The main changes and exceptions that the new instructions simplify daycare licensing conditions for employers- in the workplace, and include the following:

- The provision of two committees that will be responsible for the implementation:
 - The Daycare Facilities Committee, headed by MOSD Secretary General with the membership of the Director of the Daycare Facilities Directorate along with representatives from the Ministry of Education, Ministry of Health, and Civil Defense.
 - The Technical Committee headed by Director of the Daycare Facilities Directorate and representatives from MOE, Ministry of Public Work and Housing, Municipalities, Civil Defense, and Daycare Directorate Employees
- A number of technical exceptions for day care facilities in the workplace including:
 - The Location: dropped the condition to have the facility far from main roads

- The buildings : provided more flexibility to have the facility in other floors other than the basement or the first floor, provided they take the needed precautions to ensure children safety
- Allowed more than one organization to share the same day care facilities (this would be helpful in industrial zones or in case of several branches in the same area)

In addition, IYF also completed its study on the transportation challenges of Y4F beneficiaries and its impact on youth employment in several of Y4F's targeted areas. The study resulted in several recommendations for possible solutions to alleviate both the cost and availability of transportation options for young people. These recommendations included the following:

- Expanding the provision of job transport services by employers
- Subscription of medium and small enterprises to unified job transport services
- Car Pooling
- Expansion of Public Transportation Services
- Travel Vouchers
- Forming a National Job Transport Company

As can be seen, most of these solutions require extensive resource input from the private sector and employers. Therefore, as a next step, IYF is looking to engage a legal consultant who will expand upon these recommendations to propose detailed policy initiatives that would incentivize private sector partners to adopt these solutions. IYF is also looking to hold a national workshop in the upcoming quarter to address how to scale these solutions at a national level.