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YOUTH FOR THE FUTURE Quarterly Report

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Contact:

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

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I. Executive Summary

From January to March, 2014, the Youth for the Future program focused its efforts on two main fronts. First, it initiated the last rounds of beneficiary trainings to help reach Y4F's program beneficiary targets. Second, it focused on follow-up with both the public sector and CBOs to cement and institutionalize partnerships, agreements, and policy initiatives that could sustain Y4F's best practice models in the long run.

Y4F's best practice models are centered around two core strategies:

- At the national level, empowering Jordanian government, business and civil society to nurture, sustain and scale locally proven best practice youth development models.
- At the community level, building the capacities and ownership of local community partners to organize, deliver and sustain quality programs and services for youth.

The program made strong progress in both strategies this quarter. At the national level, Y4F's training providers are engaging directly with local partners to sustain recruitment and career guidance strategies to reach Jordan's most vulnerable youth, and the public sector is taking steps to institutionalize life skills training and youth friendly services in their programs. At the local level, CBOs and local community actors are beginning to work together through the Local Coordination Committees to strategize how best to serve youth in the future, and to engage with other funders and partners to support these initiatives after Y4F's conclusion.

Specific program highlights for this quarter include the following:

- **Start of final cohorts of sector-specific training in hospitality, retail, and HVAC:** IYF in partnership with its CBOs recruited over 200 youth for the final rounds of training in life skills and Y4F's focus sectors of hospitality, retail, and HVAC. It has also continued to support youth in finding and retaining jobs. With this new round of recruitment and job placement efforts, Y4F has exceeded its employment target and reached 92% of its enrollment target.
- **Approval for life skills unit within VTC:** IYF met with the VTC Director Majed Habashneh to present the results of the co-training with IYF and life skills trainings within the VTC, and recommendations for how best to sustain the program within the VTC in the long term. A primary recommendation was to create a life skills unit that could oversee PTS implementation and coach VTC trainers. This proposal was approved by H.E. Mr. Habashneh and IYF is currently supporting the staff assigned to the unit to activate their role.
- **Launch of National Transportation Workshop:** A national workshop was held in February to share the findings of the transportation study commissioned under the Y4F program, and was attended by over 100 individuals from the public and private sector, including the Ministry of Labor, Transportation Ministry and the Industrial Zones. As a result of the workshop,

stakeholders saw the need to have a coordinated effort from a cross-section of public and private entities who can address the transportation gaps in Jordan, and proposed the formation of a national committee to do so.

- **Launch of Local Coordination Committees in Zarqa and Irbid:** One of the main achievements of Y4F's local sustainability efforts was achieved this quarter with the start of work by the local coordination committees (LCCs) in Zarqa and Irbid. The LCCs have developed their community youth strategies and are currently looking for funding opportunities to support the activities envisioned within the strategies. IYF will be shadowing the LCCs through their first few months of activities and will promote their work on a national stage in order to better connect the local organizations to national opportunities for support.

Detailed descriptions of program activities by component are described below. Y4F's cross-cutting activities around monitoring and evaluation, communications, and granting will be discussed first, followed by activities under Y4F's two program models: successful transitions to work and sustainable community youth hubs. Finally, the report will discuss progress to date on Y4F's policy initiatives.

II. Cross-Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none">• IRC recommendations completed• VTC initial M&E assessment conducted• Retention study consultant identified
Communications	<ul style="list-style-type: none">• 3 events held• Y4F video completed
Grants and Contracts	<ul style="list-style-type: none">• 9 CBOs in close-out process

A. Monitoring and Evaluation

IYF continued its ongoing data collection from training service providers on beneficiaries, and tracking youth after their participation in the program. It also completed the online clean-up and adjustments to the quality assurance process of its data as based on the recommendations from the external verification company, the Information Resource Center, in October 2013.

IYF has also started to work with the VTC, as part of its Year 6 deliverables, to improve the VTC's M&E processes. In order to do this, an initial assessment visit with the VTC management and related M&E staff was conducted, which revealed the following:

- The current M&E activities in the VTC and its centers are not systematic throughout all the centers and do not include verification and quality control processes.
- The main indicators tracked are limited to enrollment and graduation numbers. Employment is usually tracked after the 1st month post-graduation through phone calls or field visits and there is no measurement of employment retention.
- There is a lack of staff working on M&E since only in SIYAHA centers is a staffperson assigned to collect data and track youth outcomes. Having only one person responsible for this, despite the huge numbers of youth to be tracked, poses a threat to the quality and integrity of the data and the consistency of data collection.

In the upcoming quarter, IYF will work with VTC center staff to closely review their processes, tools, and databases, and will develop proposed amendments to improve the M&E process in the centers. These amendments will be shared in a concept paper and delivered to the VTC as a final deliverable.

Finally, IYF along with the ILO finalized the selection of a consultant to lead a study analyzing reasons youth retain jobs. Next quarter, the consultant will review the data provided by IYF and, along with her own independent research, develop a first draft of the report for review.

B. Communications

Events

Several events were held to celebrate Youth for the Future's capacity building efforts and activities with the public sector. Y4F and SIYAHA hosted a co-sponsored event under the patronage of H.E. Majed Habashneh on January 16, 2014 to introduce Sahab Vocational Training Center's enhanced youth friendly spaces and new youth services, including the life skills training room and career guidance facility. Allyson Wainer and key Jordanian governmental representatives attended the event, which included a tour of the facilities and services.

In addition, on January 30, Y4F launched the rehabilitated creativity services at the Higher Council for Youth's (HCY) youth center in Quweismeh, East Amman. The event was held under the patronage of Her Royal Highness Princess Sana Al-Asim, where a tour of the facilities was given – including the master training room, handicrafts room, library, IT lab, and game room. During the Quweismeh launch, two graduation ceremonies were conducted: one for HCY staff who completed the creativity center trainings; and the second for 30 leaders from the HCY Leaders' Center, who had completed a comprehensive capacity building leadership training on civic engagement, youth friendly services, and youth development. These events highlighted Y4F's initiatives to build public sector capacity and enhance the roles of public sector institutions as instrumental players in supporting youth services.

Finally, a one day policy workshop was held to present the main findings of Y4F's study on the impact of transportation on youth employability and employment. The Secretary General of the Ministry of Labor, H.E. Hamada Abu Nijmeh and other key relevant stakeholders attended. During the workshop, there was consensus to create a national committee that will be responsible for developing a plan to implement immediate and long term solutions to overcome transportation challenges that impact youth employability and employment prospects.

Program Awareness

One success story was produced this quarter (see the annexes of this report), about a youth who benefitted from the Ministry of Labor's one stop shop services in Abdali. Biographies for CBO staff have been developed as well as factsheets for each CBO, which they can utilize as marketing and promotional materials in the future. Furthermore, Y4F's Facebook page now has more than 20,000 likes, while Y4F's Twitter page has nearly 1,400 followers. A film on Youth for the Future has been completed that captures the program's models and successes during the last six years of implementation. The video is currently available on Y4F's Facebook page and Twitter feed.

Events and plans for next quarter:

- **USAID / Y4F Policy Workshop:** In cooperation with USAID, a workshop will be held at the end of May or early June 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: Improving Employment Outcomes for Youth* conference has been set for April 7-8. Supported by USAID, The Master Card

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.

- **1-2 graduations for technical trainings:** The final youth graduations are expected to take place in the upcoming quarter.

C. Grants and Contracts

The closeout process for 9 CBOs in Mafarq, Zarqa, Russeifeh, East Amman, the Jordan Valley, and Southern Shouneh began this quarter. While 2 out of 9 CBOs finished and submitted all required closeout documents and reports (Khraibet Alsouq Association and Jawasreh Association), IYF is working with 7 CBOs to finalize the paperwork to initiate the close out process, and expects this to be completed in the upcoming quarter.

III. Model 1: Successful Transitions to Work

Transitions to Work	
Key Elements	Results
Public Sector Scale and Sustainability	<ul style="list-style-type: none"> • MOUs between VTCs and CBOs signed for continued partnership after Y4F
Sector-Specific Employment Models	<ul style="list-style-type: none"> • Final hospitality training cohort started • Final HVAC training started • Retail training cohort completed • Electro Mechanics training started in Maan at Maan College • PTS training for females in Maan started

A. Public Sector Scale and Sustainability

During the quarter, Y4F continued following up with public sector entities (VTC, MOL, HCY) to sign Memoranda of Understanding (MOUs) with Y4F CBOs in order to encourage their collaboration as a means of sustaining the newly introduced activities and programs (i.e. creativity programs, PTS trainings, career counseling, parents engagement) and having the trained CBOs personnel to act as additional resources to the public sector entities. As of the time of reporting, the VTC has signed MOUs with local CBOs, and negotiations are ongoing with HCY to sign official letters of collaboration between the rehabilitated youth centers (Quwesmeih, Zarqa, and Shouneh) with Y4F CBOs.

MOL directorates are continuing the collaboration and coordination with the CBOs in terms of reaching the job seekers and sharing with them the job opportunities available in these directorates. As for the systematizing the relationship between MOL and the CBOs, so far MOL is recommending continuing the

unofficial collaboration work till they confirm there is a critical need to sign MOUs. This will be further discussed in the policy section.

Foras.jo Portal

Y4F continues to play a supporting role in the development of the Foras.jo portal, an initiative now being managed under KAFD. Further development of the portal has been put on hold as KAFD seeks backers and looks to map out both the services that the portal will offer, and how the portal will be managed in partnership with the MOL and Microsoft. As part of this mapping, IYF discussed with KAFD the possibility of transferring the Souktel services that were developed for Y4F to KAFD. IYF would hand over the software and database structure (empty of any Y4F beneficiary data) for the text messaging, surveys, and job matching services, and Souktel would provide KAFD technical assistance on how to use the system. KAFD has not yet made a final decision on whether to use the Souktel system since it is currently analyzing the costs of the system's maintenance and upkeep after the handover.

As for the branding and national awareness campaign for Foras, this has been put on hold until KAFD announces a final launch date, currently tentatively scheduled for June. However if further delays occur, Y4F may not be able to support this if it is scheduled closer to when Y4F begins to close down procurements and activities.

VTC PTS Unit

IYF focused this quarter on evaluating the co-training period with VTC trainers during the PTS training round from October to December and addressing challenges to the VTC's full-scale ownership and implementation of the program. IYF found that while many trainers displayed strong potential and interest to lead life skills trainings at their local centers, they needed more technical and administrative support to both practice their training skills and be offered the time to train as part of their daily responsibilities, both of which seemed to be lacking from the administrations of the centers.

Therefore, in order to address these issues, IYF held a technical meeting with VTC senior technical staff on January 28th and March 6th to discuss the possibility of sustaining the PTS modules and trainers through a central life skills unit that would monitor the use of PTS within the centers, provide administrative support to the centers on how to best implement the program, and coach the life skills trainers themselves. The VTC staff was convinced that such a step is crucial for the organization to benefit from the PTS investment on the long term. However the VTC currently is undergoing a structural reform and any decisions on sustaining the PTS will have to be conducted after receiving the outcome of the structural reform. At the moment, VTC staff has been assigned to the life skills unit and IYF is working with their core team to develop roles and responsibilities, work plans, and to train the staff to become coaches. A technical workshop will be held next quarter for the unit's staff in order to further build their capacities to run the life skills unit. IYF hopes that the staff in the unit will be ready to begin co-coaching with IYF trainers in the upcoming PTS training rounds with students next semester.

Sector Specific Employment Models

During the quarter Y4F continued to focus efforts on outreach & recruitment for sector specific trainings in hospitality, construction and general maintenance, and retail training trades in order to reach its targets for beneficiaries. It also worked with the CBOs and service providers to support the sustainability of the trainings.

Hospitality

Last quarter, 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. ETVET has not yet responded to the proposal, but JHTEC is following up with the Fund. In the interim, JHTEC has already signed agreements with 4 CBOs to support the recruitment, screening, and career guidance of non-Tawjihi graduates into their program, and has reached agreements with 3 major 4-star hotels chains to each sponsor the training of 20 youth each year through agreements with JHTEC, which we expect to be finalized in the upcoming quarter.

At the policy level, JHTEC re-submitted the official request to the Minister of Labor and Tourism¹ to allocate a portion of the funds from the service charge tax of 150 three, four, and five-star hotels across Jordan to go towards subsidized training of disadvantaged young people. The official letter has been submitted to the Minister for approval.

Construction & General Maintenance (with specific focus on HVAC)

In order to create a sustainable approach for this sector, several MOU's were signed between Al Asalah College -LG to formalize the relationship with the CBOs, in which the CBOs would provide training space, outreach and career guidance for 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 AL Asalah -LG would cover the costs of trainings & the cost of the training facility if offered by the CBO, 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 determine 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 simulator machines for training purposes. IYF expects LG and the VTC to sign an official agreement in the upcoming quarters to cement the partnership.

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.

¹ The request was submitted last year; however due to the Cabinet changes JHTEC resubmitted the request for the new Minister to review.

In addition IYF is working with Al Quds College to adopt a framework by which retail training institutes can collaborate with various private sector employers to support both training costs and job placement of graduates, focusing on the engagement of hyper markets and other retail outlets. To support this collaboration, Y4F in cooperation with the Caterpillar Foundation's Equip Youth program conducted an employer roundtable January 27, 2014 for this sector with the participation of several employers such as Cozmo, Hamleys, Manaseer Group, Mecca Mall, Top & Top and Smart Buy at Al-Quds College. As a result of the roundtable, the participating employers reached consensus on different solutions to help to bridge the gap between training service providers and employers. Some of the proposed solutions included employers providing trainees with on-the-job trainings or internships in order for trainees to understand the requirements of the job, employers providing youth with incentives and knowledge of their labor rights, and employers and trainees establishing a more open and communicative relationship. Al Quds will be following up on these solutions with the individual employers.

Maan Trainings

Y4F is continuing to implement its model within the Maan governorate; this quarter a new cohort female youth are receiving PTS training and eight out of 15 ISERVE youth projects have been selected to be implemented and will be finalized soon. In addition, in collaboration with the Maan Development Company (MDC), females who completed sewing training in a local leather factory (and were also trained in PTS) were provided job offers by the same factory. In the upcoming quarter, there will be electromechanical technical training as part of Y4F's collaboration with the EquipYouth program. This training will be delivered in Maan College, and students enrolled in this technical training will also receive PTS training.

Challenges

The E-TVET Fund agreed with the MDC to subsidize youth from the south with pocket money during the period of receiving training. Until today, the youth have not received this amount due to various E-TVET processing regulations that require time. IYF is coordinating communication between ETVET and the MDC who we expect to work out the challenges together in the upcoming quarter.

Focus areas for next quarter:

- Job fairs for the retail and hospitality training graduates
- Follow up on E-TVET, retail, and other proposals for sustaining Y4F's training models

IV. Model 2: Sustainable Community Youth Hubs

Community Youth Hubs	
Model Elements	Results
Youth Hub Development	<ul style="list-style-type: none"> • Irbid and Zarqa Strategic Plans developed • Marketing materials developed to be used in the upcoming CBO's and donors conference by LCCs and CBOs • Workshop for LCCs conducted
Public Sector Supporting Youth Hubs and Services	<ul style="list-style-type: none"> • YLP 2nd cohort training launched • Strategic Development Plan submitted to Youth Leadership Center

Youth Hub Development

Y4F's support for the CBOs is progressing well. Y4F continues to provide needed consultation on proposals, networking and marketing opportunities to support CBOs' generation of new funds from other NGO's and projects.

Of particular note, the Local Coordination Committees (LCCs) 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 LCCs have started meeting regularly and have outlined the main challenges and opportunities facing youth in their communities through the development of community youth strategies. The first drafts of the strategies, developed collaboratively by the different partners representing the public sector, CBOs, and youth, are complete and are being reviewed by the respective governors of the governorate, awaiting their approval before being adopted.

In addition, a four day capacity building workshop for LCC committee members was conducted. The workshop covered several topics including communication skills, managing meetings, and proposal writing. IYF will follow up on the workshops by assisting the LCC committee members as they submit project proposals in May 2014 for Fhi360 grants and other donors. IYF will conduct 3 coaching sessions for each LCC to help them create a database of potential donors who are aligned with the LCCs' purposes and objectives, as well as prepare for presentations to both national and international potential partners to pursue further project opportunities.

To support the CBOs' exposure to the larger donor community and to encourage their continued engagement with other programs and supporters, Y4F is organizing a final CBO learning and reflection event, set to take place in June (the event was originally scheduled for February but was pushed back for logistical reasons and after discussions with USAID).

Public Sector Supporting Youth Hubs and Services

The HCY has started taking steps to sustain the activities and trainings that were started under the Y4F program. First, it officially launched the second round of the Youth Leadership Program, a program designed and implemented through the Y4F program, managed and led by its own staff. Secondly, the creativity programs were approved in the YR 2014 center work plan for the Shouneh Shamalieh Youth Center. Furthermore, the proposed financial bylaws and regulations amendments for HCY financial system are under study, which would allow creativity centers to sell their output products and reuse the gained revenue as operating capital for buying the raw materials for other creativity program cohorts.

Separately, as a final deliverable to HCY under the Year 6 Work plan, the final Strategic Development Plan for the Youth Leadership Center was submitted officially to HCY management for their implementation.

Challenges

Despite the support given by Y4F, 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

- Assist LCC members in writing proposals in order to get grants from donors for the initiatives implementation set in the strategy plan
- A concept note with several pilot projects under each community youth strategy is being developed to be shared with donors
- Preparation for the national CBO event

V. Policy

Policy	
Key Elements	Results
Cross-cutting	<ul style="list-style-type: none"> • Policy framework workshop postponed • National transportation workshop held • VTC life skills unit formation approved

Policy framework Workshop:

After initial discussions in January, it was agreed with USAID to delay the workshop until late May/early June, to allow for more individual engagement of related stakeholders to ensure better planning of practical implementation of the proposed policy changes. The following provides a summary of the individual meetings and actions that have occurred under each of the primary policy areas:

- Community Hubs Related Policies:
 - A workshop was conducted at the end March at Abdali MOL OSS with the presence of MOL SG and MOL Employment Department representatives, in addition to 5 OSS representatives (Abdali, Sahab, Irbid, Zarqa, and Tefileh). The purpose of this workshop was to advocate for the signing of agreements between MOL and the CBOs that would outline how CBOs can partner with local employment directorates. IYF presented data on the number of job seekers and employers benefitting from the Abdali OSS services and discussed how CBO mentors can be utilized by the MOL one stop shops. Despite these efforts, the MOL has not yet signed the agreements. IYF will continue to work with the MOL and CBOs to resolve any issues that may be preventing the finalization of the agreements.
 - IYF submitted to MOSD proposed amendments to their granting rules and mechanisms to ease the granting process for CBOs based on the Y4F experience. HE Dima Khalafat is currently reviewing.
 - CBOs received a 2-day training workshop on advocacy to empower their engagement with the public sector on policy-related issues.
- Transportation:
 - A national consultation workshop with key stakeholders was conducted on February, 6th, 2014 under the patronage of HE the Secretary General of MOL and the participation of representatives from other related public and private sector entities and NGOs. The workshop discussed solutions proposed through the study and discussed implementation practicality. One of the main proposals to come out of the workshop was for the formulation of a national transportation committee to lead the future planning and dialogue with all related parties to push the implementation of transportation solutions. Member stakeholders would include MOL, MOT, LTRC, and Amman's Municipality and Industrial Zones. IYF will be following up with MOL on the formation of this committee.
 - A meeting was held with the Minister of Transportation (MOT), H.E. Lina Shbeeb in the presence of the SG of MOL, H.E. Hamada Abu Nijmeh. During the meeting, the main findings

of the study were discussed. Both the MOL and MOT confirmed the need to form the national transportation committee as the first step toward policy reform to solve transportation issues.

- IYF has engaged a legal advisor to map all the related laws and regulations related to the practical implementation of the solutions proposed in the transportation study and the consultation workshop and to develop the legal mechanisms for potential solutions.
- VTC Institutionalization of Life Skills:
 - Y4F team met with VTC director Mr. Majed Habashneh and discussed the proposed policy framework in regards to the institutionalization of life skills in the VTC and the revamping of the life skills unit.
 - H.E. Majed Habashneh approved the establishment of a central life skills training unit to be located within the VTC HQ to specialize in managing PTS trainings in all centers in the country, nominating 4 staff to be part of the unit's cadre.
 - The Y4F team will draft the framework document for the unit's structure, operation mechanism, and staff allocation to share with H.E. Majed Habashneh.
 - The Y4F capacity building team will provide the following support to the life skills unit:
 1. Train the nominated unit staff as Master PTS trainers
 2. Screen and select the final list of PTS trainers
 3. Assess the selected trainers' needs to make sure all understand the PTS training approach and tools (refresher course)
 4. Develop a handover action plan that includes mapping all potential trainers that will deliver PTS trainings
 5. Develop action plan to pilot PTS training in two centers of excellence
 - H.E. Majed Habashneh will review the potential incentive scheme to motivate the selected PTS trainers; he has the flexibility to provide up to 500 JD in incentives on a monthly basis.

Focus areas for next quarter:

- Y4F team will continue with technical meetings around each policy area – meeting with government stakeholders to discuss the technicalities and processes to push each policy forward
- Conduct one day technical workshops around each policy area; timeline: one workshop per week starting mid April until the end of May/early June
- Y4F team will update annexes written per policy area to reflect the results of the workshop and technical meetings
- Follow up with the Ministry of Social Development on proposed amendments to granting rules