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YOUTH FOR THE FUTURE Quarterly Report

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I. Executive Summary

From April to June, 2014, the Youth for the Future program (Y4F) worked on three primary areas of focus: the completion of youth training activities, engagement of national partners to support the sustainability of key Y4F models and interventions, and sharing the program's best practice models and lessons learned through community and national events.

Highlights from this quarter include the following:

- **Completion of all sector-specific trainings:** With the final graduations for the hospitality, retail, and HVAC trainings in June, the program has concluded its youth training activities, reaching 94% of its enrollment target, and exceeding targets in nearly all other youth indicators. It has also exceeded its target in nearly every other program indicator. Ensuring that these youth are placed in jobs is a key priority and will continue to be an area of heavy focus in the coming quarter, as well as tracking employers and youth through the program's M&E system.
- **Life Skills Conference:** In April, Y4F co-sponsored a major conference, *Skills for Life: Improving Employment Outcomes for Youth*, which brought together almost 200 stakeholders from across the Middle East and North Africa to discuss best practices for integrating life skills into youth programming. The experience of Y4F was prominently featured as a Jordan case study and lessons learned were disseminated to all conference participants.
- **Sustainability of PTS through the VTC:** As a key sustainability effort, Y4F worked closely with the VTC Change Management Unit (CMU) this quarter to develop a structure and action plan for integrating PTS into its youth trainings, building on the lessons learned from the pilot in late 2013. IYF worked with the VTC CMU to put in place a management structure for overseeing and coaching PTS trainers, and also held a TOT to empower the CMU as well as trainers from the VTC Model Centers to begin implementing the structure with the upcoming intake of youth in August, 2014.

In the coming quarter, Y4F will complete all remaining program implementation activities and deliverables for the program. This includes all sustainability activities with the VTC, including conducting the final coaching workshop for the VTC unit staff and handing over the tailored M&E framework and tools for the VTC based on the M&E capacity building for the VTC to date. In addition, IYF will make the necessary preparations for the final evaluation of the program, which will be managed by USAID, and work to place all remaining youth graduates in jobs.

Specific program activities are outlined in the following sections.

II. Cross-Cutting Components

Cross Cutting Areas	Results
Monitoring and Evaluation	<ul style="list-style-type: none">• VTC M&E assessment drafted• Retention study under review by IYF and ILO
Communications	<ul style="list-style-type: none">• 3 events held: regional life skills conference and 2 youth training graduations
Grants and Contracts	<ul style="list-style-type: none">• Completion of final grant closeout procedures for 8 of 9 CBO partners

A. Monitoring and Evaluation

IYF continues to collect data from training providers on beneficiaries, and continues to track youth's employment outcomes after their participation in the program; and, for youth who have found jobs, IYF is measuring employer satisfaction.

Y4F also worked with the VTC this quarter to build their monitoring and evaluation capacity. IYF M&E staff completed a review of the current systems, protocols and procedures at VTC headquarters and in two centers. Based on the results of this assessment, and taking into consideration the initial list of national ETVET indicators derived from the logical framework for the ETVET sector in Jordan, a report including a number of suggested indicators related to VTC beneficiaries and recommendations for improving the vocational training models was developed. The report will be presented to VTC management on July 16.

Finally, the consultant contracted to conduct an analysis of the obstacles to youth job retention has completed reviewing the data provided by IYF and submitted a first draft of the study to IYF. The report is currently being reviewed by IYF and the ILO.

B. Communications

Events

The most significant event this quarter was the life skills conference, *Skills for Life: Improving Employment Outcomes for Youth*, which took place April 7-8 in Amman. Y4F, in cooperation with other IYF programs supported by the World Bank and The MasterCard Foundation, sponsored the event. The conference brought together approximately 200 key stakeholders from across the MENA region, including life skills practitioners, educational institutes, civil society actors, and public and private sector partners to discuss how to improve life skills training and delivery to increase employment outcomes. During the opening sessions, the Y4F video was presented and shared with the conference attendees. A link to the video can be found here: <https://vimeo.com/92433336>. Please see the annexes for the conference report.

The other main events of the quarter were two graduation ceremonies at Ammoun College marking the completion of the final technical training cohorts. A hospitality graduation for the last cohorts in that sector took place on June 24; a second graduation for HVAC graduates and youth who completed industrial training in collaboration with the Caterpillar Foundation's EquipYouth program was held on June 25. The graduations brought together youth graduates, training providers and parents to celebrate

the young people's accomplishments. Meanwhile, Y4F graduates who completed retail training from Al Quds College were recognized as part of the larger college graduation on June 27 at the University of Jordan stadium.

Program Awareness

A success story from the hospitality trainings was produced this quarter (see annexes). Furthermore, Y4F's Facebook page now has more than 24,500 likes.

Events and Plans for Next Quarter:

- **Community Youth Hubs National Learning Event:** This 1-2 day event will serve as a culmination of Y4F's community focused work and highlight the most important achievements, results, and lessons learned from Y4F's community youth hubs model, with a focus on how other partners and donors can continue the work started through Y4F. This will constitute the last major public event for Y4F, and we are currently in the process of requesting the patronage of Her Majesty Queen Rania Al Abdallah.
- **Transportation Study Launch Event:** This high level workshop will share the work of Y4F's transportation study and film with relevant national stakeholders and program partners as part of Y4F's policy efforts to reduce transportation barriers for employment of disadvantaged youth.
- **Begin closeout of Y4F's online presence:** Finally, the program's online communications outlets will begin to close at the same time as program activities, beginning at the end of the next quarter. The website will redirect to IYF's main site, and the Facebook and Twitter accounts will be closed.

C. Grants and Contracts

The grant closeout process for nine CBO partners in Mafraq, Zarqa, Ruseifeh, East Amman, the Jordan Valley, and Southern Shouneh was initiated this quarter. Eight out of nine CBOs finished and submitted all required closeout documents, and the necessary final disbursements and/or de-obligation letters have been sent. This leaves one CBO, the Prince Talal Bin Mohammed Housing Association, to submit its paperwork. This CBO has been slow to respond to IYF's requests, but IYF has recently started receiving correspondence from them and expect the closeout process 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"> • PTS TOT conducted for VTC Change Unit and Model Centers of Excellence • Foras.jo participation concluded
Sector-Specific Employment Models	<ul style="list-style-type: none"> • All sector-specific technical trainings completed • Maan electro-mechanical training completed • Job fairs conducted in each of the sector-specific trades, with over 30 employers participating and majority of youth applying for jobs being recruited • Youth enrolled in VTC hospitality trainings

A. Public Sector Scale and Sustainability

VTC Life Skills Activities

Work with the VTC continues to focus on integrating PTS life skills as part of the SIYAHA hospitality trainings. The second cohort of SIYAHA youth, which includes approximately 280 youth at the 13 hospitality centers, started training in June. Currently, 14 VTC trainers are delivering these trainings with the support of Y4F's PTS trainers. The third cohort will begin on August 15 in order to reach the target of 1200 total youth.

In addition, Y4F continued to work VTC senior management on institutionalizing the PTS program within the VTC system. After facing challenges working through midlevel management within the centers, IYF, with guidance from the VTC secretary general, has begun working with the VTC's Change Management Unit (CMU) to champion the life skills integration process. The first step in this process was the creation of a PTS life skills management team within the CMU. H.E. Majed Habashneh, VTC Director General, assigned eight staff to this detail. Y4F worked with the VTC on proposed updates to the CMU's Terms of Reference to include the life skills unit's roles and responsibilities and the organizational structure of the PTS management team. The proposed structure includes a main point of contact, one Monitoring and Evaluation coordinator, and six PTS coordinators who will follow up on life skills training in VTC centers throughout the country. Additionally, Y4F developed an action plan to activate the life skills team and formally presented its achievements to date to the Director General.

A TOT was conducted June 19-21 for six staff from the VTC life skills department and four from the model centers of excellence. The six staff from the VTC will be responsible for coaching and overseeing the quality of VTC trainers' delivery of PTS. The four trainers from the model centers of excellence will begin to deliver PTS training in August.

Challenges

While IYF has been very encouraged by the strong support of the Director General and the VTC CMU, the VTC staff has been slow to respond to requests, resulting in the delay of planned activities. This is in large part due to the fact that a lead manager to oversee the PTS activities within the CMU has not yet

been officially appointed. Y4F has communicated this challenge with the Director General, informing him that assigning a lead manager to coordinate the PTS management unit and external partners like IYF is necessary in order to ensure Y4F can effectively follow through on all of its deliverables. A related challenge this quarter was that Y4F was not able to develop the coaching plan for the new VTC trainers because the VTC has yet to confirm the number of classes in session and which trainers are facilitating them. A meeting with senior management has been set to finalize these tasks and Y4F hopes to correct these bottlenecks in the coming quarter. Nonetheless, these challenges reflect the larger issue that more follow-up and investment, particularly in the VTC's midlevel management, are needed to ensure that the proper quality assurance processes are being embedded into the system.

Upcoming Activities

The Y4F team will meet with the VTC Director General and life skills team in order to officially hand over the VTC PTS life skills leaders' guide and toolkit that includes key PTS management tools, forms, and guidelines. During this meeting, Y4F will also hand over monitoring and evaluation tools and forms.

At present, the VTC life skills unit staff still needs considerable follow-up and support to become proficient in PTS implementation and supervision. Next quarter, a coaching training will be held for the staff. This training is important because the ongoing success of the VTC life skills unit will depend in large part on their ability to mentor their own trainers and monitor the quality of their training delivery. The SIYAHA cohort, which will start in August, and the four model centers of excellence will serve as a pilot for the life skills unit. Y4F will support the unit in organizing the new round of 19 classes and ensuring that the trainers are prepared for PTS delivery. During this time, Y4F will coach the VTC's senior coaches and conduct the second phase of SIYAHA coaching. Furthermore, the VTC life skills unit staff will be responsible for coaching the trainers from the four model centers of excellence.

Ministry of Labor

A delegation from USAID Washington visited the Abdali One-Stop Shop on June 24th. During their visit, USAID facilitated an informal roundtable session focused on the needs of, challenges for, and services available to youth. The session was attended by Y4F CBOs, youth, and public sector partners (HCY and MOL).

IYF's direct engagement with the MOL was largely completed by last quarter. IYF and MOL had discussed a license agreement so that MOL could conduct its own PTS trainings. However, as part of Y4F's continuous follow-up and coaching with the different one-stop shops and MOL staff trained on PTS and career guidance, IYF observed that MOL staff struggled to implement any training activities and was much stronger in career guidance. Therefore, IYF and USAID agreed not to move forward with the PTS licensing agreement. IYF sent a letter to MOL in May apologizing for not proceeding with the PTS sessions due to time constraints. Activities related to implementing PTS in MOL one-stop shops were canceled with USAID's consent; all other workplan objectives with respect to this ministry are now complete.

National Employment Portal "Foras.jo"

As part of Y4F's larger partnership and capacity building activities with the MOL, IYF reported last quarter that the management of the Foras.jo national employment portal initiative had been handed over to the King Abdullah Fund for Development. However, IYF has felt that MOL and KAFD have not adequately communicated clear expectations for Y4F's role as a supporting partner. In addition, delays in rolling out the portal have meant that Y4F has not been able to provide the outreach and marketing

support that was originally agreed upon. As such, with the Y4F program in its final months of implementation, an official email was sent from IYF headquarters to KAFD to establish IYF’s withdrawal from the effort. An official letter will also be sent from IYF to MOL to confirm the end of IYF’s participation due to Y4F’s time limitations.

Separately, IYF and KAFD discussed the possibility of transferring Souktel’s SMS and mobile phone job matching solution to KAFD. A meeting was held with Souktel, IYF and KAFD to discuss the technicalities, and an agreement was drafted and sent to KAFD to formalize the transfer of the Souktel system. IYF is awaiting KAFD’s response.

Sector Specific Employment Models

As Y4F approaches the end of its program activities, the sector-specific training efforts are also maturing and coming to an end. All final youth trainings were completed this quarter, and Y4F’s training organizations are partnering with CBOs to find employment opportunities for graduates and support their job retention. In hospitality, construction and retail, the primary training providers (JHTEC, Al-Asalah College and Al Quds College) are identifying and building new partnerships to continue the training models introduced under the Y4F program: JHTEC expects to finalize agreements with 3 major hotel chains by the end of the year to sponsor training for 20 – 50 disadvantaged youth annually; Al-Asalah has designed a new “Renewable Energy” program and is beginning to recruit for it through CBOs; and Al Quds College signed MOUs with 4 CBOs who will be the outreach arm and recruitment body for the college going forward: Khreibet Al Souq, Sanabel Al Khair, Khawla Bint Al Azwar, and Family and Child Rehabilitation.

IYF will continue working with these training providers and CBOs to organize small job fairs and link youth to job opportunities through the end of Y4F program activities in September.

Challenges

Per Y4F’s agreement with MDA, trainings will be offered for youth in the southern regions of Maan and Tafileh. Due to its lower population, outreach has been more difficult in Tafileh than in Maan. Additionally, IYF is working with new partners in these areas who need ongoing coaching and support in order to meet Y4F’s targets and quality standards. Job placement for the most recent cohort of HVAC graduates has been slow for similar reasons, but also due to expected slowdowns in hiring prior to the month of Ramadan.

Career Guidance

During this quarter, the Y4F team continued to refine the *My Career, My Future* career guidance reference guide. The modifications are based on feedback received from key Y4F partners, including CBOs and public sector partners. During the next quarter, the reference guide’s technical content and design will be finalized. A workshop will be held for Y4F partners to be trained on the new guide and its tools in the coming quarter.

IV. Model 2: Sustainable Community Youth Hubs

Community Youth Hubs	
Model Elements	Results

Youth Hub Development	<ul style="list-style-type: none"> • LCC regular meetings started • That Al Nitaqain awarded FHI360 grant
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Youth Hub Development

The majority of this quarter’s efforts focused on supporting the startup of the Local Coordination Committees (LCCs) in Irbid and Zarqa. Three meetings took place between IYF and the LCCs (2 in Zarqa and 1 Irbid) to finalize the strategy document and lay out each committee’s coordination role as a mobilizer of youth and local partners. During the meetings, IYF requested that each committee set action plans for implementing the proposed initiatives. Their work and their role will be showcased in the upcoming CBO event being planned for September.

As part of efforts to ensure CBOs’ program sustainability and build their business development capacity, Y4F is supporting a number of CBOs in developing proposals for new funding. 4 Y4F CBOs applied for grants under the FHI360 Community Empowerment Program. We are happy to report that That Al Nitaqain Association in Jordan Valley won one of the awards in the amount of USD 50,000. Y4F also supported 7 CBOs’ applications for E-TVET funds and helped some CBOs propose new programs to the British Embassy.

Higher Council of Youth

While the majority of activities with the HCY have closed, IYF is communicating with the Youth Affairs Directorate to coordinate the implementation of a Parent Engagement TOT for 20 youth personnel in the directorate as Y4F’s final deliverable to the HCY. IYF expects the TOT to happen in the upcoming quarter. The HCY’s continued interest in Y4F’s parent engagement TOT is a testament to the successful implementation of this model across the program’s community networks.

Focus areas for next quarter

- Preparation for the national CBO event
- HCY Parent Engagement TOT

V. Policy

Policy	
Key Elements	Results
Cross-cutting	<ul style="list-style-type: none"> • Policy framework workshop cancelled • HCY Cooperation Letter approved • VTC life skills unit formation approved

USAID and IYF agreed to cancel the proposed national policy workshop and replace it with official meetings with each government/public sector partner to handover specific policy initiatives. The following provides a summary of the individual meetings and actions that have occurred for each of the core policy initiatives and areas:

Community Hub Related Policies

IYF originally encouraged CBOs to formalize their relationships with other local entities by pursuing MOUs with them. These entities included the MOL employment directorates, the HCY Youth Centers,

and private sector service providers. As mentioned last quarter, the MOL did not agree to sign MOUs and preferred to keep its relationships with CBOs informal. This quarter, it was decided that instead of MOUs, which take time to pass governmental protocols and reviews, HCY management would issue a letter outlining the collaboration between the rehabilitated youth centers and CBOs on activities including parent engagement sessions and IT and creativity center trainings.

Embedding youth programming into local social services through the MOSD granting mechanisms: IYF and USAID decided to hand over this work stream to FHI360, who is also working on building MOSD and CBO capacities. A meeting is being planned for July between IYF, FHI360, and USAID to officially hand over the work.

Transportation

The legal advisor contracted by IYF submitted the quick legal review and mapping of the laws and regulations related to the practical implementation of the transportation solutions proposed in the transportation study and the national consultation workshop. The report also included recommendations on potential amendments to the existing legal framework to accommodate for the implementation of the suggested transportation improvement solutions once approved by government.

Upon a request from the Ministry of transportation, IYF presented the results of the transposition study and national consultation workshop to the World Bank mission working on the evaluation of the transportation sector in Jordan including public transportation. Accordingly the results of IYF study were referred to in the draft World bank report .

Ministry of Labor started official correspondences to proceed in the formulation of the National transportation committee. Official letters were sent to Amman Municipality, Ministry of transportation, Land transportation authority and related parliamentarian members. The committee will be responsible for the planning and advocacy work related to the improvement of public transposition in Jordan to try to mitigate its impact on Jordanian unemployment.

VTC Institutionalization of Life Skills

As mentioned earlier in the report, work is progressing well in this policy area. IYF focused this quarter on working with the VTC's Change Management Unit to integrate their role as PTS champions and monitors by amending their terms of reference, organizational chart, and job descriptions to account for their role as the main overseers of PTS in the VTC. These changes were approved by the Secretary General. With this, the policy work is completed and the focus will shift to building the capacity of the Change Unit and the Center trainers to implement the new structure for integration and quality assurance.

Focus areas for next quarter:

- Conducting an event to announce the end of the transportation study and distribute it to all related partners, other donors and other USAID programs. The event is expected to take place in mid-August
- Continued capacity building of the VTC to institutionalize PTS