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## **YOUTH for the FUTURE**

### **Annual Report**

October 1, 2013 – September 30, 2014



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*This Annual Report outlines Youth for the Future's (Y4F) main achievements and progress towards the objectives and milestones set forth for in the program's sixth and final work plan for the period October 1, 2014 to September, 2014. The report is organized into two main sections: an Executive Summary summarizing the main achievements and outcomes from the year and a detailed Table of Results outlining the program's progress against planned deliverables under the FY2014 Work Plan.*

## **Executive Summary**

After consultation with USAID last year, Y4F was granted a nine month, no cost extension to allow for more time to execute on key strategies that would ensure the effective sustainability and handover of Y4F's most successful youth models to program partners, as well as to complete remaining youth targets under the program's M&E plan. The activities described in this annual report reflect this core program objective.

At the national level, IYF focused heavily on the proper handover and adoption of Y4F's employability models to support scaling and sustainability objectives, especially in the areas of quality life skills programming, career development and sector specific training. At the community level, IYF completed activities to support the community coordination models and referral systems as part of the program's objectives to sustain the youth services that were built through Y4F's CBO partners. Policy coordination activities with Y4F's main public sector partners were also a component of the program's no cost extension work to ensure long term ownership and adoption of enhanced youth services by government partners as a result of Y4F capacity building efforts.

As Y4F's year comes to an end, IYF is pleased to report that the program has met or exceeded all but two performance indicators under the program's Results Framework<sup>1</sup>. Major program results include:

- 14,553 youth have benefitted directly from Y4F's interventions and replicated youth models; 7,775 of these youth have been reached through Y4F's core youth training intervention. Another 6,778 youth have been reached from replicated or expanded Y4F models and programs through national and community partners reflecting the significant scaling impact of Y4F's models
- 44% of youth graduates have been placed in jobs, with over 50% placement rates under Y4F's sector specific training models for the hospitality and facility maintenance industries

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<sup>1</sup>These two indicators include: IR1.2 # of national and local partners that adopt one or more youth development models: 34 or 85% of target achieved and IR2.1 # of youth enrolled in trainings: 7775 youth or 95% of target achieved.

- \$15,341,892 in financial and in-kind resources have been leveraged to support program activities
- Nearly 900 youth workers have been trained in how to deliver effective youth services in the areas of life skills, employability, civic engagement, as well as a range of other technical and program areas. Expanding the cadre of qualified youth workers and community trainers has been a major strategy of the program to build and sustain networks of quality youth services
- 73 new or expanded youth friend services available in Y4F targeted communities
- Over 200 (94%) employers rate Y4F youth as meeting company's needs

A summary of the main highlights and key lessons learned from the year is provided below and is organized by Y4F's two core program models – *Successful Transitions to Work* and *Building Sustainable Community Youth Hubs*. Progress towards specific deliverables under the FY 2014 Work Plan is summarized in the Work Plan Table of Results following this Executive Summary.

#### **A. Successful Transitions to Work**

In its final year of implementation, program activities focused on two main priorities and objectives: ensuring the proper handover of Y4F's life skills for employability model to the Vocational Training Corporation (VTC) and completing youth trainings under the program's sector specific employment intervention. Other planned activities included the completion of technical support to the Ministry of Labor and finalization of Y4F's career guidance work and are discussed in more detail in the Work Plan Table of Results.

Key achievements and lessons learned from the VTC life skills integration and youth trainings are as follows:

- **VTC Life Skills Integration:** During the year, Y4F was able to complete almost all final capacity building and handover activities related to the integration of life skills training into the VTC hospitality centers and VTC reform centers<sup>2</sup>. In all, 15 out of the 16 targeted VTC centers are implementing the Passport to Success (PTS) program and there are now 23 VTC trainers that have been certified as PTS trainers or are in the coaching phase to be certified. Throughout the year, IYF worked extensively with the VTC Director General to put a structured management plan in place for overseeing all PTS implementation and quality assurance activities through the recently established Change Management Unit (CMU). This included training workshops and orientation for the CMU staff on the PTS program, as well as the official handover of PTS implementation guidelines, resources and all curricula and support materials to the VTC. In addition, an M&E capacity assessment was conducted to provide guidance on how to integrate effective tracking and performance indicator tools to measure training and employability outcomes of VTC youth.

Through these activities, the VTC has demonstrated a serious commitment to the long term integration of life skills training into their hospitality curriculum and to sustaining PTS after the program ends. Nonetheless, it will be critical for the VTC senior leadership to continue to invest in the capacity of the CMU and to incentivize the staff at both the CMU and individual center levels to play a quality assurance role to support the continued professional development of PTS life skills trainers after the program ends. As IYF reflects on lessons learned from the VTC capacity building experience, there are several important learnings worth highlighting based on Y4F's experience:

First, there is **a need for significant investment in trainer quality through patient training, shadowing and coaching of trainers**. This includes the organization of refresher courses after a TOT is held with an emphasis on facilitation skills and experiential teaching methodologies, the assignment of a senior trainer to co-train alongside every new trainer for at least one full training cycle, and individualized coaching sessions and follow up support for the VTC trainers. This approach of persistent shadowing of VTC trainers to build their capacities was essential for successful outcomes and ultimately resulted in the qualification of 23 trainers PTS from the larger pool of 47 VTC program managers, coaches and trainers that participated in the PTS orientation and training workshops<sup>3</sup>.

Second, and as Y4F's close-up support for the VTC implementation comes to an end, there is **a need for stronger technical support systems for the VTC staff at the middle management level** (VTC center directors and their deputies) in the project management aspects of organizing and managing, the integration of new trainings into the curriculum and academic

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<sup>2</sup> 10 VTC trainers are still in the process of being qualified for PTS certification pending completion of the training coaching process. In addition, at the VTC's request Y4F will implement one last TOT in cooperation with Siyaha in November to ensure sufficient trainer capacity after Y4F program ends.

<sup>3</sup> Not all VTC participants at the TOT workshop were planned PTS trainers and included VTS supervisors and administrative staff, as well as a few senior trainers outside the domain of Siyaha. Nonetheless, their participation was critical to build awareness and knowledge about life skills development and ensure buy-in for the process from key VTC decision makers.

program. Approximately 11 trainers of the total number of planned PTS trainers were not certified, because they did not complete all elements of the training certification process and/or dropped out due to a lack of clear follow up instructions on their new roles from the center supervisors. (An additional four trainers did not get certified because they did not meet the minimum standards for qualifications after the coaching process.) In addition, some PTS trainers were unable to deliver the life skills training course because it conflicted with their technical training class schedule. These examples reflect a need for stronger organizational and management policies, as well as trainer incentives, at the mid-management level to support the quality assurance process.

IYF is hopeful that with the Change Management Unit in place, the VTC can invest more time in ensuring smoother organizational and management processes for the integration of PTS classes. Recently, the CMU hired a fulltime life skills manager dedicated to quality assurance and addressing these types of bottlenecks and working with VTC supervisors to ensure effective training plans and schedules to maximize life skills training classes.

Finally, another key ingredient to the smooth integration process at the individual center level is **ensuring at least one strong champion at the management level that is advocating for and managing the process of integration**, although building awareness and understanding about the PTS program amongst the trainers themselves is also important. For the few centers where the VTC supervisors and/or trainers were not very cooperative, the integration process was more difficult and time consuming. This is also where Y4F's "top down" approach through the close engagement and planning with the senior leadership at the central ministerial level became essential to push those centers that were reluctant or sluggish in carrying through on planned activities and longer term planning.

- Completion of Youth Trainings: Another objective of the no cost extension period was to allow more time to complete youth targets under Y4F's M&E plan and work with program partners to take ownership over Y4F's sector specific training models and to complete youth targets under Y4F's M&E plan. Y4F is pleased to report that it has met or exceeded targets for all youth employability focused indicators except one - the program was not able to achieve 100% of its training enrollment targets, however this number is still high at 94% (7,775 youth).

In addition to the core youth intervention, another 6,778 youth have benefitted from Y4F's replicated youth models and programs that have been expanded through 27 program partners bringing the total number of youth reached through Y4F activities to over 14,500. This result is clear demonstration of the program's significant multiplier effect as a result of Y4F's emphasis on scale and replication of successful models.

In the final two years of the program, Y4F focused on expanding its sector specific employment model with a focus on demand driven training and job placement support in the hospitality, retail and facility maintenance sectors. Y4F's M&E data has shown that the sector specific approach to employment, combined with strong follow up support and

engagement of parents, is an effective model to put out of school, non-Tawjihi youth on viable paths for long term employment and careers. Youth participation in Y4F's hospitality, retail and facility maintenance training programs have yielded strong employment and retention outcomes with a 40-52% job placement rate depending on the sector (hospitality 52%, facility maintenance 51% and retain 41%).

Notwithstanding the effectiveness of the sector approach in providing quality training with good employment and career outcomes, Y4F and its training partners have struggled to sustain these models from a financial perspective due to the high cost of technical training component of the model. As a result, this year, Y4F was only able to enroll 431 of the 945 youth targeted for FY 2014 (45%) to be enrolled in the hospitality, retail and facility maintenance programs. This is because Y4F's training partners (JHTEC, Al Asalah, and Al Quds College) were unable to secure enough leveraged funding to help cover the costs for all youth trainings which was required in order to meet the target numbers. All three partners were successful in subsidizing costs for at least some youth, albeit at small numbers. During the year, Y4F supported the training partners, as well as the CBOs, in the identification of funding opportunities and in making connections with the E-TVET Fund and employers. In addition, the training providers established MOU agreements and formalized direct relationships with Y4F's CBOs to support the ongoing recruitment of disadvantaged youth after the program ends. But these sustainability efforts need more time, and more follow up is required to train staff on effective fundraising and proposal development particularly for CBOs.

In conclusion, the Y4F program has established powerful partnership models between the public sector, private training companies and community based organizations that has opened a window of access for the first time to high quality training and employment interventions for some of Jordan's most marginalized youth populations. However, the lack of sufficient funds to cover the full training fees (including transportation costs to training sites) reflects the reality that quality training through private service providers continues to be an expensive proposition for out of school, disadvantaged youth from lower income families and neighborhoods, unless there is outside support to help subsidize training costs. A key reflection for Y4F and USAID going forward will be how to make quality training programs like these that offer good, solid career paths and employment outcomes, more affordable for this at risk population.

From IYF's experience, one area of promise to address this challenge is policy coordination and advocacy activities. IYF has seen that this becomes critically important in order to leverage government resources and commitment to incentivize employers and establish national training funds in these sectors to subsidize such interventions. For example, JHTEC and the Jordan Hospitality Association (JHA) made significant progress building momentum and advocating for the allocation of 2% of the hospitality sales tax to be allocated towards a training fund for disadvantaged youth. Unfortunately, the progress on this initiative was set back due to the reshuffling of Ministers and senior leadership at the Ministry of Tourism, requiring JHTEC and JHA to go back to the drawing board and build awareness about the initiative with the new Minister in office. Nonetheless, this type of policy level reform

measure is essential to scale sector approaches to employment to support Jordan's support strategic growth sectors, especially for disadvantaged youth.

## **B. Building Sustainable Community Youth Hubs**

While CBO grants came to an end in December 2013 and most of the program's core deliverables under the Community Youth Hub model have been finalized, the Y4F's no cost extension allowed time for the completion of community and national awareness activities to activate the community youth referral systems in Y4F target neighborhoods, and in particular, to build momentum for Y4F's best practice community youth strategies in Irbid and Zarqa. In addition, Y4F carried out a few final activities with the Ministry of Social Development and Higher Council of Youth to support the sustainability of the CBO youth hub model. Finally, a major highlight of the year was the organization of a major learning event in April to share key lessons learned about quality life skills programming to support Y4F's objectives to build a community of practice and pool of qualified youth workers trained in life skills and other technical competencies to support at risk youth.

Key reflections from these activities include:

- Community youth services and Referral Systems: During the year, Y4F completed all remaining activities to support the handover of community youth models to the CBOs and Y4F's public sector partners, and to support community youth referral systems as part of sustainability objectives for CBO activities. A major achievement was the launch of the Local Coordination Committees (LLC) to support community youth strategies in Irbid and Zarqa. The LLC model represents a promising way forward to sustain Y4F's mission through the empowerment of public sector actors at the governorate and district level to ensure continued emphasis on the development and promotion of youth development in their communities. During the year, Y4F worked with each LLC to develop their strategies and concrete action plans to activate youth empowerment programs in Zarqa and Irbid LLC members also received capacity building training in the areas of communications, managing meetings, and proposal writing to support fundraising efforts for the proposed youth initiatives. IYF hopes that the Zarqa and Irbid youth strategy and coordination models can serve as best practices to be replicated to other governorates around Jordan.

To support CBO sustainability activities, Y4F worked closely with the CBOs to document their assets and program strengths acquired through the program in professional fact sheets and a written portfolio of work that they could share as part of their outreach and fundraising plans to sustain activities. Y4F also made links to donors, advising the CBOs on new funding opportunities. At the same time, Y4F worked with the MOSD to advocate for policies that will support the continuation CBOs' youth mandate. In order to continue CBOs' youth programming, it is essential that the MOSD takes measures to ensure that CBOs are mandated to implement youth services. Specifically, MOSD has grant schemes to support CBOs to implement their community development programs. Through these funds, Y4F has recommended that a set amount of funds be allocated on a yearly basis to support CBOs

with the condition that a fixed percentage of their work supports youth services in order to impact a wider range of youth. Funds would be used to support parent engagement and youth outreach activities, as well as employability skills training programs now being offered through the CBOs (life skills, IT, etc.).

To this end, Y4F worked through MOSD's Association's Registration Unit, to provide recommendations to amend / modify Article No. 22 of the Societies Act 51 of 2008, in order to ensure that CBOs are expected to include youth services as mandatory criteria in grant applications they submit to the MOSD. As the program is coming to an end, Y4F handed over this policy area to FHI360 in order to continue these efforts through their works with CBOs.

- Life Skills Conference: A major milestone of the year was the successful organization of the *Skills for Life: Improving Employment Outcomes for Youth* conference, which took place over two days in April in Amman. Drawing on the experience and lessons learned from Y4F's life skills model, the conference brought together approximately 200 key stakeholders from across the MENA region and featured a series of dynamic and highly relevant discussions that address the perspectives of youth, educational providers and employers on how to improve life skills training and delivery to increase employment outcomes. The conference was organized in partnership with IYF's Egypt@Work program funded by The Mastercard Foundation and IYF's Global Partner for Youth Employment funded by the World Bank. The conference represented the culmination of Y4F's flagship life skills model which has resulted in over 200 youth workers trained as life skills professionals and over 11,500 youth trained in life skills through Y4F's interventions over the last 5 years.

### **C. Program Close-out**

As the program draws to an end, IYF also began planning for the official close-out of the program. Plans were put in place for four core program areas – technical work, communications and outreach, monitoring and evaluation, and finance and administration. At the same time, IYF began phasing out project staff over three time periods: December 31, 2013, September 30, 2014 and December 21, 2014. A close-out plan was submitted to USAID on September 30 documenting outlining these plans in more detail.

In the remaining two and a half months of the project, IYF will focus on operational close out procedures in compliance with USAID and IYF policies for project close-out. This includes disposition of the program's inventory, uploading key publications and documents to the DEC system and the close out of all service provider contracts under the program. On the program side, the Y4F team will finalize work on Y4F's learning materials and publications, as well as the organization of a final closing event in coordination with USAID, and the wrap up of PTS and career guidance consultancies in relation to partner capacity building activities. Formal notification of Y4F's closure with the program's core governmental partners will be

communicated in writing with the Ministry of Social Development, the Ministry of Labor and the Vocational Training Corporation. IYF also expects to provide the necessary support to MSI and the USAID final evaluation of the program which has been underway since September. Finally, M&E data collection and tabulations, and close-out of the program's M&E files and systems will be carried out during this time.

## 2014 WORK PLAN TABLE OF RESULTS

### I. CROSS-CUTTING COMPONENTS: POLICY

Planned Deliverables	Status	Comments
<b><i>Cross Cutting Policy</i></b>		
<p><b>Cross-cutting Policy</b></p> <ul style="list-style-type: none"> <li>• Policy Framework workshop conducted and framework developed (Q1-Q2)</li> <li>• Formalized MOUs between public sector partners and 4-5 CBOs developed and signed. (Q2 to be confirmed per USAID consultation workshop)</li> <li>• Evaluation and recommendations report on VTC and MOL career guidance activities shared with senior management (Q2)</li> </ul>	<p><i>Completed with amendments</i></p>	<p>The Policy Framework outlining key policy areas for prioritization with Y4F’s public sector partners was developed however in consultation with USAID, the plan to convene a USAID sponsored national workshop of all partners to prioritize action items was shifted to carrying out policy activities outlined under the framework document at the individual, ministry level. Specifically, it was felt that it would be more productive and efficient to tackle policy priorities at the individual ministerial level to keep stakeholders more engaged and focused. Furthermore, as we transferred the MOSD granting mechanism work to FHI360, and the MOL was a supportive along the way on the transportation study and the establishment of the national committee, it became less relevant to conduct a workshop around these policies. In terms of the VTC management, their work is progressing and we have the buy in of VTC senior management who are positive about the integration of PTS life skills activities within their centers.</p> <p>Partnership MOUs between two Y4F CBOs and the VTC were signed. A decision was made not to pursue formalized agreements with the MOL and HCY due to extensive delays getting the MOUs reviewed and approved by their respective legal departments. Creative work arounds were used to address this issue. In the case of HCY, the HCY central leadership issued an official letter endorsing and encouraging the collaboration between Y4F CBOs and the newly establish youth creativity centers developed under the Y4F program. Despite not having formalized MOUs, Y4F has observed that throughout there year there was continued collaboration between Y4F’s public sector partners and CBOs, especially with Y4F’s most active CBOs.</p>
<p><b>VTC</b></p> <ul style="list-style-type: none"> <li>• Share recommended action plan for professional recognition and non financial incentives developed (Q2)</li> <li>• Concrete action plan to activate the role of the VTC life skills unit</li> </ul>	<p><i>Complete</i></p>	<p>Through extensive consultation meetings throughout the year with the VTC senior management, the VTC established the Change Management Unit (CMU) to serve as the main implementing body within the VTC to oversee the activation of the <i>Passport to Success</i> (PTS) life skills program and to oversee all training</p>

Planned Deliverables	Status	Comments
<ul style="list-style-type: none"> <li>developed (Q2)</li> <li>• In coordination with USAID, oversee the activation of the life skills unit (Q3-Q4)</li> <li>• Unit's key performance indicators identified (Q4)</li> </ul>		<p>programs supported by international funders. The Y4F team worked closely with the CMU to train their staff on PTS quality assurance and implementation guidelines, including the trainer certification protocols to support ongoing trainer professional development and a recommended action plan for continued delivery of quality life skills programming through the centers after the Y4F program ends. The VTC also signed a license agreement with IYF for the use of PTS as a demonstration of their commitment to the program.</p>
<p><b>MOL</b></p> <ul style="list-style-type: none"> <li>• Success of Abdali OSS highlighted and services adopted by Sahab, Irbid, and Zarqa one stop shops and promoted to other MOL one stop directorates (Q1-Q2)</li> <li>• Recommendations provided to MOL on establishing professional linkages with CBO youth mentors and trainers. To be confirmed per USAID consultant workshop.</li> <li>• Day care instructions submitted for joint approval by the MOL and MOSD (Q1)</li> <li>• Consultation meetings and recommendations on key MOL components (Q1-Q3)</li> <li>• Operational plan approved for OSS new services and staff roles and responsibilities (Q2)</li> <li>• National partners to agree on the implementation of at least one of the proposed Transportation solutions (Q3-Q4)</li> </ul>	<p><i>Complete</i></p>	<p>Prior to finalizing and approving the list of services for the MOL Employment Directorates and One Stop Shop model (OSS) in Abdali, field visits were conducted to the other MOL Employment One Stop Shops in Irbid, Zarqa and Sahab in order to explain these model services, provide light on-the-job training, and get feedback on how the Abdali OSS could be replicated in other one stop shops. The Abdali model was then documented and shared with the other one stop shops. The Irbid one stop shop implements individual and group career guidance sessions, job fairs, referral networks. Zarqa does not have a place to conduct job fairs, but other services are implemented. Sahab works on referral systems and career guidance. Every three months they conduct one job fair. In addition, MOL also replicated the Abdali experience in the Tefileh Employment Directorate to become a one stop shop, in collaboration / partnership with UNDP (<a href="https://www.facebook.com/UndpJordan">https://www.facebook.com/UndpJordan</a>) post September 29 and October 1, 2014.</p> <p>The updated Day care instructions were approved and endorsed by both MOL and MOSD representing a significant milestone for Y4F and its policy partners in this initiative.</p> <p>The Y4F transportation study was completed and two national level transportation policy workshop/events were convened with relevant governmental stakeholders to review findings, provide recommendations, and push the policy reform agenda forward under the National Employment strategy's goal of improving transportation barriers to youth employment, especially for at-risk youth. In February a technical workshop with key government stakeholders was conducted to introduce the transportation study, get buy in, and to review and refine the study recommendations. In August, an official event was launched to formally present the transportation study, its main findings.</p>

Planned Deliverables	Status	Comments
<p><b>MOSD</b></p> <ul style="list-style-type: none"> <li>Recommendations provided to MOSD senior management on CBO grant schemes. To be confirmed per USAID consultant workshop (Q1)</li> <li>Day care instructions submitted for joint approval by the MOL and MOSD (Q1)</li> </ul>	<p><i>Complete</i></p>	
<p><b>HCY</b></p> <ul style="list-style-type: none"> <li>HCY administrative rules and regulations amended (Q3-Q4)</li> <li>YFS model completed for 3 creativity centers (Q1)</li> </ul>	<p><i>Complete</i></p>	<p>Three model creativity centers were completed and an MOU was formed by and between Zaha Cultural Center and HCY to sustain activities. Through the collaboration with Zaha Cultural Center (MOU), handicraft and artisan products made at the creativity centers will be delivered to Zaha, who will be in charge of selling the products (as per the conditions of the MOU), and the revenue will be deposited to HCY account.</p> <p>While most of the recommended list of changes and administrative instructions to HCY rules for youth centers have been adopted, a few recommendations have not. For example, adopting small subscription fees to attend trainings has not yet been instituted as this is regulated by the governmental Ministry of Finance (MOF) bylaws and regulations. In addition, while the centers shifted their daytime hours to accommodate the new trainings delivered through the creativity center, they did not establish evening hours.</p>
<p><b>Ministry of Tourism</b></p> <ul style="list-style-type: none"> <li>Recommendations for hospitality training fund provided to Ministry's senior management</li> </ul>	<p><i>Incomplete</i></p>	<p>Significant progress under this work stream was set back after the loss of internal champions for this initiative within the Ministry due to the reshuffling of Ministers and senior leadership at the Ministry of Tourism, requiring JHTEC, Y4F's main implementing partner for this initiative, JHTEC, to go back to the drawing board to lobby support from the new Minister to support this effort. We believe this sector specific training fund provides a great opportunity for disadvantaged youth and recommend that USAID future projects continue to advocate for this initiative at the national employment policy agenda.</p>

## CROSS CUTTING COMPONENTS: COMMUNICATIONS

Planned Activities	Status	Comments
<p><b>Marketing and Outreach</b></p> <ul style="list-style-type: none"> <li>• Campaign completed</li> <li>• Y4F video finalized</li> <li>• Learning publication completed</li> </ul>	<p><i>Completed</i></p>	<p>Parent engagement publication developed to document key learnings from Y4F parent engagement model</p>
<p><b>Community and National Events</b></p> <ul style="list-style-type: none"> <li>• EquipYouth/Y4F graduation</li> <li>• Ammoun hospitality graduation</li> <li>• ISERVE and BADIR social entrepreneurship event completed</li> <li>• Sahab VTC Launch completed</li> <li>• Ma'an youth graduation completed</li> <li>• HCY Quweismeh Youth Center Launch completed</li> <li>• Life Skills Learning Conference completed</li> <li>• CBO Conference</li> <li>• Sector Specific Conference</li> <li>• 2 other graduations</li> </ul>	<p><i>Completed</i></p>	<p><i>The following events were not carried out:</i></p> <ul style="list-style-type: none"> <li>• CBO Conference – This has been replaced with a program reflection/close out event to be organized with USAID in November due to difficulties in securing the commitment of the Minister of Social Development, a key benefactor for the CBO conference.</li> <li>• Sector Specific Conference – in consultation with USAID, a decision was made not to hold this event in light of the CBO conference and policy workshop that were supposed to take place that had taken precedence at the time of planning.</li> </ul>

## CROSS CUTTING COMPONENTS: MONITORING & EVALUATION

Planned Deliverables	Status	Comment
<p><b>Learning and Analyses</b></p> <ul style="list-style-type: none"> <li>• PTS Report completed (Q2)</li> <li>• Pilot apprenticeship program completed (Q2)</li> <li>• Job retention study completed (Q4)</li> <li>• Training Evaluation analysis (as needed)</li> <li>• Quarterly Employer Contact Form analysis and report (Q1-Q4)</li> <li>• Job refusal reasons analysis (Q2, Q4)</li> <li>• Focus group reports completed and triangulated with ongoing data collection (Q2)</li> <li>• Quarterly key performance Indicators analysis (Q1-Q4)</li> <li>• Training type outcomes analysis (Q2, Q4)</li> </ul>	<p><i>Completed with amendments</i></p>	<p>Rather than quarterly KPI analysis reports, it was decided to carry out two semi-annual reports – one for Q1 and Q2 (complete) and the other for Q3 and Q4 (to be completed by November)</p> <p>In addition, the job retention study is in its finalization phase and is currently waiting on comments from the ILO (with whom the study was partnered) before being shared with USAID</p> <p>Finally, some analyses such as the PTS Report and Focus Group Reports were redirected to integrate into other activities or analyses (PTS report findings were shared as talking points at the life skills conference, focus groups were postponed to be held with the final program evaluation, and the training type analysis were integrated into the KPI analysis)</p>
<p><b>Data Collection</b></p> <ul style="list-style-type: none"> <li>• Amended M&amp;E plan approved by USAID (Q1)</li> <li>• Documentation of all indicators and activities that feed into the monthly and quarterly reports (Ongoing)</li> <li>• The M&amp;E online system is consistent with M&amp;E files and records (Ongoing)</li> <li>• Reports generated upon compiling data (Ongoing)</li> <li>• Regular visits to active partners by M&amp;E coordinators</li> <li>• Quarterly Verification reports by M&amp;E specialist (Quarterly)</li> <li>• CBO Report Cards issued and discussed with CBOs regularly (Q1)</li> <li>• Monthly Reports</li> <li>• Quarterly Reports</li> </ul>	<p><i>Completed</i></p>	<p>All M&amp;E data collection activities will stop after October 31 in preparation for program close-out.</p> <p>Beginning mid-year, the monthly reports were replaced with biweekly USAID-IYF meeting minutes per discussion with USAID.</p>
<p><b>Public Sector M&amp;E Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Training session on Y4F M&amp;E forms and tools for related HYC staff conducted (Q2)</li> <li>• Training session on Y4F M&amp;E forms and tools for related VTC staff conducted (Q3)</li> <li>• Training session on Y4F M&amp;E forms and tools for related MOL OSS staff conducted (Q3)</li> </ul>	<p><i>Completed with amendments</i></p>	<p>Assessments of M&amp;E Capacity were done for all four government sector partners, and these assessments along with recommended M&amp;E frameworks and tools were provided to the partners. For the VTC in particular, the assessment included guidance on how the Y4F tools and indicators could integrate with the M&amp;E activities that are currently ongoing with under the ETVET initiative. However training was only delivered to MOSD staff and not the other partners due to coordination challenges and other priority partnership areas.</p>

**CROSS CUTTING COMPONENTS: GRANTS & CONTRACTS**

Planned Deliverables	Status	Comment
<p><b>Grants to Community Based Organizations (CBOs)</b></p> <ul style="list-style-type: none"> <li>• 8 CBOs continue the implementation of their grants through the end of December 2013 (Q1)</li> <li>• Monthly financial and leverage reports to be submitted for verification (Q1-Q2)</li> <li>• 8 close out grants packages finalized (Q2)</li> <li>• CBO disbursements upon closing finalized (Q2)</li> <li>• De-obligation letters shared with CBOs (Q2)</li> <li>• Past performance assessments prepared for each CBO (Q2)</li> </ul>	<p><i>Completed</i></p>	
<p><b>Contracts to Service Providers</b></p> <ul style="list-style-type: none"> <li>• Follow up on contracts achievements and deliverables (Ongoing)</li> </ul>	<p><i>Completed</i></p>	
<p><b>Leverage</b></p> <ul style="list-style-type: none"> <li>• CBOs Monthly leverage reports verified and cleared with proper documentation (Q1)</li> <li>• Public sector leverage amounts provided (Q1-Q4)</li> <li>• Leverage quarterly report prepared with actual and prospective numbers (Q1- Q4)</li> </ul>	<p><i>Completed</i></p>	<p>The program continued to track leverage on a regular basis and achieved a major milestone this year achieving the program’s overall target of \$15M.</p>

**II. SUCCESSFUL TRANSITIONS TO WORK** - *Prepare at-risk youth for transformative life skills and career development*

<b>Planned Deliverables under the Work Plan</b>	<b>Status</b>	<b>Comments</b>
<i>Public Sector Scale and Sustainability</i>		

Planned Deliverables under the Work Plan	Status	Comments
<p><b>VTC Capacity Building &amp; Life Skills Integration</b></p> <p><b>Siyaha VTCs Youth Trainings</b></p> <ul style="list-style-type: none"> <li>• VTC Trainers plan developed (Q1)</li> <li>• 40 training cohorts reaching 800 youth as follows: <ul style="list-style-type: none"> <li>• 300 youth (Q1)</li> <li>• 500 youth (Q2)</li> </ul> </li> <li>• 21 training cohorts reaching 400 youth (Q2-Q3)</li> <li>• 1<sup>st</sup> phase PTS trainers coaching begins (Q1)</li> <li>• 2<sup>nd</sup> phase PTS trainers coaching begins (Q2-Q4)</li> <li>• Up to 26 PTS VTC trainers certified (Q3)</li> <li>• Up to 15 Master Coaches selected (Q3)</li> </ul> <p><b>Model Centers Youth Trainings under VTC restructuring initiative</b></p> <ul style="list-style-type: none"> <li>• PTS implementation in 3 model centers in Mafrag, Yajouz, and Aqaba with 15 cohorts reaching 300 youth (Q1-Q4)</li> <li>• 1<sup>nd</sup> phase PTS trainers coaching model implemented (Q1-Q2)</li> <li>• 2<sup>nd</sup> phase PTS trainers coaching model implemented (Q3-Q4)</li> <li>• Results and recommendations shared with VTC board on expansion of life skills into all VTCs (Q4)</li> <li>• TOT and refresher course for 28 PTS trainers conducted (Q2)</li> <li>• Master Coaches workshop completed (15 PTS Trainers) (Q3)</li> <li>• VTC Training manual completed (Q3)</li> <li>• Policy recommendations workshop on activation of life skills training unit and provision of non financial incentives for VTC trainers conducted (Q3)</li> <li>• Youth tracking systems: <ul style="list-style-type: none"> <li>- Y4F M&amp;E forms and tools customized to fit VTC needs and requirements shared (Q3)</li> <li>- Protocol and processes for data collection developed (Q3)</li> <li>- VTC staff trained on forms, tools, and processes (Q3)</li> </ul> </li> </ul>	<p><i>Completed with amendments</i></p>	<p>During the year, 1423 youth were trained in PTS in 15 out of 16 centers</p> <p>In all, 47 VTC administrative staff, coaches and trainers participated in PTS orientation and training workshops; From within this group, a total of 23 trainers have been certified or are in the process of getting certified. This includes 10 certified trainers from the Siyaha centers and 3 from the reconstruction project centers; an additional 10 trainers are eligible and still in the process of getting certified (6 from Siyaha centers and 4 from the VTC Centers of Excellence). 5 VTC staff have been certified as coaches.</p> <p>While all planned TOTs and refresher courses for VTC trainers and coaches were completed, the program had to make a number of adjustments along the way due to insufficient commitment by some center directors and trainers to the trainer coaching process which resulted in lower than expected number of qualified certified trainers and coaches. Persistent follow up and technical support by Y4F capacity building team including awareness building workshops for VTC management and staff, PTS refresher courses for the trainers, and active lobbying of the VTC senior management to push from within resulted has yielded positive results.</p> <p>To support sustainability efforts and ongoing quality assurance after the program ends, the VTC has established a Change Management Unit (CMU) comprised of 6 members to sustain and oversee all PTS life skills activities. The VTC PTS Toolkit consisting of all training materials, tools and implementation guidelines were handed over to the CMU whose members will also serve as the VTC master coaches for the PTS program providing ongoing professional development support for the core of certified VTC trainers at the center level.</p>
<p><b>MOL Capacity Building &amp; Life Skills Integration</b></p> <ul style="list-style-type: none"> <li>• Coaching / shadowing for the MOL staff implementing the enhanced services (Abdali, Sahab, Irbid, and Zarqa) (Q1-Q2)</li> </ul>	<p><i>Not completed</i></p>	<p>While one training cohort was completed in Abdali, life skills capacity building activities for the MOL One Stop Shops were discontinued due to the long delays encountered with MOL to plan the activities and for their legal affairs department to sign license agreement</p>

Planned Deliverables under the Work Plan	Status	Comments
<ul style="list-style-type: none"> <li>• Training for MOL staff on JobMatch database tool completed (Q1)</li> <li>• Abdali PTS training evaluated and experience translated to Sahab, Irbid and Zarqa one stop shops (Q2)</li> <li>• 8 training cohorts reaching 160 youth completed (Q4)</li> <li>• PTS M&amp;E forms and tools implemented and used by MOL one stop shops (Q2-Q3)</li> <li>• MOL staff trained on forms, tools, and processes (Q3)</li> <li>• Qualified OSS PTS trainers implementing PTS training certified (Q3)</li> <li>• 4-5 CBOs and local mentors' contracts with the MOL signed (Q4)</li> <li>• Final report sharing lessons learned on enhanced services and integration of Y4F model (Q4)</li> </ul>		
<p><b>Career Guidance</b></p> <ul style="list-style-type: none"> <li>• Career guidance capacity building activities and testing of career guidance tools and materials completed (Q1)</li> <li>• Evaluation report and tailored recommendations to enhance partner career guidance approaches and activities finalized (Q2)</li> <li>• Career guidance recommendation workshop conducted (Q2)</li> <li>• Refined Y4F Career Guidance toolkit completed (Q2)</li> </ul>	<i>Complete</i>	IYF trained partners on the refined career guidance toolkit in August 2014, sharing best practice recommendations for implementing career guidance activities based on the partner needs identified in the findings from the summary evaluation report.
<p><b>National Employment Portal</b></p> <ul style="list-style-type: none"> <li>• Design enhancements to website (Q2)</li> <li>• Outreach and awareness activities (Q2-Q3)</li> </ul>	<i>Not completed</i>	Early in the year, the MOL FORAS initiative was merged with Microsoft's Ta3mal initiative resulting in a fresh review of project roles and responsibilities amongst the three core national implementation partners, MOL, Microsoft and KAFC. Accordingly, the development timeline and approach for the portal launch was also revised and pushed back. Although IYF identified a web design firm to support the design enhancements, the shift in overall management and implementation approach for the project resulted in significant delays to the original start up timeline. As such, a decision was made in consultation with USAID that it would be better for IYF/Y4F to forgo any support and investment in the initiative due to the late start up of the Foras project and the impending closedown of Y4F.
<b>Sector Specific Employment Model</b>		

Planned Deliverables under the Work Plan	Status	Comments
<p><b>Hospitality</b></p> <p><b>Youth Trainings:</b> 420 youth trained (Q1-Q4)</p> <p><b>Sustainability Activities</b></p> <p><u>JHTEC will lead efforts to achieve the following deliverables: (Q1 - Q3)</u></p> <ul style="list-style-type: none"> <li>• 3 letters of commitment signed between JHTEC and their member hotels to support training costs as part of their CSR efforts (Q1 – Q2)</li> <li>• Contracts between JHTEC and 4-5 CBOs for youth outreach and recruitment activities signed (Q1) Funding for 500 youth subsidized as part of Y4F and JHTEC fundraising activities (multiplier) (Q1 – Q3)</li> </ul> <p>Tailored hospitality life skills sessions completed (IYF deliverable) (Q1 – Q2)</p>	<p><i>Incomplete</i></p>	<p>192 youth were trained in hospitality during the year. In all, 854 youth have been trained in this sector with a 52% of youth graduates placed in jobs.</p> <p>Youth enrollment targets for the year were not reached due to lack of program funds to support the full training costs. Fundraising activities by Y4F and its program partners as part of the Y4f’s sustainability activities also took longer than expected.</p> <p>To support sustainability efforts, MOU’s between JHTEC and 4 CBO’s to recruit and channel disadvantaged youth into the training program. These CBOs include Prince Talal Bin Mohammad Association, Sanabel Al Khair Charity Association, Khreibet Al Souq Charity Association, and Training and Rehabilitation of Jordanian Women Charity Association.</p> <p>In addition, JHTEC has submitted proposals to DAI, CHF, FHI 360, ETVET, and JRF, among others to subsidize training funds for 500 disadvantaged youth. So far, JHTEC has successfully linked with CHF to support tailored short hospitality courses for disadvantaged youth.</p> <p>A decision was made to not develop tailored hospitality life skills sessions as they were deemed no longer necessary.</p>
<p><b>Retail</b></p> <p><b>Youth Trainings:</b> 375 youth trained (Q1-Q4)</p> <p><b>Sustainability Activities</b></p> <p><u>Al Quds will lead efforts to achieve the following deliverables: (Q1-Q3)</u></p> <ul style="list-style-type: none"> <li>• Retail training course and employment center integrated into Al Quds College (Q1-Q2)</li> <li>• Al Quds contracts with 4-5 CBOs to support youth outreach signed (Q2)</li> <li>• Funding for 200 youth subsidized as part of fundraising activities (Q2)</li> </ul>	<p><i>Incomplete</i></p>	<p>133 youth trained in retail this year; In all 219 youth have been trained in the retail sector with 40% of youth graduates being placed in jobs</p> <p>Youth enrollment targets for the year were not reached due to lack of program funds to support the full training costs. Fundraising activities by Y4F and its program partners as part of the Y4F’s sustainability activities also took longer than expected.</p> <p>To support sustainability efforts, MOU’s between Al Quds College and 4 CBO’s were signed to channel and recruit disadvantaged youth from Y4F neighborhoods. The four CBO’s are Prince Talal Bin Mohammad Association, Sanabel Al Khair Charity Association, Khreibet Al Souq Charity Association, and Training and Rehabilitation of Jordanian Women Charity Association. As a part of this, Al Quds college sponsored X youth free of charge beneficiaries to be trained in the retail. Al Quds has also begun outreach through the CBOs to sponsor youth beneficiaries for the coming courses in October and the 2014-2014 school year.</p>

Planned Deliverables under the Work Plan	Status	Comments
<p><b>Facility Maintenance/HVAC</b></p> <p><b>Youth Trainings:</b> 150 youth trained (Q1-Q4)</p> <p><b>Sustainability Activities (Q1)</b></p> <ul style="list-style-type: none"> <li>• CBO 4 – 5 contracts signed to support youth outreach</li> </ul>	<p><i>Substantially completed</i></p>	<p>107 youth trained in HVAC; this year. In all, 263 youth were trained in this sector with a 51% placement rate.</p> <p>Youth enrollment targets for the year were not reached due to lack of program funds to support the full training costs. Fundraising activities by Y4F and its program partners as part of the Y4F’s sustainability activities also took longer than expected.</p> <p>MOU’s between LG/Al Asalah and 5 CBO’s were signed to support sustainability activities, including Prince Talal Bin Mohammad Association, Sanabel Al Khair Charity Association, Khreibet Al Souq Charity Association, Training and Rehabilitation of Jordanian Women Charity Association, and Zain El Sharaf Association</p>
<p><b>Youth Trainings &amp; Parents Engagement</b></p> <p>Phase 1:</p> <ul style="list-style-type: none"> <li>• 100 youth trained in PTS (local in Ma’an) (Q1 )</li> <li>• 50 youth trained in electromechanical training in Ma’an college (Q1)</li> <li>• 150 parents benefitted from engagement sessions (Q1)</li> <li>• 15 I-SERVE projects with tailored themes to support females and community as priorities launched and rolled out (Q1 –Q2)</li> </ul> <p>Phase 2:</p> <ul style="list-style-type: none"> <li>• 100 youth trained in PTS (Local in Ma’an) (Q2 –Q3)</li> <li>• 150 parents benefitted from engagement sessions (Q2 –Q3)</li> <li>• Local trainers on Y4F employability services to train 150 youth trained and coached (multiplier) (Q2 –Q3)</li> </ul> <p><b>Sustainability Activities</b></p> <p>Local trainers and counselors continue to provide employability services as part of MDA’s, KAFD’s, and MOL directorates’ support in Ma’an (Q2 –Q3)</p>	<p><i>Complete</i></p>	<p>122 of 200 youth trained in PTS life skills; 47 youth trained in electromechanical training in Ma’an college.</p> <p>Actual numbers of beneficiaries were lower than original targets in Ma’an due to the unrest and instability of Ma’an resulting in delays to planned training, closure of banks, factories and businesses and difficulty accessing neighborhoods and youth due to the unsafe conditions.</p> <p>Parent engagement TOT conducted for 13 youth workers from Ma’an</p> <p>8 out of 15I -SERVE projects with tailored themes to support females and community as priorities launched and rolled out</p> <p>To support sustainability efforts, MDA has continued to follow up with the VTC and other Ma’an based partners to support youth trainings and community empowerment activities.</p>

**III. SUSTAINABLE COMMUNITY YOUTH HUBS** - Empower community partners to build and sustain network of quality youth services and expand cadre of qualified youth workers and community trainers

Planned Deliverables under the Work Plan	Status	Comments
<b>Public Sector partners supporting community youth hubs and services</b>		
<p><b>Community Youth Services and Referral Systems</b></p> <ul style="list-style-type: none"> <li>• A total of 12 MOUs across all communities in support of the community hub model among CBOs and public partners signed (Q1)</li> <li>• Clear network and planned activities for parents engagement among CBOs and public partners created (VTC, YHC) (Q1)</li> <li>• Partnership among the service providers and CBOs as part of the outreach and career guidance efforts finalized (Q1- Q2)</li> <li>• Local coordination committees created and started local coordination among the different stake holders with clear implementation plans (Q1)</li> <li>• Community strategy for Irbid and Zarqa developed and approved by stakeholders (Q1)</li> <li>• TOT on parents engagement for VTC and HCY employees and CBO local trainers (Q2)</li> <li>• Best practices community hubs conference to launch the community strategies (Q1 – Q2)</li> </ul>	Complete	<p>One area where the program faced challenges was in securing formalized agreements between CBOs and the different public sector partners to support community hub model activities. The project set a goal of 12 MOUs to be formalized in FY14 but only 2 MOUs were signed (between the VTC and Khreibet Al Souk and Sanabel Al Khair) due to delays in getting the MOUs through the various ministries' legal affairs departments. Different approaches were taken to overcome delays. For example, the HCY central management issued a formal letter that was shared with all relevant partners supporting the ongoing partnership and collaboration between the CBOs and the youth creativity centers in East Amma, Zarqa and Irbid. Nonetheless, our experience has been that even without the MOUs actually in place there has been continued engagement and cooperation between the VTC, MOL and HCY district based offices and many of the CBOs.</p>
<p><b>HCY</b></p> <ul style="list-style-type: none"> <li>• RSS recommendations shared with HCY (Q1)</li> <li>• YLP level 2 training and coaching completed (leadership trainers) (Q2)</li> <li>• Ongoing supervision to ensure amended bylaws on HCY administrative rules and regulations are being implemented (Q1-Q4) MOUs between youth centers and CBOs signed (Q1)</li> <li>• The ability of HCY to track youth beneficiaries from Y4F services enhanced: <ul style="list-style-type: none"> <li>- Share Y4F M&amp;E forms and tools and customize them to fit</li> </ul> </li> </ul>	Substantially Completed	<p>A decision was made to cancel the YLP level 2 training due to a variety of reasons including poor selection of participants by the HCY and financial constraints experienced by HCY to support the follow on activities after the training workshop</p> <p>To support sustainability efforts, there was continuous follow-up with HCY Youth Affairs Directorate related to amending the bylaws and regulations for the creativity centers. Some of the bylaws were approved while others were not due to uncontrollable influences (country financial legislations).</p> <p>While the ISERVE TOT was carried out for HCY, actual ISERVE youth trainings at</p>

Planned Deliverables under the Work Plan	Status	Comments
<ul style="list-style-type: none"> <li>their requirements and needs (Q2)</li> <li>- Develop protocol and processes for data collection (Q2)</li> <li>- HCY staff trained on forms, tool and processes (Q2)</li> <li>• ISERVE TOT for 20 HCY staff (Q1)</li> <li>• I-SERVE youth trainings at YCs, to be delivered by trained HCY trainers, under the coaching and supervision of IYF/Y4F I-SERVE trainers (multiplier impact) (Q1-Q3)</li> </ul>		YCs was not conducted due to financial constraints experienced by the HCY Management (not allocating certain amount for the youth projects)
<p><b>MOSD</b></p> <ul style="list-style-type: none"> <li>• Final report and presentation on the MOSD capacity building training (Q1)</li> <li>• Youth worker training and coaching completed (Q1)</li> </ul>	<i>Complete</i>	.
<b><i>Platforms for professionalization of youth worker training field</i></b>		
<p><b>Life Skills</b></p> <ul style="list-style-type: none"> <li>• PTS Report (Q2)</li> <li>• Life Skills Learning Conference (Q3)</li> </ul>	<i>Complete</i>	Findings from the study on PTS (which included assessment of PTS from partner institutions, focus group discussion results, and quantitative results from PTS pre and post tests) were integrated into the discussions at the plenary session of the life skills learning conference. However an official report was not produced after it was decided that the findings would be better disseminated verbally rather than in publication given the other publications that were being presented at the conference from other programs and donors.
<p><b>Certified Youth Development Professional Program</b></p> <ul style="list-style-type: none"> <li>• MOSD training and coaching finalized (Q1)</li> <li>• General training and coaching for Y4F partners finalized (Q2)</li> </ul>	<i>Complete</i>	