

FINAL REPORT

2009–2014

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EXECUTIVE SUMMARY

This report summarizes key learnings and activities carried out through the *Youth for the Future* program, a USAID funded initiative implemented through the International Youth Foundation (IYF) in partnership with the government of Jordan. The program was carried out from March 2009 through December 2014 and included a six-month no cost extension from January to December 2014.

Formerly known as *Youth:Work Jordan* and designed under IYF's Youth:Work Leader with Associates award, Youth for the Future (Y4F) sought to improve the quality and accessibility of services for vulnerable youth, while creating an enabling environment with a greater capacity to serve Jordan's most underserved youth. To achieve this goal, the program undertook two key strategies: At the community level, Y4F built the capacities and ownership of local community partners to organize, deliver and sustain quality programs and services for disadvantaged youth, ages 15-24. At the national level, Y4F empowered Jordanian government, business and civil society to nurture, sustain and scale locally proven best practice youth development models. The program targeted nine of Jordan's most impoverished communities and worked with private sector, public sector, and civil society actors at the national and local levels to support young people as they both transitioned into the world of work and also sought youth-friendly spaces for themselves. All implementation activities were carried out through two main program models:

- **Transitions to Work:** Preparing at-risk youth for transformative life skills and career development for successful transitions to work
- **Community Youth Hubs:** Empowering community based organizations and the public sector to build and sustain a network of quality youth services and expand a cadre of qualified youth workers and community trainers

Youth for the Future underwent two main phases of implementation and program refinements based on key learnings and midcourse adjustments, and to build on successful pilots. However the overall goals of the program to improve the social services and protection for vulnerable populations remained constant.

In Y4F's first phase (2009-2011), three national Jordanian "Coordination NGOs" (CNGOs) were awarded grants to oversee the design and implementation of community action plans in 12 neighborhoods within East Amman, Zarqa, Russeifeh, Irbid, Jordan Valley and Ma'an. These CNGOs included the Jordan River Foundation, Jordan Career Education Foundation (now known as Jordan Education for Employment Foundation) and Jordan Hashemite Fund for Human Development. The experience of the CNGOs in implementing Y4F's activities in the six communities, as well as the program's midterm evaluation, provided valuable lessons on how best to design effective youth employability and civic engagement programs for out of school, at-risk youth, and how best to build the capacity of community based organizations (CBOs) in the area of youth programming. Based on these learnings, in the program's second phase (2012-2014), Y4F's program approach and management structure were revised so that all CBO capacity building and youth implementation activities were directly managed by IYF to ensure more direct supports to CBO grantees to support youth activities. In addition, program activities were expanded to three new geographical areas (Mafraq, Southern Shouneh, and Sahab). A major focus of the program's second phase was to build on successful pilots implemented at the community level to scale best practice programs, practices and models at the national level through the partnerships with key actors in the government of Jordan.

Through the work of the program's community based organizations and national partners, Y4F achieved the following key outcomes and program results:

- Over 14,600 youth benefited from quality skills training and other youth-friendly services
- 70% of youth that completed Y4F's core employment intervention had positive outcomes and were either placed in internships, jobs or pursued further continuing education
- 44% of program graduates found jobs, exceeding the program's 40% target rate, with a 40% job retention rate for at least 6 months
- Over \$15 million was leveraged in support of the program
- Over 900 youth workers were trained in better supporting young people throughout Jordan
- 73 youth friendly services were created and/or expanded through the program
- Program M&E targets were exceeded for 13 out of its 15 quantitative indicators
- Key policy priorities for youth development were brought to the forefront of Jordan's national youth agenda receiving significant media and print coverage, especially in the areas of female employment and safe daycare spaces, transportation challenges to youth employment, and the importance of integrating life skills into vocational training.

The following sections provide an overview of the program activities under Youth for the Future in more detail, delving deeper into the profile of Y4F's target youth, key findings and results, and lessons learned about how to create an enabling environment to support Jordan's vulnerable youth populations. The report is organized into three main sections and subsections as follows:

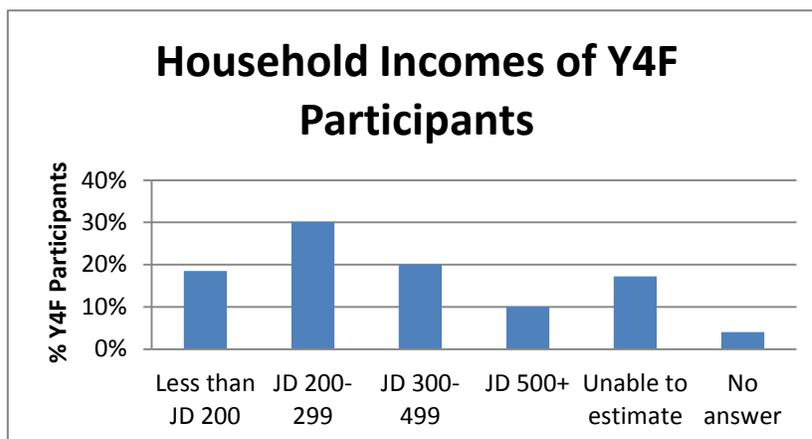
1. Background and Program Evolution
 - a. Who are Y4F's young people?
 - b. 2009-2011 (Phase 1)
 - c. 2012-2014 (Phase 2)
2. Program Results
 - a. Component 1: Scaling of Best Practice Models
 - b. Component 2: Transitions to Work
 - c. Component 3: Building Community Youth Hubs
3. Lessons learned

BACKGROUND AND PROGRAM EVOLUTION

Who are Youth for the Future's Young People?

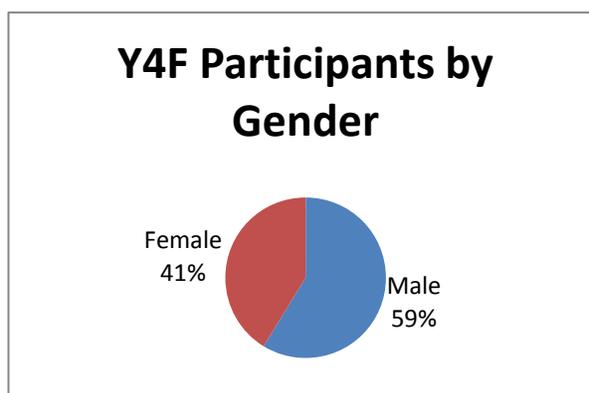
At the program's inception, it was important that Y4F reach highly disadvantaged young people who had few opportunities for community supports. It is worth noting that the Y4F program was the first large scale youth intervention funded by USAID to support the out of school, at-risk youth population in Jordan. This

section shares key data on Y4F's youth demographic and gives further insight into the challenges these young people faced and how the program addressed those challenges in recruitment and outreach.



Geographical Target: From the program's inception, USAID and IYF aimed to reach young people who had previously been untouched by USG funding and who were underserved in Jordan's communities. As such, Y4F identified and targeted specific neighborhoods in nine geographical communities throughout Jordan's poverty pockets in consultation with the Ministry of Social Development. These communities included East Amman, Sahab, Russeifeh, Zarqa, Jordan Valley, Irbid, Southern Shouneh, Mafraq and Ma'an. In the first phase of the program, Y4F targeted the most underserved neighborhoods within the communities. In the second phase, outreach was expanded to any youth in the governorates who met the target criteria. Given the size of East Amman as well as the number of partnering CBOs in it (3 vs. average of 1 or 2 in other communities), approximately 30% of the program's participants came from East Amman, followed by Zarqa at 16% and Jordan Valley at 10%.¹

Youth Selection and Outreach: To make sure that the program was reaching youth who were the most underserved in the communities, it set its selection criteria to target youth who were out of school, out of work, and had not entered universities or community colleges. These selection criteria ensured that youth in the program were not receiving other services from the educational system or other means and thus could receive the most benefit from the activities. Furthermore, while household income was not a criterion for entrance into the program, at least

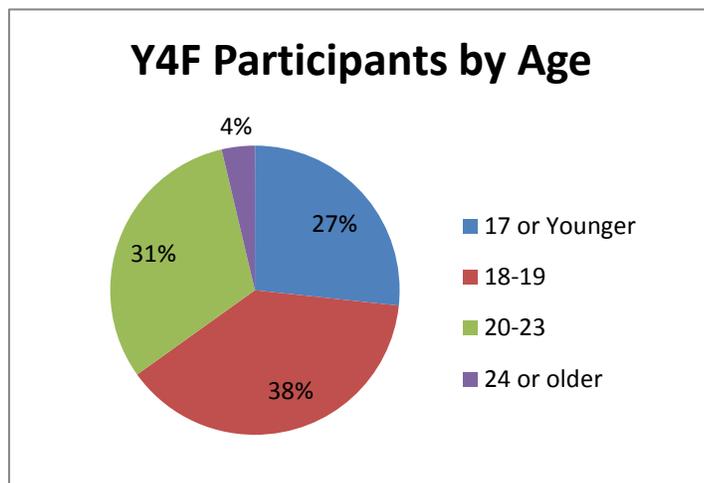


¹ Due to the wide range of beneficiary population sizes amongst the target communities, most of the data findings shared in this report are not disaggregated by geographic location.

half of Y4F participants reported household incomes at or below Jordan's poverty line (299 JD per month according to DOS 2009 standards).

The decision to target this population posed a unique challenge for Y4F's recruitment efforts since these youth were, by definition, not already connected to educational institutions or employers and many were economically and socially inactive. There was therefore no pre-existing recruitment outlet from which youth could find out about and join the program. Program partners addressed this challenge by holding large "open days" within the communities in order to raise awareness among the community at large in hopes that word of mouth could then reach the young people who needed Y4F's services. CBOs also went door-to-door following up with youth and informing their parents about the program to address any concerns they may have had about their children's (especially their daughters') participation in the program. As Y4F progressed, partners relied on program graduates to help spread the word and provide success stories to attest to the efficacy of the program.

Y4F recruited youth of both genders from a range of ages and economic backgrounds. The 41% participation of young women in the program is a key achievement in communities where young women previously had no safe spaces where they could gather and work, learn, or have recreational activities outside the home. However, Y4F was not able to reach gender parity in either enrollment or post-participation outcomes. This speaks to the ongoing challenge of young women's limited economic participation and the numerous constraints they face in choosing to participate in employability and civic engagement programs, which will be discussed more in the Component sections of this report.

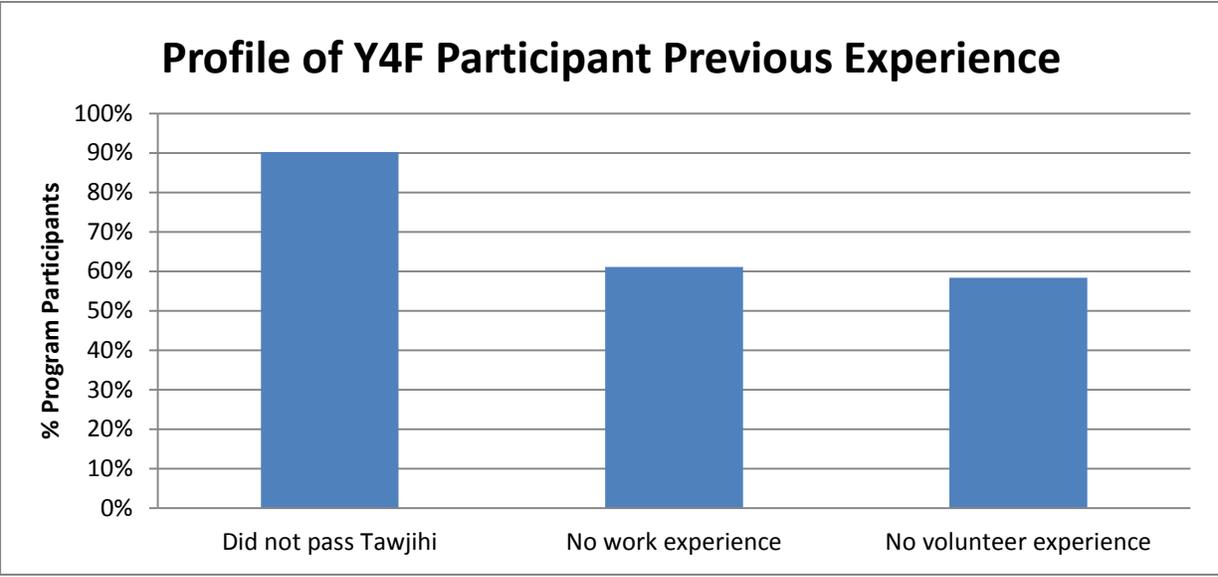


Employment Experience and

Education Level: 65% of Y4F participants were under the age of 20, with younger males representing the largest demographic among Y4F participants. The predominance of younger participants in the program helps explain the lack of employment experience Y4F participants had at program entry.

Over 90% of program participants had not passed Tawjihi, Jordan's general secondary exam, at the time of program

entry. This meant they had few opportunities for post-secondary education or to enter semi-skilled or skilled labor after graduation. Furthermore, over half of participants reported having no work or volunteer experience. This highlights the role the program played in providing underserved young people in Jordan with their first experiences both socially and economically outside the formal education system and their families. These experiences are critical in helping young people begin to develop connections in their communities and grow independently along their career paths and social and civic engagement in the long run.



Despite the difficult socio-economic circumstances from which Y4F youth came from, the resilience, dedication, and positive outcomes achieved by so many program participants underscore the importance of increased access to quality and tailored programs and services for Jordan's most at-risk youth.

Y4F PHASE ONE (2009-2011)

Rapid Community Appraisal, CNGOs Grants, and MOSD Capacity Building

From the outset, the Y4F program focused on empowering local Jordanian organizations, particularly those situated outside of Amman and who were less familiar with USAID funding, to better serve the needs of vulnerable young people in their communities. With this goal in mind, the first two years of the program focused on three core activities:

- **The implementation of a Rapid Community Appraisal (RCA)** to inform the design of community level action plans and to ensure that program activities effectively addressed the particular challenges and opportunities in each target neighborhood.
- **The issuance of two year grants to three national “Coordination” NGOs (CNGOs)** which would receive capacity building from IYF and would in turn build the capacity of and award grants to 22 smaller, community based organizations within Y4F’s targeted communities.
- **Capacity building for the Ministry of Social Development** as the main regulatory body for community based organizations and governmental agency in charge of social services for youth and their families, including an assessment of the Ministry’s capacity to support youth at risk.

Rapid Community Appraisal²: In 2009, IYF conducted a Rapid Community Appraisal (RCA) that would both inform the selection of the final targeted communities for the intervention, as well as identify focus areas for the interventions that would be outlined in the community action plans for each targeted area. Quantitative and qualitative data was collected through 1320 in-depth surveys of young people and community members, as well as through focus groups and interviews with youth, service providers and businesses to gain further insight and knowledge about conditions and possible solutions to challenges. An institutional mapping of youth serving institutions was also conducted to assess the availability of training programs and other services for youth.

The RCA revealed valuable findings in the areas of youth employability, civic engagement and youth friendly services, several of which are worth highlighting:

- Nearly one in five young people were unemployed in Y4F target communities, and most economically inactive youth were female.
- Vocational training was a reasonable and promising alternative to other types of education, but negative stereotypes and gender roles kept young people from pursuing vocational careers.

² For more information, please see the [RCA Executive Summary](#) or the [RCA Full Report](#).

- Employment opportunities exist, but employers reported that youth do not have the technical and “soft” skills they seek in new hires.
- Healthcare, cultural, and other services existed, but they were not necessarily designed with young people in mind; many were not as “youth friendly” as they could be, so they could not serve youth effectively.
- In many communities, there were not enough institutions and programs for young people. Where such services existed, ineffective marketing and outreach often left young people unaware of them.
- Very few institutions in Y4F target communities offered volunteer opportunities for young people.

CNGO Grants: The primary goal of the RCA was to provide stakeholders with the information they needed to develop concrete, realistic recommendations for action and to suggest priorities in Y4F’s core areas of youth employability, civic engagement and youth friendly services. The Community Action Plans that resulted from the RCA were implemented by three Jordanian Coordination NGOs³ which were awarded two year grants from 2010-2011 by IYF through a competitive selection process in close coordination with USAID and MOSD.

The CNGOs in turn managed sub-grants to 22 community based organizations (CBOs) in Y4F’s targeted communities in East Amman, Zarqa, Irbid, Russeifeh, Ma’an, and Jordan Valley. It should be noted that many of these CBOs were selected in large part because of their geographical proximity in Y4F’s target neighborhoods and had never worked with USAID or provided youth programs or services as part of their missions. As such, building their operational and technical capacities was a tremendous opportunity to build a network of entirely local, community based youth serving entities with quality programs and services for at risk youth. Over the two year granting period from 2010-2011, Y4F reached over 3000 youth beneficiaries, trained nearly 220 youth workers and forged over 70 strategic partnerships and community alliances.

In addition to the CNGO community activities, USAID asked IYF to pilot the expansion of the program to three additional communities (Mafraq, Sahab, and Southern Shouneh) in 2011 by directly providing grants and building the capacity of local CBOs to achieve program’s outcomes. In this model, IYF combined more formal capacity building trainings with a “shadowing approach” to build the capacity of CBOs on the job placement and post placement process. This included hands-on mentoring and a “learning by doing” approach to technical assistance to encourage CBOs to more effectively reach out to employers, engage parents, and expose youth to the work place and employment paths so that they could take advantage of the opportunities that are offered through the program.

³ CNGOs included the Jordan River Foundation, Jordan Career Education Foundation (now known as Jordan Education for Employment Foundation) and Jordan Hashemite Fund for Human Development. A fourth grant was awarded to Al Fourk Charitable Association but was terminated very early on due to their limited capacities.

MOSD Capacity Building: An important component of Y4F's mission and planned activities in the first half of the program was the capacity building of the Ministry of Social Development (MOSD) to support youth at risk. Specifically, Y4F was mandated to deliver capacity building training for relevant personnel at the central and field levels to increase their competencies in effective youth programming and to support the MOSD field directorates to expand youth programming in employment, entrepreneurship, civic engagement, and the delivery of youth friendly services. To support this goal, in close coordination with MoSD, IYF undertook an assessment of the Ministry's capacity to support youth at risk in 2010, with a focus on the capacity building needs of three core Ministry units. These included the Training Unit in the Central Ministry together with the Trainers supporting this unit; Field Directorate Leadership in Y4F targeted communities; and Ministry staff who had been seconded to the Y4F program (three MOSD staff were seconded to the Y4F program on an almost full-time basis to support the capacity building process). To support these efforts, USAID approved a modification to the Cooperative Agreement in May 2011 to increase Y4F's budget to strengthen IYF's capacity building activities for MOSD.

Y4F PHASE TWO (2012-2014)

Y4F Direct Implementation, Program Streamlining and Rebranding, and Public Sector Engagement

IYF Direct Implementation: As the CNGO two year grants came to an end, in close coordination with USAID, IYF developed a comprehensive strategy and plan of action for Y4F's second phase activities based on the lessons learned from the CNGO experience, IYF's direct implementation model and the midterm evaluation conducted by USAID. In particular, USAID asked IYF to re-examine its program approach of working through the CNGOs, and to revise Y4F's implementation model so that IYF was directly supporting capacity building and youth activities for CBOs in all Y4F communities. A transition plan was put in place to ensure a smooth transition of community activities from CNGO to IYF management, including the convening of Reflections and Close-out workshops for each CNGO and their CBOs which set the stage for planning second phase grants in these communities.

During the program's second phase, Y4F provided new and/or renewed grants to 14 of the program's strongest CBOs through two rounds of grants⁴ with the objective of taking their most successful interventions and refining and sustaining these activities for the longer term. At the community level, Y4F focused on building platforms for sustainability through the establishment of tailored youth development strategies and referral systems that responded to the unique challenges and needs of youth in Y4F's respective neighborhoods.

Y4F took a two pronged approach to put these in place. First, building on the community alliances developed in the program's phase one, Y4F mobilized key public sector actors including the governorate, and MOL, MOSD and HYC field directorates to collaborate and coordinate with the CBOs to not only sustain the youth services that had been built through Y4F, but to integrate policies and systems to take a more comprehensive approach to positive youth development in their respective communities. At the same time, Y4F focused on taking what the CBOs learned and applied through their grants to date to come up with tailored solutions and management systems to sustain program activities, based on their particular capacities, strengths and weaknesses.

This CBO centered approach, coupled with more streamlined management structures as related to the overall program, was ultimately successful in allowing Y4F to more effectively ensure the quality of youth activities at the community level and help make up shortfalls in targets in phase one, while positioning successful models for broader replication and scale-up. In all, 14,613 youth benefitted directly from the Youth for the Future program; 7,775 of these youth were reached through Y4F's CBO grants at the

⁴ Of particular note, IYF decided not to renew any of the grants from CBOs in Ma'an due to poor performance during the CNGO phase, as well as operational challenges given the political situation in Ma'an during the Y4F grant period. Thus, in the second phase, IYF directly conducted trainings through partnerships with the local VTCs as well as the Ma'an College. Furthermore, training centers in Amman such as JHTEC supported students in Ma'an by sponsoring their transportation and boarding in Amman for hospitality training.

community level. Another 6,838 youth were reached from replicated or expanded Y4F models and programs through national and community partners.

Program Streamlining and Rebranding: Following a strategic review of the program's priorities and brand with USAID in 2012, Y4F underwent several important strategic refinements in the program's second phase to position Y4F's successful models and programs for scale-up and broader replication.

First, IYF consolidated all its primary work streams and activities under two core program models to guide the implementation of activities for the duration of the program. Recognizing that many of the program's key achievements were being "hidden" behind the multi-faceted nature of program activities, IYF put considerable effort into refining and strengthening the articulation of the program's mission and program approach. In particular, IYF simplified the program's many work streams and activities under two core program models: *Preparing youth for successful transitions for work* and *Building sustainable community youth hubs*.

In addition, USAID conducted a program audit of the program which recommended that Y4F streamline its holistic approach to consolidate and focus capacity building and quality assurance efforts around Y4F's core employability interventions, as well as to review and amend the list of performance indicators being tracked through the program's M&E system to better reflect those streamlined activities. This streamlined approach necessitated the phase out of civic engagement as a core component of the program (to be folded under the youth friendly services component of the program), as well as youth entrepreneurship activities, and the removal of other indicators that were deemed less important and which did not directly address the refined strategy and program models.

Finally, as a part of this strategic review, IYF changed the program's brand name from "*Youth: Work Jordan*" to "*Youth for the Future*" and strengthened the program's brand messages to better reflect program messages and achievements under these two core program models, conducting a wide scale strategic marketing and outreach campaign at the community and national levels. One area of challenge throughout the first phase of the program had been the confusion that the word "Work" in the "Youth:Work Jordan" brand name under which the program was originally created. There was a perception by some government officials and members of the targeted communities that the program was primarily a recruitment agency to place youth in jobs - rather than understanding the program's capacity building focus to train and prepare youth for successful transitions to work. Notwithstanding the modification of the program's name rather late in the program's evolution, the repositioning of the program's brand to Youth for the Future was rolled out smoothly with minimally difficulties.

This overall repositioning enabled Y4F to focus on nurturing its public private partnerships at the national level to scale the program's tested and most successful youth models, particularly in the areas of life skills and Y4F's sector specific training and employment models, to support youth transitions to work. To position the program for broader impact, Y4F launched a communications and outreach campaign to demonstrate the effectiveness of Y4F's development models to key partners, increase the engagement of community members and national partners, and influence Jordan's national employment strategy and reform policy. Through these efforts the program would aim to create a multiplier effect that would enable the positioning of quality youth development models to reach a much larger audience of youth.

Public Sector Engagement: As mentioned earlier in the report, at the program’s outset it was decided that the Ministry of Social Development (MOSD) would serve as Y4F’s principal governmental partner in the Youth for the Future program. However, in the program’s final two years of implementation, as IYF reflected on lessons learned from the program’s first few years of implementation, it was found that vulnerable youth interacted with a wide array of public sector institutions at the directorate level, each of whom had an important role to play in delivering effective youth employability and civic engagement programs, either by providing such services themselves, or outlining policies and frameworks that would encourage the private and civil society sectors to do the same.

In particular, in addition to the MOSD, IYF and its CBO partners began working collaboratively with several other key Ministries and public sector entities supporting youth, including the Ministry of Labor (MOL), the Higher Council of Youth (HCY), and the Vocational Training Corporation (VTC), among others. Y4F thus focused on expanding the network of directorate level public sector services and programs serving youth at risk by training key public sector personnel working at the central and directorate levels of these ministries on best practice youth development models and practices, and directly supported these ministries in undertaking youth activities and service enhancements in target neighborhoods. Such activities both improved the youth friendliness and effectiveness of their services, and also enabled relevant ministry personnel to practice skills and knowledge gained through the capacity building trainings they participated in.

A breakdown of key activities by government partner is provided below:

Government Entity	Core Activities
Higher Council of Youth (HCY)	<ul style="list-style-type: none"> - Creation of 4 youth-friendly creativity centers at HCY Youth Centers (included the provision of materials, enhancement of spaces, training of staff on creativity activities, and promotion of centers) - Training of staff in the following areas: <ul style="list-style-type: none"> o Management of creativity centers o Certified youth development professional training o Leadership and Project Management - Development of a strategic planning recommendations report on the Youth Leadership Committee of the HCY
Ministry of Labor (MOL)	<ul style="list-style-type: none"> - Creation of the One Stop Shop model in Abdali (and enhancement of the One Stop Shop in Irbid) - Upgrading of furniture, promotional material, and light rehabilitation for Abdali One Stop Shop - Training of MOL staff in the following: <ul style="list-style-type: none"> o TOT for Passport to Success (life skills) o Counselor training for My Career, My Future (career guidance) - Piloting and feedback on career guidance interventions at MOL directorates - Co-sponsorship of Job Fairs and Career Days at MOL directorates

Ministry of Social Development (MOSD)	<ul style="list-style-type: none"> - Engagement of MOSD directorate representatives in Y4F local activities (through end of 2011) - Seconded staff at IYF offices (through end of 2011) - Assessment and recommendations report on upgrading of Jerash handicapped center for youth - Certified youth development professionals training for staff at MOSD juvenile centers and orphan care homes
Vocational Training Corporation (VTC)	<ul style="list-style-type: none"> - Rehabilitation of the Sahab Vocational Training Center - Integration of Passport to Success life skills training into all hospitality training institutes (including TOT of trainers, development of change management unit, direct training of students, etc.) - Training of students in life skills in the following areas: <ul style="list-style-type: none"> o 3 pilot Centers of Excellence o 3 pilot Centers under the Structural Reform Project o 18 Centers in partnership with the Phosphate Initiative - Piloting and feedback on career guidance interventions in VTCs - Training of VTC staff in the following: <ul style="list-style-type: none"> o TOT for Passport to Success (life skills) o Counselor training for My Career, My Future (career guidance)

In addition to these core activities, numerous government partnerships and public sector representatives have been involved at the municipal level in supporting the program, either through their participation in local coordination committees, referral systems, or general promotion of the program. While each of these various aspects of public sector engagement will be discussed further throughout the report, the program believes that by broadening the scope of public sector engagement, Y4F was able to extend the reach of the program far beyond what was originally envisioned, and provided a stronger platform for the sustainability of the program's principles and activities.

COMPONENT 1

Scaling of Best Practice Models

SUCCESS STORY: A QUANTUM LEAP FOR THAT AL-NITAQAIN ASSOCIATION

That Al-Nitaqain Association, a community-based organization (CBO) in Dair Allah, an isolated agricultural area in northwest Jordan, works to create opportunities for the most vulnerable and neglected children, young people, and families in this underserved community. “We pledge to support them, to stand up for them, and cultivate their best qualities,” says Um Mohammad, *That Al-Nitaqain’s* President, who has been working with the cooperative for 17 years.

As a Youth for the Future (Y4F) implementing partner, *That Al-Nitaqain* has strengthened community-wide supports for young people, while improving youth-friendly services.



“Y4F’s capacity-building program made us more aware of the needs and challenges facing young people and residents,” says Um Mohammad. “Now, *That Al-Nitaqain* serves as a bridge between youth and their parents, and between youth and potential employers. Moreover, we have developed new communication channels with different government officials and departments which will facilitate our work in the future.” As an example of new levels of community trust, Um Mohammad tells the story of a young woman who is now being trained in the hospitality trade at a hotel in Aqaba.

Through its affiliation with Y4F, *That Al-Nitaqain* strengthened its services. Each component of the program posed a unique challenge and provided new experiences for the CBO’s staff, its youth beneficiaries, and parents. The addition of more youth-friendly services meant that the association needed to develop new activities, such as forming football teams and holding football and chess competitions. The volunteerism component also demanded that staff learn new ways of doing things. By creating grassroots opportunities for youth-friendly services and volunteer activities, such as an art school for girls and a voluntary day to clean farms, local youth began to pursue volunteer work as a habit, and not as one-time-only activity.

Through *That Al-Nitaqain*, unemployed youth now have the opportunity to realize their dream of securing a job. Forty-five youth have already been employed through the program. “This wouldn’t have happened without regular communication and meetings with local employers,” says Um Mohammad.

Now the association is an example for changing attitudes, skills, and practices – as well as methods to improve the quality of life for young people. “We believe in the potential of every young person, no matter who they are, what they have done, or what they have been through,” says Um Mohammad. “We treat those whose lives we touch as a big family and look forward to expanding our reach.”

PROGRAM RESULTS

The following section outlines the main results and findings under Youth for the Future’s Results Framework and core program components.

COMPONENT 1: SCALING OF BEST PRACTICE MODELS

Corresponding to IR 1: Improved Youth Models, Practices, and Policies

Intermediate Results	Target	Total achieved	%
IR1: Improved Youth Models, Practices, and Policies			
# of national and local partners (public sector, private sector and civil society) that adopt one or more youth development models	40	34	85%
Amount of resources leveraged in support of Y4F program.	\$15,000,000	\$15,341,892	102%
# of public sector personnel with increased competencies in effective youth programming.	60	96	160%
# of CBOs served by Y4F that show expanded capacities to deliver youth development services	21	21	100%
# of youth workers trained in how to deliver effective youth services	830	922	111%
# of youth benefitting from replicated / expanded Y4F models, programs, and practices.	3,000	6,838	228%

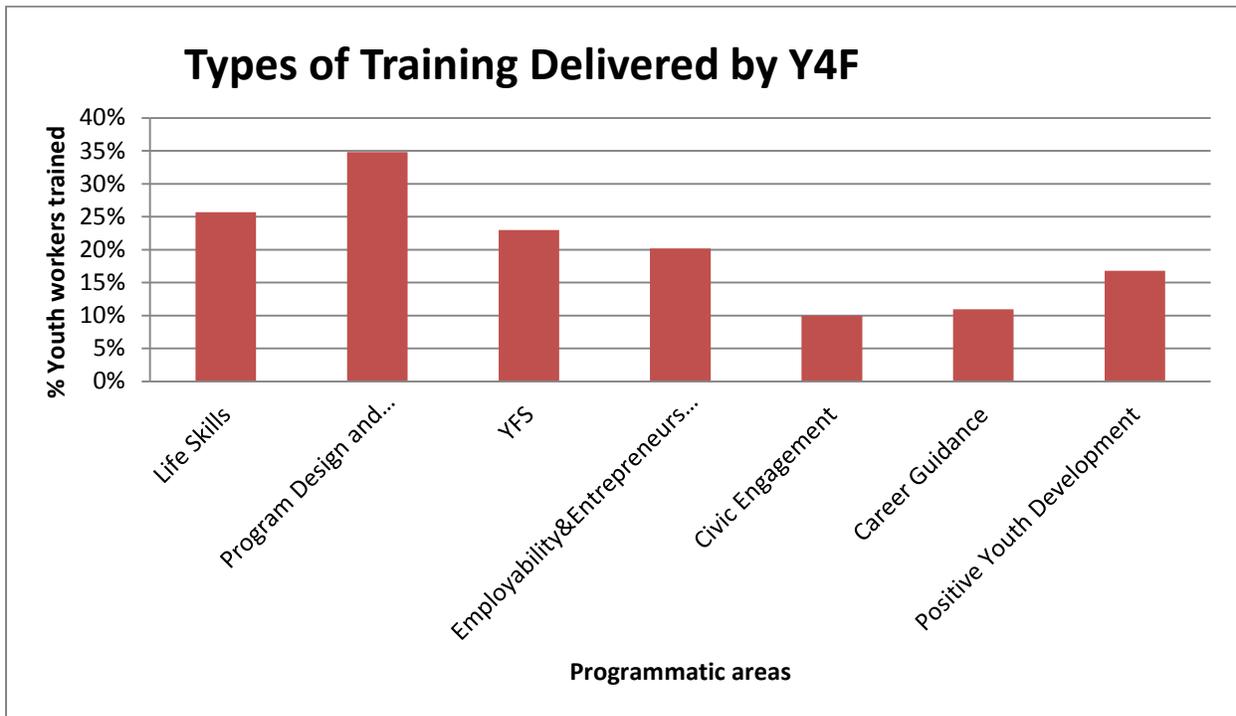
A major goal of Youth for the Future, particularly in the program’s second phase, was to mobilize national public and private sector actors to nurture, sustain and scale locally proven best practice youth models developed at the community level. The positive outcomes achieved under this component underscore the Y4F’s ability to successfully engage and bring together a large cross-section of community actors, public sector institutions, and policy makers to work together to address youth issues. To build platforms for broader impact, the program undertook three levels of activities to mobilize and empower these actors which are described in further detail below:

- **Capacity building of youth serving institutions** to strengthen Jordan’s civil society and public sector to support at risk youth
- **Establishment of strategic partnerships** to scale best practice youth models through national public private partnerships

- **Policy coordination and advocacy efforts** to support the institutionalization of Y4F models in Jordan’s national education systems and to tackle core barriers to youth productivity and potential

Capacity Building of Youth Serving Institutions

At its core, Y4F’s mission and goal was about strengthening the capacities of youth serving institutions (YSIs) and its youth workers to better support programs and services for youth. As such, from the beginning Y4F’s program activities involved significant capacity building training and technical assistance of YSIs and their management and staff interfacing with young people. In all, over 900 youth workers were trained throughout the life of the program in a range of technical and other program areas deemed critical to support youth. Given the strong focus of the program on capacity building of community based organizations, this section describes Y4F’s capacity building approaches for CBOs. Public sector capacity building activities are described in more detail as part of Y4F’s scaling efforts and policy coordination with national partners.



CBO Capacity Building: At the community level, Y4F invested significantly in CBOs to transfer knowledge and build the capacities of their staff to create and manage youth employability programs that tackle unemployment issues in Jordan’s poverty pockets. These CBOs were provided grants in order to increase their competencies and capacities in managing employability related trainings, civic engagement programs, life skills, career guidance, and youth friendly services. Y4F also implemented an institutional and financial capacity building plan to enhance CBO institutional and staff capacity so that they were equipped to sustain youth employability activities and to elevate them as central focal points that implement youth programs. This included (but was not limited to) finance / budgeting, proposal writing, monitoring and evaluation, life skills training, career guidance training, and institutional management training.

During the first phase of the program and as Y4F was piloting new youth programs and services for the first time in communities that had little services for youth, capacity building training focused on program design and implementation to enable staff at Y4F’s CBOs to organize and deliver quality youth programs. This encompassed trainings such as grant and financial management, M&E, leverage, youth recruitment, and parent engagement. As the program progressed, training zeroed in and focused on particular technical needs and priorities including life skills, career guidance, and how to work with youth using a positive youth development approach. Y4F supported CBOs in coordinating with the private sector in order to identify employers and job opportunities and trained CBOs to conduct labor market assessments in their local communities in order to assess youth needs and economic opportunities and to design technical skills offerings to ensure that they are relevant to the youth, lead to viable career paths, and are demand driven.

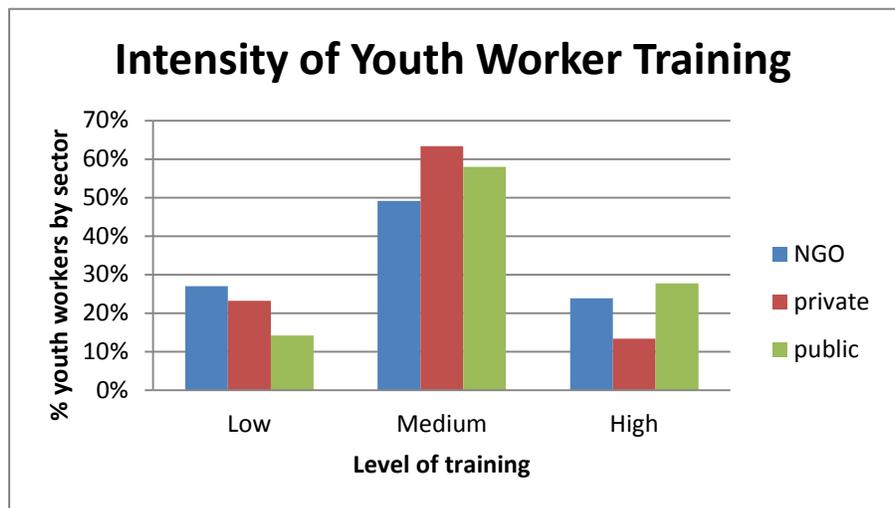
Through these trainings, Y4F CBOs demonstrated improved capacities across several programmatic skill sets. Of the 28 CBOs who were involved in the Y4F program, 21 demonstrated enhanced capacities in at least two-thirds of the core programmatic areas evaluated by the Y4F. The top areas of enhanced capacities for the CBOs included:

- Holistic youth development (i.e., life skills, community engagement, and technical skills)
- Youth outreach and recruitment
- Organizational capacities, e.g., record keeping
- Knowledge and use of monitoring and evaluation

It is worth noting that many of these CBOs had never worked with Y4F’s target group before. Furthermore, 11 CBOs revised their missions, shifting their focus from charity to youth empowerment, and 13 CBOs developed concrete sustainability plans to continue to serve youth after Y4F’s end.

Capacity Building

Approach: The intensity and consistency of capacity building model was integral to the ability of partners to integrate Y4F’s models into their programs. The majority of Y4F’s training initiatives involved 3-5 days of formal training, followed by a sustained period of coaching and shadowing as partners implemented their programs.



Based on lessons learned from CBO capacity building in phase one, in the program’s second phase, Y4F put a strong emphasis on a “shadowing approach” to supplement more formal trainings in order to empower CBOs to “learn by doing.” In this approach, activities were initially jointly implemented by the CBOs and IYF. With each new round of youth cohorts, IYF empowered the CBOs to take on increasing

responsibility and management for the implementation of activities. In parallel to the shadowing activities, IYF transferred knowledge to the CBOs through more training workshops, the sharing of learning manuals, resources and tools, as well as the delivery of training of trainers programs to build a cadre of qualified trainers at the CBO level to sustain program interventions. After 2-3 rounds of providing hands-on support to the implementation of the youth interventions, the CBOs began to lead and manage these activities.

This intense approach was a key strategy to shift the perception and mentality of the CBOs from charitable organizations to professional youth development centers, and was necessary because in most cases, CBO youth practices and models, as well as grants management systems, were being developed from scratch. The diagram below shows the evolution of the CBO role from the design phase to CBOs leading the implementation of activities as Sustainable Community Youth Hubs.

	Design Phase	Shadowed Implementation	Joint Implementation	CBO-Led Implementation
IYF's Role:	<ul style="list-style-type: none"> Provide youth development strategies and co-design project interventions with CBOs 	<ul style="list-style-type: none"> Assist CBOs in building organizational platforms and capacity 	<ul style="list-style-type: none"> Conduct biweekly progress meetings and performance review sessions 	<ul style="list-style-type: none"> Support sustainability and scaling up activities
CBO's Role:	<ul style="list-style-type: none"> Mobilize and organize local stakeholders to support program activities 	<ul style="list-style-type: none"> Begin to put processes and systems in place Identify community resources and assets Youth Role: Begin Training 	<ul style="list-style-type: none"> Staff understand their responsibilities and begin to achieve quality results completing multiple program cycles Youth Role: Volunteer, lead civic engagement projects 	<ul style="list-style-type: none"> Lead implementation Collect M&E data & monitor monthly progress Actively engage local gov't and employers; coordinate local youth referral system Systematic youth case management

While the shadowing approach described above was ultimately successful in transferring the knowledge and skills that CBOs needed to deliver quality programs, it is worth noting that this effort was labor intensive and the model required strong coordination, organizational skills and processes, given the hands on support the CBOs required on the ground, especially under their first grants.

To support the capacity building of the CBOs and to position the CBOs as sustainable youth hubs, a key strategy of Y4F was establishing relationships with key stakeholders at the community level and linking

these actors with the CBOs. This included relationship building with the parents and families of youth in order to support the program’s visibility and outreach, as well as facilitating partnerships with local employers and field directorates of governmental organizations supporting youth. While IYF initially played the lead role in helping to forge and facilitate these relationships, over time many of the CBOs began to manage these relationships more proactively and independently as they gained confidence and respect from the community based on the results of their youth programs.

Finally, given that the CBOs had inadequate resources of their own to build up their organizations on a sustainable basis (for example, having few permanent staff), the program also provided capacity building in strategic planning and financial management in order to help the CBOs become more efficient with their resources and generate their own income in the future.

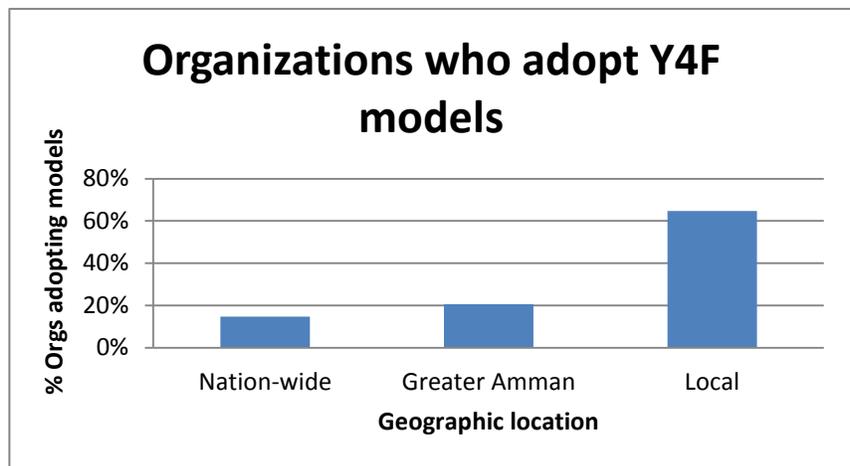
Scaling Best Practice Models through Strategic Partnerships

As youth development programs were tested and refined through the CBOs, Y4F turned to build the capacity building of public sector and national level partners to expand best practice models. At the national level, Y4F focused on nurturing strategic public private partnerships to scale and replicate Y4F’s models, especially in the areas of quality life skills programming, career development and sector specific training and employability models to support youth transitions to work. To position the program for broader impact, IYF also launched a communications and outreach campaign to demonstrate the effectiveness of the Y4F’s development models to key partners and to increase the engagement and satisfaction of community members and national partners, and influence Jordan’s national employment strategy and reform policies.

Youth Multiplier Effect:

These efforts created a “multiplier effect” that enabled the positioning of quality youth development models to reach a much larger audience of youth through Jordan’s national level institutions including the Vocational Training Centers, the Ministry of Labor, the Higher Council of Youth, and through private technical training educators such as Luminous Group and

Ammoun College. In addition to the core youth intervention, another 6,838 youth from Y4F’s replicated youth models and programs that were expanded through 34 program partners and/or centers bringing the total number of youth reached through Y4F activities to over 14,600. The vast majority of these youth benefitted from the program models by participating in life skills training being provided in both the public and private sectors. Of note, over 1700 youth in the VTC system received PTS, and over 1800 students in Al Quds College received PTS between 2013 and 2014. At this stage, both institutions have their own trainers and coaches who are sustaining the life skills program as integral parts of their training package.

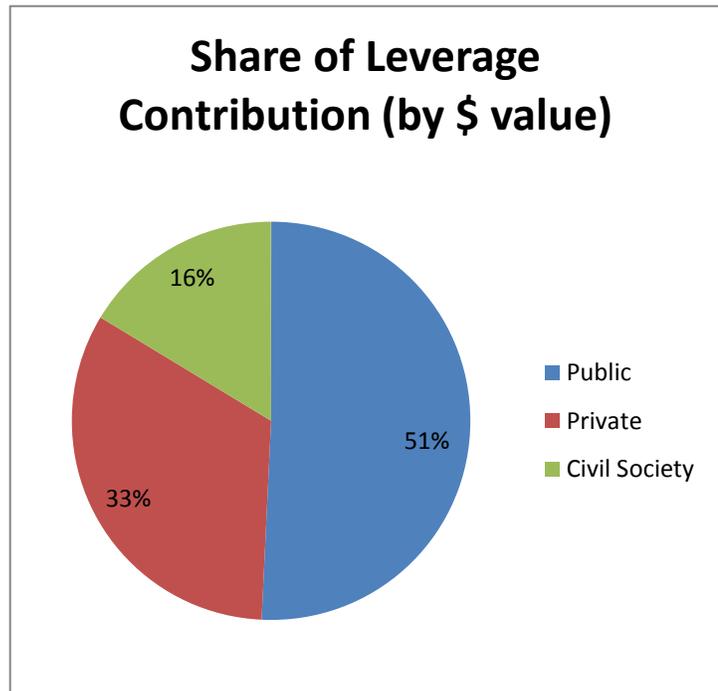


This result is clear demonstration of the program’s scaling, as well as the adaptability of Y4F’s youth models to respond to different types of youth serving institutions ranging from government centers to private vocational colleges. It is also worth noting that many of the centers and organizations that adopted Y4F’s models were outside Amman in communities and districts which had previously not benefited from USAID support.

Integrating Life Skills within the

VTC: With the VTCs and other partners who adopted Y4F models, IYF found that the successful adoption of models also required significant investment in trainer quality through patient training, shadowing and coaching of trainers. This included the organization of refresher courses after a training of trainers workshop was 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. Beyond this, it was necessary not only to train in a shadowing approach similar to what was given to the CBOs, but to

also build awareness about the value of such models to organizational administrators in order to ensure their commitment and long-term buy in to the program. This had to happen at each level of the organization, starting at the top level who could formalize the large-scale institutionalization of the models, to the mid-level management at each of the centers who are responsible for allocating staff time and resources to the integration efforts, to the front-line trainers themselves and the quality with which they trained young people and invested in their own skills as trainers. As a result, 15 out of the 16 targeted VTC centers were implementing the Passport to Success (PTS) life skills training at the program’s end, and 23 VTC trainers had been certified as PTS trainers or were in the process of certification.



Leverage: An important strategy to support the scaling of Y4F's programs was a strong emphasis on securing financial and in-kind leverage from partners, employer, donors and other key stakeholders. In all, leverage contributions to the program totaled over \$15 million, half of which came from public sector partners demonstrating their commitment to Y4F's youth models and the sustainability these youth efforts.

Another 30% of leverage contributions were provided by the private sector, most of whom were Jordanian-owned companies. Such contributions demonstrate the strength of the public-private partnerships developed under Y4F, which in turn have translated into coordinated and concerted efforts to reach Jordan's most vulnerable young people in new and meaningful ways. Twenty-eight donors contributed at least \$50,000, and another \$70,000 worth of in-kind support was provided by individuals.

Donor	Total donated
Over \$1 million	
VTC	\$5,444,480
Jordanian Hospitality & Tourism Education Company	\$1,524,432
Higher Council for Youth	\$1,147,518
\$500,000 to \$1,000,000	
Development Employment Fund	\$988,700
Starbucks Jordan	\$930,003
Caterpillar	\$750,491
The Royal Village (Zarqa)	\$644,067
\$100,000 to \$500,000	
Zain Telecom	\$353,107
Talal Abu Ghazaleh	\$267,347
JOHUD	\$245,588
Souktel Inc.	\$200,000
Directorate of Education	\$141,242
JRF	\$134,686
World Bank	\$132,322
Luminus	\$112,697
MOSD	\$111,462
Ministry of Labor	\$101,179
Waqqas CBO	\$100,432
\$50,000 to \$100,000	
Al-Bbadad Association	\$95,339
Royal Academy of Culinary Arts	\$93,484
Waqqas Community Center	\$92,105
Individual donors (combined)	\$73,962
Deir Alla Governarate	\$71,893
Arab bank	\$70,621
Amoun	\$59,158
Jordan Tv	\$53,390
EFE	\$51,800
Movenpick	\$51,299
Rodeo Plaza	\$50,000

Policy Coordination

Significant work was carried out at the policy level to engage key national players to support the institutionalization and sustainability of Y4F models and to identify commitments by each partner to ensure the proper handover and adoption of Y4F's models. Specific advocacy activities were also carried out that addressed key barriers to entry into the workforce for Y4F's target population, particularly for women. Based on specific learnings from the implementation of youth activities at the community level, Y4F prioritized a number of key program areas for policy coordination and advocacy efforts throughout, several of which are worth highlighting:

- The institutionalization of life skills as a core curriculum element in the public Vocational Training Centers managed by the Vocational Training Corporation (VTC)
- The need for better and more affordable transportation services for young people to access work and training opportunities, particularly for females and disadvantaged youth

- Support for female friendly work environments through the activation of Article 72 of the Jordanian Labor Law mandating the provision of daycare services to support the entrance and retention of young women in the work place

Institutionalization of life skills into the VTC: As part of the program’s policy coordination activities, Y4F worked closely with VTC senior management, and in particular with the Director General and his Board, to put policies in place that would support the long term institutionalization of life skills into their hospitality curricula. This included significant advocacy efforts to support the creation of a life skills department through the recently established Change Management Unit (CMU) to oversee all PTS implementation and quality assurance activities. To support this effort, Y4F provided 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. The CMU also 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. While Y4F was not successful in amending the VTC bylaws to integrate specific language to make life skills mandatory, the VTC did sign a license agreement for the Passport to Success program demonstrating their serious commitment to implementing quality life skills programs within their systems.

Transportation barriers to youth: As program activities got underway for Y4F’s target youth, the implementation of youth trainings and employability activities revealed that transportation was and is a major barrier to youth employment, especially for females. To better understand these obstacles, Y4F conducted a policy study on transportation in select Y4F communities and found that of those youth who leave their place of employment within six months of being hired, 66% do so because of transportation challenges.⁵ These challenges can be broken down into four main issues:

1. High cost of public transportation (survey found that transportation costs accounted for 23% of young people’s monthly salaries)
2. Unorganized service
3. Low level of reliability
4. Limited on-time coverage of transportation services in distant locations, combined with low quality supporting services and assistance

IYF addressed this issue by publishing and widely circulating the study in order to bring attention of this issue to the widest array of stakeholders possible. Furthermore, it produced a video that outlined the challenges young people faced that could also be shared with stakeholders.⁶ Finally, IYF convened a workshop of stakeholders from both the public and private sector including the Greater Amman

⁵ Statistics are based on an analysis of job refusal/job leaving surveys administered to a sample of over 400 Y4F youth who participated in the program between January 1, 2012 and April 30, 2013. The survey found that 33% youth either refused job offers or left jobs early, and when asked why, 66% youth said the wage was either too low to cover the cost of transportation or the place of work was too far from home.

⁶ Video is available online [here](#).

Municipality, Land Transport Regulatory Commission, Ministry of Labor, Ministry of Transport and the Industrial Cities Company. Several key recommendations came out of this workshop, foremost being the need for a national committee to follow up on policy recommendations and monitor progress.⁷ The MOL, as chair of the committee, has committed to continue to oversee short- and long-term recommendations, and IYF is hopeful that more momentum will be built to tackle this major barrier to youth unemployment. With the end of Y4F, IYF encourages USAID to support its implementing partners and the Ministry of Labor to address the transportation issue.

Improved legislation on day care services: Working in close collaboration with key government stakeholders, a major policy undertaking of Y4F was advocating for the simplification of the daycare licensing process for employers through the development of new application instructions related to day care facilities for businesses and employers under Article 72 of the Labor Law. To support these efforts, Y4F developed two separate policy studies to analyze both the legal framework and the technical guidelines for the enforcement of day care center licensing in Jordan. Based on the studies, Y4F convened a technical committee and held several strategic technical workshops comprised of key stakeholders including the MOL Secretary General with representatives from MOL's legal department, working women department, inspection department, and the SADAQA Initiative to present specific recommendations which focused on providing more detailed instructions for the Ministry of Social Development's daycare regulations regarding requirements for the physical environment and learning activities. In addition, IYF worked with SADAQA on a coordinated plan for awareness and outreach in coordination with the technical committee.

As a result of these efforts, the instructions for the licensing of daycare facilities in the workplace was approved by the MOL, ratified by the MOSD, and officially entered into enforcement after their announcement in the official gazette on January 2, 2014.

⁷ Other policy recommendations included the subsidizing of travel vouchers to support private transportation companies, supporting the establishment of a National Job Transport Company, reviewing of current laws and regulations to facilitate investment in the sector and improve oversight of the sector's safety, and developing a national strategic charter to improve the country's transportation services.

COMPONENT 2

Successful Transitions to Work

YOUTH STORIES: ISRAA

Born into a conservative family in northeast Amman, Jordan, Israa, 23, was expected to stay at home after completing secondary school until she got married. But her family's wishes, especially those of her father's, conflicted with Israa's dream of developing her skills and pursuing a career. "My father didn't believe in education for girls and was opposed to women working," says the oldest of six.



Israa's journey of changing her father's mind started when she heard about the bookkeeping training offered through Y4F and *EquipYouth*. After appealing to her father over the course of two months, Israa finally convinced him that the nearby location of the training would be both convenient and safe. Says Israa, "I explained to him that the selection process was tough. Fifty applicants were competing for twenty spots. I would have to take placement tests in addition to personal interviews and my chances of getting accepted were low. When I finally was accepted, he didn't have the heart to say no."

The six-month training offered through Al Quds College consisted of three parts: life skills instruction based on IYF's *Passport to Success*® curriculum, technical training, and an internship. Among the technical skills Israa gained were essential computer skills, basic finance, customer service, employee communications, data entry, and business English.

But that was just the beginning. Through a job fair organized through the program, Israa, along with 15 other youth, was selected by representatives from the global furniture brand IKEA to interview at the company's offices. After three rounds of interviews, Israa received an offer for a part-time job.

Success was not guaranteed, however, until she could convince her father to allow her to work in a mixed gender environment with occasional late shifts. She invited him to visit the company and meet her supervisors. "I believe I changed my father," says Israa who succeeded in winning his support. "Even when I face difficulties at work, I think of how hard I worked to get here. I know many unemployed university graduates. I, on the other hand, work for an international company."

Says IKEA Showroom Manager Hani Fuad, "Israa is a hard worker, who has proven she's fit for the job. We've hired five new employees, four of whom are IYF trainees." Not only has Israa been successful in fulfilling her dreams, she's also become an example for other family members and the girls in her community. "My father's perspective on women and employment has changed too. When relatives ask if he approves of my job, he answers, 'why not, there is no shame in working.'"

In addition to becoming financially independent, Israa feels it's her duty to help her father, a government employee, to support the family. "I'm proud of being financially independent," she says. "When I finished the Tawjihi, I was too embarrassed to ask my father for money. But now, I can fully support myself and help with my family's expenses."

Israa has big dreams for the future. She plans to stay with IKEA and hopes to develop her skills to qualify for promotions. "In five years, I hope to become a shop owner," she adds. "I want to buy a car, an apartment, and fully establish myself financially."

COMPONENT 2: SUCCESSFUL TRANSITIONS TO WORK

Corresponds to IR2: Capacity of CBO's to provide access to sustainable livelihoods for youth strengthened

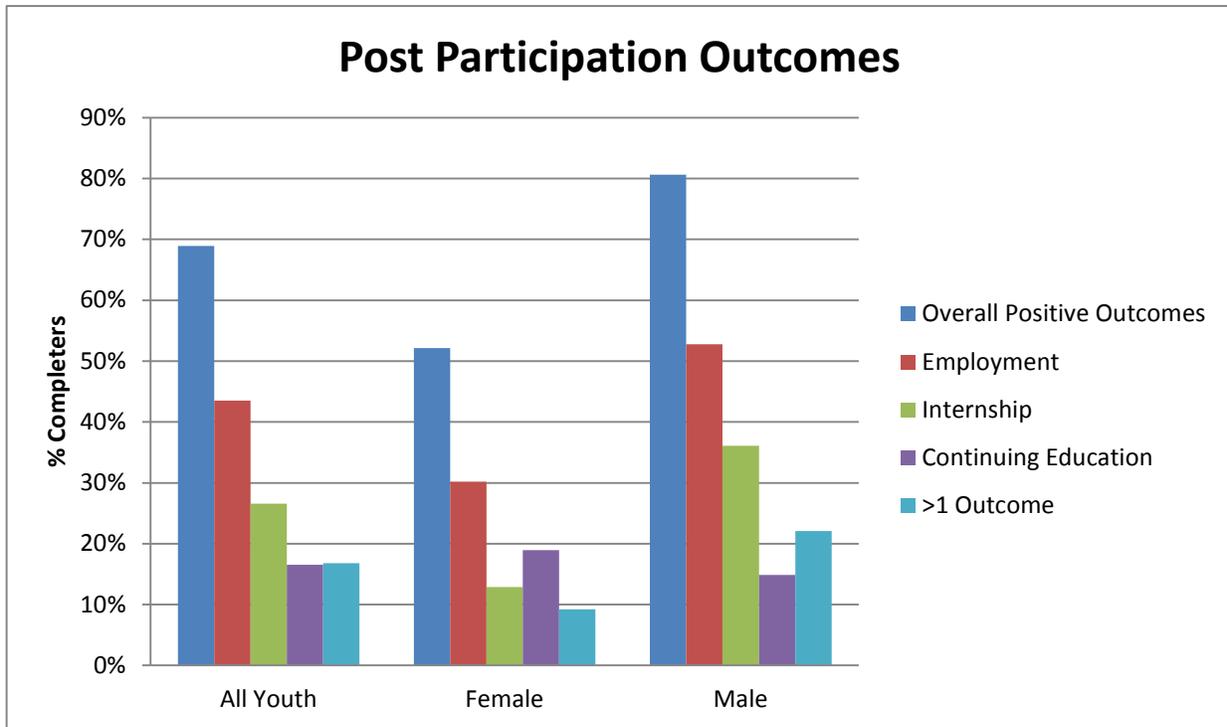
IR2: Capacity of CBO's to provide access to sustainable livelihoods for youth strengthened	Target	Total Achieved	%
# of young people enrolled in employability training programs	8,255	7,775	94%
# of participants completing employability training programs	5,779	6,161	107%
# program completers getting internships within 6 months after training	1,269	1,636	129%
# program completers employed within 6 months after training	2,311	2,678	116%
# of employed youth who retain employment for 6 months	925	995	108%
# of employers rating youth hired as meeting company needs	180	209	116%

Program Results

As part of the Y4F's CBO capacity building grants, Y4F introduced new skills training and job placement programs and services to support Y4F's core target group (unemployed, early school leavers ages 15-24). These interventions provided a platform for CBOs to both apply what they learned through Y4F's extensive capacity building activities described above in Component One, as well as to pilot and test specific employability models and technical approaches that would maximize youth employment outcomes.

Y4F's achievements in Component Two can be categorized into three main areas: 1) actual youth training and employability outcomes as measured under Y4F's overall results framework and M&E plan; 2) the integration of comprehensive life skills training for all beneficiaries, as well as the integration of sector-specific employment models as core elements of Y4F's technical approach and training models, and; 3) the introduction of several important training curricula and learning products that were developed and tested to equip the CBOs and Y4F's national partners with the knowledge and resources to deliver quality employability programs and services to support at-risk youth.

Training and Employability Outcomes: Through its extensive capacity building and work with the CBOs and public sector partners, Y4F reached 7,775 youth with quality employability training, career guidance, and job placement and post-placement support, reaching 94% of its target for program enrollment, and overachieving all other indicators in this component, including the following:



- Over 6,100 youth successfully graduated from the program (107% of target)
- 1,636 youth finding internships (129% of target)
- 2,678 youth placed in jobs within 6 months of program completion (116% of target)
- 995 youth retaining jobs for at least 6 months (108% of target)⁸
- 209 employers reporting that Y4F employees meet their company needs (116% of target)

Notwithstanding the unique hurdles and difficulties faced by Y4F’s target youth, nearly 80% of them graduated from the program, and of those graduates, 70% had positive outcomes (defined as either being placed in internships and/or jobs or continuing their education.⁹)

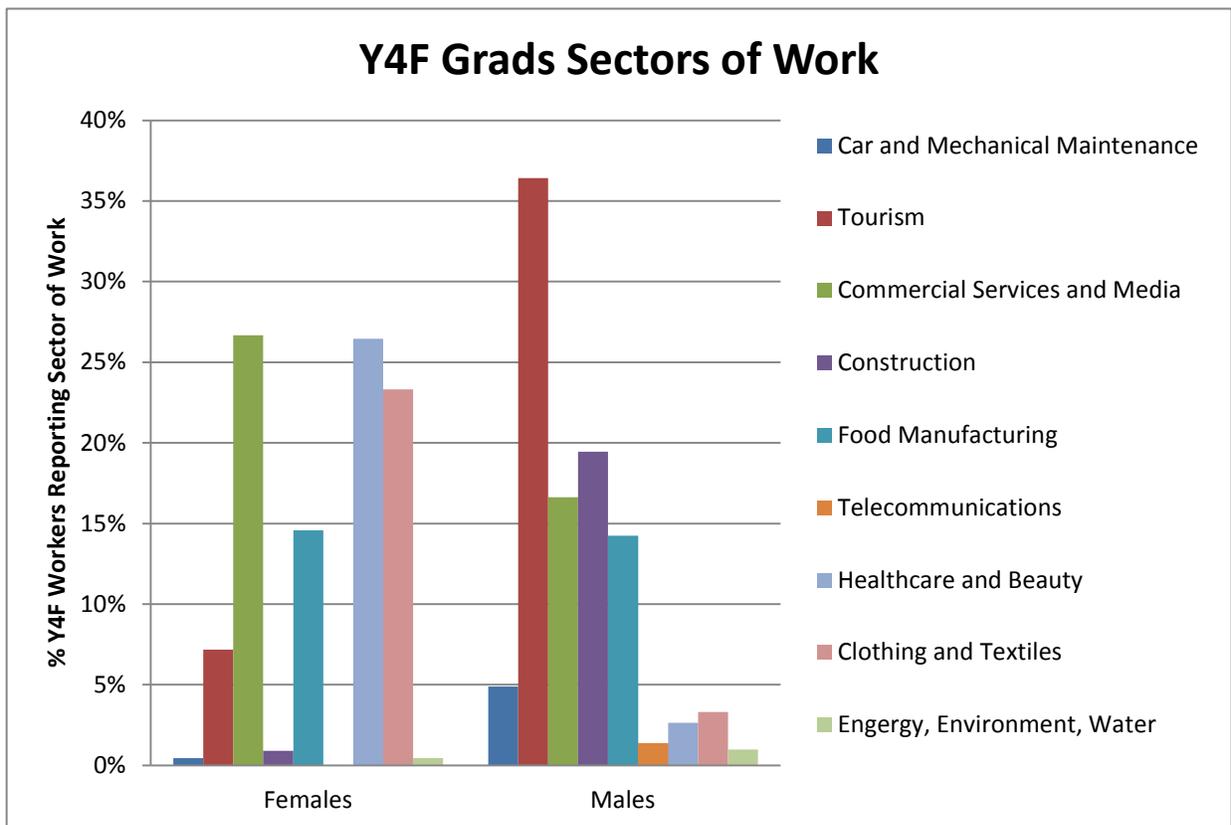
As demonstrated in the graph above, the majority of those who did achieve a positive program outcome did so by finding employment, giving Y4F an overall placement rate of 44%, exceeding Y4F’s original target of 40%. This reflects lessons learned from the first phase of the program on how best to place at risk youth in jobs and a stronger focus on sector specific approaches to training and employment (to be discussed further in the following section).

⁸ IYF concluded tracking of young people for post participation outcomes in October 2014, but analyzed job placement and retention rates by employability training type and estimated that, if Y4F were to include projections for the remaining untracked youth, it would reach 2691 youth employed, and 1052 youth retained, keeping the job placement rate constant at 44% and increasing the job retention rate to 40% (from 37%).

⁹ “Positive outcomes” refers to the various outcomes tracked in Y4F’s post-participation tracking system, including getting an internship, getting a job, or continuing their education. While “continuing their education” was removed as a final indicator from the program in 2013, Y4F continued to track it as part of its ongoing efforts and so its calculation has been included.

Furthermore, there was an estimated 40% job retention rate of youth who began work within six months of completing the program.

These outcomes were not equally achieved across genders or across training programs. There was a significant gender gap both in the employability training rate as well as the post participation job placement rate between young women and young men. In fact, while 53% of young men found jobs after the program, only 30% of females did. Furthermore, the retention rates between males and females also differed significantly, with only 23% of female workers retaining employment for six months vs. 41% of their male counterparts.



Y4F attributes this variance to a number of reasons, both within and beyond scope of the program. In terms of externalities, one of the key factors that may have contributed to this difference relates to the type and quality of jobs that males worked in vs. females. The focus of work sectors differed between males and females. Data findings reveal that males tended to work in the hospitality and construction sectors, while women gravitated to the commercial services and health and beauty sectors (followed by clothing and textiles). The hospitality sector offered the highest salary on average, followed by commercial services, and then construction. Y4F's internal studies about the reasons young men and women left or

refused jobs¹⁰ also found that females have an additional opportunity cost of needing to care for family members, particularly after marriage. Therefore, when comparing the low wages available within the market to the costs of leaving the home in order to work, one can infer that many young women decide that entrance into the market is not worth the cost. This in turn makes employers more reluctant to hire young women in the future given their low retention rates in the work place.¹¹

In terms of employer satisfaction, 94% of employers surveyed, representing all the main employment sectors hiring young people in the program, reported being satisfied with Y4F graduates, and 60% of employers reported that Y4F graduates performed better than other employees in their companies (88% reported that Y4F graduates were the same or better than their other employees). When asked about specific skill sets, employers rated Y4F graduates highest in the areas of personal responsibility and technical skills, and lowest in time management. This speaks to the importance of both life skills integrated with technical skills to respond to the needs of employers in the workplace, as well as the need for more investment in life skills so that young people could stay and grow in their first jobs. Indeed, when asked for suggestions to improve the Y4F program in the future, employers ranked the need to focus more on vocational training the highest among a number of suggestions (with a focus on life skills as the second highest).

Technical Approach and Training Models: Y4F took a comprehensive approach to youth employability, providing a complete package of services and supports for youth with the strong engagement of parents. Upon entering the program, youth would receive career guidance to help them identify suitable career paths to start their entries into the world of work. This was followed by an integrated training package of life skills and technical training, as well as business English and/or IT depending on the specific vocational trade pursued. After completing the training programs, Y4F CBO partners work closely with the youth to provide job placement supports. Alongside youth activities, CBOs carried out outreach to parents to engage them to support their children's transitions to work and to encourage their participation and continuation in the program.

There are several aspects to Y4F's technical approach worth highlighting and which contributed to more positive outcomes for youth described above. First, Y4F emphasized the integration of life skills as a foundational component of all its employability training initiatives. In all, 97% of program participants completed life skills training as part of their Y4F package of services in the second phase of the program. IYF's *Passport to Success* life skills curriculum was translated and adapted to meet the customized needs of vulnerable youth in Jordan and over 200 professionals received training in life skills. This ensured that youth received at a minimum the core soft skill competencies needed to engage with others, develop confidence in themselves, and plan for their futures.

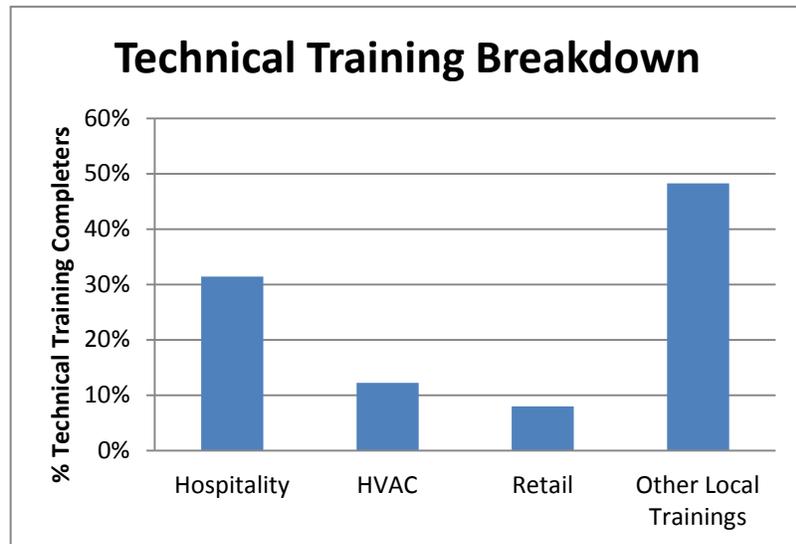
In addition to life skills training, most youth also took business English and IT training to support their workplace readiness. Slightly less than half of participants also received technical training in a specific

¹⁰ See Ghosheh, *Hala, The Question of Job Retention and Rejection in Jordan: Exploratory Paper*. International Youth Foundation and International Labor Organization, 2014.

¹¹ When interviewing employers, many of the employers who hired women commented that young women left the job because of marriage, and mentioned that they would be hesitant to hire young women in the future because of their likelihood of leaving after marriage.

vocational trade (the rest received only some combination of life skills, business English, and IT training). In the early phases of program implementation, these technical trades were identified through local labor market assessments conducted by the CBOs based on specific market needs and career aspirations of the young people in their communities. These trades included the fields of mechanical maintenance, hair and cosmetology, industrial sewing, carpentry, among others. While such trainings responded to the desires of youth and micro economic opportunities in Y4F target communities, they were not always practical to implement. It was often difficult to find both specialized, as well as quality, training courses to respond to these micro opportunities and they did not sufficiently fill the gap needed to secure employment for large segments of the out of school, unemployed youth population.

Based on these lessons learned, in the second phase of the program, Y4F began taking a more macro-level approach to labor market needs, identifying strategic high growth sectors that supported viable career paths for the unemployed, early school leavers that made up Y4F’s target group. In this regard, IYF built sector-specific approaches to training in which it partnered with accredited, best-in-class



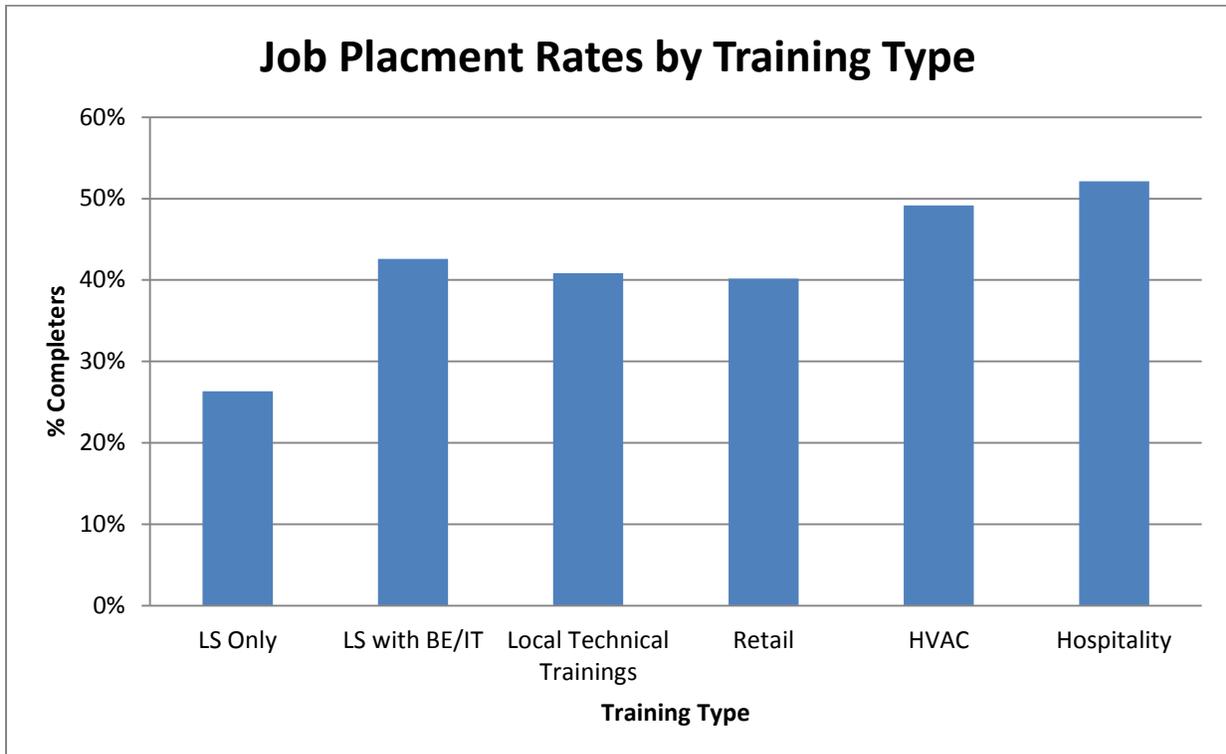
technical training providers who adapted technical trainings for Y4F’s target group, and also provided internship and job placement opportunities for young people. All of these trainings were integrated with life skills training, as well as business English and/or IT based on the specific technical trades. In particular, Y4F identified three strategic sectors for youth training and employment based on the strong and growing labor market demand for these sectors, as well as the quality of decent, formal jobs at entry level in these sectors. These sectors included Hospitality, Retail and Facility Maintenance/HVAC.

Y4F selected training providers with strong connections to the private sector employers in these industries, and adapted their quality, tested training models to meet the needs of Y4F’s target group.

Sector	Training Provider
Hospitality	Ammoun College (managed by the Jordan Hospitality Education Company, affiliated with Jordan Hotel Association)
Retail	Al Quds College (largest private technical training college in Jordan)
HVAC	Al Asalah Company (affiliated with LG)

In analyzing job placement and retention rates, Y4F found that the hospitality and HVAC trades yielded the highest placement rates at around 50%, likely due to both the quality of the jobs offered in the industry as well as the focus of the training providers on on-the-job training and internships to well-

position graduates with job prospects after they complete the training. It should be noted that part of this variance in placement rates can also be attributed to the gender-focused nature of each of the technical trades. Approximately 77% of retail graduates were female, compared to 13% of hospitality graduates (no females graduated from HVAC trainings). Given the job placement challenges of young women mentioned above, it is not surprising that the hospitality and HVAC trainings yielded higher outcomes. However, given that the retail placement outcome is higher than the female overall job placement rate of 30%, and given that this was the training program that was the least mature of the three approaches (having started in 2013), Y4F still views this sector approach as a viable opportunity for young women entering the labor force with the potential to be nurtured and help overturn the barriers to employment that many young women face.



Training Curricula: Finally, another important achievement of the youth interventions worth highlighting was the development and introduction of a number of high quality training curricula and resources specifically created or adapted to meet the needs of Y4F’s target youth and to address the gaps in Jordan’s youth employability programming. These included IYF’s flagship *Passport to Success* life skills program which was adapted for the Jordanian context, as well as new resources such as the *My Career, My Future* career guidance curriculum which was developed specifically for counselors who work with vulnerable Jordanian youth. There were also several successful non employability training curricula and resources that were developed to support Y4F’s objectives under the *Community Youth Hubs* program model which are discussed under Component Three in the next section of this report. Y4F provided a large number of training workshops and professional development to an array of youth-serving partners to share these resources and build a pool of qualified youth workers and practitioners.

COMPONENT 3

Building Community Youth Hubs

SUCCESS STORY: YOUNG AMBASSADORS OF PAINT AND LIGHT

In the heart of the Royal Village of Zarqa, overlooking a sea of beige buildings, spans a 20-meter mural depicting a picturesque landscape dotted with ancient ruins and farm animals. Winding its way through the scene is the Jordan River, and in the distance stands a mosque. To the right, a large painted feather quill invites viewers to write their own futures.



Twenty young men and women participants in the Y4F program spent two months conceiving of and completing the elaborate mural.

Over a period of two months, the Y4F youth were trained by a team of American muralists, led by the artist Scott McIntyre, who guided them in the fine art of urban mural painting. The activity sought to empower and motivate youth to serve their community by beautifying their surroundings.

Inspired by the culture of the local community and the notion of national identity in Jordan, the mural also features a gallery of individual paintings: a wolf, scenes from Petra, a floral arrangement.

“I honed my painting skills and learned how to scale up a small drawing onto a larger canvas,” enthused Shadi. “I left this project with new friends, and more importantly, a greater understanding of team spirit.”

The project not only revealed the talents of the Y4F youth, but opened doors for other youth from the community to get involved. Sam, age 18, dropped by the mural and was instantly drawn to the hardworking young volunteers who spent afternoons under Jordan’s sizzling sun to transform their local park into a beautiful outdoor space for young Jordanians and their families to spend quality time. Practicing his English-speaking skills, Sam volunteered to serve as Scott’s translator and logistics assistant. Later, Sam even offered to guard the mural and be on the lookout for any damage to its facade.

The active involvement of the community further contributed to the initiative’s success. The Mayor of Zarqa paid the mural a visit upon its completion, and asked that lights be installed to illuminate the space at night.

Mr. Fadi M’aaytah, Royal Village Manager, informed Y4F that ever since the completion of the mural, families from Zarqa and visitors assemble in front of the wall to take pictures, with local youth requesting that similar initiatives be launched.

The journey does not end here for these youth, as they now carry the title of “Young Ambassadors of Paint and Light.” Each will now spread the spirit of volunteerism through training fellow Y4F participants in the Jordan Valley about how to replicate their experience.

COMPONENT 3: BUILDING COMMUNITY YOUTH HUBS

Corresponds to IR3: Improved provision of youth friendly services to improve their local communities

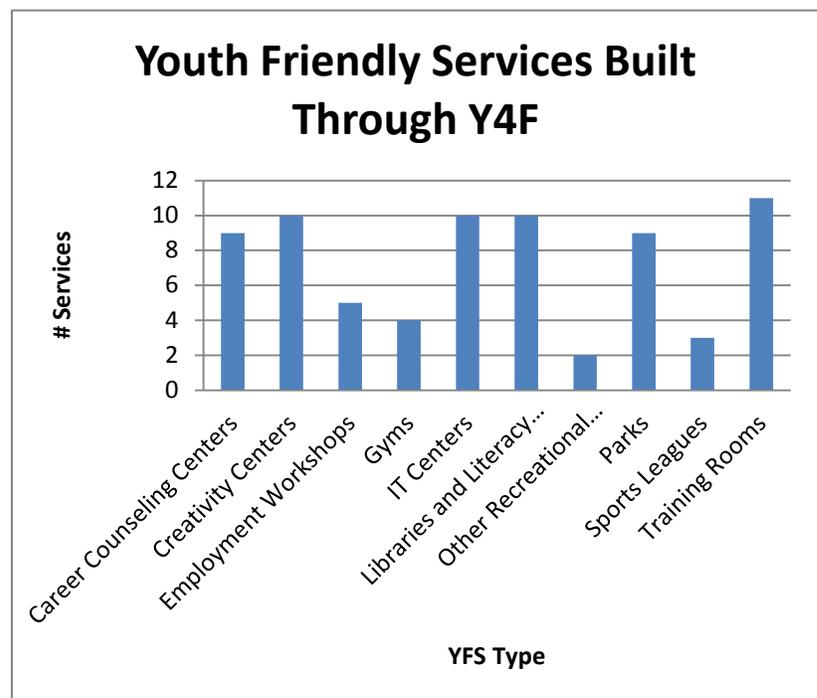
IR3: Improved provision of youth friendly services and expanded civic engagement of youth to improve their local communities	Target	Total Achieved	%
# of new/expanded youth-friendly services available in targeted communities	65	73	112%
# of youth & community members benefiting from youth friendly services	5,000	5,149	103%

Program Results

To support Y4F's objective to improve the provision of youth friendly services and build sustainable community youth hubs, the Y4F program worked to enable local community based organizations and actors to both provide safe places for young people to learn, play, and work, and also offer opportunities for young people to engage with their communities through volunteerism, thereby preparing them to be agents of positive change in their communities as they grow in their professional, family, and social lives.

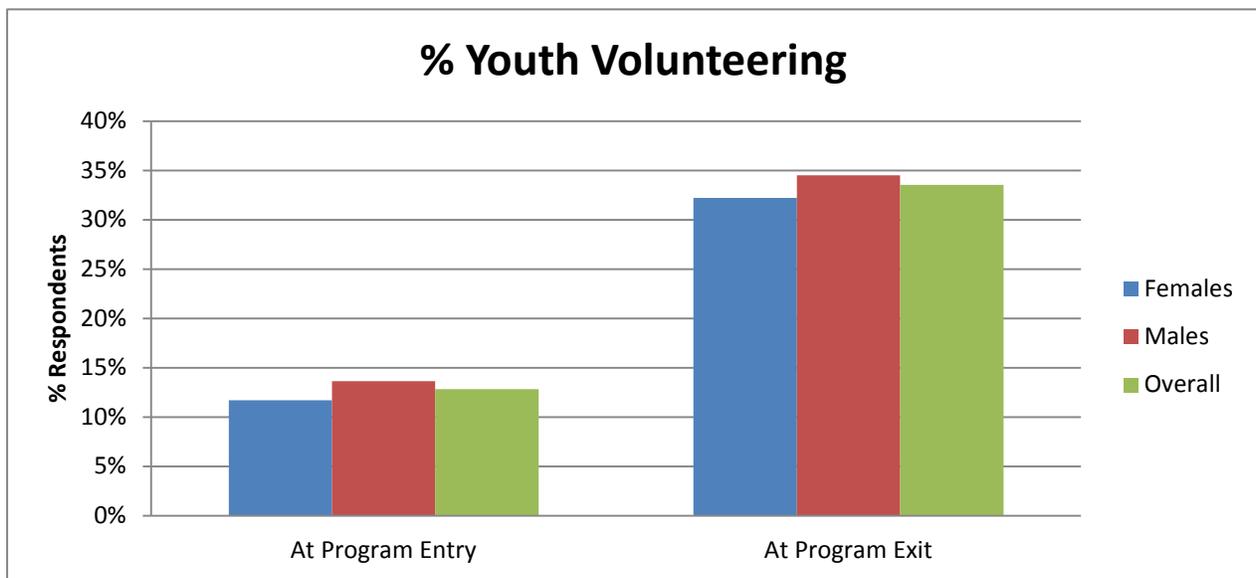
Specifically, Y4F worked with CBOs to create 73 youth friendly services in all 9 communities targeted by the program, as well

as hundreds of volunteer opportunities and activities. At least 5,000 youth and community members benefitted from the youth friendly services provided, and thousands of others participated in the



program’s various volunteer activities.¹² These youth friendly services covered a wide variety of recreational, employment, and educational activities, and were provided by both civil society actors through the CBOs, as well as the public sector through the partnerships with the Higher Council of Youth as well as the Ministry of Labor.

Civic Engagement: CBOs engaged with young people and their families in a variety of ways, most prominently being the inclusion of youth in their activities, creating structured volunteer opportunities for young people, and actively engaging parents in their communities. This is quite remarkable given that the majority of the CBOs prior to engagement with the Y4F program had never worked in the area of youth development. Now, 11 of these CBOs have changed their by-laws and mission statements to explicitly state their youth development mission.



As a result, young people themselves reported both being more involved in their communities when they exit the program, as well as a belief that they can play a role in their communities’ future. The program witnessed a 20% increase in the reported number of youth currently volunteering between young people’s entry and exit in the program. This was across both genders (although the starting and ending percentages differed by gender). Furthermore, youth also report an over 200% increase in the average # hours that they volunteer between program entry and exit (going from less than an hour of volunteering to nearly 2.5 hours per week). While the levels of volunteerism did vary greatly between communities and CBOs, there was no distinct patterns between either gender or geographic location, signaling that perhaps community engagement is much more a factor of the level and type of activities that CBOs themselves

¹² These are considered conservative estimates given IYF’s M&E practice of only counting those who had hard-copy documentation of participation, a difficult requirement for services that were often open to the public and/or had open hours and many participants. Furthermore, while IYF no longer counts the # youth who volunteered in the program, at the time of conclusion of this indicator, it was well over 3,000 youth.

offer rather than the community perceptions or other externalities that many often consider as key influences in youth participation. Such volunteer activities seemed to also help youth benefit from the employability components of the program as well. Indeed, exit records and tracking records showed a statistically significant increased job placement rate between those who had either volunteered or had volunteered under the program, and those who had never volunteered.

Statements with Highest Change in Perception from Entry to Exit
I know how to design and implement a community project.
I feel like I have done something important to help my community.
I am aware of the needs in my community that I can do something about.
I feel that most adults are supportive of young people's efforts to work on community problems.
I believe that young people can encourage adults to do things to improve our community.

Youth also reported statistically significant gains in their attitudes and beliefs about their ability to contribute to their communities.¹³ Such results show that youth not only have safe places to gather, but the ability and desire to continue to improve their communities for the betterment of young people in the future.

CBOs themselves report that they see a change in the attitude of young people in their communities, as well as in the role that CBOs play in supporting young people in their communities. As one staff member from Sanabel El Khair Association in East

Amman said during one of the program's focus groups, *"We used to work with women only but now one of our goals is to empower youth and develop their abilities. Frankly, the program helped in expanding the scope of the services we provide ... the CBO is a youth hub now, the place where they gather. A lot of the girls who finished their trainings are still volunteering with us."*

Community Youth Referral Systems: To sustain the youth hubs in Y4F's target communities, Y4F helped to foster youth referral systems that enabled individual CBOs to leverage their comparative advantages with other community actors to support young people. An important finding from Y4F's rapid community appraisal at the beginning of the program is that youth from disadvantaged backgrounds are often unsure of where to go to access support in developing their skills and pursuing livelihood opportunities. CBOs worked in isolation from each other, as well as local public sector entities. As such, Y4F worked to enhance and formalize the youth hub referral system by creating linkages between CBOs and local government bodies in order to collaborate together to advance youth employability programs, and to offer a coordinated support network between civil society and public and private sector partners where young people are referred to a range of youth services (e.g., recreational, educational, skills training, and volunteerism opportunities) depending on their individual needs. In addition to CBOs, community partners engaged to strengthen the community referral support system including parents, youth centers, chambers of commerce, municipal governments, and the Ministry of Labor (MOL),

¹³ Youth reported statistically significant gains in 7 out of 9 domains asked about between at entry and exit of the program that specifically related to the role of young people in their communities.

Ministry of Social Development (MOSD), Higher Council for Youth (HCY), and the Vocational Training Corporation (VTC) local directorates / centers.

Youth Hub Local Coordination Committees: To sustain the youth hub approach, Y4F also piloted the establishment of two Local Coordination Committees (LCCs) in Irbid and Zarqa, which consisted of relevant stakeholders, including local MOL, HCY, MOSD, and MOI directorates and vocational training centers. The LCCs were the convening arm of the referral system, whereby coordination mechanisms are put in to place between partners that provide youth services and programs. 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. Y4F worked with each LLC to develop their youth 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. From the experience of creating the LCCs, IYF has learned that such mechanisms work optimally in environments where all the relevant stakeholders are available and easily accessible (and thus necessitates an urban or semi-urban environment), and where there are local champions, particularly in the public sector at the municipal level, who want to take on such initiatives. IYF found such environments in Irbid and Zarqa, and hopes that the two communities’ youth strategy and coordination models can serve as best practices to be replicated to other governorates around Jordan.

MOSD support for Youth Hubs: Finally, Y4F advocated for policy reform within the MOSD to support the expansion of youth services through CBOs. Specifically, MOSD has grant schemes to support CBOs to implement their community development programs. Through this existing funding mechanism, Y4F recommended requiring that a portion of the funds awarded to CBOs each year be allocated to youth services. The funds would be used to support parent engagement, youth outreach activities, and employability skills training programs (life skills, IT, etc.) now being offered through the CBOs. Recommendations to amend 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, were submitted to the MOSD’s Association’s Registration Unit in 2014. When Y4F ended, IYF handed over this policy area to FHI360 in order to carry the baton through their work with CBOs.

Training Models and Curricula: Beyond the provision of youth friendly services and establishment of coordinated youth referral systems, IYF believes that the creation of key training curricula and materials for the CBOs provided the knowledge, skills, and tools that CBOs and public sector service partners needed to transform into community youth hubs. Four primary training tools and/or programs were created and shared with Y4F partners under this component to support youth friendly services:

- The *Youth Friendly Services Toolkit* is a set of resource guides that helps youth serving institutions evaluate the youth friendliness of their programs in 5 domains. It does this by providing them with key definitions for the parameters that are needed in order for a space to be considered “youth friendly” based on IYF’s experience in developing and managing effective programs around the world, a rating tool by which CBOs could evaluate themselves in the various elements of youth friendliness and action plan templates to address gaps in their programs. Program partners received training on the YFS toolkit, and the tool was used as a benchmark to evaluate both existing services to determine priority need areas, as well as the completed services

to ensure that they meet the standards so that young people can engage with and benefit from these services.

- *Engaging with Parents* is a set of lessons and activities designed to provide techniques through which CBOs could talk to parents and help them understand what their young people are going through, both in their adolescent stage of development as well as in the youth programs offered through the CBO. Parents receive hands-on activities and opportunities to experience what their children were going through, and be empowered in how they could support their children in succeeding in both adolescence and adulthood. CBOs and other community actors received training on the parent engagement manual to support outreach activities. Approximately 35 staff were trained to deliver this workshop to parents and 2,000 parents benefitted from the training throughout the life of the program.
- *I SERVE* is a training program that empowers young people to develop ideas to address concerns in their communities, form groups, and receive small grants to implement those ideas in a 6 to 12 week time frame. 38 youth groups participated in I SERVE through the course of the program. While I SERVE and other volunteerism activities were phased out of the program by the end of 2012, the impact of the program continues to be noticed in the CBOs. In fact, recently one of the partner CBOs (Khreibet Al Souq Association) received a grant from FHI 360 to support community youth programs, and I SERVE is one of the key components being implemented under the proposal.
- The *Certified Youth Development Professional Training Program* provides CBO staff with foundational knowledge in the positive youth development approach to youth programs, as well as the skills to implement best practice programs and interact with young people. This training, provided to over 150 staff at both the CBOs and in the public sector, including those who worked with some of Jordan's most vulnerable youth populations in juvenile centers at the MOSD, was well received by staff, 71% of whose completers were certified. Staff commented on how this training helped them understand what young people go through and how they can adjust their programs to meet those needs and therefore achieve their outcomes. As one CBO staff member from the Shouaa Association in Zarqa commented in focus group discussions, *"One of the best trainings I have ever participated in is the training for youth workers...we had a lot of misconceptions about dealing with youth but now we have developed a common language to dealing with them...if you want your program to succeed, the [CBO personnel] should all take this training."*

LESSONS LEARNED

Through the Youth for the Future program, IYF and its partners have learned many lessons about what works and what doesn't when designing programs to support Jordan's most at-risk, high school dropouts successfully transition to adulthood. The following section outlines some of the more important lessons and takeaways from the Y4F experience, although many other lessons were learned from Y4F's holistic approach. These lessons are divided by program component and focus on the main program question or challenge that each component faced during implementation.

Component 1: Effective integration of youth development models through public sector entities

Public sector training outlets and services offer the best opportunity for scale given their ability to reach large numbers of youth and their importance to support improved practices, programs and services for youth. At the same time, inefficient management processes and generally lower quality of services present both a challenge and opportunity. Key learnings from Y4F's experience working with public sector partners and with the Vocational Training Corporation (VTC) in particular are as follows:

Build awareness of the new program model. Developing relationships and demonstrating the added value of a new initiative early on is key to ensure administrators' commitment and long term buy-in. Conducting needs assessments and comparison studies of comparable programs and their relative benefits, and sharing these results, helped legitimize the integration of Y4F's Passport to Success life skills programs in the eyes of VTC center directors with respect to other life skills programs. Demonstrations of the success of the program within the agency itself also helped make a case for strong quality assurance systems and strategic long-term management.

Capitalize on initial successes to push for institutional change. As the program rolls out, identify strategic champions and decision maker who are familiar with the initiative who can advocate to formalize and institutionalize change on a large scale. Y4F's close collaboration with the highest levels of the VTC, including the Director General, was key to getting institutional buy-in and support for the initial pilot of life skills training in the hospitality training centers and the eventual integration of PTS into the VTC's core curricula. 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 and can monitor quality assurance, address bottlenecks, and work with VTC supervisors to ensure effective training plans and schedules to maximize the benefits of life skills training classes.

Don't forget the middle management. To equip an organization to run a new youth program, the most obvious target group for training is the youth-facing staff and trainers. However, their managers, supervisors and administrators are the decision makers, the ones who allocate resources and influence the rest of the staff at the center. Their cooperation is essential to get a new initiative off the ground. In Y4F's experience, where VTC center heads were on board and championed PTS, PTS rollout in those centers worked well and trainers were enthusiastic. However, approximately 11 trainers of the total number of planned PTS trainers who were not certified because they did not complete all elements of the training certification process and/or dropped out, did so because of a lack of clear follow up instructions on their

new roles from the center supervisors. 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.

Invest in professional development for public sector personnel. For a ministry to take on a new service or program and integrate it into its workflow for years to come, staff at all levels need plenty of training as well as opportunities to follow up and reinforce their learning. 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 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 from the larger pool of 47 VTC program managers, coaches and trainers that participated in the PTS orientation and training workshops.

Component 2: Designing effective employability programs that work for out of school youth

Equipping out of school youth with essential life skills supports more successful transitions to work and adulthood. To bridge the gap between youth skills and employer needs, 85% of program participants from Jordan's most underserved communities completed life skills training as part of their Y4F package of services. Of those who successfully completed the program and related technical trainings, over 70% made measurable progress in achieving their future goals. Close to 60% secured a job or an internship, with others returning to the formal educational system or starting their own business. Youth who took the Passport to Success life skills program in Jordan reported statistically significant gains in their life skills in such areas as communication, cooperation, and employment skills. In focus group discussions, young females noted how the program increased their self-confidence, allowed them to engage in constructive dialogues with family members, and enabled them to participate more actively in their community. Young men, too, reported that they now have the skills to cope with the challenges of the workplace, including managing one's anger, respecting others, and writing CVs and interviewing.

Engage parents as part of the solution. In 2012, Y4F commissioned a study to better understand the role of parents in the youth employment equation. IYF learned that parents play a key role in determining whether their children can participate in the program, and their understanding and support of their child's career path, the skills they require, and employment options can be a decisive factor in a young person's commitment to a training program or a new job. Based on the study findings, Y4F found that lack of effective communication and understanding among low-income parents of the needs of youth at-risk—and what it takes to succeed in today's labor market—posed significant barriers to their sons' and daughters' abilities to overcome obstacles and maximize opportunities. The good news is there is much that can be done to educate and empower parents to play a more active role in ensuring the success of their adolescent and young adult children. As a result of its study findings—and the development of a comprehensive parent engagement training model—Y4F equipped more than 2,000 parents with the tools to better support their children's career paths, with many more parents having benefited through the

scaling up of the program at the national level through the national partners including MOSD and the Higher Council of Youth (Youth Leadership Center), among others.

For youth who have left or not completed school, targeted training in high-demand sectors is an effective model to build pathways to a first career, especially when combined with strong life skills training, follow up support and engagement of parents. IYF made the strategic decision during the second phase of the program to use a sector-specific approach to its employability package of training. Y4F tested this model in three sectors – hospitality, retail and facility maintenance – and all three programs yielded strong employment and retention outcomes with a 40-52% job placement rate depending on the sector (hospitality 52%, facility maintenance 51% and retail 41%).

Quality training packages to support sector specific employment models can be costly. Notwithstanding the effectiveness of the program's sector specific training and employment models to build viable career paths for out of school youth, Y4F and its training partners struggled to sustain these models from a financial perspective due to the high cost of the technical training component. To make these programs viable on a large scale, significant leverage funding may be required if training costs cannot be reduced. While Y4F established powerful partnership models between the public sector, private training companies and community based organizations making high quality training accessible for the first time to Jordan's most marginalized youth populations, the heavy investment from USAID to cover these programs 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, which offer solid career paths and employment outcomes, more affordable for this at risk population.

Component 3: Ingredients for the successful transformation of CBOs into community youth hubs

Community based organizations provided great untapped opportunity to reach some of Jordan's most underserved youth populations given their grass-roots positions as well as their relevancy and knowledge of community needs and strengths. However, their relative newness to the area of youth development as well as their previous role as small charitable organizations posed a challenge for how such a transformation could take place. The following are key lessons that IYF learned from its work with the CBOs and how to transform them into professional youth serving entities:

The CBO capacity building process takes time - expectations should be realistic. Building a small organization into a robust, efficiently operating youth hub takes time and substantial investment. To give CBOs this time to evolve, all stakeholders need to agree on the importance of this type of investment and set realistic expectations for what outcomes can be achieved in the short term vs longer term. Under Y4F's initial program model, CBO partners were required to deliver employability and civic engagement activities, expand youth-friendly recreational spaces, and introduce other new services in addition to participating in capacity building interventions. Expectations for the CBOs were high, and they were asked to build their capacity very quickly. While Y4F was ultimately successful in transferring the knowledge and skills that CBOs needed to deliver quality programs with most of CBOs demonstrating measurable improvements in their capacities to serve youth, the capacity building process was labor intensive and took time.

Help CBOs to understand the long-term vision, not just immediate implementation objectives. During the initial phase of the program, community activities had a heavy focus on implementation but more time was needed to orient the CBOs on Y4F's holistic approach to youth development and long-term vision before jumping to youth activities. In this respect, helping the CBOs to better understand the long-term vision of the program should be introduced at the beginning of the partnership to frame subsequent youth activities. Starting with a presentation of the full implementation plan so that they see how their work fits into the larger initiative, then zooming in on their part of it, will help local partners set goals beyond their immediate deliverables.

Support capacity building with shadowing visits and co-implementation. Of the various types of capacity building support Y4F provided to CBOs, taking a co-implementation and shadowing approach was particularly effective to build the organizational and technical capacities of the CBOs, especially in management processes and youth outreach, screening and recruitment. Formal training workshops while beneficial are not enough when building the capacities of organizations that have not had much experience designing and delivering youth employability programs. CBO staff found the hands-on demonstrations more useful and gave them practical understanding of the full cycle of program implementation from recruitment to employment. Working side by side with IYF staff also created relationships that CBO partners could depend on for support. It should also be noted that from an organizational perspective, Y4F's shadowing model requires strong coordination and program management skills, as well as relationship skills with CBOs to effectively support the mindset shift and follow-up support that is required when working with CBOs.

Build strong connections between CBOs and other community stakeholders. Earning strong community buy-in and generating awareness of CBOs' youth services early in the program sets them up for ongoing support once the program ends. Establish relationships between CBOs and community stakeholders through meetings, communication and outreach events and reinforce the CBOs' role as a resource for youth-friendly programming to facilitate the creation of community coordination models and youth referral systems down the road. Developing strategic partnerships and relationships with public sector community actors in particular support visibility and community outreach and were an important ingredient for sustaining the CBO youth activities.