



QUARTERLY REPORT

April 1-June 30, 2019



USAID CAREER CENTER

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April 1-June 30, 2019

Submitted to USAID/Morocco, Economic Growth Office - Development Objective 1: Employability of Target Youth Enhanced

By FHI 360

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACTIVITY INFORMATION

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ACRONYMS AND ABBREVIATIONS

AGEVEC	:	Heavy Construction and Commercial Vehicles Academy (<i>Académie Engins Lourds et Véhicules Commerciaux</i>)
AGEF	:	National Association of Managers and Trainers of Human Resources
AISEEC	:	International Association of Students in Economics and Commercial Sciences
COP	:	Chief of Party
COR	:	Contracting Officer Representative
CPT	:	Technical Development Center (<i>Centre de Perfectionnement Technique</i>)
CREA	:	Automotive Research and Engineering Center of Casablanca
CRM	:	Customer Relationship Management
EFE	:	Education for Employment
ENSA	:	National School of Applied Sciences
FLSH	:	Faculty of Literature, Sciences, and Humanities
FSJES	:	Faculty of Legal, Economic, and Social Sciences
FST	:	Faculty of Science and Technology
GIZ	:	German Agency for International Cooperation
HR	:	Human Resources
I3T	:	Interactive Toolkit Training Tool
IFMEREE	:	Training Institute for Renewable Energies and Energy Efficiency (<i>Institut de Formation aux Métiers des Energies Renouvelables et de l'Efficacité Énergétique</i>)
IFMIA	:	Automobile Industry Training Institute
IREX	:	International Research & Exchange Board
ISTA	:	Specialized Institute of Applied Technology
ISTAHT	:	Specialized Institute for Applied Hotel and Tourism Technology
IT	:	Information Technology
I3T	:	Interactive Toolkit Training Tool
M&E	:	Monitoring and Evaluation
MELP	:	Monitoring, Evaluation and Learning Plan
OPFPT	:	Office for Professional Training and Job Promotion (<i>Office de la Formation Professionnelle et de la Promotion du Travail</i>)
OPI	:	Organizational Performance Index
NGO	:	Non-Government Organization
PPR	:	Performance, Plan and Report
SNA	:	Social Network Analysis
SPO	:	Personal Orientation Strategy (<i>Stratégie personnelle d'Orientation</i>)
STTA	:	Short Term Technical Assistance
TOT	:	Training of Trainers
UAE	:	University Abdelmalek Essaadi
UCA	:	University Cadi Ayyad
UCC	:	USAID Career Center
UHII	:	University Hassan II
USAID	:	United States Agency for International Development
USG	:	United States Government
VTC	:	Vocational Training Center

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I. EXECUTIVE SUMMARY

USAID Career Center is pleased to submit this third quarterly report for its fifth year of program operations for the period of April 1st to June 30th, 2019.

Throughout the quarter, 24,233 youth benefited from face-to-face and Virtual Career Center services. In total, the USAID Career Center program has enhanced the employability of 215,451 youth since its start by offering services that provide youth with a better understanding of employment trends, demand for skills and opportunities to connect with the private sector in order to ease youth's transition from education to employment. Through its six pilot Career Centers, the program continued to provide high quality career services, strengthen private sector engagement and work with public partners to ensure the sustainability and continued dissemination of the Career Centers.

Key milestones achieved this quarter include delivery of capacity transfer to the central management committees designated by partners to manage the Career Center network, delivery of the fourth initial training session and a supplemental initial training session for new Career Center staff, launch of the implementation of "A to Z" activities, supporting the State Secretariat for Vocational Training to organize regional conferences and finalization of the Career Center Toolkit. While the program made major progress toward sustainability, delivery of quality career services to youth continued, which resulted in the program reaching 200,000 beneficiaries (double the original program target) in May 2019. The program's key accomplishments over the quarter are outlined in greater detail below.

I.1 ACTIVITY DESCRIPTION

Sustainability remained a key focus of the quarter. The final sessions of the planned 36-day training for the central management committees were delivered, and a workshop was held to identify additional training needs. Supplemental training sessions for the central management committees designed in response to these needs will be delivered in July. The process of transferring the program's IT tools to the State Secretariat for Higher Education also began and will be finalized in July. The program is providing continuous support to the central management committees' IT staff to build their capacity to manage these tools. The program is also communicating with partners to help them identify a clear institutional structure for the central management committees, which will be key to ensuring the sustainability of the Career Centers.

The program also worked to ensure the sustainability of the Career Centers by supporting the autonomy of Career Center staff, who benefited from 30.5 additional days of continuous trainings to reinforce their capacity to autonomously deliver Career Center services and evaluate the performance of their Career Centers through the Gold Standard Matrix. Implementation of the first activities organized through the Activity "A to Z" also began this quarter. The Career Centers are organizing these activities closely with host institutions to develop mechanisms for the Career Centers to receive and utilize funds, which will support the long-term sustainability of the Career Centers.

Progress was also made on the dissemination of the Career Center model. This quarter, the first satellite Career Center was officially inaugurated in the University of Casablanca, and delivery of activities began at the satellite Career Center in Larache, which will be officially inaugurated in July. Plans to open new satellite Career Centers in Mohammedia and Martil are also in progress, and other partners are on track to open new Career Centers in the coming months. Furthermore, vocational training institutions affiliated with the Ministry of Tourism in Agadir, Fez, Mohammedia,

and Tetouan and Hassan I University in Settat are in the initial stages of opening their own Career Centers, and Career Center staff have already begun service delivery. Pages for these Career Centers have been added to the Virtual Career Center, and staff have received access to the Management Tool.

Sustainability and scale-up of the Career Center model were at the center of discussions with stakeholders during the last national steering committee of the program that was held in June. In the regional conferences organized this quarter with the State Secretariat for Vocational Training, 69 out of 90 vocational training institutes present said they plan to open their own Career Centers.

To support long-term sustainability and dissemination efforts, the final versions of both the physical and online Career Center Toolkit were produced this quarter. These tools have already begun to be shared with partners. They contain guides on all the key steps in the process of establishing and managing a Career Center and delivering quality career services. Work also continued on the Interactive Toolkit Training Tool (I3T), an interactive video series that covers all topics included in the initial training for new Career Center staff. The I3T will be finalized next quarter. Together, these tools will ensure that partners are prepared to sustain and disseminate the Career Centers.

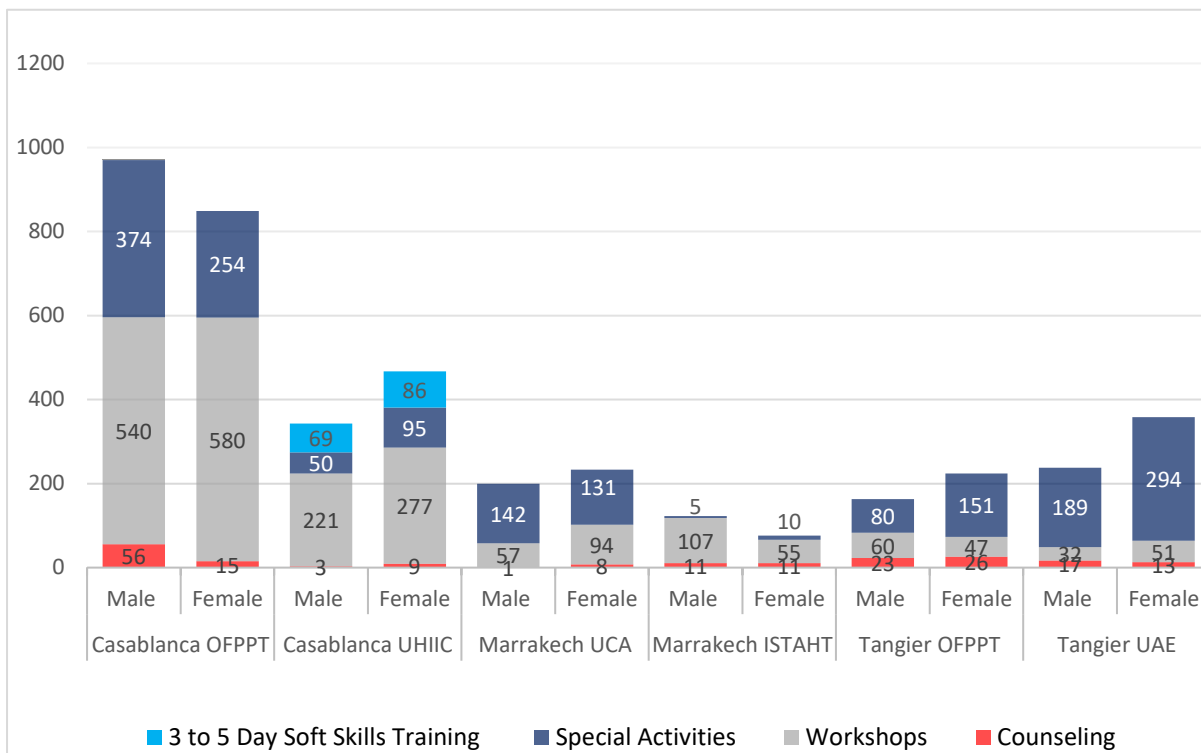
The program also worked with partners to advance toward integration of work readiness training into institutional curricula. 185 trainers from partner institutions participated this quarter in Trainings of Trainers (ToTs) on *Najahi: Prêt pour l'emploi*. The program also continued to support partners by co-delivering trainings with recently trained trainers. In addition, the Automobile Industry Training Institute (IFMIA) confirmed to the program that all the institute's trainees are now required to take 16 hours of *Najahi*.

While advancing toward sustainability, USAID Career Center continued to focus its efforts on supporting key programmatic objectives of enhancing youth employability and the establishment of a Moroccan replicable Career Center model in the three target regions of Casablanca, Marrakech, and Tangier. To date, six pilot Career Centers and two satellite Career Centers are fully operational.¹ Throughout the quarter, the Career Centers organized events such as recruitment events, most notably the first speed recruitment event organized by the Vocational Career Center in Casablanca, company visits, guest speaker workshops and conferences with the private sector, collaborations with civil society organizations and events to promote entrepreneurship.

As shown in Figure 1 below, 4,121 beneficiaries participated in face-to-face Career Center activities. This figure represents a 20.55% decrease from the previous quarter, which reflects the lower level of activity in the Career Centers during the month of Ramadan in May and the examination period in June. The Career Centers continued to engage youth through a variety of activities, including one-on-one counseling sessions, workshops, guest speakers from the private sector, company visits and outreach events such as conferences and recruitment forums. Of the youth who participated in face-to-face Career Center services, 274 received one-on-one career counseling, 2,529 youth participated in Career Center workshops and 376 youth participated in guest speaker workshops.

¹ The six open Career Centers include the University Hassan II Career Center and OFPPT Vocational Career Center in Casablanca, the University Cadi Ayyad Career Center and the Specialized Institute for Applied Hotel and Tourism Technology Vocational Career Center in Marrakech, and the University Abdelmalek Essaadi University Career Center and OFPPT Vocational Career Center in Tangier. The two satellite Career Centers include the satellite University Hassan II Career Center located in at the Faculty of Literature, Sciences and Humanities in Ain Chock and the satellite University Abdelmalek Essaadi Career Center located at the Polydisciplinary Faculty in Larache.

FIGURE I. ACTIVITY BENEFICIARIES PER CAREER CENTER, APRIL-JUNE 2019



New offerings also continued to be developed to respond to the diverse needs of youth. The offline, card game version of the Personal Orientation Strategy (*Stratégie personnelle d’Orientation – SPO*), a tool to help youth identify their strengths/weaknesses and life objectives in order to identify possible career pathways to pursue, was finalized and all Career Center staff received training on how to use this tool to orient youth. An online version of the SPO will be integrated into the Virtual Career Center next quarter. The entrepreneurship offering was also strengthened through the delivery to all Career Center staff of a revised ToT on “What If I Want to Become an Entrepreneur?” In addition, the online associations mapping tool was enhanced to include organizations that support young entrepreneurs.

Youth continued to benefit from online services through the Virtual Career Center. This quarter, 4,569 new users registered on the Virtual Career Center and 19,664 non-registered users visited the site (see *Activity 2.1: Activity Progress*). The number of registered users saw a 38.01% decrease compared to the previous quarter, which reflects the lower level of activities in the Career Centers during Ramadan and the examination period. The number of unregistered users increased by 5.56%, which shows the steadily growing popularity of the Virtual Career Center.

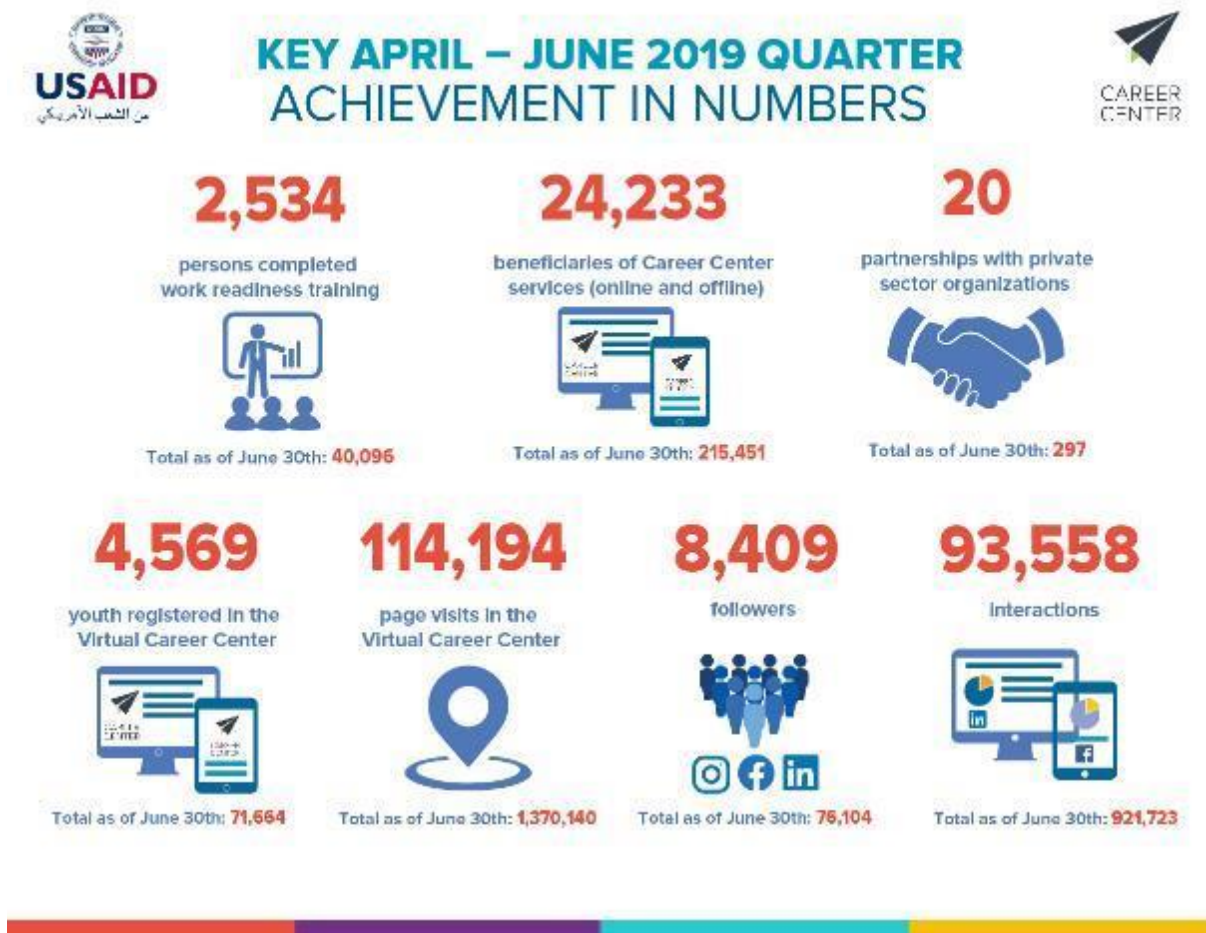
Social media remained a key component of the program’s youth mobilization strategy. All Career Centers launched Instagram pages this quarter, which will enable them to engage with youth on a platform that has seen growing popularity among Moroccan youth over the past couple of years. New social media campaigns were launched by the Career Centers in May and June, resulting in an increase of new followers and social media interactions.

Updates continued to be made to the Management Tool to improve its functionality. New Career Center staff were given access to the Management Tool, and the staff of new Career Centers may now register events at their Career Centers. The option was also added for Career Center staff to send surveys directly to youth at their Career Centers. Also, accounts for managers and evaluators from the central management committees were created for the online Gold Standard Matrix.

The program has also continued its efforts to promote gender equality and provide support for people with disabilities. The “Guide for Inclusive Career Centers” was produced in collaboration with the NGO Humanité & Inclusion. In addition, all Career Center staff received a training in May on “Planning for Inclusive Career Center Activities” as part of the continuous training of Career Center staff. A one-day training on “Gender and Inclusion” was also delivered to new Career Center staff as part of the supplemental initial training (June 19th). Both trainings were co-facilitated with experts from Humanité & Inclusion.

Finally, the program worked with sub-contractors throughout the quarter to plan for the program close-out, especially the closure of the regional offices and the first staffing changes that will take place in the next quarter.

FIGURE 2. KEY QUARTER ACHIEVEMENTS IN NUMBERS (APRIL 1ST – JUNE 30TH 2019)



I.2 SUMMARY OF KEY ACCOMPLISHMENTS DURING REPORTING PERIOD

The April-June 2019 quarter was a very productive period for USAID Career Center, with several key accomplishments in the following areas:

- **24,233 youth benefited from Career Center services**, which includes 4,569 new registered users and 19,664 new unregistered users on the Virtual Career Center.
- **2,534 youth benefited from work readiness training** over the quarter through the six opened physical Career Centers and the e-learning platform on the Virtual Career Center.
- **185 trainers from partner institutions participated in ToTs on Najahi**, including 43 from OFPPT, 27 from the State Secretariat for Vocational Training, 32 from the Ministry of Tourism, 30 from Cadi Ayyad University, 20 from Hassan II University and 32 from Hassan I University.
- **Career Centers established 20 new informal partnerships through engagement with private organizations**, including 9 in Casablanca, 7 in Marrakech, and 4 in Tangier. Through these partnerships, the Career Centers conducted sourcing events and other collaborative activities. This brings the total number of partners to 297.
- **24 designated staff of future Career Centers benefited from the fourth initial training session**, bringing the total number of staff who have benefited from initial training to 123.
- **21 future Career Center staff participated in the supplemental initial training.** These staff, 16 of whom participated in one of the four initial training sessions, were designated by partner institutions and the central management committees to receive additional intensive training to prepare them to deliver a full range of Career Center services in new Career Centers that are planned to open in the coming months.
- **30.5 days of continuous training were delivered to Career Center staff.** Two Career Center Staff Days were also organized.
- **The final version of the Career Center Toolkit was produced**, and distribution began to participants in the national steering committee and members of the central management committees.
- **Six training sessions were delivered to members of the central management committees.** A workshop was also held with members of the central management committee to identify remaining training needs, and delivery of supplemental training began based on those needs.
- **Transfer of IT Tools to the central management committees is well underway**, and will be completed in July.
- **69 out of the 90 vocational training institutes that participated in the regional conferences reported that they are planning to open Career Centers.**
- **All three pilot University Career Centers were fully re-staffed** by the end of the quarter after four Counselors who worked with the program during the pilot phase were re-hired by the universities and one new Counselor was recruited to fill the second Counselor position at the University Career Center in Casablanca.

- **2,588 new followers on Facebook, 3,249 new followers on LinkedIn and 2,572 new followers on Instagram.** Instagram pages were launched by each Career Center. The number of Facebook followers increased by **4.29%** since the previous quarter, bringing the total number of followers to **62,845**. The number of LinkedIn followers increased by **40.77%**, bringing the total number of followers to **10,687**.

I.3 SUMMARY OF MAJOR CHALLENGES, LEARNING AND ADAPTIVE MANAGEMENT DURING REPORTING PERIOD

This quarter's major challenges, lessons learned, and adaptive management strategies are outlined below:

- **Preparing for Sustainability:** The program continues to work with partners to ensure all required capacity transfer takes place and partners are prepared to sustain the Career Centers beyond the life of the program. Capacity transfer occurred on quite a large scale this quarter, but efforts are still needed to ensure that specific actors are designated to take over all central management tasks for the Career Centers. The program continues to emphasize the importance of developing a clear institutional structure for the central management committees to partners, as well as the importance of moving quickly on actions related to sustainability, such as supplemental training for the central management committees and delivery of additional *Najahi* ToTs to partner institutions, before the program's technical activity ends.
- **Roll-out of Activity "A to Z":** This quarter saw advancement in the implementation of activities organized through the Activity "A to Z," which is designed to support the sustainability of the Career Centers by encouraging host institutions to develop mechanisms for the Career Centers to receive and spend funds. Significant administrative challenges have been encountered in relation to gaining institutional letters of support, scheduling activities and the procurement process.
- **Adapting to Partner's Training Needs:** The program has collected feedback from participants in the initial trainings for new Career Center staff and the training delivered to members of the central management committees. This feedback was used to identify remaining training needs. In response, a supplemental initial training for selected new Career Center staff was organized, which proved to be highly successful for preparing staff at Career Centers that are soon to open. The remaining training needs of the central management committees have also been identified, and delivery of supplemental training began in June and will be completed in July.
- **Planning with New University Leadership:** New Presidents have been appointed at the universities in Casablanca in Tangier, and a new President will soon be appointed at the university in Marrakech. The program is making strong efforts to establish relationships with the new Presidents to continue coordinating with the universities to support the Career Centers. A successful first meeting was held with the new University President in Tangier, and the program will reach out to new Presidents in Casablanca and Marrakech next quarter.

2. ACTIVITY PROGRESS

2.1 PROGRESS NARRATIVE

Throughout this quarter, the six Career Centers delivered face-to-face services to 4,121 beneficiaries. The Virtual Career Center received 114,194 page visits lasting an average of just over four minutes. Face-to-face services in the Career Centers include walk-in hours, workshop offerings (on topics such as CV and cover letter writing, oral and written communication, self-confidence, job search strategies, time management, public speaking, teamwork), and special events with partners in the local labor market. Individual counseling sessions were held with 274 youth in both the University and Vocational Career Centers, and 2,529 youth participated in Career Center workshops.

Major progress was made this quarter regarding sustainability and dissemination of the Career Center model. Delivery of the final sessions of the planned 36-day training for the central management committees was completed, and feedback was collected from participants to design supplemental training for the central management committees. Delivery of this supplemental training began in June and will be completed in July. The fourth initial training for new Career Center staff was also delivered this quarter, and a supplemental initial training was delivered to selected staff of Career Centers that will open in the coming months. The final version of the Career Center Toolkit was produced, and distribution to partners began. Progress also continued on the Interactive Toolkit Training Tool (I3T), which will support future initial training needs. This quarter saw the official inauguration of the first satellite Career Center in Casablanca University and first activities were delivered at the future satellite Career Center in Larache, which will be officially inaugurated in July. Staff of future Career Centers in Agadir, Fez, Mohammedia, Settat and Tetouan have also begun service delivery in advance of the official openings to their Career Centers.

To further support the objective of sustainability, Career Center staff continued to enhance their capabilities through several continuous trainings delivered by program staff and consultants. These included trainings on “the Gold Standard Matrix,” “Organizing Inclusive Activities” and “Managing Relations with Media.” Program staff also supported four Career Centers in implementing the Activity “A to Z,” which is designed to ensure that host institutions establish mechanisms for the Career Centers to receive and spend funds, which is key to ensuring their sustainability.

The program also finalized the Personal Orientation Strategy (*Stratégie personnelle d’Orientation – SPO*) tool this quarter, which uses a card game format to help youth identify their strengths, weaknesses and life objectives in order to identify possible career pathways. All Career Center staff received training on how to use this tool to orient youth. The online version of the SPO (*eBilan*) will be launched on the Virtual Career Center in July.

Career Center staff, in collaboration with the regional teams, organized several special events inside the Career Centers for youth, often in collaboration with private sector and civil society partners. This quarter, special events included a speed recruitment event in Casablanca, a conference on “International Student Mobility and Inter-Institutional Cooperation” in Marrakech and an “Entrepreneurship Training in Green Trades and Solar Solutions” workshop in Tangier.

Updates continued to be made to the Virtual Career Center to include information about new Career Centers and respond to the needs of youth. Pages for future Career Centers where service delivery has begun were added along with information about new Career Center staff. In addition, the associations mapping tool was updated to include associations that support youth entrepreneurship. Specialized registration forms for specific Career Center events such as job fairs were also added to the site.

2.1.1. COMPONENT 1: REINFORCE CAREER CENTER MODEL AND SERVICES DELIVERY

Youth Participation in Career Center Activities

The Career Centers continued to develop diverse programming and actively engage in outreach to promote youth participation in Career Center activities. They continued to organize numerous guest speaker workshops and company visits. Partners in the private sector and civil society collaborated with the Career Centers to organize special events, including events to promote and support entrepreneurship. Thanks to these efforts, the program reached 200,000 beneficiaries in May 2019—double the original target.



"Thanks to the CV workshops and interview preparation I participated in, I learned how to perfect my CV by highlighting my experiences and skills. Also, I now feel more confident about my qualifications and will definitely be more at ease during my future job or internship interviews."

██████████ - **Specialized Technician
Computer Networks - the Specialized Institute
in Offshoring Trades - Tetouan**

Private Sector Mobilization

Private sector engagement remained a crucial part of the Career Centers' systemic approach. Through effective outreach, 20 new partners collaborated with the Career Centers this quarter. Numerous guest speaker workshops, company visits and recruitment events were organized in all three regions. The Vocational Career Center also organized the first speed recruitment event, which provided the opportunity for youth to interview on the spot with companies that are actively recruiting. This proved to be a very successful event format to connect youth with the private sector.

Career Center Offerings

The program continued to improve the Career Centers' entrepreneurship offering. This quarter, staff of all Career Centers benefited from a revised ToT on "What If I Want to Become an Entrepreneur?" to support their capacity to deliver this workshop to youth. In addition, the associations mapping tool on the Virtual Career Center was updated to include associations that support young entrepreneurs. The new diagnostic and career guidance tool Personal Orientation Strategy (SPO) was introduced to the Career Centers in June. All Career Center staff received training on how to use this tool to orient youth. The online version of the tool will be available on the Virtual Career Center in July.

Career Center Staff Training and Capacity Building

Continuous Training of Career Center Staff from the Pilot Phase

Continuous training to strengthen the capacity of Career Center staff of the pilot Career Centers continued throughout the quarter. International STTA ██████████ delivered a training for Career Center Directors on the Gold Standard Matrix and its application based on the Directors' first self-

assessment using the tool (April 16th). She also co-delivered training for the central management committee on the Gold Standard Matrix with the Technical Director (April 17th).

Program consultant [REDACTED] delivered a workshop on video editing to University and Vocational Career Center staff in Casablanca (May 20th), Marrakech (May 21st) and Tangier (May 29th).

The Technical Director delivered a revised version of the ToT “What if I Become an Entrepreneur?” to University and Vocational Career Center staff in Casablanca (May 22nd) and Marrakech (May 27th). This training will be delivered in Tangier during the next quarter (in July).

A team from the NGO Humanité & Inclusion (formerly Handicap International) delivered an “Organizing Inclusive Activities” training to University and Vocational Career Center staff in Marrakech (May 22nd), Tangier (May 24th) and Casablanca (May 29th).

The program Technical Director delivered a training on to use the new diagnostic and career guidance tool (*Stratégie personnelle d’Orientation – SPO*) to University and Vocational Career Center staff in Casablanca (June 24th) and Marrakech (June 25th). It will be delivered in Tangier in July.

IREX Program Manager [REDACTED] delivered an “Internship Program Training” to Career Center staff in Casablanca (June 19th), Marrakech (June 24th) and Tangier (June 17th). He also led work sessions on the Activity “A to Z” program implementation timelines, revised deadlines, and final narrative and budget reporting requirements sessions with the University and Vocational Career Center Directors in Casablanca (June 20th), the acting Vocational Career Center Director in Tangier (June 17th) and the Regional Technical Support Officer in Tangier, who participated in place of the University Career Center Director due to the Director’s unavailability (June 18th).

Training of New Career Center Staff

Training was also delivered throughout the quarter to new Career Center staff to rapidly build their capacity to deliver career services. STTA Workshop Delivery Consultant [REDACTED] delivered the ToTs “How to Benefit from Job Fairs,” “Stress Management” and “How to Successfully Achieve Professional Integration” to new University Career Center Counselors in Marrakech (April 22nd-23rd), to new University and Vocational Career Centers Counselors in Tangier, including new Counselors from Larache and Tetouan (April 29th-30th), and to new University and Vocational Career Centers staff in Casablanca (May 6th-7th). She also delivered the ToT “Manage My Time and Develop My Organizational Skills” and the training “LinkedIn: Create and Manage My Professional Image Online” to new Career Center staff in Marrakech (May 16th), in Tangier (May 27th) and in Casablanca (May 30th). Finally, she led individual coaching sessions with new Career Centers staff in Marrakech (May 17th), in Tangier (May 28th) and in Casablanca (May 31st).

International STTA [REDACTED] delivered the ToT “Teamwork” and the training “Analysis & Problem Solving” to new University and Vocational Career Center Counselors in Casablanca (June 17th), Marrakech (June 20th) and Tangier (June 24th). She also led individual coaching sessions with new University and Vocational Career Center counselors in Casablanca (June 18th), Marrakech (June 20th) and Tangier (June 25th).

Over the quarter, International STTA [REDACTED] led twelve remote individual coaching sessions with new Counselors from pilot Career Centers and future Career Centers.

Career Center Staff Days

Two editions of the Career Center Staff Days were held during the quarter. The Career Center Staff Days were held in Rabat to provide Career Center staff an opportunity to discuss achievements over the past quarter, plan for the upcoming quarter, and reflect on best practices (April 2nd-3rd). Career Center staff also attended sessions to strengthen their capacity to use Instagram in their communication strategies, learn about the results of the tracer survey and participate in a practical exercise on how to develop their own questionnaires on the Management Tool, and share each

Career Center's plans for the Summer Camps. Along with the staff of the six pilot Career Centers who were originally recruited by the program, this edition of the Career Center Staff Days for the first time included four new staff of pilot Career Centers who were recruited by the universities, staff for the future Career Centers in OFPPT vocational training institutes in Tetouan and Casablanca, and staff for the future Career Centers in vocational training institutes run by the Ministry of Tourism in Mohammedia, Fez, and Agadir.

The final Career Center Staff Days organized by the program were held in Rabat (June 10th-12th). 22 Career Center staff participated, including staff from the six pilot Career Centers along with staff from the new OFPPT Career Centers in Casablanca and Tetouan and the new satellite Career Center in Larache, along with seven members of the central management committees. This event provided an opportunity to debrief on program achievements, report on Career Center accomplishments over the past quarter, plan for the Summer Camps, hold work sessions with the central management committees, and present certificates of achievement to the Career Center staff. On the final day, Career Center staff participated in a training delivered by the consultant [REDACTED] and the Communications team on managing relations with the media.

Staffing of Pilot Career Centers

The Director of the Vocational Career Center in Tangier resigned from his position, and the Director of the future OFPPT Career Center in Tetouan has been named as the interim Director.

Two Counselors were recruited by the university for the University Career Center in Casablanca, including one who worked with the program in the pilot phase.

Two Counselors were recruited by the university for the University Career Center in Tangier, including one who worked with the program in the pilot phase.

One resource was recruited to staff the satellite Career Center in Ain Chock.

Three university staff members who participated in the December initial training session were selected to manage the satellite Career Centers in Larache and Martil.

Activity "A to Z"

Program staff continued to work with the Career Centers and regional coordination teams to advance the "A to Z" Activities. Delays in receiving institutional letters of support and milestone documents caused most of the activity dates to be shifted later than originally planned; in addition, unforeseen circumstances and cumbersome procurement procedures resulted in late redesign of the activity for two Career Centers. The activities have been implemented in June at the Vocational Career Center in Casablanca and the University Career Center in Tangier. Activities at the University Career Center in Casablanca and the Vocational Career Center in Tangier will be implemented in July. All activities, including final narrative and budget reports, will be finalized in July. See 5. *Lessons Learned* for a description of the major challenges and lessons learned in this process.

Virtual Career Center & Online Tools

This quarter, the number of youth who were registered on the Virtual Career Center saw a decrease compared to the previous quarter due to the lower level of activity in the physical Career Centers during the month of Ramadan in May and the examination period in June. The number of unregistered users continued to increase steadily, which is consistent with the rising popularity of the Virtual Career Center.

During the quarter, 20 news items were added to the "News" section of the Virtual Career Center. In addition, the database of educational pathways and establishments in the "Explore" section was updated.

The Virtual Career Center was also updated to provide information about future Career Centers in the early phases of delivering Career Center services and new Career Center staff. The "Meet Us in a Career Center" section on the homepage was updated to include new Career Centers located in Agadir, Fez, Mohammedia, Settat and Tetouan.

The online registration form for youth was also updated to include a checkbox for youth to mark if they identify as having a disability.

A new registration process was added to the Virtual Career Center for job fair events. Users can click on a slider on a homepage to confirm their participation. Users may then select either “company” or “student.” Company representatives are led to a registration form. Youth are also led to a registration form provided they meet several conditions, including registration on the Virtual Career Center, completion of at least three *Najahi* modules, participation in job interview preparation and uploading a CV.

A page was also added to the site to list the Summer Camp events. Users can access this page by clicking on a slider that has been added to the homepage.

The associations mapping tool on the Virtual Career Center was updated to include associations that support young entrepreneurs.

The contents of the section of the online Career Center Toolkit that lists the chronological steps to open a Career Center was updated.

Several of the training sessions delivered to members of the central management committees covered the program’s online tools. The fifth session of the initial training session for the central management committees was delivered to the information systems management staff of the central management committees and covered use of the Management Tool (April 8th-11th). The sixth session delivered to the digital content managers included a presentation on the Virtual Career Center, a demonstration on managing the back office of the site, a presentation on Virtual Career Center statistics, a presentation of the “Your Career” application and a training on the action plan for the transfer of all digital contents to the central management committees (April 16th-19th). The eighth session was also delivered to the information systems management staff on the “Your Career” mobile application and the Customer Relationship Management Tool (April 22nd-23rd). The tenth session included a training on the online Career Center Toolkit and a follow-up meeting on the plan to transfer the program’s IT tools (May 6th-7th).

The process of transferring of the program’s IT tools to the Ministry of National Education, Vocational Training, Higher Education and Scientific Research began in June. These IT tools include Virtual Career Center, the Management Tool, the *Najahi* e-learning platform, the associations mapping tool, the online Career Center Toolkit and the “Your Career” mobile application. This process will continue next month. Program staff are providing continuous support and training to the Ministry’s IT staff.

A training session on practical applications of the Management Tool was delivered during the supplemental initial training session for new Career Center staff (June 20th). A workshop on how to use the Management Tool to track Career Center activity was also delivered during the supplemental training for members of the central management committees (June 25th). A presentation on recent updates to the Management Tool was also delivered to Career Center staff during the Career Center Staff Days (June 10th).

TABLE I. KEY VIRTUAL CAREER CENTER STATISTICS (APRIL – JUNE, 2019)

Virtual Career Center Statistics	
Number of registered users	4,569 (-38.01%)
Number of non-registered users*	19,664 (+3.45%)
Average length of site visit	04:17 (-0,24%)
Number of page views**	114,194 (-7.46%)
Number of visits to <i>Self-Diagnostic</i>	3,804 (-22.02%)
Number of visits to <i>Explore</i>	3,423 (-5.23%)
Number of visits to <i>Get Ready</i>	2,337 (-0.26%)
Number of visits to <i>Take Off</i>	2,775 (-3.95%)
The most popular career brochures	Aéronautique
The most popular advice sheet	Mon CV
The most viewed job description	Agent d'exploitation transport routier

* This number represents the number of visitors based on Google Analytics minus the number of registered users based on the Management Tool. The Google Analytics number includes registered users which requires subtracting this number. $(21,644 - 1,980) = 19,664$

** This number tracks the total number of visits to the Virtual Career Center based on Google Analytics.

Career Center Management Tool

To support the establishment of satellite Career Centers and new Career Centers, the Management Tool was updated by adding these Career Centers as possible activity or event locations and adding filters for these Career Centers on the statistics interface, and a feature allowing the selection of multiple Career Centers on the statistics interface was also added to allow members of the central management committees to analyze results of multiple Career Centers. Access to the Management Tool was also granted to the new Career Center staff, including new staff of Hassan II University in Casablanca, the satellite Career Center in Ain Chock, the satellite Career Center in Mohammedia, Abdelmalek Essaadi University in Tangier, Hassan I University in Settat, the new OFPPT Career Center in Tetouan, the new OFPPT Career Center at the Automotive Research and Engineering Center of Casablanca (CREA) and Career Centers at Ministry of Tourism institutes in Mohammedia, Fez and Agadir.

The interface to manage the “News” section of the site was also updated. A new interface to create and analyze surveys was also added to the space for Counselors, and a feature was added to allow them to send the surveys directly to beneficiaries at their Career Centers. In addition, an interface was added to manage the registration of companies for job fairs.

Documentation of the source code of the CRM and a technical user guide of the tool were developed to support the transfer of the tool to the central management committees.

The online platform for the Gold Standard Matrix was redesigned. An administrator account, which is able to assign roles to each user of the Gold Standard Matrix, was created along with accounts for supervisors, who can view and manage the questionnaires for all Career Centers they are responsible for. Finally, the contents of the Gold Standard Matrix questionnaire were updated.

Accounts for Career Center Directors and evaluators from the central management committees were added to the online Gold Standard Matrix

The contents of the “By Theme” tab for the online Career Center Toolkit were updated. In addition, a new “Glossary” tab was added, and access to the platform was granted to participants in the four initial training sessions.

2.1.2. COMPONENT 2: EXPAND WORK READINESS ACCESS

Delivering Training of Trainers (ToTs) on *Najahi: Prêt pour l'emploi* to institutional partners to support the integration of work readiness training into institutional curricula was a major focus of this quarter. Multiple ToTs were conducted in Casablanca, Marrakech, Settat, Tangier and Rabat for a total of 185 trainers, more than double the number of trainers in the previous quarter (80). This was accomplished in spite of scheduling challenges with Ramadan in May and the examination period in June, when trainers are less likely to be available. The program successfully delivered ToTs to large numbers of trainers in each month this quarter, including 78 partner institution staff in June. The program also succeeded in training trainers of institutions beyond the host institutions, including Hassan I University in Settat and vocational training institutes affiliated with the State Secretariat for Vocational Training.

The program continues to emphasize to the partner institutions the final ToTs will be held in July, so all desired ToTs must be scheduled by then. July will be a very full month for delivery of ToTs, and the program has the resources to meet all requests from partners for ToTs.

Finally, all partners are requesting ToTs on the blended training, and the program has integrated this as part of the training on the foundational modules.

Rapid Industry Analysis

A four-day “Rapid Industry Analysis” training was delivered at the Cadi Ayyad University presidency for 14 University professors and faculty of vocational training institutes, including the Delegation of Vocational Training, the Specialized Institute of Public Works, from the Higher School of Technology in Essaouira, the Faculty of Medicine and Pharmacy, the Faculty of Science and Technology, the Ecole Normale Supérieure, the Faculty of Letters and Human Sciences, the Institute of Mines, the Specialized Institute of Traditional Arts (June 24th-27th). Another Rapid Industry Analysis training will be delivered to members of the central management committees in July. See 7. *Support Sustainability and Scaling of the Career Centers*.

Soft Skills Integration into Host-Institutions Curricula

All Regions

ToTs were delivered this quarter to 185 trainers, including 43 from OFPPT, 27 from the State Secretariat for Vocational Training, 32 from the Ministry of Tourism, 30 from Cadi Ayyad University, 20 from Hassan II University and 32 from Hassan I University in Settat.

A meeting was held with Soukayna Lakhsassi of GIZ to discuss organizing a ToT for the benefit of Centre de Perfectionnement Technique (CPT) in Kenitra (June 20th) in July. The program is awaiting confirmation from CPT to schedule the ToT.

The program continued to communicate with the Ministry of Artisanry, which has been trying to schedule *Najahi* ToTs since October 2018. The program was in contact with the Head of Services for the Ministry to resolve the logistical issues concerning paying for the accommodation of the trainers. The Ministry requested that the program cover the accommodation costs, but it was decided by USAID that this was not appropriate. Therefore, no ToTs are planned with this institution.

Casablanca

A ToT covering the supplementary modules was provided to 18 OFPPT trainers (April 22nd-26th).

A meeting was held with the University Career Center Director and Regional Coordinator for Casablanca to discuss the integration of *Najahi* into the university curricula and the organization of co-delivered trainings for professors who participated in ToTs (April 26th). The co-delivered trainings were successfully delivered (May 20th, June 24th).

A ToT was also organized for 12 members of the association “L’Heure Joyeuse,” which has a vocational training program certified by the State Secretariat for Vocational Training (April 15th-19th).

Marrakech

A meeting was held with the Head of Mission to Pedagogical Affairs at the University to organize additional ToTs on all 24 *Najahi* modules and the blended learning delivery approach (April 24th). It was confirmed that a link to the *Najahi* e-learning platform has been integrated into the university’s dedicated student platform along with an announcement that registration on the platform is required for all master’s students. The university also confirmed that *Najahi* training was delivered to 1,770 master’s students this year. The ToTs discussed in this meeting were delivered in May.

A meeting was held with a representative of the Regional Delegation of the State Secretariat for Vocational Training to organize additional ToTs and co-delivered trainings in the Marrakech region (April 24th). These ToTs were delivered in May.

Tangier

A meeting was held with the Curricula Development Manager of the Automobile Industry Training Institute (IFMIA), who confirmed that all trainees (approximately 2,000 total trainees each year) are required to take 16 hours of *Najahi* (April 23rd). A follow up meeting was held to prepare for the integration of supplemental modules of *Najahi* into the curricula for all training pathways (May 24th). Delivery of work readiness training at this institute will start with the next classes in September.

A meeting was held with the Director of the OFPPT Institute of Applied Technology (ISTA)-Ouezzane to organize a ToT on the 24 modules of *Najahi* (May 14th). The ToTs were delivered in May and June.

FIGURE 3. WORK READINESS BENEFICIARIES PER CAREER CENTER, APRIL-JUNE 2019



2.2 MEASURABLE RESULTS TO DATE

R0: Information on the regional economy and its development

(PPR indicator IRO: Number of Local Workforce Development programs using labor market information to improve the quality and relevancy of offerings)

- The program delivered training on the methodology to conduct Rapid Industry Analyses to university and vocational training faculty in order to build their capacity to update the analyses developed by the program and produce new Rapid Industry Analyses to support the Career Centers beyond the life of the program.
- ToTs on *Najahi-Prêt pour l'Emploi* were delivered to 185 trainers from OFPPT, the pilot universities, the Ministry of Tourism, the State Secretariat for Vocational Training and Hassan I University in Settat.

RI: Partners Implication (provision of financial and human resources)

- All host institutions are now funding the salaries of all Career Center staff. Host institutions are now responsible for most Career Center operating costs, with the program responsible only for the costs of organizing activities, communications, and supplies.
- Central management committees were appointed by public partners to support and manage the Career Centers beyond the life of the program. 36 days of training were delivered to members of these committees to develop their central management capacity, and two follow-up meetings were also held. In addition, members of the central management committees participated in both sessions of the Career Center Staff Days held during the quarter and the regional conferences.
- Three regional conferences were organized with the State Secretariat for Vocational Training, including the central and regional level of their staff, to share the accomplishments of the pilot Career Centers and encourage other vocational training institutes to open new Career Centers.
- Hassan II University successfully recruited two Counselors, including one who worked with the program in the pilot phase.
- Abdelmalek Essaadi University in Tangier recruited two new Counselors, including one who worked with the program in the pilot phase.
- OFPPT recruited one additional Counselor for the new Career Center planned to open in Casablanca and two for the new Career Center planned to open in Tetouan.
- The Casablanca University Career Center appointed one resource to staff the satellite Career Center in Ain Chock.
- Three university staff members who participated in the December initial training session were selected to manage the satellite Career Centers in Larache and Martil.
- Representatives of private companies continue to donate their time through guest speaker workshops and company visits.

R2: Trained Staff that is well-versed in Career Center tools

- Career Center Staff received 30.5 days of training on numerous topics including “the Gold Standard Matrix,” “Organizing Inclusive Activities,” “Managing relations with Media,” “Personal Orientation Strategy (SPO)” and “Internship Program Training.”
- Training for new Counselors was delivered by international trainers on “How to Benefit from Job Fairs,” “Stress Management”, “How to Successfully Achieve Professional Integration” and “Manage My Time and Develop My Organizational Skills” and “LinkedIn: Create and Manage My Professional Image Online” as well as individual coaching sessions.

- A total of 24 staff from pilot and other universities, OFPPT, the Ministry of Agriculture, the Technical Development Center (*Centre de Perfectionnement Technique, CPT*) in Kenitra and the Training Institute for Renewable Energies and Energy Efficiency (*Institut de Formation aux Métiers des Energies Renouvelables et de l'Efficacité Énergétique, IFMERE*) participated in the fourth initial training session.
- A total of selected 21 staff from Universities, OFPPT, the Ministry of Tourism, the Ministry of Agriculture and the Ministry of Energy and Mining participated in a supplemental initial training that covered trainings and ToTs not covered in the initial training sessions.
- Sessions five through eleven of the 36-day intensive training designed to build the capacity of the central management committees were delivered. All planned sessions have now been delivered, and supplemental training based on remaining needs began in June and will continue in July.

R3: Mechanisms and tools for dialogue between companies and universities; vocational training centers are established and formalized

(PPR Indicator 4R3: Number of private organizations partnering with educational institutions as a result of USG assistance)

- 20 new partners collaborated with the Career Center during the quarter. See indicator 4R3 in the Indicator Reporting Matrix in Appendix I.
- Career Centers continue to organize events such as guest speaker workshops with private organizations in order to improve dialogue between companies, beneficiaries and host institutions.

R4: Operational Career Centers used by young people in the three regions

- Six Career Centers are opened and fully operational and deliver services to youth.
- The satellite University Career Center in Ain Chock in Casablanca was inaugurated this quarter. Some activities were also organized at the satellite Career Center in Larache, which will be inaugurated officially next quarter.
- 24,233 youth benefited from physical and virtual Career Center services.
- 2,529 youth benefited from workshops.
- 1,387 youth were put into contact with the private sector.

R5: Companies are involved in Career Center activities and are closer to Universities and Vocational training centers

(PPR Indicator 7R5: Number of workforce development initiatives completed as a result of USG participation in public-private partnerships)

- 25 workforce development initiatives were completed last quarter with private organizations.

R6: Young people are engaged, and receive mastery of tools offered by Career Centers

(PPR Indicator 9R6: Number of persons receiving quality career services as a result of USG assistance)

(PPR Indicator 11R6: Number of persons completing USG-supported work readiness training programs)

- 24,233 youth received physical and virtual Career Center services over the last quarter. Of those beneficiaries, 4,569 registered beneficiaries benefited from face-to-face and online services, including 4,121 beneficiaries of face-to-face services provided in the six open Career Centers.
- 19,664 unregistered users benefited from Virtual Career Center services.

- The Career Center Facebook and LinkedIn pages gained 8,409 new followers and had 93,558 interactions over the quarter.
- The Career Centers launched Instagram pages in order to mobilize youth through this increasingly popular platform.
- 89.22% of youth were satisfied with Career Center services over the quarter.

R7: Universities and vocational training centers master and integrate various soft skills learning tools into universities VTC's curricula

- ToTs were delivered this quarter to 185 trainers from the following institutions: 43 from OFPPT, 27 from the State Secretariat for Vocational Training, 32 from the Ministry of Tourism, 30 from Cadi Ayyad University, 20 from Hassan II University and 32 from Hassan I University (Settat).
- The Automobile Industry Training Institute (IFMIA) confirmed to the program that their trainees are required to take 16 hours of *Najahi*. Delivery will begin in September.

R8 + R9: Youth become work-ready (employable) and companies employ skilled young people

- 2,534 youth received work readiness training.
- 17 youth were sourced for open positions with one company.
- 95.84% recommend of youth declare that they have developed skills after benefiting from Career Center training.
- 93.17% of youth would recommend Career Center services to others

R10: Employers improve the working environment to maximize productivity and learning at all levels of their workforce, leading to higher demand for entry level workers

- The only indicator for this result was removed from the MELP. The program no longer reports on this result.

R11: Companies are more productive

- 17 youth were sourced for open positions with one company.

R12: Youth are employed

- The only indicator for this result was removed from the MELP. The program no longer reports on this result.

3. CROSS-CUTTING CDCS THEMES

3.1 LOCAL SOLUTIONS

Strong collaboration with regional and local private sector actors

This quarter, the program continued to collaborate with regional and local private sector partners to provide youth an opportunity to learn about the labor market. Many of these collaborations link partners with qualified youth and provide those youth an opportunity to engage with employers and apply for open positions. Several of the Career Centers also organized special recruitment events with partners. The Vocational Career Center in Casablanca innovated by organizing a speed recruitment event, described in the box below:

First Speed Recruitment Event Organized by the Vocational Career Center in Casablanca



This quarter, the Vocational Career Center in Casablanca organized the first speed recruitment event, which proved to be a highly successful event format that enabled 193 youth to interact with potential employers and showcase their qualifications, including their technical and non-technical skills (April 23rd). The 11 companies that participated in this event were actively seeking to recruit youth for specific open positions, and they conducted five-minute interviews with qualified youth on the spot during the event. The companies that participated represented sectors including information technology, hospitality, industry and services. Prior to the event, the Career Center held trainings and workshops to help the candidates to be properly prepared for their interviews.

The event attracted more youth than initially expected and received highly positive feedback from private sector partners (see 5.3 *Stakeholder Feedback*). It also provided the opportunity to plan future collaborations with partners. This successful first experience organizing a speed recruitment event shows this format provides a template for the Career Centers to follow in the future. See 5.2 *Lessons Learned*.



"I participated in the speed recruitment event held in the Vocational Career Center, which was a great opportunity for me to meet recruiters. This interview format was new to me but very interesting since it allowed me to learn how I need to go straight to the point and focus on what really matters."

██████████ – Graduate in Finance and Accounting from the Special Institute for Applied Technology - Casablanca

The Vocational Career Center in Casablanca also organized recruitment sessions with Label'Vie (May 31st, June 3rd). A total of 61 youth participated in these events. The Career Center prepared them by providing job interview and CV preparation.

Another example of successful collaboration with the private sector to connect qualified youth to employment opportunities is the recruitment sessions organized in Tangier. After meeting with the company to understand their recruitment needs, the Vocational Career Center in Tangier organized two recruitment sessions in collaboration with ETNT (telecommunications and new technologies) to recruit designers for telecom networks and fiber optic projects (May 31st, June 27th). The 26 total candidates benefited from "Boost My CV" and "Job Interview" workshops to prepare them for the recruitment events. Out of the twelve youth who participated in the first recruitment session, the company recruited five candidates who will begin a three-month technical training in July. The company will soon provide feedback on the number of youth recruited through the second recruitment session, and a third recruitment session is planned for July.



"I took part in the recruitment session organized by the Career Center in collaboration with ETNT. But before that, I had two individual sessions to correct my resume and do a job interview simulation to prepare for the interview with the ETNT representatives. They contacted me two weeks later with an offer for a position, and I will begin their 3-month technical training in July 2019. This new job will allow me to develop my career and open myself to new opportunities, allowing me to diversify my skills."

██████████ - Graduate in Economics and Business Management at Abdelmalek Essaadi University- Tangier

In Marrakech, youth had the opportunity to connect with the private sector through the conference "International Student Mobility and Inter-Institutional Cooperation," organized at the University Career Center by a Youth Ambassador. This event aimed to provide youth information on

opportunities to strengthen non-technical skills and cultural skills and learn from the experiences of four guest speakers from the private sector. Guest speakers included the Director of the co-working space The Factory, a general practitioner from Ghana based in Morocco, a Professor of German and the Marketing Manager of the International Association of Students in Economics and Commercial Sciences (AIESEC). 130 youth participated in this event. The Career Center also provided support to the Ambassador to coordinate the event.

Local Collaborations to Promote Entrepreneurship

Entrepreneurship continued to be a focus of the Career Centers' programming. All Career Center staff benefited from a revised ToT on "What If I Become an Entrepreneur?" to build their capacity to deliver this workshop to youth. Additionally, the associations mapping tool on the Virtual Career Center was updated to include associations that support young entrepreneurs.

In Marrakech, the University Career Center collaborated with the organization Injaz Al Maghrib to organize the event "Injaz in Two Days" (April 19th-20th). In this event, youth participated in "Maharates Min Google," an IT skills training program that aims to help prepare youth for future jobs. Youth also had the opportunity to practice creativity and innovation by spending five hours researching and then proposing a creative solution to a challenge presented by the Injaz team.

The Vocational Career Center in Tangier also organized several events with local organizations that promote entrepreneurship to provide opportunities for youth interested in pursuing entrepreneurship as a career pathway, including an "Accounting Practices in the Moroccan Company" workshop that was delivered to 38 youth at the "Centre Mixte" vocational training center. This workshop introduced the basics of entrepreneurship and was co-delivered with a professor at OFPPT, who introduced the accounting procedures (April 24th). The Vocational Career Center also organized an "Entrepreneurship Training in Green Trades and Solar Solutions" workshop in collaboration with the German International Development Cooperation Agency (GIZ) to the benefit of 48 young women graduates in renewable energies and business management who were selected by GIZ to receive training in manufacturing solar-powered cookers and dryers from a consulting firm (April 24th-25th). These young women will then receive space and support from GIZ to start a cooperative that will be operational by November 2019. Two more trainings were delivered to the benefit of 16 young women from the original 48 participants to help them establish a legal status for the cooperative (May 18th, 20th).



"Entrepreneurship Training in Green Trades and Solar Solutions" workshop at the Vocational Career Center in Tangier (April-24th-25th)

3.2 GENDER AND PARTICIPATION BY PEOPLE WITH DISABILITIES

This quarter, the program focused on reinforcing Career Center staff capacity to develop and implement Career Center activities that are inclusive for women and people with disabilities. To support these efforts, the "Guide for Inclusive Career Centers" was produced in collaboration with

the NGO *Humanité & Inclusion*. It was included in the Career Center Toolkit. The program also continued over the quarter developing the e-learning module on Inclusive Career Centers that will be part of the Interactive Toolkit Training Tool (I3T).

Furthermore, all Career Center staff received a training in May on “Planning for Inclusive Career Center Activities” (see 2.1.1 Reinforce Career Center Model and Services Delivery). In addition, a one-day training on “Gender and Inclusion” was delivered to new Career Center staff as part of the supplemental initial training (June 19th). Both trainings were co-facilitated with experts from *Humanité & Inclusion* free-of-charge through the agreement the program negotiated with the association.

The Career Centers also worked to improve accessibility of their resources for youth with disabilities. This quarter, two additional computers were equipped with software for visually impaired users computers at the University Career Center in Casablanca, and two additional computers at the satellite Career Center in Ain Chock was equipped with this software. Adapted signage was also developed and set up in all pilot Career Centers to advertise the availability of software and to communicate that Career Centers are equipped for visually impaired beneficiaries.

#HyaAlMoustaqbal, a social media campaign aiming to raise awareness regarding women’s role in society, continued on the Career Centers’ social media pages with the dissemination of new portraits of powerful Moroccan women.



3.3 POSITIVE YOUTH ENGAGEMENT

Youth Ambassadors Program

All Regions

Youth Ambassadors provided testimonials about their experiences as Ambassadors during the regional conferences organized to encourage new vocational training institutions to open Career Centers (see 7. *Support Sustainability and Scaling of the Career Centers*). They also greeted participants, managed attendance lists and helped to photograph the events.

Youth Ambassadors in all three regions also played a strong role in the design of the Summer Camps. Some Ambassadors took the lead in organizing trainings or activities for their peers, such as the “International Student Mobility and Inter-Institutional Cooperation” organized at the University Career Center in Marrakech. Youth Ambassadors in all three regions participated in interviews with the media and shared their experiences with the Career Center (see 9. *Branding, Outreach and Communication*).

Casablanca

Ambassadors at both Career Centers played a key role in coordinating major events, including the speed recruitment event organized by the Vocational Career Center, “English and Soft Skills” workshops organized by the Vocational Career Center in collaboration with the American Language Center, the inauguration of the satellite University Career Center in Ain Chock and the job fair organized by the Faculty of Sciences and Technology (FST) of Mohammedia. At these events,

Ambassadors greeted participants, managed the attendance lists, and provided guidance to their peers. Ambassadors of the University Career Center also managed an information stand at the Faculty of Legal, Economic, and Social Sciences (FSJES) on the upcoming job fair, where they helped youth to register online for the event (June 18th).



"A clear vision of the job market in Morocco, guidance, strategic and personalized support, in addition to workshops and online training are the services I received at the Career Center. They allowed me to know myself better, discover my strengths and effectively prepare myself for the job market, as well as acquire soft skills such as public speaking.

Today as an Ambassador, I am the spokesman of the Career Center for young students from different institutions of Hassan II University so that like me they can benefit from preparation for the professional world. "

██████████ – Student at Hassan II University - Casablanca

Marrakech

A group of 15 Ambassadors at the University Career Center participated in a workshop on “How to Negotiate with the Private Sector” delivered by the Regional Business Developer to reinforce their ability to coordinate with the private sector (April 25th). An Ambassador also took the lead in organizing the conference “International Student Mobility and Inter-Institutional Cooperation” (see 3.1 Local Solutions). Also, Ambassadors organized and led six “Communication in French” workshops and eight “Communication in English” workshops, with a total of 104 participants.



“Being a Career Center Youth Ambassador has taught me a lot. In fact, I participated in the organization of many events such as the recruitment day in collaboration with the Fairmont hotel. Working alongside the Career Center staff helped me develop my communication and organizational skills and also better understand the importance of professional interactions in order to obtain the expected result.”

██████████ – Student in Marketing at the Specialized Institute for Applied Hotel and Tourism Technology - Marrakech

Ambassadors of the University Career Centers also participated in activities organized with the High Atlas Foundation. See 4. Stakeholder Collaboration.

Tangier

An Ambassador from the Vocational Career Center Ambassador delivered a series of four video editing workshops to a total of 53 youth (April 5th, 9th, 11th, 12th). An Ambassador from the University Career Center also played a key role in mobilizing youth for the project management workshop organized through the Activity “A to Z” (see 2.1.1 Reinforce Career Center Model and Services Delivery).

Other Positive Youth Engagement

The Career Centers continued to engage youth through strong communication and outreach. The social media campaigns launched this quarter resulted in many new followers and served to mobilize youth for Career Center activities (see 9. Branding, Outreach and Communication). The Career Centers also launched Instagram pages this quarter, providing them another avenue to engage youth through an increasingly popular platform.

Examples of events that reflect the Career Center’s strong youth engagement approach in their host institutions are listed below by region:

Casablanca

The “UWork” club for Ambassadors of the University Career Center participated in the job fair organized by the Faculty of Sciences and Technology (FST) of Mohammedia by facilitating an information stand and providing guidance to youth on their CVs and interview preparation (April 23rd-24th). 46 youth benefited from guidance at this information stand.

Marrakech

The University Career Center organized an “Open House” event in collaboration with the International Association of Students in Economics and Commercial Sciences (AIESEC). Ambassadors were also present in the Career Center to promote Career Center services to students along with representatives of AIESEC, who promoted internship opportunities (May 6th-10th). 30 youth participated in this event.



Open House at the University Career Center in Marrakech (May 6th-10th)

Tangier

Both Career Centers in Tangier were active in participating in externally organized fairs and events to promote Career Center services. The Vocational Career Center participated in the fifth edition of the “University and Professional Studies Fair,” where Counselors introduced the Career Center and its service offerings to 47 youth. They also invited the participants to attend workshops delivered at the Career Center (May 3rd). The University Career Center team introduced the Career Center and its service offerings to 21 participants of the “Orientation and Employment Day” organized by the National Association of Managers and Trainers of Human Resources (AGEF) of Tangier (May 23rd).

4. STAKEHOLDER COLLABORATION

4.1 COLLABORATION AND/OR KNOWLEDGE SHARING WITH OTHER USAID ACTIVITIES

Marrakech

After USAID connected the regional office to the High Atlas Foundation in March, activities were organized in collaboration with this association (see 4.2 *Collaboration and Coordination with Other Key Stakeholders*).

The Vocational Career Center in Tangier collaborated with the association Achifae, which is supported by the Forsaty project, to deliver a "Know Myself" workshop to 20 youth specialized in automotive wiring at a social center (June 26th). A series of other workshops will be delivered to vocational trainees in partnership with Achifae during the two upcoming months.

4.2 COLLABORATION AND COORDINATION WITH OTHER KEY STAKEHOLDERS

Program public partners and public sector

All Regions

See 7. *Support Sustainability and Dissemination of the Career Centers*.

Letters were sent to partners in all three regions in June to remind them of the closing of the regional offices at the end of July.

Casablanca

The University Career Center inaugurated officially the satellite Career Center at the Faculty of Letters and Human Sciences FLSH-Ain Chock. (May 17th) See 7. *Support Sustainability and Scaling of the Career Centers*. This was made possible after a series of meetings and activities with the host institution in particular a meeting between the program COP, Technical Director, regional coordination team and University Career Center Director and the University Vice President, Abdellatif Irhzo, to discuss planning of Career Center activities and coordination of the satellite Career Centers (April 19th). In this meeting, were also discussed, the recruitment of a second Counselor, continuous training and coaching for new Career Center staff, the organization of co-delivered *Najahi* trainings, planning ToTs for University professors to support the integration of work readiness training into the university curricula, and the organization of the upcoming job fair.

Tangier

The regional team held several meetings in June with the Dean of the Polydisciplinary Faculty of Larache to prepare for the official opening of the new satellite Career Center, scheduled for July 10th. They also closely worked with the manager of the satellite Career Center on the action plan for the "36H pour entreprendre" challenge.

The COP, USAID COR, Regional Developer in Charge of Partnerships and University Career Center Director met with the new president of the University Abdelmalek Essaadi to discuss the sustainability and dissemination of the Career Center in the region. They discussed the University President's commitment to open a new Career Center satellite in Martil and Al Hoceima, and to

equip the Larache satellite with two offices and laptops. The President will also appoint Ibtissam Jadir, who benefited from the initial training in Rabat as the Career Center coordinator at the Presidency level. Finally, the President will support the program in delivering ToTs to professors in the National School of Applied Sciences (ENSA) and the Sciences and Technologies Faculty (FST) of Al Hoceima in July (June 26th).

The regional team also held a series of meetings with the OFPPT Regional Director in Tangier to discuss the organization of ToTs on *Najahi* to OFPPT trainers in the Tangier-Tetouan-Al Hoceima region as well as to facilitate the implementation of the Activity “A to Z” by the Vocational Career Center during the transition in staffing for the Director position.

Private sector

Numerous collaborations were organized with private sector partners over the quarter including two guest speaker workshops, two conferences and seven company visits, which provided youth the opportunity to learn about career opportunities in different economic sectors (see 3.1 *Local Solutions* for details and *Annex 5 Calendar of Planned Outreach Activities* for a complete list of events). For example, the University Career Center in Casablanca organized a guest speaker workshop with the HR Director of Stelia (aerospace) to discuss career opportunities in the aerospace industry for youth. The 25 mechanical engineering trainees at the Special Institute for Applied Technology (ISTA) who participated also had the opportunity to ask about the speaker’s experience in the field. The Vocational Career Center in Casablanca also organized three company visits to Label’Vie (supermarket chain), including one visit to a logistics platform and two visits to a supermarket (May 13th, 14th, 15th). A total of 45 youth participated in these visits. They had the opportunity to learn about daily work in logistics, marketing, HR, stock management and merchandizing from Label’Vie employees.



Visit by the Vocational Career Center in Casablanca to the Label’Vie logistics platform (May 13th)

In Casablanca, the Vocational Career Center engaged 11 private sector partners to participate in the speed recruitment event (see 3.1 *Local Solutions*). The University Career Center has also engaged the private sector to seek their participation in the upcoming job fair and sent invitations to partners.

The Regional Business Developers and Career Center Directors in the three regions actively met with partners in the private sector throughout the quarter to plan other collaborations during the upcoming Summer Camps, such as the Best Sellers Challenge sponsored by Label’Vie and challenges with other partners, guest speaker workshops and other events.

This quarter also saw trainings delivered to Career Center staff and the central management committees to reinforce their capacity in private sector engagement to support sustainability efforts. Staff in five out of six Career Centers benefited from a training on using the Customer Relationship Management tool (CRM) delivered by the Business Developers to ensure they are prepared to continue using this tool.

The Business Developers also delivered a training to members of the central management committees on private sector engagement (May 15th-16th). In Marrakech, Youth Ambassadors from the University Career Center also benefited from a training on private sector engagement delivered by the Regional Business Developer (see 3.3 *Positive Youth Engagement*).

Civil society

The Career Centers continued to collaborate with civil society organizations throughout the quarter. A few examples from each region are listed below.

In Casablanca, the “UWork” club of Ambassadors at the University Career Center participated in a campaign with the association “Anouarlyatim,” which collects clothing and food items for the poor (April 16th). The 16 participants had the opportunity to participate in a clothing collection with this association.

In Marrakech, the University Career Center organized a collaboration with the High Atlas Foundation, which is detailed in the box below:

Creating Opportunities for Young Women in Rural Regions with the High Atlas Foundation



Over the quarter, the University Career Center collaborated with the High Atlas Foundation to organize two events in rural areas, including a fruit tree-planting event and an “Imagine” training.

At the first event, seven Career Center Ambassadors planted fruit trees in the rural commune of Anamer, located 80 kilometers from Marrakech with the aim of providing women in the region an opportunity for income generation. This activity provided Ambassadors experience working with a civil society organization and an opportunity to interact with the organization’s beneficiaries.

An “Imagine” training was then organized in Marrakech for 15 young women, including five University Career Center Ambassadors, two beneficiaries of the Riad Moutaqbel association and eight American students from the University of Virginia (June 17th-20th). This four-day training covers topics including management of emotions, relationships, sexuality, body, money, and work. It was delivered by a team from the High Atlas Foundation. In the spirit of empowering young women to be change makers, participants were trained and mobilized to deliver this training in the future to other young women in their communities.

In Tangier, collaborations continued with associations that are certified to deliver vocational training. The Vocational Career Center collaborated with the organization Achifae to deliver a “Know Myself” workshop to the benefit of 20 youth specialized in automotive wiring in a social center under agreement with the association (June 26th).

5. LESSONS LEARNED

5.1 CHALLENGES

Preparing for Sustainability with Partners

The primary challenges this quarter centered on working with partners to prepare for sustainability and dissemination of the Career Center model in advance of the end of program technical activities in the next quarter. The key areas of focus under this challenge are outlined below.

Institutionalization of the Central Management Committees

To ensure the sustainability of the Career Centers, it is crucial to further institutionalize the central management committees established by partners. As evidenced in feedback from the members during the central management committee training and workshops (see 7. *Sustainability and Scaling of the Career Centers*), the members of the central management committees are highly motivated to support the Career Centers. At the same time, they are concerned about how the central management committees are integrated into the Ministry at an institutional level, which will determine the committees' level of decision-making power to take action to support, sustain and disseminate the Career Centers. Furthermore, the members are all in posts that come with other competing responsibilities, and none are devoted to the Career Centers full-time. Partners also have yet to establish a clear reporting structure for the committees; consequently, members report to separate supervisors who are likely to prioritize other responsibilities over the work of the committees to support the Career Centers. This point was raised by the program during the final steering committee (June 27th), but the General Secretary of Vocational Training and the General Secretary of Higher Education expressed that the Ministry is experienced in managing complex projects involving cross-cutting teams. Over the next quarter, the program will continue to communicate with partners to ensure that the central management committees are prepared at an institutional level to support the Career Centers.

Another challenge that emerged during the trainings for central management committee members on the program's IT tools is that none of partners' information management systems staff are for the moment dedicated full-time to the Career Center IT tools, which might limit the State Secretariat for Higher Education's ability to maintain and continue to develop these tools in the future. The program raised this point during the steering committee as well and recommended that at least two staff members be dedicated full-time to managing the Career Center IT tools. The program will also continue to communicate with partners on this matter.

Coordination of Tasks of the Central Management Committees

While the central management committees received a significant amount of capacity transfer over the last quarter, there remains a significant challenge of identifying the specific entities responsible for carrying out certain functions currently managed by the program. In particular, the central management committees must designate who will be responsible for evaluating the Career Center using the Gold Standard Matrix. With the exception of OFPPT, which has a plan to deliver initial trainings, they must also determine how initial training will be delivered to new Career Center staff after September. This will become a key challenge as many new Career Centers are expected to be opened. The different entities involved in the central management committees must develop a clear plan for coordination to ensure these challenges are resolved effectively.

Scheduling Technical Activity before Close-Out

An ongoing challenge is that of coordinating with partners to take steps toward sustainability in an agreed-upon timeframe. The program's partners each operate at their own pace and have a variety of competing responsibilities, which means that it is not always possible for them to follow through

on commitments to certain deadlines for activities related to the sustainability or dissemination of the Career Centers. Many activities have taken longer than expected to plan and implement. For example, the program began planning the regional conferences with the State Secretariat for Vocational Training (see 7. *Sustainability and Scaling of the Career Centers*) in February 2019, but it ultimately took three months of planning before these conferences were eventually held in May 2019. In addition, the conferences with University Presidents, which had been planned with the Ministry to promote the Career Center model to University Presidents across Morocco to support the dissemination of the Career Centers, ultimately could not be organized.

This challenge is especially urgent as the program approaches the end of technical activity in September. Scheduling ToTs with institutional partners is a particular concern. The program continues to urge partners to schedule ToTs in advance of this deadline.

Planning with New University Leadership

The change of leadership at all three pilot universities poses another sustainability-related challenge, as the program must now re-establish relationships with new University leadership to continue to move forward on planning for the sustainability and dissemination of the University Career Centers. In Tangier, a new President was appointed for the University in March and the program organized an initial meeting with the new President to discuss the sustainability and dissemination of the Career Centers (June 26th). In Casablanca, a new president was appointed to begin in July, and an initial meeting is scheduled with the program for July 4th. In Marrakech, a new president has not yet been appointed.

During the period of transition to new University Presidents at all three universities, the program encountered delays in decision-making related to the Career Centers at the universities. This has been especially challenging in Marrakech, where the program attempted to communicate with the university throughout the quarter to define the role and tasks of the new Counselors hired by the university. Clarification is required because these new Counselors are currently filling functions, specifically delivery of soft skills training, that were not tasks designated to Counselors who worked with the program. However, without a university President, the program has not had a point of contact with whom to address this point. This is also the reason that the University in Marrakech has been unable to open a satellite Career Center to date.

Roll-Out of Activity “A to Z”

This quarter, implementation began for the Activity “A to Z,” which was conceptualized to encourage autonomy, leadership, and the development and refinement of financial and program management skills for the Career Center staff. In addition, it was to serve as a test to ascertain how Career Centers could receive external funds for their activities, given the program’s goal of ensuring financial sustainability of the Centers for the long-term. Numerous challenges occurred throughout the process, including challenges relating to implementation, staff motivation, and sustainability.

Implementation challenges

One challenge in the implementation of Activity “A to Z” was receiving institutional letters of support from each host institution, which were required before funds could be transferred. The University and Vocational Career Centers in Marrakech were ultimately unable to obtain institutional letters of support, which is why these career centers were unable to implement “A to Z” activities. At the other institutes, letters of support took longer than expected. However, other implementation challenges proved to be even more significant. In some cases, further letters of permission and support were required beyond the institutional level that were only discovered through the implementation process. For example, the Vocational Career Center in Casablanca required signatures from the Director General to carry out activities. The Vocational Career Center in Marrakech also would have required a partnership agreement with USAID to conduct the activity, which ultimately determined that this Career Center was unable to implement an activity.

A number of other implementation challenges occurred. At the Vocational Career Center in Tangier, the Career Center Director left his position and was replaced by an interim Director (who is also the Director of the future OFPPT Career Center in Tetouan), which led to delays in implementation and the signing of the grant modification. At the University Career Center in Casablanca, faculty requested changes in activity plans that required the Career Center to conduct a major redesign very late in the activity process. Finally, gathering quotes for procurement processes turned out to be a more time-consuming process for Career Center staff than expected and required repeated communication with vendors.

Sustainability challenges

In each of the Career Centers that implemented “A to Z” activities, major coaching, follow-on, and support from program staff has been required. Furthermore, deadlines have not all been adhered to by Career Center Directors, despite extensive efforts from program staff. This experience with the Activity “A to Z” shows the difficulty for the Career Centers to operate autonomously in the future.

Lessons Learned from the Activity “A to Z”

From this experience, the program has identified several lessons learned. First, Career Centers may have benefited more from the experience if the independent activities had been implemented mid-program (in Year Three) instead of the final year. In addition, the initiative could have been piloted first in one Career Center so that the other Career Centers could benefit from the experience of the first pilot experience, if successful. Finally, this experience has shown that a smaller amount (less than \$3,000) would have been appropriate for this kind of a pilot initiative.

Scheduling ToTs with Partner Institutions

Scheduling ToTs also proved to be challenging this quarter due to partners’ scheduling constraints. There is high demand from partners for ToTs, but the program has a limited period of time to meet this demand. In April and May, the program delivered ToTs to the pilot universities, the Ministry of Tourism, and OFPPT, but trainers at these institutions were not available during the examination period in June. To make sure to use its resources to continue delivering ToTs throughout June, the program reached out to new partners, including Hassan I University in Settat and the Ministry of Agriculture, to deliver ToTs to their trainers in June. Six ToTs are also planned for the month of July.

5.2 LESSONS LEARNED

Lessons Learned from the Speed Recruitment Event

The first “speed recruitment event” was organized this quarter by the Vocational Career Center in Casablanca (April 23rd). This event was organized with private sector partners actively recruiting new employees. Representatives of these companies held short interviews with youth who participated in the event. This event proved to be highly successful, with eleven companies and 193 youth who participated. These numbers align with the targets set by the Career Center of ten companies and 200 youth. Furthermore, many of the private sector partners who participated expressed interest in co-organizing other events with the Career Center in the future. This positive turn-out demonstrates that the “speed recruitment” format is a useful event format for the Career Centers.

Several other lessons learned were noted by Career Center staff to inform the organization of future events in the same format. First, the Career Centers aim to ensure that all youth who participate in this type of event have been trained by the Career Center in CV preparation and interview practice and that all youth who participate in interviews have been properly screened to verify that they meet the requirements for the available positions. Due to the high numbers of youth who participated, Career Center staff were not able to verify that all the youth who participated in interviews met these requirements. While private sector partners reported that the overall quality of applicant profiles was high, they also reported that some youth were not well prepared for the interview. To ameliorate this problem in the future, Career Center staff should receive detailed

information about open positions from partners well in advance of the event in order to identify youth who meet the requirements. Then, the Career Center should hold events to prepare youth for the event during the days leading up to the event. Career Center staff can then prepare lists for each partner of youth who match the stated requirements and have also been trained by the Career Center. Finally, be pro-active and monitor that only youth on these lists participate in interviews.

Lessons Learned from first Supplemental Initial Training

This quarter, the first supplemental training was delivered to new Career Center staff of partner institutions (see 7. *Support Sustainability and Scaling of the Career Centers*). This supplemental training was designed based on feedback from the participants in the initial training sessions and feedback from the central management committees about remaining training needs. It included trainings and ToTs not included in the initial training sessions. The 21 participants were sent by partner institutions that are planning to open Career Centers in the coming months to ensure these staff are fully prepared to begin service delivery in their Career Centers. The participants were highly engaged, and their feedback was the most positive out of any initial training (see 5.3 *Stakeholder Feedback*). The participants indicated that they feel the preparation they received from this training will help them launch their Career Centers. The highly positive feedback from the supplemental training indicates that this training is highly valuable for staff of Career Centers that are close to opening, and future Career Centers will benefit if the central management committees continue to organize such supplemental trainings for future staff of new Career Centers.

5.3 STAKEHOLDER FEEDBACK

To gather **youth** feedback, the program conducts post-training surveys through the Management Tool on the Virtual Career Center. Youth satisfaction with the Career Center services has remained high over the quarter; 89.22% of youth report that they are satisfied with the Career Center services they received, and 95.84% of youth feel they improved their skills after benefiting from Career Center services (see *Appendix 1: Indicator Reporting Matrix, indicators 8R6 and 14R8*).

The Career Centers also collect qualitative data by conducting interviews with beneficiaries (see examples of testimonials) and monitor the feedback given by youth on the social media (see a few examples below).



"I regularly participate in workshops on themes such as time management, teamwork, and communication. All these workshops and trainings have a tangible impact on my academic and professional performance. I encourage all students to join the Career Center to develop their skills and be ready for the world of work!"

**██████████ – Student at the National School of Commerce and Management
- Casablanca**



“The Career Center helped me select and plan my career path. In addition, it helped me gain personal, managerial and leadership skills that will enable me to compete for future jobs. To me the Career Center is definitely the key toward my future.”

██████████ - Student at the Faculty of Literature, Sciences and Humanities Ain Chock - Casablanca.



██████████ vraiment c'est un événement qe j'ai bien profité merci beaucoup a vous

J'aime · Répondre · 11 sem **le Lundi 29 avril 2019 à 20:06**



██████████ شكرا على المبادرة الطيبة تمنى التوفيق لكم

le Jeudi 27 juin 2019 à 23:22

J'aime · Répondre · Voir la traduction · [2 sem](#)



██████████ Un trésor pour les jeunes. personnellement, je n'oublierai jamais ce que Career Center a toujours fait et fait pour moi, merci aux responsables de Career Center ISTAHT-MarrakechCareer Center ISTAHT-MarrakechCareer Center ISTAHT-Marrakech pour leur accompagnement qui nous est toujours bénéfique.

J'aime · Répondre · 8 sem **le Samedi 18 mai 2019 à 19:07**



Testimonials are also collected from partners in the private sector and civil society organizations after collaborative events. Their feedback shows that they are highly satisfied with their partnerships with the Career Center, and they value the role of the Career Center in helping them to connect with youth through collaborative partnerships (see a few examples below).



“I support the initiative of the Career Center to organize this type of event. Moroccan youth are capable and have a lot of skills, and they need space to exchange and meet with professionals. That's exactly what the Career Center offers them. On the other hand, this speed recruitment allowed us to collect a number of interesting CVs in record time. We will of course conduct more in-depth interviews on our premises to retain the profiles that best meet our needs.”

██████████ - HR Manager at Nesk Investment - Casablanca



“What I really appreciated today is the way the recruitment day was organized by the Vocational Career Center in Casablanca. Despite the large number of candidates who showed up, the staff made sure everything went smoothly and ensured a good flow during interviews. In addition, I interviewed prepared candidates; smiling, very polite and aware of the market needs and expectations.”

██████████ - Recruitment Manager at Label'vie Group - Casablanca

In addition, feedback was collected from partners in the public sector following the training sessions delivered to the central management committees and the initial trainings for the new Career Center staff. Out of the 25 participants in the trainings for the central management committees, 17 responded to an online questionnaire developed by the program's M&E team. 88.2% of respondents reported that they are satisfied overall with the training, and 70.5% said they felt the content of the training matched their needs to carry out their responsibilities as members of the central management committees.

Feedback from participants in the initial training session delivered in April was also positive. The overall level of satisfaction with the training was 7.56 out of 10, and 91% said they were satisfied with the quality of the training delivered. Feedback was highly positive from participants in the supplemental training session delivered in June, where the overall level of satisfaction was 9 out of 10, and 89% reported they were satisfied with the quality of the training delivered by the trainers. Furthermore, 87% reported that they achieved their learning objectives for the training.

5.4 MONITORING EVALUATION AND LEARNING UPDATE

During the Career Center Staff Days, the Organizational Performance Index (OPI) results were presented and discussed with Career Center staff in order to identify potential areas for improvement. The results of the tracer survey of beneficiaries was also shared with Career Center staff, and a training was delivered on “How to Develop and Conduct Surveys Using the Management Tool” (April 3rd).

An initial M&E training for new Career Center staff was delivered during the fourth initial training session (April 19th) and a supplemental training was delivered on how to use the Management Tool to plan, manage and collect data regarding Career Center activities (June 19th).

An M&E training was also delivered to the managers of the central management committees (April 18th). In this session, the committee defined and developed a general results framework and developed indicators for all upcoming Career Centers. Both training sessions were attended by ██████████, USAID Monitoring, Evaluation & Learning Specialist. A supplemental training for the managers of the central management committees and the members in charge of quality assurance was delivered to deepen their understanding on the practical use of the Management Tool to collect data to inform indicators. Participants also learned how to use an M&E system to link the Career Center’s strategic goals and mission with the planning of activities and communication strategy (June 25th).

Preparation was also carried out this quarter for the final evaluation based on the Organizational Performance Index and the final Social Network Analysis (SNA), which will be carried out in July. The firm was selected to conduct the OPI and SNA, and two Talent Cloud Fellows were hired to assist the M&E team in preparing and implementing the final SNA. The SNA database was also adapted in order to integrate all Career Center partners. The questionnaire was sent to the Career Center stakeholders (June 27th), and the results will be collected and analyzed in the next quarter.

5.5 ADAPTIVE MANAGEMENT

Supplemental Training for New Career Center Staff and Central Management Committees

This quarter, the program adapted its training program based on feedback from participants to ensure that partners receive capacity transfer in the areas they need. This resulted in the development and delivery of a supplemental training program for staff of future Career Centers that will open in the coming months, which proved to be highly successful in building staff capacity (see 7. *Support Sustainability and Scaling of the Career Centers*). In addition, the program is developing another supplemental training for members of the central management committees based on their feedback, which will be delivered in July.

I3T as Key Means to Deliver Future Initial Trainings

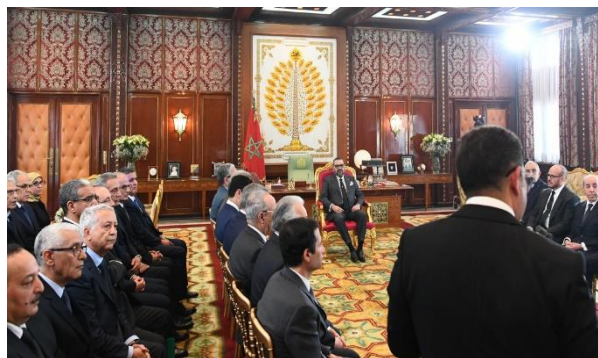
As the program continued to work with partners to plan for how initial trainings will be delivered beyond the life of the program, the central management committees have communicated that organizing initial trainings for new Career Center staff presents a major challenge. Through discussions with partners, the program has realized that the Interactive Toolkit Training Tool (I3T), an interactive video series that covers all topics included in the initial training for Career Center staff, could play an essential role in delivering initial training in the future. This tool was initially planned to serve as a tool to deliver initial training to trainers in more remote regions who could not attend trainings organized in Rabat or another larger city. It has now become clear that I3T could serve as the primary method for delivering initial training to all new Career Center staff if some of the central management committees do not have the capacity to deliver this training.

7. SUPPORT SUSTAINABILITY AND SCALING OF THE CAREER CENTERS

This quarter saw major progress on supporting the sustainability and dissemination of the Career Centers. The program worked closely with the central management committees to build their capacity and ensure that they are prepared to oversee the Career Center network and manage the IT tools developed by the program. The program also continued to support partner institutions in establishing new Career Centers and satellite Career Centers, including delivering trainings to prepare new Career Center staff. Another major area of focus over the quarter was strengthening the ability of the Career Centers to operate autonomously in advance of the closure of the regional coordination offices in July 2019.

The outlook on the sustainability of the Career Centers is highly positive, especially as the advancement of the Career Centers was adopted by the Moroccan government as a component of the new national strategy for vocational training (see box below). While many positive steps for sustainability were taken this quarter, the program continues to rely on partner's commitment to act to fulfill their commitments to support the Career Centers.

New Roadmap for Vocational Training Promises a Career Center in Each Region in Morocco



During a presentation of the "Roadmap for the Development of the Vocational Training Sector" at the Royal Palace in Rabat, the Minister of National Education, Vocational Training, Higher Education and Scientific Research, Mr. ██████████, announced before His Majesty King ██████████ that each region in Morocco will soon have its own Career Center. Mr. ██████████ stressed that the Career Centers will be an essential component of the Career and Skills Campuses (*Cités des Métiers et des Compétences*). These new campuses, which, like the Career Centers, aim to promote youth integration into working life, will start to open in the 2021 academic year. The official inclusion of the Career Centers in the vocational training roadmap reflects the success of the first pilot Career Centers and highlights the importance of these centers in educational institutions in Morocco.

Building Capacity of the Central Management Committees

Building the capacity of the central management committees was a strong focus over the past quarter. The program completed delivery of the 36-day intensive training designed to build the capacity of the central management committees designated by the program's partners to oversee the Career Center network beyond the life of the program.

After the first four sessions were delivered last quarter, sessions five through eleven were delivered this quarter. The fifth session was delivered to information systems management staff and covered all the features of the Career Center Management Tool, including a general introduction to the tool and demonstrations on how to manage the events calendar, beneficiary database, and the statistics interface. The sixth session was delivered to IT staff of partner institutions and covered the management of the program's online tools (April 16th-19th). The seventh session was delivered to managers and staff in charge of quality of career services from April 17-19 and covered M&E and quality assurance. The eighth session was delivered to the information systems management staff and covered the use and management of the CRM (April 22nd-26th). The ninth session covered the range of Career Center services and their evaluation (April 24th-26th). The tenth session covered the online Career Center Toolkit and provided the opportunity to discuss and update the action plan to transfer management of the program's IT tools to the State Secretariat for Higher Education (May 6th-7th). The eleventh session covered private sector engagement (May 15th-16th). A follow-up training on the Gold Standard Matrix was delivered to members of the central management committee, including managers and officials responsible for quality assurance. These officials participated in a field training in Casablanca to learn how to apply the Gold Standard Matrix to a specific Career Center (May 23rd). Based on feedback collected during the first follow-up meeting with managers of the central management committee to debrief on the central management training, collect new training needs and discuss next steps, the program is now planning additional training sessions based on the central management committees' requests (May 3rd). The managers of the central management committees requested additional training from the program in IT/web development for the Higher Education team, in sectorial analyses and in strategic planning with the Career Centers. These additional training sessions began in June and will continue in July.

A follow-up workshop was then organized with all the members of the central management committees to discuss progress on the sustainability and dissemination of the Career Centers, discuss feedback from the committees on the training delivered by the program and their remaining training needs, develop an action plan for the central management committees for the upcoming quarter, update the transfer plan of the remaining program's IT tools and deliver the final version of Career Center Toolkit and the Toolkit for the central management committees (June 21st). 20 members of the central management committees participated in this workshop that was also attended by the USAID Mission Director and COR.

The program also advanced in planning for the transfer of the program's IT tools to the central management committees. A schedule for the transfer of all IT tools developed by the program to the information systems management staff of the partner Ministry was approved by the Ministry (May 24th). To facilitate this plan, the program's IT Manager and Virtual Career Center Product Manager will deliver a two-week supplemental IT training to the information systems management staff on the premises of the State Secretariat for Higher Education in July.

During the national steering committee meeting with the program's public partners, program staff and public partners advanced in planning for the central management committees to take over program functions for the Career Centers (June 27th). The sustainability of the Career Centers will depend upon partners making and fulfilling concrete commitments.

Regional Conferences to Disseminate Career Center Model

The program organized regional conferences in Casablanca (May 21st), Marrakech (May 28th) and Tangier (May 30th) with the State Secretariat for Vocational Training to present the achievements of the pilot Career Centers and the tools and resources available to other institutes interested in

starting their own Career Centers. This activity is a key step in the dissemination of the Career Center model.

Information was collected from participants via questionnaires about their interest in opening their own Career Centers and receiving the Career Center Toolkit. The program collated the results to determine the number of vocational training institutes interested in opening a Career Center and the number of organizations (including public partners such as the Department of Vocational Training) interested in receiving a Career Center Toolkit. Overall, out of the 90 vocational institutes present at the regional conferences in the three regions, 69 are interested in opening Career Centers. Out of the 114 organizations present, 98 are interested in receiving Career Center Toolkits.²



Regional conference in Casablanca (May 21st)

The results for each region are listed in the tables below. The responses by vocational training institutes on the timeframe in which they plan to open a new Career Center is also included.

TABLE 2. VOCATIONAL TRAINING INSTITUTES INTERESTED IN OPENING NEW CAREER CENTERS BY REGION

REGION	NO. OF INSTITUTES PRESENT	TOTAL INTERESTED IN OPENING A CAREER CENTER	IN LESS THAN ONE YEAR	IN 2-3 YEARS	IN MORE THAN 3 YEARS
Casablanca	34	30	18	7	5
Marrakech	27	20	9	9	2
Tangier	29	20	7	12	1
TOTAL	90	70	34	28	8

² The results originally reported in the May 2019 monthly report have been revised here to ensure each individual institute/organization is counted separately. The number of institutes and organizations is therefore slightly higher than what was originally reported.

TABLE 3. ORGANIZATIONS INTERESTED IN RECEIVING CAREER CENTER TOOLKITS BY REGION

REGION	NO. OF ORGANIZATIONS PRESENT	ORGANIZATIONS INTERESTED IN RECEIVING A TOOLKIT
Casablanca	46	37
Marrakech	34	32
Tangier	34	29
TOTAL	114	98

Establishment of New Career Centers

The program also continued to advance in supporting partner institutes to open new Career Centers. A meeting was held with the President of Ibn Tofail University in Kenitra and the Director of the future Career Center at that university (April 1st). The Director stated that the university wants to send one to two staff members to an initial training session for new Career Center staff and requested that the program provide guidance in preparing the space for the new Career Center, and the program provided the General Guide for Opening a Career Center.

Significant progress was made in preparing for the opening of a Career Center at Hassan I University in Settat. The program technical team held a meeting with [REDACTED], the University Vice-President, and his team to visit the space selected for the Career Center and discuss the training of Career Center staff (April 10th). Two university staff who participated in the initial training session in December were selected to staff the Career Center, and these staff also participated in the supplemental initial training in June. One additional staff member from the university attended the fourth initial training session that was held in April. The program also shared detailed information about the *Najahi* soft skills offering so that university officials could select the modules they find most relevant for students, and 32 trainers from the university participated in ToTs on the selected modules in June.

In response to requests from the Ministry of Tourism and Hassan I University in Settat, which are in the process of establishing new Career Centers, pages for new Career Centers in Agadir, Fez, Mohammedia and Settat were added to the Virtual Career Center and Career Center staff of these institutions were given access to the Management Tool. Access to the Management Tool was also granted to staff of the future Career Centers at the OFPPT Automotive Research and Engineering Center of Casablanca (CREA) and the OFPPT Specialized Institute in Offshoring Trades in Tetouan, and a page for the new OFPPT Specialized Institute in Offshoring Trades Career Center in Tetouan was added to the Virtual Career Center. See *Section 2.1.1 Reinforce Career Center Model and Services Delivery*.

Establishment of Satellite Career Centers

In addition to supporting the opening new Career Centers, the program also supported pilot universities to open satellite Career Centers on other campuses. One of the major accomplishments of this quarter was the opening of the first satellite Career Center of the Casablanca University at the Faculty of Literature, Sciences and Humanities in Ain Chock. See the box below for details.

Official Opening of First Satellite Career Center in Ain Chock



The Career Center officially inaugurated a satellite Career Center in the Faculty of Arts and Humanities in Ain Chock, the first satellite Career Center to be officially opened (May 17th). The USAID Deputy Director, USAID COR, Program Officer of USAID-Morocco and local media were present for the inauguration ceremony. New university staff who participated in the fourth initial training session have been appointed to deliver services on-site. The opening of the new satellite Career Center will provide opportunities for the 9,000 students of the faculty to benefit from quality Career Center trainings, workshops and activities they need to build their skills and find jobs after graduation. This step also demonstrates host institutions' commitment to the mission of the Career Centers, as the university covered all costs related to space improvement and equipment for the satellite Career Center, and their strong efforts to disseminate the Career Center model.



“We decided to open this satellite Career Center in order to disseminate the services of our Career Center and offer all our students the opportunity to reinforce their soft skills.”

██████████, Vice President in charge of Pedagogical Affairs at Hassan II University - Casablanca



"As a representative of the student body, I speak for all of us when I say that we are very happy and proud to have our own Career Center. I personally participated in the very first workshop right after the official opening of the satellite Career Center Ain Chock, and it was very interesting. I look forward to participating in more workshops and training along with other students in the faculty."

██████████ - Student at the Faculty of Literature, Sciences and Humanities Ain Chock - Casablanca.

In addition to the official opening of the first satellite Career Center in Ain Chock, the University in Tangier also advanced in efforts to prepare for the official opening of its first satellite Career Center at the Polydisciplinary Faculty in Larache, which is planned for July 10th. A staff member has been designated for this satellite, and Career Center events have already been planned on this campus. Furthermore, during a meeting with the USAID COR and the program team, the new University President has expressed strong support for the Career Centers and said that the university wants to open a new satellite Career Center in Martil (June 26th). Two staff who participated in December initial training session will be designated for this new satellite. See 4. *Stakeholder Collaboration*.

Start of Service Delivery in New Career Centers

The establishment of new Career Centers by some partner institutions is well underway. Some Career Centers that are in the initial stages have already begun service delivery by their Career Center staff, including the vocational training institutions affiliated with the Ministry of Tourism in Agadir, Fez and Mohammedia, OFPPT in Tetouan and Hassan I University in Settat. To support service delivery in these Career Centers, pages for these Career Centers have been added to the Virtual Career Center, and staff have received access to the Management Tool.

The new counselors of the future Vocational Career Center of Tetouan (OFPPT), with the support of the Vocational Career Center Counselors of Tangier, delivered “Boost Your CV” and “Job Interview” workshops to the benefit of 46 youth from the Specialized Institute in Offshoring Trades (ISMO) Tetouan in preparation for a recruitment session that will be organized by the director of the institute (May 27th). Through this event, Counselors were able to begin service delivery and help the future Career Center to gain visibility in advance of its official opening planned by OFPPT by the end of 2019.



“The services of the Career Center are amazing. It helps us broaden our knowledge of the world of work and recruiters’ expectations. Most importantly, thanks to the workshops and trainings provided by the Career Center staff, I understand the skills I still have to learn in order to be an outstanding professional. I look forward to the opening of the future Career Center in Tetouan to be able to participate in more and more activities.”

██████████ - IT and Network Maintenance and Support Technician - the Specialized Institute in Offshoring Trades - Tetouan

Initial Training of New Career Center Staff

The fourth initial training session for future Career Center staff was held this quarter (April 15th-26th). The cohort included 24 participants from pilot and other universities, OFPPT, the Ministry of Agriculture, the Technical Development Center (*Centre de Perfectionnement Technique, CPT*) in Kenitra and the Training Institute for Renewable Energies and Energy Efficiency (*Institut de Formation aux Métiers des Energies Renouvelables et de l'Efficacité Énergétique, IFMEREE*) in Tangier. The training included the modules “Introduction to Career Centers,” “Career Center Monitoring & Evaluation,” “Career Center Communication and Social Media,” “Career Center Planning Tools and Industry Analysis” and “Delivery of Key Career Center Services,” along with thematic workshops (covering youth mobilization, the Youth Ambassadors program, host institution mobilization, private sector engagement, and the Customer Relationship Management tool), ToTs on key workshops delivered in the Career Centers and a visit to the Vocational Career Center in Casablanca.

In addition, a two-week supplemental training was delivered to new Career Center staff who participated in one of the initial training sessions delivered by the program (June 18th-June 27th). This training especially targeted staff of new Career Centers that will open in the coming months. It was organized in response to feedback from the new Career Center staff and from the central management committees on the remaining training needs of new Career Center staff following the initial trainings, covered ToTs and topics that were not included in the initial training sessions. 21 participants selected by partner institutions attended the training.



Supplemental training for new Career Center staff (June 27th)

Staffing of University Career Centers

The pilot universities moved forward to sustain the University Counselor positions and recruit under university contracts the Counselors who worked with the program. In Casablanca, two Counselors were recruited by the university, including [REDACTED], who worked with the program during the pilot phase, and the new Counselor [REDACTED]. In Marrakech, [REDACTED] and [REDACTED], Counselors at the University Career Center during the pilot phase, were successfully recruited by the university and started under their new contracts (May 31st). In Tangier, [REDACTED], University Career Counselor from the pilot phase, was successfully recruited as a Counselor by the university. A new Counselor, [REDACTED] was also recruited by the university as the third Counselor for the University Career Center.

Activity “A to Z”

Program staff continued to work with the Career Centers and regional coordination teams to advance the “A to Z” Activities, including the transfer of funds. Funds were transferred to all four Career Centers that have completed or will complete an “A to Z” Activity. Delays in receiving institutional letters of support and milestone documents caused most of the activity dates to be shifted later than originally planned; however, the University Career Center in Tangier successfully implemented their activity organized through Activity “A to Z” in June, and the other three Career Centers that are organizing activities through Activity “A to Z” are planning to implement their activities by July 17th.

The “A to Z” Activities as originally planned will not take place in either Career Center in Marrakech. The University Career Center was unable to receive a letter of support from the host institution and did not submit all the application documents, and the Vocational Career Center would have required a partnership agreed between the host institution and USAID, which was not possible to obtain.

Building Career Center Autonomy in Communication

The program also worked with Career Center staff to ensure they are prepared to implement communication strategies autonomously. On the final day of the last Career Center Staff Days, the program communications team delivered a training on managing relations with the media (June 12th). One very promising sign is that the latest interviews in the media relating to the Career Centers have been with Career Center staff rather than program staff, which shows the Career Center staff are successfully developing the capacity to engage with the media to promote the Career Centers. See 9. *Brand, Outreach and Communication*.

Supporting Sustainability through the Career Center Staff Days

Planning for sustainability was also a focus on the final two sessions of the Career Center Staff Days. During the first session, new Career Center staff who were recruited by the universities, staff for the future Career Centers in OFPPT vocational training institutes in Tetouan and Casablanca, and staff for the future Career Centers in vocational training institutes run by the Ministry of Tourism in Mohammedia, Fez, and Agadir participated along with pilot Career Center staff in the Career Center Staff Days organized in Rabat (April 2nd-3rd) This was also the first Career Center Staff Days that was attended by members of the central management committee, including six total staff representing the State Secretariat for Vocational Training, the State Secretariat for Higher Education, OFPPT and the Ministry of Tourism, providing an opportunity for these staff to learn about how to organize future Staff Days and realize the value of these opportunities for Career Center staff to plan and reflect.

During the final Career Center Staff Days, staff from the new OFPPT Career Centers in Casablanca and Tetouan and the new satellite Career Center in Larache staff and staff from the six pilot Career Centers participated along with six members of the central management committees (June 10th-12th). The members of the central management committee also participated in a work session to establish the way they are going to work with the pilot Career Centers after the program.

The participation of new Career Center staff in the Staff Days is a positive sign for the dissemination of the Career Centers. In addition, the participation of members of the central management

committees provided an opportunity for them to understand the importance of the Staff Days and learn how to continue to organize Staff Days beyond the life of the program.

Finalization of Toolkit and Development of Interactive Toolkit Training Tool (I3T)

The physical and online versions of the Career Center Toolkit were finalized this quarter and delivered to partners during the second workshop with the central management committees (June 21st) and the final national steering committee (June 27th). The Toolkit will be distributed to all universities and vocational training institutes that reported during the regional conference that they want to open a Career Center. In addition, progress continued on the development of the Interactive Toolkit Training Tool (I3T). The scripts of the 24 training modules were finalized and validated by the program. All videos were shot in Casablanca. A meeting was held with the small business Navanti to discuss the graphic animation and the storyboards. The functioning screen design was produced and validated by the program. Navanti also submitted the beta version of the first module, which was reviewed by the program. Preparation of a revised version by Navanti is underway, and the final version with all 24 modules will be delivered next quarter.

Transfer of Capacity to Develop Rapid Industry Analyses

This quarter, the program supported the sustainability of the Rapid Industry Analyses by developing and delivering a training on the role of the Rapid Industry Analyses for the Career Centers and how to develop them. This four-day training was delivered to a group of 14 university and vocational training faculty in Marrakech (June 24th-27th). Feedback from the group was highly positive, and all expressed interest in collaborating with the Career Centers to develop new analyses. An abbreviated version of the training will also be delivered to members of the central management committees in July (July 3rd-5th). This step ensures that the Career Centers will be able to continue to benefit from updated labor market information to inform their approach beyond the life of the program.

Integration of Work Readiness Training

Partner institutions also continued to advance toward integrating work readiness training into their curricula. This quarter, the program delivered ToTs to a total of 185 trainers from institutes including OFPPT, the Ministry of Tourism, the State Secretariat for Vocational Training, Abdelmalek Essaadi University, Cadi Ayyad University and Hassan II University and Hassan I University. See *Section 2.1.2 Component 2 Expand Work Readiness Access*.

9. BRANDING, OUTREACH AND COMMUNICATIONS

9.1 COMMUNICATION STRATEGY AND BRANDING AWARENESS

Promotion of the Career Center product, brand and services

The communication team continued to produce materials such as posters, banners, roll ups, photocalls and participation certificates to support Career Center events including “HR Day” organized at the Polydisciplinary Faculty of Larache, “Jobs Day” organized in Larache. the speed recruitment event held by the Vocational Career Center in Casablanca, the “English and Soft Skills” workshops held in partnership with the Community Service Club of Casablanca and the upcoming job fair organized by the University Career Center in Casablanca.

In addition, banners, posters, brochures, roll ups and flyers were designed and produced in order to promote the Summer Camp activities organized throughout all Career Centers. More posters were produced to promote specific events such as the entrepreneurship event in Larache, the challenges organized in partnership with private sector partners in Casablanca.

A poster and various visuals were designed for the needs of the central management committees.

The communications team also ensured that the Career Centers’ needs for communication tools in day-to-day operations were met. In response to the needs expressed by the Career Centers for the Summer Camp and the new Academic Year, major communication tools, such as generic Career Center posters, testimonials posters, Youth Ambassadors posters, flyers, Virtual Career Center posters and flyers, roll ups, etc. were produced and disseminated. The production of USB keys, pins, stickers, pens, Ambassadors bags and T-shirts is also underway, and these will be distributed to the Career Centers early July. In addition, a bookmark was designed and will be produced to be distributed to be used in the Summer Camp and for the start of the Academic Year. New signage for equipment for the visually impaired was designed, produced and installed in every pilot Career Center.

The communications team also supported the needs of new Career Centers. Signage for the satellite Career Centers in Ain Chock and Larache was developed, produced and installed. Another signage proposal was shared with the Hassan I University in Settat for their future Career Center, although this signage will not be produced by the program. Another signage proposal was prepared and shared with Hassan II University for its future second satellite Career Center located in the Faculty of Sciences and Technology (FST) in Mohammedia. Finally, a renovation plan and an estimated cost for a future Career Center at the Specialized Institute of Applied Technology (ISTA) in Mohammedia were shared with ISTA.

A Career Center branding guide was finalized and added to the Career Center Toolkit.

Seven new highlights and a success story were produced and shared with USAID, which covered topics including the Career Center’s new entrepreneurship offering, the speed recruitment event organized by the Vocational Career Center in Casablanca, the events held in the Career Centers during March to promote gender equality, the new mobile application “Your Career,” the regional conferences organized in all three pilot regions with representatives of vocational training institutes, the official opening of the university satellite Career Center in Ain Chock and the commitment and enthusiasm of the team of the future satellite Career Center in Larache as well as the inclusion of the Career Centers in the official road map of the Ministry.

An infographic with key information about the Career Centers was designed and shared with the US Embassy.

The tenth quarterly newsletter was finalized and shared with all stakeholders.

Youth mobilization through social media

The Career Centers significantly expanded their presence on social media throughout the quarter, attracting 2,588 new followers on Facebook (a 26.99% increase from last quarter) and 3,249 new followers on LinkedIn (an 82.32% increase from last quarter). The large increase in all social media numbers is a result the social media campaigns launched in May in addition to the recruitment of new Career Center staff who are highly active on the Career Center's social media pages.

All Career Centers launched Instagram pages this quarter in order to engage more youth on this increasingly popular platform. So far, the pages have gained 2,572 followers. To assist Career Center staff in that effort, staff have received training and an Instagram guide was produced and shared with all Career Center staff members and added to the Toolkit.

Social media campaigns this quarter promoted the mobile application "Your Career," the *Najahi* e-learning platform, testimonials from private sector partners, the Career Centers' Instagram pages as well as the Summer Camp. An additional two-week campaign was launched on the Facebook page for the University Career Center in Marrakech to promote the "Opportunities to Volunteer and Intern Abroad" event organized in partnership with AIESEC (April 30th). Another 10-day social media campaign was launched to promote the Job Fair organized in July by the university Career Center in Casablanca (June 25th).

Six testimonials from private sector partners were shared on the Career Center social media pages as part of the *They Trust Us* campaign, which highlights the Career Center's partnerships with the private sector.

#HyaAlMoustaqbal, a social media campaign aiming to raise awareness regarding women's role in society, continued on the Career Centers' social media pages with the dissemination of six new portraits of powerful Moroccan women. In addition, five new profiles were selected and designed that will be posted on social media during next few months.

TABLE 4. KEY SOCIAL MEDIA FIGURES: APRIL – JUNE, 2019

Key Social Media Figures	Marrakech University	Marrakech Vo-Tech	Tangier University	Tangier Vo-Tech	Casablanca Vo-Tech	Casablanca University	Total
Career Center Facebook pages	513 new followers (+18.75%)	220 new followers (+21.71%)	378 new followers (+127.71%)	236 new followers (+122.64%)	1088 new followers (+64.60%)	744 new followers (+56.30%)	2,588 new followers (+26.99%)
	17,289 total followers	2,430 total followers	12,284 total followers	7,168 total followers	11,735 total followers	11,939 total followers	62,845 total followers
Facebook posts	128 (+184.44%)	39 (+8.33%)	45 (+32.35%)	39 (+2.63%)	139 (-0.64%)	57 104 (+82.46%)	494 (+38.37%)
People reached on Facebook	820,652 (+226.04%)	340,932 (+88.92%)	529,477 (+162.41%)	415,453 (+103.83%)	747,104 (+43.40%)	507,675 (+93.62%)	3,361,293 (+107.36%)
Facebook interactions (comment, like, share)	18,398 (+12.07%)	10,993 (-10.06%)	11,151 (+12.98%)	12,383 (-4.54%)	24,272 (+86.92%)	14,320 (-21.98%)	93,558 (+12.97%)
Career Center LinkedIn pages	205 new followers (+197.10%)	161 new followers (+666.67%)	702 new followers (-39.17%)	299 new followers (+41.04%)	358 new followers (+228.44%)	1524 new followers (+602.30%)	3,249 new followers (+82.32%)
	1,022 total followers	314 total followers	5,100 total followers	800 total followers	1,012 total followers	2,485 total followers	10,687 total followers
Instagram pages	699 total followers	292 total followers	431 total followers	334 total followers	264 total followers	552 total followers	2,572 total followers

Media relations

Career Center Staff Prove their Capacity in Media Relations

One of the major accomplishments over the past quarter was that Career Center staff began to take the lead in managing relations with the press and representing the Career Centers to the media.

The former Career Counselor at the University Career Center in Tangier and newly named Director at the future Vocational Career Center in Tetouan was interviewed by *With Youth* on the Moroccan radio station *SNRT Nationale*. During her interview, she introduced the Career Centers and its services and explained the career path she has followed, from being a Counselor to a Director at a Career Center. The radio show also gave the opportunity to two youth Ambassadors of Tangier's Career Centers to speak about their experience at the Career Center (April 12th).

The Director of the Vocational Career Center in Casablanca was interviewed by *The Entrepreneur* on the Moroccan radio station *Radio MFM*, where she introduced the Career Centers and their services. The radio show also gave the opportunity to two youth ambassadors of Casablanca's Career Centers to speak about their experience as being part of the *Youth Ambassador's* program at the Career Center (June 20th).

An interview with a Career Counselor at the University Career Center in Marrakech was published in *Al Ahdath Info*, a digital national newspaper, where he introduced the Career Center, gave insight on the Virtual Career Center and explained the contribution of the program to improving youth employability in Morocco (June 27th).

In addition, a Career Counselor at the Vocational Career Center in Marrakech was interviewed by *Marrakech Today*, a radio show on the Moroccan radio station *Radio Plus Marrakech*, where she introduced the Vocational Career Center in Marrakech and explained her job as a Career Counselor. Two Youth Ambassadors were also interviewed by the show to explain the Career Center's services as well as the Youth Ambassadors program (April 29th). She was also interviewed in an article published in *Les Ecos*, a printed and digital national newspaper, where she introduced the Vocational Career Center in Marrakech and explained its contribution to improving youth employability in Morocco.

“LE CAREER CENTER EST UN ÉLÉMENT CLÉ DANS LA CHAÎNE DE VALEUR”

Écrit par Mehdi IDRISSEI Publication : 27 mai 2019 Affichages : 875



To ensure proper media coverage of the speed recruitment event organized by the Vocational Career Center in Casablanca, a press release was written and issued in both French and Arabic. The event benefited from wide media coverage: ten articles were published, Al Aoula TV channel broadcast the event in its daily news, and Radio Plus highlighted the event twice in its news broadcast.

A first meeting was held with *L'Economiste* newspaper to introduce the Career Center services to the journalist [REDACTED] and discuss an upcoming publication featuring the program's achievements for the newspaper's "Skills and HR" section (April 19th). The article is scheduled to be published early July.

A press review was shared with the Career Center staff and USAID on the roadmap for vocational training presented to King [REDACTED] where the Minister of Education stated on April 4th that the Career Centers will be an integral part of each of the region's "Trade and Skills Centers (*Cités des métiers et compétences*)" (April 8th). See 7: *Support Sustainability and Dissemination of the Career Centers*.

An article on the conference "International Student Mobility and Inter-Institutional Cooperation" organized by the University Career Center in Marrakech was published on Afrimaghreb³ as well as covered by the broadcast channel Ambassade Media⁴ (April 27th).

To ensure proper media coverage of the opening of the satellite Career Center in Ain Chock in May, a press release was written in French and Arabic. The event benefited from wide media coverage: seven articles were published, and both Al Aoula TV and 2M TV channels highlighted the event in their news broadcasts.

An article "Graduate Unemployment: USAID Looks into Youth Employability," which describes the Career Center's digital services such as the Virtual Career Center, the e-learning training *Najahi Prêt pour l'Emploi*, and the mobile application "Your Career," was published on Panorapost (June 19th).

An article "Soft Skills: A New Approach to Self-Marketing in a More Competitive Market," which explains the importance of soft skills and the role the Career Center plays at developing and reinforcing them, was published on *Hespress* (June 28th).

A press release to promote the second job fair that will be held in the University Career Center in Casablanca in July was written in French and Arabic and sent for dissemination to the press. A press release to communicate on the opening of the satellite Career Center in Larache was written in French and Arabic and is awaiting final approval. A press release to promote the Summer Camp was written in French and Arabic and sent for dissemination through the media.

Career Center staff capacity building on communications and outreach

The communications team delivered a training on social media and communication strategy during the fourth initial training session for future Career Center staff (April 17th).

The multimedia production consultant provided a second training on multimedia production and video editing to reinforce the practical skills of Career Center staff (May 20th, 21st and 29th).

All Career Center staff participated in a training on managing relations with the media that was delivered by the consultant Jaouad Jaouani and the communication team on the last day of the Career Center Staff Days (June 12th) (see also box above in *Media Relations*).

³ http://www.afriomaghreb.com/marrakech-la-mobilite-internationale-des-etudiants-au-centre-dune-conference-a-la-fst/?fbclid=IwAR13jrVFTD1bQ7gzWvSW_TElqAiq5EkrGmGwr1bmCj3ir4RqC6fj863b9Fw

⁴ www.youtube.com/watch?v=UTBCRwI3MKU&feature=youtu.be&fbclid=IwAR063IEejXs-i2gr39ovT4kcXUve8Xidb0IYyRlcOSn4e8rOWbw3CVwMvDY

9.2 SUCCESS STORIES

See Annex 3. *Success Stories and Highlights.*

APPENDICES

APPENDIX I - INDICATOR REPORTING MATRIX

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
IRO Number of local Workforce Development programs using labor market information to improve the quality and relevancy of offerings Indicator Level: Outcome	0	N/A	N/A	8	5	21	10	27	10	15	19	23	34	48	90
This is a PPR Indicator Notes: All six pilot Career Centers began using the three new Rapid Industry Analyses. In addition, the Rapid Industry Analyses were shared with GIZ to assist them in designing new projects for their program “German Initiative for Climate-Friendly Technologies.” Definition: Number of courses, workforce initiatives, career services and institutions using the labor market information.															

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
USAID Indicator N° IR 1.2.a PPR															
2R1 % Cost of Career Centers supported by universities, vocational training centers and companies. Indicator Level: Outputs	0	0	N/A	To be reported in Year 3	0	62.83%	30%	72.32%	50%	Reported annually	Reported annually	80%	Reported annually	60%	72.32%
Notes: Reported annually															
Definition: The cost of Career Centers supported by universities, vocational training centers and companies is calculated by the estimation of both university and vocational training centers' contributions to the career center in the following areas: -Estimated cost of human resources that are put at the centers disposal (gross annual salary) -Direct financial contributions -Rental value of premises provided -Rental value of premises provided															
3R3 Density of connection links in the labor market network Indicator Level:	0.04 9	N/A	N/A	To be reported in Year 3	N/A	0.070	0.059	0.063	0.080	Reported annually	Reported annually	0.060	Reported annually	0.066	N/A
Notes: Reported annually.															
Definition: Measures three types of connections: Institutional relations: when an institutional framework exists between actors (conventions, memoranda of understanding, financial transactions, etc.) Spontaneous or informal: measured through email exchange, phone calls, etc.															

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
Outcome	Perception: estimates of trust, professionalism, efficiency														
4R3 Number of private organizations partnering with educational institutions as a result of USG assistance	0	0	N/A	20	15	67	40	150	100	17	23	50	40	205	277
Indicator Level: Output USAID Indicator N° Sub IR 1.2.3.a PPR	<p><i>This is a PPR Indicator</i></p> <p>Notes: During this quarter, 23 new informal partnerships were developed: <u>January 2019 (1): Casablanca (1):</u> Danone-Centrale <u>February 2019 (15): Casablanca (6):</u> iPaper, Best Profil, ABB Maroc, Marwa, Hôpital Cheikh Khalifa, Lavazza; <u>Tangier (9):</u> Plastic Omnium, Codersa, Anta Bara, Fasortex, Larinor, A.p.a Textile, Mochetex, TM-TEX groupe, Vitaconf <u>March 2019 (7): Tangier (4):</u> Marginal Lab, LAPS Services, Salsabil, Horizon Tangier Terminal SA <u>Marrakech (2):</u> Fairmont Royal Palm Marrakech, Demeures d'orient; <u>Multiple regions (1):</u> The Family</p> <p>Definition: This indicator counts partnerships established with employers and includes the number of private businesses partnering with universities and vocational training centers. Partnerships are measured as follows: Formal partnership: conventions and agreements, which may have research or placement as the object of these agreements. Informal partnership: participation of the private sector in the organization of events. Both private businesses and educational institutions can also undertake activities together such as integrating young people into the workplace.</p>														
5R3 % of organizations	N/A	N/A	0	41%	50%	50%	50%	30%	30%	Reported annually	Reported Annually	30%	Reported Annually	40%	40.30%

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date	
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date			
partnering with educational institutions two or more times as a result of USG assistance		<p>Notes: Reported annually</p> <p>Definition: We count the percentage of private organizations partnering more than one time with universities and Vocational Career Centers.</p> <p>Partnerships are measured as follow:</p> <ul style="list-style-type: none"> -Formal partnership such as conventions and agreements, which may have research and insertion as the object of these agreements. -Informal partnership such as the participation of private organizations in the organization of events. <p>Both can also undertake activities together such as integrating Young people into the workplace</p>														
6R4 Number of educational institutions who adopted the USG-funded career center model		0	0	0	5	5	0	1	1	0	Reported annually	Reported Annually	0	Reported Annually	6	6
		<p>Notes: Reported annually</p> <p>Definition:</p> <p>Number of universities who adopted the USG-funded Career Center model;</p> <p>Number of vocational training centers who adopted the USG-funded Career Center model.</p>														
Indicator Level: Output USAID indicator n° Sub IR 1.1.1.b																
7R5 Number of workforce		0	0	N/A	12	21	55	18	74	50	18	24	65	42	154	183

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
development initiatives completed as a result of USG participation in public-private partnerships	<i>This is a PPR Indicator</i>														
Indicator Level: Outcome USAID Indicator N° IR 1.2.b PPR	<p>Notes: During the quarter, 24 workforce development initiatives have been completed.</p> <p>January 2019 (11): in <u>Casablanca</u> (10): (10) 5 soft skills trainings with future recruits of Label'Vie, 5 soft skill training groups with future recruits of Richbond; in <u>Marrakech</u> (1): (1) guest speaker workshop with Cartier Saada</p> <p>February 2019 (6): in <u>Casablanca</u> (2) : (1) guest speaker workshop with the association Attahadi, and (1) "Industrial Sector" sunrise briefing with Hexcel, Nestlé, Sevam, Richbond, Shell & Vivo Lubrificants, iPaper, Best Profil, ABB maroc; in <u>Tangier</u> (3): (1) "Entrepreneurship in a Digital World" conference with Centre des Jeunes Dirigeants (CJD), (1) company visit with Plastic Omnium and (1) "Sunrise Briefing" on the textile industry with Renault Industry Confection, Anta Bara, Fasortex, Larinor, A.p.a Textile, Mochetex, TM-TEX groupe, Vitaconf, Salsabil; in <u>Marrakech</u> (1): (1) guest speaker workshop with restaurant Le Baromètre</p> <p>March 2019 (7): in <u>Casablanca</u> (6): (3) guest speaker workshops Moroccan CISE, GO4work, Sofitel, and (1) conference "Start Up Day" with The Family, and (1) company visit with Sevam, and (1) conference "Student Entrepreneurs: How to Balance Two Lives?" with Injaz al Maghrib: in <u>Tangier</u> (1): (1) conference "Women of Inspiration" with NoBox Lab, Marginal Lab and LAPS Services</p> <p>Definition: Workforce development initiatives are cooperative investments in the human resources of a country or area through training or retraining for available or anticipated near-term workforce skills requirements. The objective is to endow workers or future workers with the skills needed to productively perform the tasks required for new formal sector jobs. It may include Job Panel events and job fairs.</p>														
8R6 Percentage of trainees satisfied with the quality and relevance of the training and services received through USG-supported	0	N/A	50%	98.67%	80%	88.7%	80%	84.48%	80%	92.06%	92.07%	80%	92.06%	80%	90.97%*
	<p>Notes: The rate (92.07%) reports on the percentage of youth who are satisfied with the Career Center services they benefited from. Response rate is 33.52%</p> <p>Definition: Number of persons satisfied with the training and services received through Career Center and services received through Career Center</p> <p>*The results-to-date are calculated as the average of the Fiscal Year results. We do not take the cumulative average from the Management Tool because we did not begin using the Management Tool to send satisfaction surveys until May 2017, so the Management Tool would exclude all results before that date.</p>														

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
career services Indicator Level: Outcome USAID Indicator N° IR I.I.d															
<i>Sub indicator:</i> Percentage of female trainees satisfied with the quality and relevance of the training and services received through USG-supported career services	0	N/A	N/A	99.93%	75%	77.9%	75%	85.17%	75%	93.06%	90.88%	80%	91.97%	75%	88.74%
	Notes: The rate (90.88%) reports on the percentage of females who are satisfied with the Career Center services they benefited from. Response rate is 23.40%														
	Definition: This indicator is used to count the number of individuals who utilized physically and virtually career services.														
	*The results-to-date are calculated as the average of the Fiscal Year results. We do not take the cumulative average from the Management Tool because we did not begin using the Management Tool to send satisfaction surveys until May 2017, so the Management Tool would exclude all results before that date.														
9R6 Number of persons receiving quality career services as	0	N/A	N/A	5,924	5,924*	52,066	38,000	85,159	60,000	22,800	26,359	60,000	49,159	163,924	191,313
	<i>This is a PPR Indicator</i>														

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
result of USG assistance PPR		<p>Notes: This includes the number of registered and unregistered beneficiaries (26,359).</p> <p>Definition: This indicator is used to count the number of individuals who utilized physically and virtually career services.</p> <p>The results to date reported (191,313) is less than the sum of the numbers reported in each quarter. This result includes both registered and unregistered users. While the results to date for registered users equals the sum of the quarterly numbers, this is not the case for unregistered users. To estimate the number of unregistered users, the program uses Google Analytics, which cross-checks IP addresses and uses cookies to produce estimates. In order to avoid over-counting, the program chooses to report a number for the results-to-date that has been refined by Google Analytics based on user information gathered throughout all four quarters. This means the number for the results to date is a more conservative estimate than it would be if the quarterly estimates were simply added together.</p>													
Indicator Level: Output USAID Indicator N° Sub IR I.I.I.a															
Sub indicator: Number of persons receiving quality career services as a result of USG assistance, <u>registered</u> in the Virtual Career Center	0	N/A	N/A	1,367	1,367	20,178	14,000	31,247	25,000	6,933	7,370	20,000	14,303	60,367	67,095
		<p>Notes: This includes the number of registered beneficiaries (7,370).</p> <p>Definition: This indicator is used to count the number of individuals who obtain physically and virtually career services and are registered</p>													
Sub indicator: Number of persons receiving quality career services as a result of USG	0	N/A	N/A	4,557	4,557	31,888	24,000	53,912	35,000	15,867	18,989	40,000	34,775	103,557	124,218

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
<i>assistance, unregistered in the Virtual Career Center</i>	<p>Notes: This includes the number of unregistered beneficiaries (18,989)</p> <p>Definition: This indicator is used to count the number of individuals who obtain physically and virtually career services and are not registered.</p> <p>The results to date reported (124,218) is less than the sum of the numbers reported in each quarter. To estimate the number of unregistered users, the program uses Google Analytics, which cross-checks IP addresses and uses cookies to produce estimates. In order to avoid over-counting, the program chooses to report a number for the results-to-date that has been refined by Google Analytics based on user information gathered throughout all four quarters. This means the number for the results to date is a more conservative estimate than it would be if the quarterly estimates were simply added together.</p>														
<i>Sub indicator: Proportion of female participants</i>	0	N/A	50%	49%	50%	49%	50%	48.88%	50%	49.50%	47.45%	50%	48.47%	50%	48.76%
	<p>Notes: This percentage (47.45%) includes registered and unregistered participants for Career Center services, such as face-to-face trainings, job fairs, career counseling, workshops, etc. This percentage is an average of unregistered female participants and registered female participants.</p> <p>Registered Users: 46.29% are female</p> <p>Unregistered Users: 48.62% are female</p>														
I0R6 % of individual registered beneficiaries obtaining two	0	N/A	N/A	N/A	N/A	28.09%	25%	20.37%	30%	Reported annually	Reported annually	20%	Reported annually	25%	31.93%

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
or more quality career services as a result of USG assistance	<p>Notes: Reported annually</p> <p>Definition: This indicator measures the return rate of youth, i.e. youth who have obtained two or more Career Center Services.</p>														
Sub-Indicator: % of registered individual beneficiaries obtaining 2 quality career services as a result of USG assistance	0	N/A	N/A	N/A	N/A	2.23%	10%	2.29%	15%	Reported annually	Reported annually	2.2%	Reported annually	9%	3.04%
	<p>Notes: Reported annually</p> <p>Definition: This indicator measures the percentage of youth who have obtained 2 Career Center Services.</p>														
Sub-Indicator: % of registered individual beneficiaries obtaining 3 quality career services as a result of USG assistance	0	N/A	N/A	N/A	N/A	21.55%	8%	7.33%	10%	Reported annually	Reported annually	7.3%	Reported annually	8%	15.47%
	<p>Notes: Reported annually</p> <p>Definition: This indicator measures the percentage of youth who have obtained 3 Career Center Services.</p>														
Sub-Indicator: % of registered	0	N/A	N/A	N/A	N/A	1.5%	5%	2.95%	6%	Reported annually	Reported annually	3%	Reported annually	5%	4.07%

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
<i>individual beneficiaries obtaining 4 quality career services as a result of USG assistance</i>	Notes: Reported annually														
	Definition: This indicator measures the percentage of youth who have obtained 4 Career Center Services.														
Sub-Indicator: % of registered individual beneficiaries obtaining 5 or more quality career services as a result of USG assistance	0	N/A	N/A	N/A	N/A	2.61%	5%	7.8%	6%	Reported annually	Reported annually	7.5%	Reported annually	7%	9.35%
	Notes: Reported annually														
	Definition: This indicator measures the percentage of youth who have obtained 5 or more Career Center Services.														
IIR6 Number of persons completing USG-supported work readiness training programs	0	N/A	N/A	401	4,500	11,014	9,000	18,527	12,000	4,218	3,402	13,000	7,620	38,500	37,562
	<i>This is a PPR Indicator</i>														
	Notes: This result (3,402) reports on the number of work readiness training beneficiaries.														
Indicator Level:	(2,017) is the number of youth who benefited from Career Center workshops. (213) is the number of youth who benefited from guest speaker workshops.														

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
Output USAID Indicator N° Sub IR 1.1.2.a PPR	<p>(590) is the number of youth who benefited from conferences. (661) is the number of youth who benefited from 3 to 5-day <i>Najahi</i> face-to-face training delivered by program trainers. (652) is the number of youth who benefited from <i>Najahi</i> online</p> <p>The sum of these results is (4,133) is more than the total result for the quarter (3,402) because we count in the indicator the number of unique beneficiaries, some of whom participate in more than one type of activity (see indicator 10R6 above for the return rate of youth for multiple services).</p> <p>Youth who participated in <i>Najahi</i> training delivered through host institutions and other partners are not counted toward this indicator.</p> <p>Definition: Counts the number of individuals who benefit from work readiness training programs physically and virtually.</p>														
12R6 % youth who participate in gender- related training who express a change in their perception of gender in the workplace following training	0	N/A	N/A	N/A	N/A	100%	50%	100%	50%	Reported annually	Reported annually	90%	Reported annually	70%	100%
<p>Notes: Reported annually</p> <p>Definition: Percentage of youth who participate in gender-related training who express a change in their perception of gender in the workplace following the training. This includes both male and female participants.</p>															

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
I3R7 Number of institutional departments who integrated soft skills in the training courses curriculum Indicator Level: Output	0	0	0	0	0	0	0	26	15	14	0	6	14	21	40
<p>Notes: Zero new institutions integrated work readiness training into their curricula this quarter.</p> <p>Definition: Number of institutional departments who integrated soft skills in the training courses curriculum.</p>															
I4R8 % of individuals who report improved skills following	0	N/A	N/A	0	0	91.29%	50%	92.60%	70%	88.72%	96.95%	90%	92.83%	70%	92.24%

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
participation in USG-assisted workforce development programs Indicator Level: Outcome USAID F indicator	<p>Notes: 96,95%% reports on the percentage of youth who expressed that they improved skills following Career Center training. For trainings, electronic surveys are conducted. Female satisfaction is higher (90.11%) than male (81.83%)</p> <p>Definition: This measures the percentage of individuals who participate in USG workforce program who express that the program improved the skills needed for the workplace success.</p> <p>*The results-to-date are calculated as the average of the Fiscal Year results. We do not take the cumulative average from the Management Tool because we did not begin using the Management Tool to send satisfaction surveys until May 2017, so the Management Tool would exclude all results before that date.</p>														
I5R9 % of employers that are satisfied with	0	N/A	N/A	100%	50%	92.30%	70%	90.00%	70%	Reported annually	Reported annually	85%	Reported annually	70%	94.10%

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
youth employees that were recruited through the Career Center Indicator Level: Outcome	<p>Notes: Reported annually</p> <p>Definition: Number of companies who are satisfied by employing youth who benefit from the Career Center services.</p>														
16R11 % of companies with youth employees that have received Career Center services, reporting an improvement in productivity (e.g. lower rate of absenteeism, decreased employee	0	N/A	N/A	N/A	N/A	90%	30%	90%	30%	Reported annually	Reported annually	80%	Reported annually	50%	90%
	<p>Notes: Reported annually</p> <p>Definition: This indicator is used to define the percentage of companies reporting an improvement in productivity (e.g. lower rate of absenteeism, decreased employee turnover, increased production volumes)</p>														

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
turnover, increased production volumes)															
Indicator Level: Outcome															
CC-3 Number of organizations with improved organizational performance as a result of USG assistance (Custom)	0	0	0	0	0	N/A	Baseline	5	5	Reported annually	Reported annually	4	Reported annually	6	N/A
Indicator Level: Outcome Cross-cutting	Notes: Reported annually														
	Definition: Number of CSOs/Career Centers/ other local organizations which have increased Organizational Performance Index (OPI) score when compared with baseline. The OPI is based on a 32-point scale and utilizes the IDRC/ framework Universalis & OECD which defines organizational performance in terms of effectiveness, efficiency, relevancy and sustainability.														
CC-8	0	N/A	N/A	0	100	315	300	563	200	133	144	400	277	1,000	1,155

Indicators	Base line	FY1 (Oct, 2014 – Sep, 2015)		FY2 (Oct, 2015 – Sep, 2016)		FY3 (Oct, 2016 – Sep, 2017)		FY4 (Oct, 2017 – Sep, 2018)		FY5 (Oct, 2018 – Sep, 2019)				Target (cumulative) / Program Target	Results to-date
		Result FY1	Target FY1	Result FY2	Target FY2	Result FY3	Target FY3	Result FY4	Target FY4	Oct-Dec 2018	Jan-Mar 2019	FY5 Target	FY5 results to-date		
Number of people receiving gender-related training as a result of USG-assistance		<p>Notes: The result (144) reflects the number of youth who participated in workshops, conferences, and trainings during gender-related activities in each of the three regions. This result includes 101 female beneficiaries and 43 male beneficiaries.</p> <p><u>February 2019 (21):</u> Casablanca: (21 participants) attended the event “Harassment in the Workplace: What Are My Rights?” with the association Tahadi.</p> <p><u>March 2019 (123):</u> Casablanca (29): (18 participants) attended an art exhibit event by the artist Nizar El Akkaf on the theme “The Role of Women in Moroccan Society” and (11 participants) attended a workshop on the theme “Equal Opportunities for Men and Women at Work: Awareness and Best Practices.” Tangier: (47 participants) attended the second edition of the conference “Women of Inspiration.” Marrakech (47): (10 participants) attended a workshop “Women’s Craft Trades”, and (15 participants) attended the event “Overcome Stereotypes and Choose Your Career” with AGEVEC, and (22 participants) attended a conference with women, professionals in the field of catering on their experiences pursuing a male-dominated field.</p> <p>Definition: Gender disaggregated data collected during any training or program in any sector, which include goals or objectives related to women’s empowerment.</p>													

APPENDIX 2- PHOTOS OF PARTICIPANTS AND ACTIVITY SITES

University Career Center – Casablanca

“How to Develop a Business Model” workshop (April 1st)



Career Center information stand at the job fair organized by FST Mohammedia (April 23rd-24th)



“Boost My CV” workshop at the satellite Career Center in Ain Chock



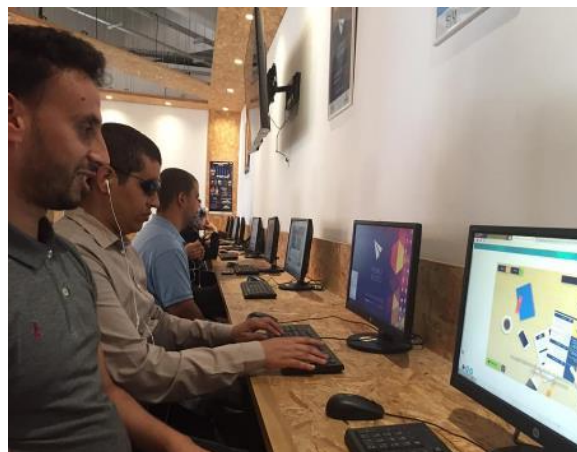
Najahi training



“Public Speaking” workshop



Youth using the Najahi e-learning platform for visually impaired users



Vocational Career Center – Casablanca

“English and Soft Skills” workshop (April 13th)



Workshop to prepare for the Speed Recruitment event



Speed Recruitment event (April 23rd)



“Job Search Techniques” workshop



Job interview preparation workshop (May 9th)



Recruitment session with ETNT (May 31st)



University Career Center – Marrakech

“Communication in French” workshop (April 8th)



“Injaz in Two Days” (April 19th-20th)



Tree planting activity with the High Atlas Foundation (April 16th)



“International Student Mobility and Inter-Institutional Cooperation” conference (April 27th)



“Imagine” training with the High Atlas Foundation (June 17th-20th)



Individual counseling session



Vocational Career Center – Marrakech

“Know Myself” workshop (May)



“Communication in English” workshop, delivered by an Ambassador of the University Career Center (May)



“Communication in French” workshop, delivered by an Ambassador of the University Career Center (June)



“Know Myself” workshop (June)



University Career Center – Tangier

“HR Day” in Larache” (April 24th)



Company Visit to SNOP (May 17th)



Company visit to Daher (June 14th)



Project management workshop (June 20th-21st)



Vocational Career Center – Tangier

“Video editing” workshop



University and Professional Studies Fair (May 3rd)



Company visit to Lear (May 15th)



Preparation for a recruitment session in Tetouan (May 27th)



“Green Trades and Solar Solutions” training delivered by GIZ (May 18th, 20th)



Company visit to Label'Ve (June 26th)



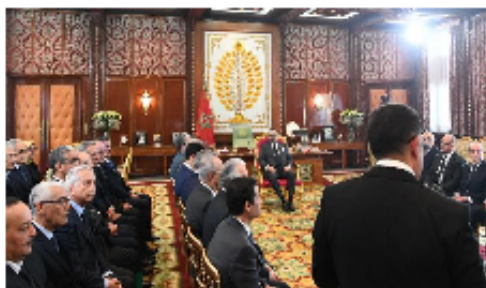
APPENDIX 3- SUCCESS STORIES AND HIGHLIGHTS



SUCCESS STORY

Each region of Morocco will soon have its own Career Center

“The Career Centers’ mission is perfectly in line with the vocational training strategy”, said Mr. [REDACTED] from the State Secretariat for Vocational Training.



The Minister of National Education, Vocational Training, Higher Education and Scientific Research, Mr. [REDACTED], presenting the “Roadmap for the Development of the Vocational Training Sector” before His Majesty King [REDACTED] in April 2019.

Each region of Morocco will soon have its own Career Center. In fact, the convincing and promising results achieved by the pilot Career Centers in Marrakech, Tangier and Casablanca, have led to the integration of the concept into the new official National Vocational Training Roadmap, which aims to establish 12 Career Centers within the Career and Skills Campuses (*Cités des métiers et des compétences*). These future Campuses are designed to provide a range of trainings and services to prepare vocational trainees for employment.

This was announced by the Minister of National Education, Vocational Training, Higher Education and Scientific Research, Mr. [REDACTED], to His Majesty King [REDACTED] during the presentation of the “Roadmap for the Development of the Vocational Training Sector” held on April 4, 2019, at the Royal Palace of Rabat.

Mr. [REDACTED] stressed that the Career Centers will be an essential component of the Career and Skills Campuses. These multi-sectoral and multifunctional structures will be designed as a strategic lever for competitiveness and integration of youth into the world of work.

Mr. [REDACTED], Project Manager, Attaché at the Planning and Evaluation Branch of the Ministry of Tourism, said that “the pilot Career Centers have proven their efficiency and their necessity in the academic world. Their mission is perfectly in line with the vocational training operators’ strategy.”

These new campuses, which, like the Career Centers, aim to promote youth integration into working life, will open for the 2021 academic year.

The official inclusion of the Career Centers in the Vocational Training Roadmap reflects the success of the first pilot Career Centers and highlights the importance of these centers in educational institutions in Morocco.

Mrs. [REDACTED], Program Officer at the Office for Vocational Training and Job Promotion (OFPPT), declared that “ever since the opening of the Career Centers, it has been noted that the various services provided have highly benefited not only youth but also the private sector as well as the vocational training operators.”

Today, the Career Centers are synonymous with real and positive changes in the professional and personal life of young Moroccans. All stakeholders now officially commit and contribute to the sustainability and scale-up of the Career Center model.



HIGHLIGHT

Entrepreneurship, an important lever for youth employability in Morocco



"The Family is setting an amazing example for us. The speech of their Director was very inspiring and definitely helped me to be more confident about my business idea," said student ██████ at the "Startup Day" event in Marrakech.

Entrepreneurship is an important lever for youth employability and professional integration of young graduates in Morocco. That is why the USAID Career Center program expanded its offering to provide youth the opportunity to learn about what makes an entrepreneur and to explore opportunities for entrepreneurship.

In fact, the Career Centers have been partnering with organizations such as the Center of Young Business Leaders of Tangier (CJD) and The Family, a startup incubator based in Paris, London, Brussels and Berlin, that aims to promote the emergence of an ecosystem of European startups in the digital economy. The objective of these partnerships is to provide youth with both local and international expertise in the field.

Thus, on February 21st, the vocational Career Center in Tangier and CJD organized a conference on the theme of entrepreneurship, in which 80 youth and 60 professionals participated. This was an opportunity to provide all participants with institutional background as well as mature insight on the subject.



Additionally, on March 12th, 13th and 14th, the Career Centers organized a series of "Start Up Day" conferences in collaboration with The Family. More than 240 young people attended a dynamic and inspiring discussion on entrepreneurship led by the Director of The Family, in Casablanca, Rabat and Marrakech.

The USAID Career Center program also developed a workshop entitled "What if I Become an Entrepreneur?" Career counselors received a specialized training and have already started delivering the workshop, often in co-delivery with entrepreneurs. This workshop aims to familiarize youth with the concept of entrepreneurship and stimulate their interest in this field as a possible career pathway.

These new workshops and conferences are part of the development of new Career Center services aiming to make young people aware of the possible choice of entrepreneurship.

Career Counselor sharing theoretical and practical information on entrepreneurship



Participant sharing with the audience her group's business idea and the main components of their business plan during the workshop in Tangier on February 21st.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

May 2019



HIGHLIGHT

Close to 300 youth participated in the first Speed Recruitment Day in Casablanca



Five minutes can make all the difference; this was the motto of the Career Center's beneficiaries during the speed recruitment event.



A female youth ambassador helping a candidate fill out his application form.

The vocational Career Center in Casablanca continues to roll out its youth employability strategy by bringing youth closer to employers in the private sector. On April 23rd, 2019, close to 300 youth attended the speed recruitment day, an event organized by the Career Center to facilitate the recruitment of young trainees and recent graduates.

This initiative enabled hundreds of beneficiaries of the Career Center to interact with companies and showcase their qualifications, including their technical and non-technical skills. 11 companies, with real offers of internships or jobs, were present to conduct job interviews with young people in different sectors such as information technology, hospitality, industry and services. Candidates participated in five-minute interviews to explain their unique qualifications and discuss potential job or internship placements with the recruiters.

Prior to the event, the Career Center held trainings and workshops to help the candidates to be properly prepared for their interviews. ██████████, trainee in accounting and financial management at the Specialized Institution for Applied Technologies Hay Hassani, explains that "thanks to all the workshops I attended, I was at ease during my interview with the textile company Richbond, which went well as I was asked for a follow up interview."

The Career Center's private sector partners also significantly benefited from the event. ██████████, Human Resources Business Partner at InnoVista Sensors, a global specialist in designing and manufacturing sensors, controls and actuators, declared, "In such an interview format, as a recruiter, I focus primarily on soft skills. And despite the short time allocated to each interview, I could still notice a clear improvement of the profiles."

Last but not least, this event would not have been such a success without the contribution of the Career Center Youth Ambassadors, who helped welcome the candidates upon arrival and group youth by the sector or company they wanted to apply to. They were available to all and provided guidance and information to participants.

This "Speed Recruitment" event is part of the strategic approach of the Career Centers, which aims to improve the employability of youth, particularly by connecting them to major actors of the private sector.



HIGHLIGHT

International Women's Day - Career Centers reaffirm their commitment



Guest speakers sharing their experiences with youth at the USAID Academy for Heavy Machinery and Commercial Vehicles (AGEVEC) in Settat.

This year, the Career Centers again reaffirmed their commitment to gender equality by organizing a series of events mobilizing more than 140 young men and women in honor of International Women’s Day. These events involved a wide range of actors from the private sector, the civil society organizations and the Career Centers’ host institutions.

On February 25th, in Casablanca, The Vocational Career Center organized a workshop with the association Tahadi on “Harassment in the Workplace.” This activity aimed to raise awareness on various types of harassment and possibilities to take action against harassment. [redacted] lawyer and activist, along with [redacted] president of Tahadi, facilitated this activity. Another activity with the association Tahadi was organized on February 15th at the Vocational Career Center on the theme “Tolerance and Coexistence.” And on March 8th, the cartoonist [redacted] was invited to the Career Center to present his work related to women’s conditions in Morocco. The presentation was followed by a discussion with youth on deconstructing stereotypes and prejudices against women.



[redacted] discussing with students how stereotypes deeply impact the society and how important it is to combat them to ensure gender equality.

The University Career Center in Casablanca held a guest speaker event on March 7th with Mrs. [redacted], Talent & Culture Director at the Sofitel Tour Blanche. She facilitated a discussion with youth on the theme “Equal Opportunities for Men and Women at Work: Awareness and Best Practices.”

On the same day, in Marrakech, the Vocational Career Center invited Mrs. [redacted], sous-chef of the well-known restaurant “Le Petit Cornichon” to facilitate a session on the catering professions usually considered as being male occupations.

Also, the Vocational Career Center in Marrakech partnered with the USAID Academy for Heavy Machinery and Commercial Vehicles (AGEVEC) to raise awareness among young men and women about opportunities in male-dominated fields and discuss the experiences of women who pursue careers in fields perceived by many as typically masculine.



One of the visuals shared as part of the online campaign to denounce gender inequalities.

In Tangier, following the success of its first edition in 2018, the Vocational Career Center held a second edition of the event “Women of Inspiration.” Professor [redacted] (FST Tangier), and several women entrepreneurs, including the founders of the Company NoBox Lab and the founder of the company Laps Services, gave inspiring and dynamic presentations of their professional and personal trajectories. These successful businesswomen encouraged youth to pursue the challenging but rewarding entrepreneurial track.

These activities were accompanied by a social media campaign. Cover photos of the Facebook pages of the six pilot Career Centers displayed an impactful visual to showcase the program’s commitment towards gender equality; In addition, visuals providing key information and statistics on gender issues in the world were published on a regular basis throughout March.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

April 2019



HIGHLIGHT

"Ton Métier": USAID Career Center launches its application to better inform youth on career paths



Facebook cover picture displayed throughout the promotional campaign



Visual on the Aeronautic sector published during the social media campaign

In March, the USAID Career Center program launched its newly developed mobile application "Ton Métier"- "Your Job"- that allows students and young graduates to explore career paths in eleven growing sectors in Morocco and position themselves regarding academic and labor market requirements to pursue their desired fields.

"Ton Métier" has been designed to be simple and intuitive to the user, with a user-friendly interface that allows users to easily swipe between different sectors and careers. By linking to the information databases of the Virtual Career Center (www.careercenter.ma), that contain information on career and training pathways, the application "Ton Métier" allows young people to discover not only the jobs and possible career paths in different sectors, but also the levels of academic education, training and qualifications needed to access them.

Indeed, thanks to this new application, youth can access information on jobs from different sectors, such as offshoring, automotive, agriculture or aeronautics. For youth who want to further deepen their search, the application provides a direct link to the "Explore" section of the Virtual Career Center, where they can browse job opportunities and labor market information based on their interests.

To ensure a successful launch and dissemination of the mobile application, the program launched a social media campaign throughout March. Visuals displaying the growing sectors and inviting youth to subscribe were published on a regular basis on the Career Centers' Facebook and LinkedIn pages. Also, the application was promoted through a video that explains its major features and functionalities.

Now available for free download for Android on Google Play, the application has so far been downloaded more than 660 times.



HIGHLIGHT

Promising beginnings for the satellite Career Center in Larache



First HR Forum organized in Larache with the participation of various long term Career Center partners from Tangier.

Although the satellite Career Center of the Polydisciplinary Faculty in Larache has not yet officially opened its doors, its team is eager to deliver career services to youth and engage the private sector as soon as possible. Additional staff have been appointed by the Abdelmalek Essaadi University and trained by the USAID Career Center program to operate in the satellite Career Center due to open on July 10th.

As a matter of fact, on April 20th, the future staff of the satellite Career Center teamed up with the University Career Center in Tangier and the association Amane 33 Bordeaux, an association founded by Moroccan students from Bordeaux that aims to promote cultural and educational exchange, to organize a "Career Fair" in Tangier. More than 200 youth and 18 private sector partners participated in this event, where they were introduced to the Career Centers and their service offerings. Youth then had the opportunity to learn about different jobs and better understand the overall job market.

After this first successful event, on April 24th, a Human Resources' Forum on the theme "Training Today for the Careers of Tomorrow" was also organized in collaboration with the University Career Center in Tangier. Various subjects related to employability were discussed during this gathering. First, [REDACTED], the State Secretary for Higher Education, opened the conference with a discussion on employability and stressed the importance of soft skills in today's work environment. The 112 youth and eight private sector representatives present also had the opportunity to learn more about the role of artificial intelligence in emerging careers during a discussion led by the dean of the faculty.

Both events mark a promising beginning for the new satellite Career Center in Larache. With the help and support of their counterparts in the university Career Center in Tangier, the satellite Career Center is definitely off to a great start.



Opening speech at the HR forum by [REDACTED], the State Secretary for Higher Education.



HIGHLIGHT

University Career Center in Casablanca expands to bring services closer to more youth



and [redacted] cutting the ribbon to officially open the Career Center.



The first soft skills workshop held after the official opening of the satellite Career Center.

Following the success of Hassan II University's pilot Career Center located at the Faculty of Legal, Economic and Social Sciences in Casablanca, the University decided to bring Career Centers' services closer to another campus.

On May 17, the University officially inaugurated a satellite Career Center in the Faculty of Arts and Humanities in Ain Chock, in the presence of [redacted], Vice President in charge of Pedagogical Affairs, [redacted], Vice President of Scientific Research, [redacted], Dean of the Faculty, [redacted], Deputy Director of USAID Morocco, [redacted], Dean of the Faculty of Science and Technology in Mohammedia, and [redacted], Director of the Hassan II University Career Center.

During the opening remarks for the inauguration, [redacted] said "This opening represents a clear and certain progress in the dissemination of the Moroccan model of the Career Center." And [redacted] declared, "We decided to open this satellite Career Center in order to disseminate the services of our Career Center and offer all our students the opportunity to reinforce their soft skills."

The new satellite Career Center aims to provide the 9,000 students of the faculty with quality Career Center trainings, workshops and activities organized in partnership with the private sector, to help them build strong profiles and eventually integrate smoothly into the world of work. In this context, new counselors were specially trained and recruited for the satellite University Career Center team to deliver services on-site. Besides, Career Center youth ambassadors have benefited from the very first soft skills workshop right after the official opening.

In further support of the dissemination of Career Center services, Hassan II University plans to open a second satellite Career Center in its Faculty of Science and Technology in Mohammedia in the upcoming months.

The establishment of the first satellite Career Center by Hassan II University represents a highly promising sign that USAID Career Center's institutional partners are taking the lead in disseminating the Career Centers and continuing to bring Career Center services closer to youth.



HIGHLIGHT

27 vocational training institutions aim to open their own Career Centers in less than a year



Youth ambassadors sharing their experiences with the participants during the regional conference in Casablanca.

As the end of the USAID Career Center program approaches, the Career Centers' team strives to host major events with its institutional partners to ensure the dissemination of the Career Center model in Morocco.

During the month of May, the program and the State Secretariat for Vocational Training organized regional conferences in Casablanca on May 21st, in Marrakech on May 28th and in Tangier on May 30th. These events aimed to present the achievements of the pilot Career Centers and the tools and resources available to other institutes interested in starting their own Career Centers.

Overall, more than 190 representatives of various vocational training institutes participated. All participants had the chance to learn more about the Career Centers and discuss with program representatives as well as representatives of the central management committees appointed by the public partners, to oversee the Career Center network beyond the life of the USAID-funded program.



Regional conference in Tangier.

During these conferences, the program also had the opportunity to assess the institutions' interest in opening their own Career Centers. Out of the 79 vocational training institutes represented in all three regions, 59 indicated that they want to open their own Career Centers, of which 27 aim to open Career Centers in less than a year. These outstanding results show the enthusiasm of the vocational training institutes for the Career Centers and the importance they attach to complementing their technical curricula with work readiness training.

The highly positive feedback received during these conferences shows that vocational training institutes in all three regions are convinced of the success of the pilot Career Centers and are moving forward to disseminate the Career Center model.

APPENDIX 4 – COMMUNICATIONS MATERIAL PRODUCED DURING THE QUARTER

Roll-up for the Speed Recruitment event



Final Najahi brochure



MON KIT POUR L'EMPLOI

ME SITUER PAR RAPPORT AU MARCHÉ DU TRAVAIL

- Analyser mes objectifs professionnels pour créer un plan de carrière
- Réfléchir sur mes compétences et mes connaissances
- Comprendre l'influence des émotions sur soi

LA RECHERCHE D'EMPLOI EFFICACE

- Adopter une stratégie efficace pour effectuer la recherche d'emploi
- Examiner efficacement les annonces d'emploi

BOOSTER MON CV

- Comprendre l'importance du CV du point de vue de l'employeur et de mes objectifs
- Rédiger un CV solide répondant aux attentes des employeurs

ME DÉMARQUER AVEC MA LETTRE DE MOTIVATION

- Comprendre l'importance de la lettre de motivation
- Rédiger une lettre de motivation efficace

RÉUSSIR MON ENTRETIEN D'EMBAUCHE

- Comprendre la structure de base d'un entretien d'embauche et la logique des questions standards
- Savoir comment aborder un entretien du point de vue de toutes les parties prenantes
- Savoir comment effectuer un suivi nécessaire après un entretien

PRÉPARER MON PROJET PROFESSIONNEL

MON BILAN

- Mener une réflexion globale sur mon développement personnel et professionnel
- Évaluer les points forts, les domaines d'amélioration, les opportunités et les menaces

ZOOM SUR MES VALEURS ET OBJECTIFS

- Définir mes objectifs personnels et professionnels
- Analyser comment mes forces, mes compétences et mes capacités contribuent à mon développement professionnel

JOB ATTITUDE

- Comprendre et appliquer les règles du professionnalisme
- Adopter une attitude positive pour promouvoir la réussite du travail en équipe

MIEUX COMMUNIQUER À L'ÉCRIT

- Appliquer l'étiquette appropriée lors des échanges d'e-mails
- Explorer l'importance de la rédaction en utilisant un langage/écrit adéquat et professionnel

MIEUX COMMUNIQUER À L'ORAL

- Utiliser un langage adapté
- Comprendre les stratégies à appliquer dans les différentes interactions verbales

Poster for the Upcoming Job Fair at the University Career Center in Casablanca

CAREER CENTER

JOB FAIR

2019 | Stages
Emplois
Entreprenariat

Les Métiers du Juridique et du Management

VOTRE AVENIR
PROFESSIONNEL EST
ENTRE VOS MAINS

LE 4 JUILLET 2019
Annexe UH2C – Boulevard Ghandi
Inscrivez-vous sur : www.CareerCenter.ma

Suivez-nous sur :
CareerCenterUH2C
 UNIVH2C
www.UNIVH2C.ma



Signage for equipment for the visually impaired



Poster for the “Best Sellers Challenge”



The poster features a sandy background with green palm fronds, pink and white striped flip-flops, a red starfish, and a blue and white beach ball. The text is centered and reads: 'CAREER CENTER' with a paper airplane icon; 'SUMMER CAMP 2019' in large black letters; 'CHALLENGE VENTE' in large red letters; 'en partenariat avec Label' Vie' in red; and 'Portez la casquette d'un vendeur et inscrivez vous avant le 4 juillet sur : www.careercenter.ma'. Social media icons for Facebook, LinkedIn, and Instagram are listed below.

CAREER CENTER

SUMMER CAMP

2019

CHALLENGE VENTE

en partenariat avec
Label' Vie

Portez la casquette d'un vendeur
et inscrivez vous avant le 4 juillet
sur : www.careercenter.ma

Facebook Career Center OFPPT Casablanca
LinkedIn Career Center OFPPT Casablanca
Instagram Career Center OFPPT Casablanca



Poster for workshops with a social media influencer during the Summer Camps



CAREER CENTER

SIMO SEDRATY

s'invite au

SUMMER CAMP

Des Career Centers de Marrakech

4 JUILLET 2019

À 10H00

Amphithéâtre III à la FST - Marrakech

www.CareerCenter.ma

f in o



ROYAUME DU MAROC
Ministère de l'Enseignement Supérieur,
de l'Enseignement de la Recherche Scientifique
et de l'Enseignement Technique
ROYAUME DU MAROC
Ministère de l'Enseignement Supérieur,
de l'Enseignement de la Recherche Scientifique
et de l'Enseignement Technique



المملكة المغربية
وزارة التعليم العالي والبحث العلمي
والتعليم التقني والتعليم المهني
فنان الترويج
غالبية العامة
مملكة المغرب وتونس



Poster for the “36 Hours of Entrepreneurship” competition at the University Career Center in Tangier

CAREER CENTER

CHALLENGE

36^H POUR ENTREPRENDRE

LES SOCIÉTÉS SONT À L'IMAGE DE LEURS UNIVERSITÉS

▶ **Faculté Polydisciplinaire à Larache (FPL)**

Vous êtes une équipe de 3 JEUNES ayant une idée de projet ou un projet en phase de conception ?

Envoyez-nous une vidéo (pitch) d'une 1min dans laquelle vous présentez votre projet, avant le mercredi 26 Juin 2019 à l'adresse mail « decanat.fpl.uae@fpl.ma » (en Mentionnant dans l'objet du Mail : Candidature Challenge « 36H pour entreprendre » 2019 FPL)

Du Dimanche 07 au Mardi 09 Juillet 2019

www.careercenter.ma   



APPENDIX 5 - CALENDAR OF PLANNED OUTREACH AND COMMUNICATIONS EVENTS

Title	Date	Objective	Stakeholder Participation
Casablanca			
“English and Soft Skills” workshops	April 13 th , 27 th	Deliver English and soft skills workshops to the vocational career centers trainees.	Vocational Career Center, The Community Service Club of Casablanca, the American Language Center, 20 trainees
Participation in clothing collection	April 16 th	Provide Youth Ambassadors the opportunity to participate in a clothing collection with a civil society association	Anouaralyatim Association, University Career Center, UWork Club
Participation in the “Internships Abroad” fair	April 19 th	Help youth find international internship opportunities	University Career Center, AIESEC, 14 University students
Speed Recruitment Day	April 23 rd	Recruit qualified youth for positions with partners	Vocational Career Center. 11 private partners, 193 trainees
Participation in job fair organized by FST-Mohammedia	April 23 rd	Promote Career Center services	University Career Center, FST Mohammedia, University students
Workshop presentation to the Lions Club	April 23 rd	Present the activities of the Club Lions	University Career Center, FSJES, Club Lions
Company visit to Label’Vie supermarket	April 30 th	Provide youth the opportunity to learn about logistics inside a supermarket and interact with professionals in this field	Vocational Career Center, ISTA vocational training institute, 12 trainees
Recruitment session	May 3 rd	Recruit qualified youth for a car mechanic position	Vocational Career Center, Deutz Corporation, 25 vocational trainees
Ceremony to distribute certificates	May 4 th	Distribute certificates to the participants in the	University Career Center, American

to participants of “English and Soft Skills” workshops		“English and Soft Skills” workshops organized in collaboration with the American Language Center.	Language Center, 17 University students
Company visits to the Label’Vie logistics platform	May 13 th , 20 th	Provide youth the opportunity to learn about logistics inside a logistics platform and interact with professionals in this field.	University Career Center, Vocational Career Center Label’Vie, 40 University students and vocational trainees
Company visits to Label ‘Vie supermarket	May 14 th , 15 th	Provide youth the opportunity to learn about logistics inside a supermarket and interact with professionals in this field	University Career Center, Vocational Career Center, Label’Vie, 28 University students and vocational trainees
Official inauguration of the satellite University Career Center	May 17 th	Officially open the satellite Career Center in Ain Chock and promote the Career Center services	University Career Center, FLSH-Ain Chock, Ambassadors, 20 University students
Regional Conference	May 21 st	Share the achievements of the pilot Career Centers and gage the interest of other vocational training institutes in opening new Career Centers.	Vocational Career Center, State Secretariat for Vocational Training, vocational training institutes in the Casablanca region, Ambassadors
Sourcing for Label’Vie-Dar Bouazza	June 3 rd	Provide qualified profiles for open positions at Label’Vie	Vocational Career Center, Label’Vie, 26 trainees
Sourcing for Richbond	June 13 th	Provide qualified profiles for open positions at Richbond	Vocational Career Center, Richbond, 22 trainees
Sourcing for Marwa	June 14 th	Provide qualified job profiles for open positions at Marwa	Vocational Career Center, Marwa, 17 trainees
Alumni mobilization meeting	June 29 th	Mobilize a core group of vocational training alumni to develop Career Center’s network	Vocational Career Center, 15 vocational training alumni

Title	Date	Objective	Stakeholder Participation
Marrakech			
Tree-planting activity	April 16 th	Raise the awareness of Youth Ambassadors on work with civil society associations	University Career Center, High Atlas Foundation, 7 Ambassadors
“Injaz in Two Days”	April 19 th -20 th	Provide IT training and an opportunity to propose innovative solutions to a challenge to help youth build skills for their future jobs.	University Career Center, Injaz Al Maghrib, 35 University students
“Opportunities to Volunteer and Intern Abroad”	April 21 st	Inform youth about opportunities to volunteer or intern abroad, especially with the AIESEC program.	University Career Center, AIESEC, three University students
“How to Succeed in Your Final Project” workshop	April 25 th	Provide youth with key advice and techniques for presenting their final projects.	University Career Center, Professor from the Faculty of Science-Semlalia, 46 University students
“Negotiate with the Private Sector” workshop	April 25 th	Reinforce the capacity of Ambassadors to engage the private sector	University Career Center, 15 Ambassadors
“International Student Mobility and Inter-Institutional Cooperation” conference	April 27 th	Provide youth information on opportunities to strengthen non-technical skills and cultural skills and learn from the experiences of four guest speakers from the private sector	University Career Center, Director of the Factory; ██████████ a ██████████ a general medical practitioner, a German professor, and the marketing manager of AIESEC, 130 University students
“Volunteer or Intern Abroad This Summer: Teaching Languages”	April 29 th	Provide information to students in the English department on opportunities to volunteer or intern abroad in the summer	University Career Center, AIESEC, 33 University students
University Career Center Open House	May 6 th -10 th	Promote Career Center services and internship opportunities with AIESEC	University Career Center, AIESEC, 30 University students

Company visit to Tigmi Hotel	May 23 rd	Provide youth an opportunity to learn about career opportunities in the hotel industry	Vocational Career Center, Tigmi Hotel, 11 vocational trainees
Recruitment event with Morocco 5 Senses	May 27 th	Source qualified youth for open positions	Vocational Career Center, Morocco 5 Senses, six vocational trainees
Regional Conference	May 28 th	Present the achievements of the pilot Career Centers and gauge the interest of other vocational training institutes to open new Career Centers	State Secretariat for Vocational Training, vocational training institutes in the region, University and Vocational Career Centers
"Imagine" training	June 17 th -20 th	Mobilize participants to deliver the "Imagine" training in their own communities	University Career Center, High Atlas Foundation, University of Virginia, 15 young woman including Ambassadors
Job fair organized by SOS Village	June 29 th	Facilitate an information stand to present Career Center services	University Career Center, SOS Village, Regional Investment Center, 15 beneficiaries of SOS Village

Title	Date	Objective	Stakeholder Participation
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Tangier

"Video editing" workshops	April 5 th , 9 th , 11 th , 12 th	Enhance youth competencies in the video editing field	Vocational Career Center Ambassadors, 53 vocational trainees
"Career Fair"	April 20 th	Promote the Career Center and its service offerings; introduce jobs to youth by professionals	University Career Center Tangier, Polydisciplinary Faculty of Larache, Amane 33 Bordeaux association, ten private sector partners, 201 University students

HR Forum	April 24 th	Discuss on employability with Mr. ██████████, the State Secretary for Higher Education; talk on the role of artificial intelligence in emerging careers led by the dean of the faculty; debate on the careers of tomorrow with university faculty and private sector representatives; and introduce the Career Center and its service offerings	University Career Center Tangier, Polydisciplinary Faculty of Larache, Professionals, the State Secretary for Higher Education, eight private sector partners, 112 University students
“Accounting Practices in the Moroccan Company” workshop	April 24 th	Introduce the entrepreneurship basics and accounting procedures	Vocational Career Center Tangier, Professor at OFFPT, 38 vocational trainees
“Entrepreneurship Training in Green Trades and Solar Solutions” workshop	April 24 th -25 th	Enhance youth competencies to be able to work in the cooperative that will be created by the OFFPT	Vocational Career Center Tangier, GIZ, 48 vocational trainees
Participate in the ENSA/Enterprises Fair	April 24 th -25 th	Introduce the Career Center and its service offerings to youth	University Career Center Tangier, National School of Applied Sciences (ENSA), 112 University students
University and Professional Studies Fair	May 3 rd	Introduce the Career Center and its service offerings	Vocational Career Center, 29 youth
Meeting between trainees and Bergamo representatives	May 9 th	Present the Bergamo Company to youth and inform them about the company’s recruitment needs, sign a convention between OFFPT and Bergamo	Vocational Career Center, 44 youth, Bergamo, OFFPT
Company visits to Antolin and Lear	May 14 th , 15 th	Discover the different departments of the companies and possible career pathways within the companies	Vocational Career Center, Antolin, Lear, 25 vocational trainees
Trades Exchange Day	May 16 th	Provide individual counseling sessions to youth	University Career Center, National School of Applied Sciences (ENSA),

			seven University students
Company visit to SNOP	May 17 th	Discover the different departments of the company and possible career pathways within the company	University Career Center, SNOP, 15 University students
Trainings for the creation of a cooperative specialized in Green Trades and Solar Solutions	May 18 th , 20 th	Train young woman who have been selected by GIZ to start a cooperative	Vocational Career Center, GIZ, 16 vocational trainees
Orientation and Employment Day	May 23 rd	Introduce the Career Center and its service offerings	University Career Center, AGEF, 21 youth
Presentation of the Career Center service offerings	May 24 th	Introduce the Career Center and its service offerings, and prepare youth for a company visit to Label'vie	Vocational Career Center, 37 trainees of ISTA Ibn Marhal
Preparation for recruitment session	May 27 th	Deliver "Boost my CV" and "Job interview" workshops in preparation for a recruitment session that will be organized by the ISMO director	Vocational Career Center, 47 trainees of ISMO Tetouan
Visit of high school students to the University Career Center	May 28 th	Introduce the Career Center and its service offerings to students coming from ██████████ ██████████ high school	University Career Center, 13 high school students
Regional Conference	May 30 th	Present the achievements of the pilot Career Centers and gauge the interest of other vocational training institutes to open new Career Centers	Vocational Career Center, State Secretariat for Vocational Training, vocational training institutes in the Tangier-Tetouan-Al Hociema region, Ambassadors
Recruitment session	May 31 st	Conduct job interviews with candidates, trained and shortlisted by the Career Center, for the recruitment of designers for telecom	Vocational Career Center, ETNT, 12 vocational trainees

		networks and fiber optic projects .	
Company visit to Daher	June 14 th	Provide youth an opportunity to learn about the aerospace industry	University Career Center, Daher, 13 University students
Project management workshop	June 20 th -21 st	Deliver project management workshop to Counselors and youth to enhance their competencies	Trainer, 30 youth, university Career Center
Company visit to Label'Vie	June 26 th	Provide youth an opportunity to learn about career pathways at Label'Vie	Vocational Career Center, Label'Vie, ten vocational trainees
Recruitment session	June 27 th	Enhance youth employability	Vocational Career Center, ETNT, 14 vocational trainees

APPENDIX 6 – NUMBER OF YOUTH SOURCED THROUGH THE CAREER CENTERS*

Region	Company	Date	Sourced Youth		Pre-selected Candidates		Recruited	
			Male	Female	Male	Female	Male	Female
Casablanca	Nouvelle Société Magideutz	May 2019	15	0	8	0	0	0
	Marwa	June 2019	17	0	17	0	4	0
	Label'Vie	June 2019	26 (Gender information pending)		0		0	
Sub-total			32	0	25	0	4	0
Total*			58		25		4	

*This total includes only sourcing operations for which the program has received recruitment results. It does not include six sourcing operations with the companies Kasbah Tabelkoukt, Kone Corporation, the RMO employment agency for Royal Mansour, the Tectra employment agency for La Mamounia, Morocco 5 Senses and Marwa (sourcing activity May 2019), for which recruitment results are still pending.

APPENDIX 7 – SOURCING UPDATE FOR OPERATIONS BEGUN IN PREVIOUS QUARTERS*

Region	Company	Date	Sourced Youth		Pre-selected Candidates		Recruited	
			Male	Female	Male	Female	Male	Female
Casablanca	Marwa	March 2019	17	4	17	4	3	0
Sub-total			17	4	17	4	3	0
Total*			21		21		3	

**This table lists the results of sourcing operations that took place in previous quarters but for which the program received recruitment results this quarter. It does not include five sourcing operations with the companies IBM A&T, Label'Vie (sourcing activity March 2019), Horizon Tangier Terminal SA, Swissport, and Fairmont Royal Palm, for which recruitment results are still pending.*