

YOUTH:WORK

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YOUTH:WORK JORDAN Quarterly Report

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I. Executive Summary

This was an exciting quarter for YWJ marking a wide range of community level CBO and youth activities in all of the CNGO-managed communities, including the start up of employability trainings in Irbid, Ma'an, and Russeifeh, and the signing of new CBO grant agreements in Irbid and Zarqa. In addition, IYF began in earnest to plan its expansion into new communities in which it will directly manage grants with CBOs. With the current political situation in the Middle East, the YWJ program also received considerable national and media attention for its work with young people and unemployment.

Highlights of this quarter include the following:

- **970 youth trained, 605 completed training, and 186 employed:** Trainings continued in all six communities, with CBOs recruiting more young people. To date, YWJ has trained 1,706 young people and employed 290 in local jobs.
- **3 new CBO grant agreements signed:** JCEF signed two grant agreements with CBOs in Irbid, and JRF signed its last grant agreement with a CBO in Zarqa in order to help reach their target numbers in the community. This brings the total number of CBO partners to 23, and officially completes the sub-granting process for the CNGO-managed communities.
- **3 new communities selected for YWJ expansion:** IYF along with the Technical Working Group (TWG) worked conducted a rapid assessment of the poverty pockets of Jordan to identify new geographical areas to expand the YWJ program. Based on the findings of the assessment and in consultation with the TWG and USAID, three communities – Sahab, Southern Shouneh, and Mafraq – were selected for YWJ interventions
- **Youth Mentor Workshop held:** IYF and the CNGOs continued to build the capacity of local CBO partners in various aspects of program implementation and management. Most prominent of these was a workshop organized by IYF for youth mentors that brought together all of YWJ's partners to discuss the role of CBOs in guiding young people as they plan their careers and undertake their trainings and job search.
- **Monitoring and Evaluation Plan modified:** Given the increased focus on policy coordination and the capacity building of YWJ partners, the Monitoring and Evaluation Plan was modified in this focus to reflect this change. The updated plan was approved by USAID in April, and we expect to report on the modified indicators in the coming quarter.
- **YWJ advises Jordan and US officials on Youth and Unemployment:** With the recent uprisings in Tunisia and Egypt, the Middle East has turned its attention to the needs and aspirations of youth. As a result, the YWJ program was presented at a number of high profile events with Jordanian government ministries and US officials, including a round table discussion with His Majesty King Abdullah II in which Country Director Rana Al Turk presented on how YWJ capitalizes on the needs of youth and their potential, as well as a youth gathering for Michael Posner, the U.S. Assistant Secretary of State for Democracy, Labor, and Human Rights.

- **IYF Forms Government Partnerships for Policy Coordination:** In order to support young entrepreneurs as part of YWJ and build on the national policies supporting youth in Jordan, IYF signed MOUs with the Development for Employment Fund and the Ministry of Labor. Through the partnership with DEF, up to 700,000 JD in loan funds will be given to YWJ young people to start their own businesses after they complete training. Through the partnership with MOL, YWJ youth and partners will be able to capitalize on the Ministry’s national database of job and training opportunities.

In the coming quarter, IYF will continue to support and build the capacity of the CNGOs as they work with their network of CBOs to achieve program deliverables, and will start the solicitation process for new partners in the new communities. Details of YWJ’s activities this quarter are highlighted in the following sections.

Due to YWJ’s expansion into new communities that will be directly managed by IYF this year, IYF has structured this quarterly report differently to reflect the two streams of community program activity. Thus, the Program Activities Sections of the Report (Sections III and IV), are split between the CNGO-managed communities, and the New Communities. Both the Operations Section (Section II) and the Policy Coordination Section (Section V) encompass work that has been done for all of YWJ and in both groups of communities.

II. Operations

Activities during the quarter	Results
Staffing & Management	<ul style="list-style-type: none"> • Amman based Technical Coordinator Hired • New organizational structure and chart for YWJ finalized. • Job descriptions finalized and recruitment opened for Senior Technical Advisor, CBO Program Manager, CBO Technical Coordinator, HR Manager, Grants and Contracts Coordinator, Capacity Building Specialist, M&E Coordinator, M&E Assistant.
Operations	<ul style="list-style-type: none"> • Office Search Underway • January Strategic Planning Retreat

Staffing

Since November, IYF has been actively recruiting for a Technical Coordinator and Communications Specialist to replace Ms. Hiba Aloul who performed both functions while at IYF. We are happy to report that during the past quarter, Ms. Dina Halasah joined IYF as a Technical Coordinator, focusing on CNGO activities. Ms. Halasah began working in early March. We have also brought on a Communications consultant to support YWJ’s communications needs.

IYF also took several steps to prepare for the hiring of 15-17 additional staff which will be hired over the coming months to support the expansion of YWJ to four new communities. First, YWJ's Country Director Rana Al Turk visited IYF HQ in January to hold a series of consultative meetings with IYF's CFO, Vice President of Programs and YWJ program management team to discuss how to enhance the capacity of the PMU's internal operations to ensure maximum programmatic success during this period of transition. These discussions resulted in a decision to reorganize the current organizational structure of the YWJ technical program team into two units (New Communities Unit and a CAP Management Unit) to ensure that there is a dedicated program team to focus on the implementation activities related to the new communities and also a dedicated program team to support the CNGO activities in YWJ's existing communities. The two units will be interlinked and guided by a community implementation Technical Support Team that will provide overall technical direction for the two units, as well as grants and contracts support for the activities. Robust support for M&E will also be integrated into this technical support provision, through the addition of key staff to support direct implementation data collection, form administration and overall compliance with system requirements.

In support of overall management of new activities, IYF began recruiting for an expatriate Senior Technical Advisor to bolster the YWJ senior management team to provide increased technical and operational leadership and guidance to support the new communities expansion process (as well as capacity building of the MOSD and a broad array of YWJ program activities supporting YWJ's target youth). The Advisor will be based in Amman and will require USAID approval as essential personnel. Several candidates were shortlisted and are in the process of being interviewed. IYF also prepared job descriptions and opened the recruitment for the New Communities Program Manager, Technical Coordinator, HR Manager, Grants and Contracts Coordinator, Capacity Building Specialist, M&E Coordinator, M&E Assistant. Interviews were carried out for all these positions and the finalist candidates for the Program Manager and Technical Coordinator were shortlisted during the quarter.

Finally, to help manage the YWJ's operational and staffing growth, IYF began the recruitment of an HR Manager who will have responsibility for all of the functions that deal with the needs and activities of the Jordan office employees, including recruitment and hiring, coaching, performance management, employee relations, salary and benefits, and team building. Three candidates were shortlisted were during the interview process and the finalist candidate is expected to be hired in the coming quarter.

In the coming quarter, recruitment efforts will focus on filling the remaining open positions for non-key personnel, as well as opening up the recruitments for the new communities program officers and field coordinators for the first three communities IYF will be expanding to. The recruitment for an administrative assistant that will support the New Communities program team will also be opened.

Operations

In anticipation of the additional staff expected to be hired to support YWJ's expansion into new communities, IYF began its search for new office space in Amman that would accommodate the additional staff. The search was led by Mr. Essam Barakat, IYF's Finance and Administration Manager, who saw at least four spaces. IYF was looking for a space with reasonable price, ample space both for staff and large meeting rooms (to account for the increased number of partners that may be meeting on the premises), in close proximity to the current office in Sweifieh (for ease of access to both current partners and staff), as well as little renovation or partitions to the building required to accommodate for

YWJ's needs. IYF is currently in negotiations with one vendor in particular and is expecting to make a final decision and move by mid-June.

Finally, IYF/Jordan's senior staff came to Baltimore in early January for a strategic planning retreat for YWJ's expansion to new communities. Country Director Ms. Rana Al Turk along with Senior Technical Specialist Ms. Linda Tubaishat, Grants Officer Natalie Batshon, and Monitoring and Evaluation Specialist Mr. Nicola Musa discussed with IYF/Baltimore plans for YWJ's expansion, covering both operational issues like the ones discussed earlier, as well as programmatic and grants planning. The fruit of these discussions is highlighted in the New Communities section of this Report.

III. CNGO Communities' Program Activities

The following section provides an update of program accomplishments for the quarter organized by component for the communities managed by the CNGOs. For each component, a summary table of highlights is provided followed by an explanation of activities undertaken and a note on relevant challenges. This section covers only Components 2, 3, and 4 of the Monitoring and Evaluation Plan (as approved on April 18, 2011). Activities under Component 1 on Policy Coordination and Outreach are discussed in Section V since it spans YWJ's current CNGO-managed communities and the new communities.

A. Component Two: Life, Employability and Entrepreneurship Skills

Objective: Capacity of CBOs to provide access to sustainable livelihoods for youth strengthened

Life, Employability and Entrepreneurship Skills	
Activities during the quarter	Results
JCEF (East Amman and Irbid)	<ul style="list-style-type: none"> • 2 Grant Agreements signed in Irbid with CBOs • 329 youth enrolled in training • 350 youth completed training • 140 youth placed in jobs • 79 youth returned to school • One-on-One capacity building for CBOs ongoing • JCEF YWJ project staff hiring completed
JRF (Jordan Valley and Zarqa)	<ul style="list-style-type: none"> • 1 Grant Agreement signed in Zarqa with new CBO • YWJ office in Waqqas established • 244 youth enrolled in training • 224 youth completed training • 41 youth placed in jobs • 22 youth re-enter school system • Capacity Building Trainings for CBOs held
JOHUD (Ma'an and Russeifeh)	<ul style="list-style-type: none"> • CBO activities begun in both communities • 397 youth enrolled in training • 31 youth complete training • 3 youth placed in jobs

	<ul style="list-style-type: none"> • 20 youth returned to school • Capacity building workshops for CBOs held
PMU led Cross-CNGO Activities	<ul style="list-style-type: none"> • Passport to Success Program successfully piloted

Jordan Career Education Foundation (JCEF): East Amman and Irbid

JCEF made significant progress this quarter in East Amman and began training activities in Irbid. To date, a total of 654 youth from target communities have received employability training. CBO capacity building continued this quarter, including core training for the new CBOs in Irbid. A total of five CBOs are training youth in East Amman and two CBOs are launching activities in the communities of Turkman and Al Shamali in Irbid.

In East Amman, JCEF enrolled 279 youth. Of those trained, 300 have completed training, 140 received jobs, and 79 have returned to school. In addition, 2 youth have retained their jobs for 6+ months and 24 youth have secured internships this quarter.

In Irbid, JCEF signed agreements with two CBOs –the Family and Childhood Protection Society and Al-Afaq Association – and provided life and IT skills training and career counselling to 50 youth.

Other highlights of progress under Component Two are as follows:

- JCEF/CBOs signed 21 agreements with companies in a variety of industries to employ YWJ graduates. International and Jordanian companies such as Americana Food Company, Al Kaseeh Factory, Burger King, Orange Telecommunications, Umniah, Debaaj Fabir Company, ZAD, Traditional Clothing Factory and Modern Factory for Clothes signed MOUs. Some of the companies, such as Al Manaseer, also agreed to provide on the job training prior to employing the youth.
- Beyond Excellence Company was contracted to provide entrepreneurship training to 150 youth in Irbid and Amman. JCEF is exploring a possible collaboration with Intel to meet their overall target.

JCEF continued to provide targeted capacity building to CBOs in order to improve and streamline their organizational and programmatic performance. JCEF worked one on one with CBOs to help them prepare financial reports in compliance with USAID regulations and identify and document leverage this quarter. They also conducted a core training for Family and Childhood Protection Society – the newly signed CBO in Irbid. The three-day training provided guidance on technical training, grants and financial management and M&E activities.

Internally, JCEF completed hiring project staff to ensure effective program administration. In Amman, the new Program Manager, Zein Quandour, is now on board and providing overall support. She is overseeing the operations team in both communities, including Operations Managers, Field Officers, and Grants Officers. JCEF’s Irbid and Amman offices are now fully operational.

Challenges

Progress in Irbid continues to be slow despite signing two agreements with CBOs and the commencement of training for youth. JCEF has been unable to initiate activities with one of the signed CBOs, Al-Afaq Association, because they do not have an organizational objective specific to working with

youth and must obtain approval from MOSD. The CBO is in the process of amending their mission to include an objective specific to youth, although it is still unclear when their revised organizational mission objective will be approved. JCEF also continues to struggle with identifying a third CBO needed to reach their targets in Irbid. After reviewing several proposals, JCEF has either found them unqualified or unable to operate in Irbid due to government regulations. IYF has had several visits with MOSD in an effort to move the approval processes along and anticipates progress will be made in the coming quarter.

Jordan River Foundation (JRF): Jordan Valley and Zarqa

JRF made considerable progress toward reaching its targets in the Jordan Valley and Zarqa this quarter. To date, a total of 615 youth from target communities – 264 in Jordan Valley and 351 in Zarqa – are enrolled in employability training; of those trained, 569 have completed at least one employability training, 74 are employed and 30 have returned to school. JRF signed agreements with a new CBO, Qudorat for Youth Empowerment in Zarqa, and IYF approved three JRF-led activities for both communities. JRF also initiated several CBO capacity building activities as part of their comprehensive CBO capacity building plan.

In the Jordan Valley, 105 youth participated in life skills, career counseling, English language, IT and vocational training courses. Vocational training was provided in a variety of industries, including sewing, culinary arts, hairstyling/cosmetology, hospitality, and shipping and customs. 11 youth in Mallaha were employed as result of the YWJ training and eight returned to school.

In Waqqas, JRF initiated several activities, overcoming what has been an ongoing challenge for them in that community. First, JRF established a YWJ office in Waqqas. The office will be housed inside of a local CBO and will allow JRF to more effectively coordinate and execute training and capacity building activities. Second, IYF approved the establishment of an IT Knowledge Station in Waqqas. The Station will be housed within a local community center and will provide opportunities for the community to learn basic IT skills and use computer productivity tools. It is expected to open at the end of April.

In Zarqa, 139 youth participated in YWJ training activities, including various technical trainings in sewing, cosmetology, computer maintenance and culinary arts. JRF also signed an agreement with a fourth CBO in Zarqa, Qudorat for Youth Empowerment. This CBO will train 150 youth in land surveying, paving roads, sewing, vehicle and medical equipment maintenance and employ 75 youth. Efforts to strengthen the life skills training by piloting the Passport to Success program yielded results this quarter. Trainers from JRF and IYF worked together to train 20 youth using the new curriculum.

JRF began three direct implementation activities in both communities, including entrepreneurship training, psychosocial skills training and CBO capacity building. JRF is using the ILO's Start Your Own Business curriculum to train 150 youth in entrepreneurship. Training will begin in April. The psychosocial skills training began in March with CBO staff participating in a TOT session. This intervention will ensure that youth receive the support they need to increase their chances of successfully completing the program and securing employment or returning to school.

JRF launched their CBO capacity building plan this quarter after obtaining approval from IYF and meeting with the CBOs to review the plan and discuss ongoing programmatic challenges. In March, the CBOs participated in the first training outlined in the plan – organizational management training. The training

focused on strategies for strengthening the management capacity of the CBOs with the goal of improving their ability to manage youth-focused programs. In addition to the plan, two CBO staff in Zarqa completed the IT TOT training provided by Shabakat Al-Urdon and all CBOs attended the Youth Mentors workshop facilitated by IYF in March. JRF also conducted various field visits to support CBOs in monitoring and evaluating YWJ activities.

Challenges

Despite initiating activities in Waqqas this quarter, two challenges continue in the Jordan Valley. First, given that many YWJ target youth are engaged in agricultural work, many of them are committed to work in the farms through the winter season and therefore are not available to attend trainings. The CBOs in Mallaha have responded by changing the training schedule to accommodate the youths' availability and recruiting more youth in order to achieve their targets. Second, the lack of private sector employers limits the number of jobs available to trained youth. JRF is investing heavily in their entrepreneurship training to provide alternative livelihoods for the youth to overcome this reality.

Jordan Hashemite Fund for Development (JOHUD): *Russeifeh and Ma'an*

JOHUD worked hard to implement activities with eight CBOs in their target communities this quarter. To date, a total of 437 youth from target communities – 355 in Russeifeh and 82 in Ma'an – are enrolled in employability training. Of those trained, 32 have completed the employability training, 5 are employed and 20 have returned to school. Capacity building of the CBOs was also a major focus this quarter, although more work needs to be done, particularly in monitoring and evaluation.

In Russeifeh, 315 youth participated in life skills, career counseling, English language, IT and vocational training courses. Vocational training was provided in a variety of industries, including automobile maintenance and repair, cosmetology, handicrafts, printing and packaging, sewing, and other demand-driven trades. Two youth were employed in Russeifeh and 19 returned to school. Achieving these results has not been easy. JOHUD worked with the 4 CBOs in this community to overcome initial obstacles, including resistance from parents and lack of CBO experience working with youth. When activities began, parents did not want their children to attend. For females, they wanted them to stay home, and for males, they wanted them to earn money immediately. JOHUD worked with the CBOs on how to council parents and communicate effectively with youth on the value of the program, and plans to do more awareness raising for parents and capacity building for CBOs in the coming months.

In Ma'an, 82 youth participated in YWJ training activities, including various technical trainings in sewing, electricity, solar energy and plumbing. Youth also engaged in life skills, English and IT training within the four CBOs. JOHUD worked collaboratively with the CBOs in Ma'an to overcome several ongoing challenges related to youth and the quality of training. The CBOs have struggled to work effectively with target males since several have been aggressive with the trainers and disrespectful of the training room and equipment. In addition, youth have expressed concern that the technical trainings provided by the VTC were not engaging and the trainers uncommitted. JOHUD worked with the VTC to replace the trainers and is exploring ways to make the instruction more dynamic and interactive.

JOHUD conducted several capacity building workshops for CBOs in Ma'an and Russeifeh focused on M&E and finance. These workshops were followed by individual meetings with the CBOs to provide additional support and conduct regular M&E audits. In addition, all 8 CBOs participated in IYF's Youth Mentor workshop conducted in March. JOHUD's CBO Capacity Building Plan was also approved by IYF and JOHUD will conduct an initial training on Appreciative Inquiry in April.

Internally, JOHUD completed the hiring of project staff to ensure smooth program administration. The Operations Managers and Grants Managers for both communities started in January. Candidates for several positions, including a Communications Officer, a Data Entry Assistant and a Field Coordinator in Russeifeh have been identified and will start in April. JOHUD is confident that having staff in place will help overcome some of the challenges outlined below.

Challenges

Despite real progress this quarter with program implementation in both communities, JOHUD continues to struggle in three areas: 1) implementation in Ma'an, 2) private sector outreach, and 3) M&E.

Ma'an continues to be a challenging environment in which to work. Due to cultural norms and ongoing tribal violence, JOHUD is not meeting its recruitment targets. Females, in particular, are difficult to recruit and males are less likely to stay in the program. For example, the CBOs attracted several males during the 'open days' only to see many of them jailed following a recent tribal feud. JOHUD and the CBOs have engaged several prominent community stakeholders to develop alternative recruitment strategies. One such strategy involves holding awareness raising sessions for parents before and after recruitment to answer questions and provide reassurance. This is proving effective with respect to female youth.

Outreach and engagement of the private sector continues to be a challenge, limiting the number of jobs JOHUD has secured for program graduates. Due to delays in implementation, particularly in Ma'an, some of the business that originally signed MOUs to hire youth or provide on the job training and internships have changed their minds. In other cases, the MOU has expired. JOHUD is working with the CBOs and community stakeholders to renew MOUs where applicable and engage new employers. More work needs to be done, however, to meet employment targets and IYF will provide this support.

M&E continues to be a significant challenge for the CBOs despite on-going training provided by JOHUD and IYF. The second part of a comprehensive M&E training for the CBOs took place in March and was followed by numerous one-on-one trainings on implementing the YWJ filing system for youth, capturing and reporting data and conducting case management. The IYF M&E team has also worked with JOHUD and the CBOs to build capacity in this area and more training will take place in the coming quarter.

Overall, despite some ongoing challenges, the CNGOs have made marked progress through the CBOs in recruiting and providing quality training for young people that is relevant to their needs. An important focus of both the CNGOs and CBOs in the upcoming quarter will be on providing more job placement and job search support for the CBOs, as well as entrepreneurship and business start-up support for the youth participants starting their own businesses.

Piloting of Passport to Success Program

As mentioned in the last report, IYF conducted a TOT in November 2010 on its international "Passport to Success" (PTS) life skills program in order to begin training for young people. This would be a training program that could be eventually administered by the CBOs. As a first step following the TOT, IYF piloted the PTS curriculum and model to test its relevance and adaptability within the Jordanian context and to receive feedback for improvements to refine and enhance the program's approach to ensure successful full scale implementation. The piloting took place in two communities, Russeifeh and Zarqa, in two

phases, testing 36 key lessons from the curriculum. The first phase took place between January 29th and February 24th, and the second phase took place between February 27th and March 24th. 50 youth in both Zarqa and Russeifeh participated in the first phase of piloting, which was taught directly by the IYF life skills team (Mays Al Shakhanbeh) and IYF life skills consultants (Sana ' Al Tal , and Taghreed Al Waked). To support YWJ's goal of building a cadre of community based qualified life skills trainers to sustain the PTS program overtime, the CBOs Co- trainers attended the piloting phase as coordinators and they participated in delivering one lesson in both areas. 35 youth in both Zarqa and Russeifeh participated in the second phase, which was taught by JRF and JOHUD's PTS trainers under the coaching of the IYF life skills team and consultants. The CBOs Co- trainers participated in delivering 25% - 30% from the PTS training in both areas. After each week of delivering the PTS lessons, reflection and evaluation meetings were held by the IYF life skills team to discuss the needed changes and to provide feedback on the process of delivering PTS.

Overall, the PTS pilot was well received by youth and partners, and partners are excited to work with IYF to use the curriculum and expand the training program. At the same time, the following feedback was gathered and is currently being incorporated into PTS's implementation model prior to scaling up the program:

- Prior orientation sessions for the CBOs about the importance of PTS and its goals need to be conducted. As part of these sessions, best practices for selecting target group youth and putting classes together should also be explained. CBOs should also be brought on board to support in leveraging the transportation and training rooms, which wasn't always happening during the pilot phases.
- PTS baseline assessments should be administered at least one hour before the first day of training, since it takes approximately one hour for participants to fill out the assessment.
- There is a need to add more lessons to the PTS on healthy relations with Parents and Realistic Expectations for the youth.
- Further adaptation to some case studies and examples in the current PTS are needed in order to relate to the real life scenarios of YWJ's target youth.

In addition to the adaptation of the current model based on the feedback above, IYF is also conducting two more TOTs for PTS life skills trainers (from JRF, JOHUD, CBOs and free-lancers) in the second quarter to increase the cadre of trainers available, and will work to provide coaching and mentoring as they begin to teach the PTS curriculum to more youth in the coming months.

B. Component Three: Provision of Youth Friendly Services

Objective: Improved provision of youth-friendly services

Provision of Youth Friendly Services	
Activities during the quarter	Results
IYF to Partners Capacity Building	<ul style="list-style-type: none"> • Youth Mentor Workshop conducted • Career Development Plan/Case Management Tools shared with CNGOs

Community-Level YFS activities	<ul style="list-style-type: none"> • Youth-Friendly Services Toolkit finalized • <i>JRF</i> – <ul style="list-style-type: none"> ○ IT Knowledge Station in Waqqas started ○ Various recreational activities in Jordan Valley established • <i>JOHUD</i> – <ul style="list-style-type: none"> ○ Initial planning for a handicapped-accessible park underway in Ma’an started ○ Fitness Center development underway in Ma’an ○ Computer/Internet Clubs completed in Russeifeh
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IYF to Partners Capacity Building

IYF continues to build the capacity of its partners to provide meaningful and youth-friendly services within YWJ’s target communities. This quarter focused on building the capacity of CBO youth mentors who support young people in navigating their choices for career paths, successes and challenges in training, as well as supporting them after job placement.

To support this effort, IYF developed several case management tools that CBO youth mentors can use when guiding youth through the YWJ intervention. These tools include a case management checklist, which is placed in each young person’s file and helps the CBOs track and verify the YWJ interventions that a youth has received throughout the life of the project. In addition, a career development plan template was given to the mentors as tool to help guide them in planning trainings and job search activities based on the individual needs of young people. These tools were developed based on partner feedback that young people were not receiving proper career guidance prior to entering trainings, and mentors needed a way to set a roadmap for young people in terms of trainings with a specific end-goal in mind.

The two tools were initially shared with program partners early in the quarter, and were then further discussed at a successful Youth Mentor Workshop held on March 30 for approximately 55 participants representing all CNGOs and CBOs. The workshop focused on the responsibilities of the CBOs in supporting and guiding youth through the career development process as they navigated their trainings and job searches, as well as creating an enabling environment for them, and specifically the role of youth mentors who work on an individual level with youth. The workshop also covered the need for psycho-social support for young people that the youth mentors can provide and best practices for working with youth. The workshop provided an opportunity for CBOs from different communities to share their successes, challenges, and solutions that they have found to addressing issues in working with vulnerable youth through the program.

One outcome of the workshop was a clear need to develop a systematic way to support and strengthen the capacities of youth workers working with youth at-risk. As such, as a follow on to the workshop, IYF plans to develop a youth mentor curriculum and certification program in which youth mentors

throughout Jordan will receive training on how to successfully engage with youth and guide them as they navigate adolescence to successful employment and adulthood. We expect the development of the youth mentor curriculum and training program to be completed by the end of the year.

IYF staff also conducted regular visits to the CNGOs and CBOs this quarter to ensure that the case management tools were being used and administered properly, and that youth were taking trainings according to a set training plan based on their career plans.

Finally, adaptation work continued on both the employability and youth-friendly services toolkits and we are pleased to report that both toolkits are now complete. The sharing of these resources with program partners and training on YFS protocols has taken longer than expected due to some difficulties faced in the translation of the toolkits, however we expect to share them with the CNGOs in the coming quarter.

Community-Level YFS Interventions

In addition to the capacity building activities mentioned under Component 2, the CNGOs and CBOs have begun to establish a number of youth friendly services and activities for young people at the community level. Many of the CBOs have empowered the youth to take on the implementation of these activities through their volunteerism work, especially in relation to the rehabilitation of parks, streets, and other public recreational areas.

Other highlights from youth friendly services at the community level include the following:

- JRF and its partners have started a number of recreational activities and clubs for young people, including karate and tae kwon do classes, choirs, mural painting, and visits to local museums
- As mentioned in Component 2, JRF is establishing a YWJ Center and IT Knowledge Station for young people in Waqqas
- The South Association in Ma’an has started initial planning for a park for young people with special needs
- Al Fursan Association in Ma’an has found a site and is starting to procure equipment for a fitness center for its youth
- Various CBOs throughout Russeifeh have established computer/internet clubs for YWJ youth

As CNGOs and CBOs get trained on youth friendly services protocols, it is expected that such services as mentioned above would be evaluated and improved based on the findings of the youth friendly services assessments.

C. Component Four: Youth Civic Engagement

Objective: Expanded civic engagement of youth to improve their local environments

Youth Civic Engagement	
Activities during the quarter	Results
Capacity Building for Partners	<ul style="list-style-type: none"> • 2nd Volunteerism TOT conducted
Volunteerism Activities	<ul style="list-style-type: none"> • 1175 youth participated in volunteer projects in the following categories: <ul style="list-style-type: none"> ○ Environment

- | | |
|--|--|
| | <ul style="list-style-type: none"> ○ Empowering the Marginalized ○ Giving Back to Mothers ○ Awareness Campaigns |
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This has been an exciting quarter for component 4. The year 2011 started with various volunteering activities with different themes, along with self learning and reflecting trainings on voluntarism by the Challenger Team (using the YWJ Youth Engagement and Voluntarism curricula) to complement the practical activities on the ground.

Capacity Building for Partners

Youth Engagement and Voluntarism TOT on the 16th of January

Eleven members of Challenger Team’s staff received a second round of TOT from IYF on the Volunteering curricula to in turn deliver the training to youth in YWJ’s communities. CBO staff from Zarqa, Jordan Valley, and Russeifeh also attended the training, at which youth engagement focal points were assigned to take the lead in coordinating volunteer activities with other CBOs and the Challenger Team in their communities.

Challenges

Feedback from the CNGOs and CBOs regarding the Challenger Team’s performance has been mixed, prompting the YWJ PMU to conduct a review of their work in early March in each of the communities where they are working. The review showed that the Challenger Team’s strengths lay mostly in the early engagement and motivation of youth, while they have been considerably weaker in the execution of follow-on activities related to youth project planning and implementation. At the same time, the review highlighted the good work that the CBOs have already begun to carry out in the area of civic engagement even without the support of the Challenger Team activities.

To determine the best approach forward, IYF has asked the CNGOs to submit plans for how they plan to continue and deepen the civic engagement activities to ensure that they meet their goals and deliverables under this component, and what role, if any, they would like Challenger Team to continue to play to help them engage the youth in volunteer activities and in the implementation of the youth grants. In the interim, until these plans are received and finalized, IYF has met with the Challenger Team to discuss their performance and has suspended the Challenger Team’s contract. A decision on how to proceed with the Challenger Team is expected to be finalized by the end of April.

Volunteerism Activities

The CBOs and CNGOs have supported the youth in implementing various volunteering activities across the country and establishing youth committees at the CBO level and community level to facilitate the development of granted youth projects in the near future. Ideas for volunteer activities came from the youth, in addition to the already stated activities included in the CBO proposals to Youth Work Jordan. This quarter XXX participated in volunteer activities in all six communities, XX of whom had never volunteered prior to joining YWJ. An illustrative description of the types of volunteer activities that were carried out by the CBOs this quarter is provided below and divided by theme.

Environment

In all communities, youth cleaned up different institutions, including schools, CBOs, parks, streets, mosques, and VTCs. Furthermore, youth painted the sidewalks and walls of various schools in Jordan

Valley, Zarqa and Russeifeh. One of the activities included over 40 youth and community members from Bahri Orphans Association in Maan who cleaned Al Shameyyeh street, painted its sidewalks, and planted trees around its perimeters in a full day voluntarism activity benefiting over 3000 community members living alongside the Shameyyeh street. On Mother's Day, the youth from Ma'an Women Association cleaned the VTC sewing section and entrance and conducted a Mother's Day event for 10 mothers. In Khreibet Al Souq Women Association, Youth cleaned and maintained Taybeh School benefiting 680 community members, and cleaned Doura Society benefiting 200 community members, and the Abu Baker School was cleaned and maintained. During March, 280 youth in Eastern Amman were in a cleaning campaign benefitting around 3,000 community members.

Tree planting was also one of the main themes of the environmental volunteering activities. In the Waqqas neighborhood of Jordan Valley, 34 of the youth along with the CNGOs and Challenger Team planted trees in the rehabilitation center of Waqqas, as well in the Twal Janoubi School. Also in Russaifeh, youth planted trees in the local health center. In Zarqa, 88 youth, including boys and girls, participated in a tree planting activity on the 23rd of February, as a celebration for the King's birthday. In order to insure sustainability of such projects, the Municipality, the Ministry of Agriculture along with the youth themselves, continuously irrigate the trees, and help nurture them regularly. In addition the youth assign guards from within themselves to guard the cleaned areas from vandalism and littering.

The youth did not stop at cleaning and planting trees to save the environment. 70 youth in Russaifeh created a campaign called: " Be a farmer for a day". This activity included a whole day field trip, where they helped out farmers in their daily jobs of harvesting the land, cleaning the surrounding areas in an effort to help youth identify with the farmer, and to appreciate the importance of keeping the country clean, to help have rich fertile clean farmlands.

To ensure that these activities continue on a regular basis, the youth have designated an Environment Volunteer Day once a month.

Helping the Marginalized/ Community Service

Helping marginalized groups such as the orphans and disabled was also a major theme of the voluntary activities conducted in the communities, especially in Russaifeh, Zarqa and the Jordan Valley.

On March 1, 10 YWJ youth from Waqqas, alongside their parents, participated in an activity to help the orphans. The youth prepared food at their own homes with the support of the community. The youth then conducted an event which included a speech delivered by the Mayor and a short play performed by a group of the program's youth. The play introduced the YWJ project and how it includes the disabled. After the speech and play, the prepared food was served to the participants of the event, who were mainly the orphans of Waqqas.

On January 19, 34 Youth from the three CBOs in Zarqa spent a fun day with orphans from Omar bin Al Khattab Orphanage playing soccer, reading stories, and distributing gifts to the children.

In East Amman, a Bazaar was held to sell products from CBO that the youth had made during their handicraft trainings. All proceeds were sent to the Orphans in East Amman.

In Russaifeh, the youth were particularly creative in their approaching to helping orphans. In the Jabal Amir Faisal School for Orphans, the youth collaborated on an "Orphan Wish List" day for 16 orphans, where each youth adopted one of the orphans for one day, inquiring about his wish list. Following this

event, the youth visited the school again and distributed the desired gifts. The gifts handed out included socks, games and bikes that were all leveraged from local vendors and CBOs.

In collaboration with Mercy Corps, the Working Women Association in Russaifeh supported 50 youth as they spent a day at the Russaifeh Disabled Center, where they played games with the disabled, read to them and distributed gifts. Other CBOs also distributed games and toys to the center. Similarly, at the Khansaa Juvenile Center (for girls) 25 youth painted the wall of the center while others provided English training to the girls based on their British Council English training.

Giving Back to Your Mother

The youth have explicitly shown high interest in conducting volunteering activities to give back to their own mothers and the mothers of the community. Such activities have been a great step in empowering motherhood, and women in general. In Russeifeh, the youth have been working on establishing an internet club as part of a youth friendly service project. They have also been conducting sessions called “Mother.com” where they train their own mothers on what they learned during their IT trainings with YWJ. In addition 12 mothers received gifts from youth on Mothers’ Day wish list, an event facilitated by youth from CBO- Hiteen Camp Women’s Association.

In East Amman the youth received a leveraged training from the USAID project “Hikayat Simsim”, which is the Jordanian version of Sesame Street. As a result, the youth decided to train their mothers, through Hikayat Simsim stories and morals, on how to deal with their children. The training was very interactive, and the mothers benefited greatly. The 3 trainings conducted were the start of a long chain of trainings that will be provided by the youth to the mothers of the community.

Furthermore, on Mother’s Day, as a tribute to mothers and grandmothers of the community, the youth visited Hashemeyeh and Zarqa’s elderly homes. They chatted with the elderly and showed great appreciation to the hard work they have invested their whole life as parents and grandparents.

Awareness Campaigns

The youth have expressed the need to spread awareness to their communities on important topics. As a result, the youth attended as well as conducted various awareness campaigns. 16 youth helped organize a training conducted by the Russeifeh police station. This training was provided for the youth and 16 parents amongst 201 community members, including CBO staff who attended this police awareness event in alliance with Russaifeh Police Station. Awareness sessions have been conducted on how to treat policemen as well as awareness on drugs. The youth received certificates post training. The youth are planning to conduct this training for other youth and parents in the community. A health awareness campaign was also conducted in the local Russaifeh center on Osteoprosis for 45 community members. In addition, in Waqqas a health awareness campaign was conducted for 23 mothers on the health of women. 13 females in Russaifeh are working on the “Street youth initiative,” in which the young girls educate the community and change attitudes of youth surrounding them on ‘hanging around’ streets of their neighborhoods.

Such great ideas and initiatives are an indication that many youth (excluding Maan and Irbid where volunteering started fairly recently) are ready for the next step in the youth engagement model, which is planning and applying for small scale grants to implement larger projects. In Zarqa, Jordan Valley, Russaifeh and East Amman, the announcement for youth small scale initiatives will take place in the next quarter.

IV. New Communities' Program Activities

During the quarter, IYF spent considerable time and effort mapping out and planning for YWJ's expansion to new geographic areas in Jordan under the management of IYF. As mentioned in Section II of this report, in early January, YWJ's Country Director, Senior Technical Program Manager, Monitoring and Evaluation Manager, and Grants and Contracts Manager visited Baltimore for a strategic retreat and week of meetings on the operational, technical and budgetary aspects of this new work stream. In addition, IYF held numerous consultation meetings with USAID. The main elements of this strategic planning were summarized in YWJ's Expansion Roadmap which was approved by USAID in February and has been attached to this report as an annex. The following section provides a summary of the major milestones and highlights related to the programmatic planning for the expansion of YWJ to new communities. A summary of the operational preparations that IYF undertook for this work stream in quarter is in Section II of this Report.

YWJ New Communities	
Activities during the quarter	Results
Community Selection	<ul style="list-style-type: none"> 3 communities (Mafraq, Southern Shouneh, Sahab) selected for YWJ interventions
Preparation Activities	<ul style="list-style-type: none"> IYF-CBO Grants Manual prepared Initial training plans for youth and CBO capacity building designed

A. Community Selection

As a first step towards expanding YWJ's model to new communities, IYF began the process for identifying the new communities in consultation with MOSD, the Technical Working Group and USAID. To kick start the process, IYF collected data on possible YWJ target areas located in Jordan's poverty pockets as outlined officially by Ministry of Interior Affairs and other governmental entities. In order to best expand the reach and effectiveness of the program, IYF focused its efforts on evaluating communities in Jordan's poverty pockets based on their needs, as well as the opportunities for employment offered.

The following basic criteria was used to help narrow down and select YWJ's communities:

- Poverty percentage
- Number of youth ages 15-24
- Percentage of youth unemployed in relation to the job opportunities available
- Percentage of school drop outs
- Number of schools present
- Number of youth at risk
- Number of social services available
- Employment opportunities with possibility of growth and expansion
- Presence of credible CBOs with experience in youth-friendly service
- Alignment with public priorities/initiatives

A task force composed of certain members of the Technical Working Group and IYF staff was formed to supervise the process and present the findings and selection recommendations to the larger TWG. The process was implemented in four main phases:

- 1) *Data Collection*: IYF staff gathered statistical information on the indicators listed above for the 32 poverty pockets of Jordan, based on information given by the Ministry of Interior as well as other governmental resources.
- 2) *Short-listing of Communities*: Based on the information gathered, the communities were scored. Certain communities were excluded from selection due to YWJ's presence in the area already, low population rates, and lack of opportunities to build on the goals of the program. In the end, six communities were shortlisted (Gour Safi, Southern Shounah, Ain Basha, Sahab, Mafraq, and Dulalil).
- 3) *Consultation Process*: The task force then conducted interviews with key program stakeholders to supplement the findings from the initial data gathering process. Interviews were conducted individually with members of the TWG, the MOSD and National Aid Fund, 6 different ministries, the Higher Youth Council, the Development Zones Commissions, and the CNGOs. The stakeholders agreed upon certain recommendations, including focusing YWJ's work in the north of Jordan and the Jordan Valley, and the need to focus on youth capacity so they can best use the opportunities available in the communities and developing more youth friendly services. Based on the consultations, four communities were recommended for final selection - Southern Shouneh, Ain al Basha, Sahab, and Mafraq.
- 4) *Final Selection*: A final selection meeting with the TWG was held where the task force presented the six short-listed communities, along with the four recommended. After discussions, three out of the four recommend communities were approved including Mafraq, Southern Shouneh, and Sahab.

The three communities were selected for the following reasons:

- 1) **Mafraq**: As a development zone (population of over 61,000, 20% of them youth), Mafraq offers various job opportunities for YWJ target youth. It is also strategically located between Irbid and Zarqa, providing easy access to more job opportunities and active youth hubs. Furthermore, Mafraq has the infrastructure that YWJ can build on in order to activate youth hubs and centers that can provide more youth friendly services. At the same time, Mafraq's young people have not been able to take advantage of the opportunities. With 27% of Mafraq's young people living in poverty, and only 38% having passed Tawjihi, Mafraq had the highest level of inactive youth in all the poverty pockets analyzed. Interventions are needed to stimulate their role in this community and motivate them to become active citizens.
- 2) **Southern Shouneh**: Close to the Dead Sea, the community offers various job opportunities in the industries of hospitality, tourism, agriculture, and manufacturing (due to the recent naming of one of its neighborhoods, Swaimeh, as a Development Zone). It is also an area of great need, given that over 40% of the population lives in poverty, and with very few youth-friendly services available.
- 3) **Sahab**: Not only is it the largest industrial zone in Jordan, but it also provides easy access to more opportunities in greater Amman. Furthermore, Sahab contains various active CBOs with experience working with international donors and projects. Sahab also has one of the highest

youth concentrations, with 28% of the population being youth, and nearly a third living in poverty.

Once the communities were finalized and approved, the team began in early April to meet with stakeholders in the communities and prepare for the CBO Call for Interest and solicitation process, which will be discussed further in the next report.

B. Preparation Activities

IYF Sub-Granting

During the quarter, IYF developed and finalized a modified CNGO-CBO Grants Manual to reflect the IYF-CBO granting relationship. The Grants Manual, along with supporting documents, was submitted for USAID approval. If approved, the IYF-CBO Grants Manual will constitute approval for all CBO grants issued by IYF that follow the manual's protocols. The modification of the CNGO-CBO Grants Manual for YWJ's new communities provided a good opportunity for the IYF team to assess what worked and didn't work in the CNGO-CBO Call for Interest and grants design process, and to make improvements to make the CBO Call for Interest and CBO grants design process for the new communities which we hope will be more efficient and effective. The CBO Call for Interest in three new communities was announced on April 17 and will be discussed in the coming quarter.

Activity Design Process

Alongside the new communities identification process, YWJ's technical team in Amman and Baltimore worked collaboratively to map out IYF's model for implementation in YWJ's new communities. Special emphasis was placed on refining YWJ's capacity building model for the CBOs, as well as designing youth interventions based on lessons learned from the CNGO experience, as well as IYF's global experience in youth programming. In the area of CBO capacity building, the YWJ team mapped out the specific roles and responsibilities that the CBOs will take during the proposal design phase and then increasingly at each phase of implementation with the aim of transferring skills to the CBOs through a "learning by doing" and "shadowing" approach. A copy of IYF's full strategy and roadmap for YWJ's expansion to new communities can be found in annex to this report.

The YWJ technical team also revisited YWJ's youth intervention model to better design the youth training interventions to strengthen the linkages between the civic engagement and employment activities through the integration of life skills training and volunteerism activities before the commencement of employment activities. To prepare for this, the YWJ team developed a 5 week training plan for the new integrated life skills and volunteer activities that will be piloted with the first 1-2 youth cohorts once community activities commence.

The team also began designing IYF's approach and training activities for the select youth that go beyond the service learning /community volunteer activities (as part of the integrated life skills training package) and carry out community improvement initiatives through youth grants. The training plan for the advanced civic engagement will be finalized in the current quarter. Finally, IYF began exploring different options for effective case management of youth through innovative technology solutions such as SMS and online youth tracking systems. IYF held several exploratory meetings with Souktel to discuss how their SMS services can be used to support the recruitment, encouragement, and follow-up of youth in the YWJ program as they proceed through the intervention. A request for contract approval for

Souktel’s services, as a sole source provider, was submitted to USAID for approval in April and will be discussed in next quarter’s program report.

V. Policy Coordination

Objective: Improved youth employability models, practices and policies (IR 4)

Policy Coordination and Outreach	
Activities during the quarter	Results
Youth Policy Issues	<ul style="list-style-type: none"> • Policy Coordination Approach and work plan finalized
MOSD/Government Partnerships	<ul style="list-style-type: none"> • Proposal for expansion of MOSD’s capacity building activities developed • MOU with Ministry of Labor signed • MOU with Development and Employment Fund signed
Communications and Outreach	<ul style="list-style-type: none"> • Communications Specialist Finalist selected • 10-15 success stories for YWJ collected • Winter Newsletter distributed • YWJ covered in national media and press
Monitoring and Evaluation	<ul style="list-style-type: none"> • M&E Plan modified • Field visits conducted • Baseline data collection for new CBOs completed • M&E Verification Firm selected
Leverage	<ul style="list-style-type: none"> • MOU with DEF signed • Agreement with Starbucks nearing finalization • Movenpick offers leveraged culinary training for YWJ youth • Finalizing leverage agreement with Souktel • Leverage training for Ma’an CBO partners completed

Youth Policy Issues

Early in the quarter, YWJ’s Policy Coordination Consultant, Mr. Mohammad Amawi, worked with the PMU to develop YWJ’s proposed policy coordination approach and a proposed work plan for the coming year. Mr. Amawi also began consultation meetings with the CNGOs to learn firsthand about education and employment challenges being faced by YWJ’s youth that could potentially be prioritized to raise at a national level.

Work on the Youth Policy Stakeholder’s map and prioritization of policy issue did not progress as quickly as the PMU had hoped this quarter due in part because the PMU had to shift policy coordination efforts and activities towards the immediate goal of engaging key ministries and the Technical Working Group

in support of the rapid labor market and youth assessments that the PMU conducted for YWJ's expanded communities. As mentioned earlier, several meetings were held with relevant government ministries to collect demographic and labor market information on Jordan's poverty pockets that would help YWJ and the TWG make a determination on which new communities in Jordan to expand to. This information was shared with the Technical Working Group for their feedback and is explained in more detail in section VI. With the finalization of YWJ's new communities, the PMU has already begun to place renewed focus on YWJ's youth policy coordination activities with the Country Director working closely with YWJ's Policy Coordination consultant to expedite and finalize the Youth Policy Stakeholder and Identifications Map and the prioritization of policy issues through a national workshop that will be conducted in May.

MOSD and Government Partnerships

IYF continued to make plans for the expansion of the YWJ's capacity building activities for MOSD during the quarter, holding several consultative meetings with USAID to finalize YWJ's approach to strengthening MOSD capacity building activities through the engagement of an external firm with strong expertise in the area of institutional strengthening. Details on this approach were outlined in a proposal and budget that have been submitted to USAID and are pending approval.

In support of YWJ's efforts to scale its activities with other national level government partners, IYF signed two important government MOUs this quarter. The first MOU was signed with the Ministry of Labor (MOL). Under this MOU, YWJ and the MOL will share information about jobs and employment opportunities through the Ministry of Labor's Employment Database and other means, as well as promote cooperation between YWJ vocational training activities and MOL vocational initiatives such as the BEST project and E-TVET. YWJ has already been working with the MOL through the steady support of Dr. Mohammad Qdah, the MOL's representative on the YWJ Technical Working Group, however we are hopeful that the formalization of cooperation with the MOL through an MOU will open up new avenues to scale and sustain YWJ's employability models.

The second MOU was signed with the Development and Employment Fund(DEF) to support the establishment, funding and provision of follow-up support to small and medium enterprises developed by YWJ beneficiaries. Under the MOU, DEF has committed to allocate JD 700,000 to establish a loan mechanism directly for the benefit of young entrepreneurs from Youth:Work Jordan's target group in targeted neighborhoods. It is anticipated that approximately 175 loans will be provided to YWJ beneficiaries, with loans meeting set financing criteria including a maximum loan amount of 4,000 JDs. The MOU was signed in the presence of USAID/Jordan Director of Social Services Mark Parkison and IYF CEO Bill Reese and received national press and media attention.

Challenges -

January through March was a particularly tumultuous time for the Ministry of Social Development, as well as other government partners working with YWJ due to the recent political unrest triggered by the overthrow of the governments in Tunisia and Egypt. Early in the quarter, there was a great deal of uncertainty around H.E. Hala Lattouf's tenure as MOSD Minister, and in fact Ms. Lattouf was replaced by H.E. Salwa Damen in February. We expect that this could have some impact on YWJ's relation with the MOSD as the Ministry consultants working with the YWJ program and assigned by Minister Lattouf have either left or are taking on other priorities. During this time, the YWJ PMU stayed closely in touch with the Secretary General who knows the program well and has been a steady and continuous support for

the project over the last two years. IYF's Country Director Rana al Turk and Vice President Awais Sufi, along with USAID representatives Susan Ayari and Haya Shubailat, also called on the new Minister in February to introduce her to Youth:Work Jordan and bring her up to date on the program's progress.

Communications and Outreach

IYF made significant progress this quarter to expand its communications outreach. It started by bringing on more individuals to support the generation of communications content and distribution. After several months of interviewing candidates, IYF identified a consultant to lead communications efforts in Jordan until a candidate is hired. Ms. Sheila Kinkade, a senior communications specialist from the IYF Baltimore office, is also providing technical support for the YWJ program in the area of communications, and travelled out to Jordan in late February both to gather stories on the youth experience, as well as meet with the CNGOs to help guide them in the development of stories and news content.

As part of this effort, a story-telling workshop was held in late February for all the CNGO Communications Officers to review what constitutes good stories for larger dissemination to stakeholders. IYF also set in place a process to receive stories for IYF's and USAID's purposes, reviewed the branding and marking plan, and discussed different ways that IYF and the CNGOs can work together to promote YWJ to the larger Jordanian community.

Early in the quarter, the Winter Newsletter was sent out to program partners and stakeholders. Content on the English YWJ website was also updated and IYF continued to receive positive feedback on the website. There has been a delay in the launch of the Arabic website due to technical challenges experienced by the web developers, but we are confident that the site will be launched in early May.

Finally, several high profile events brought significant exposure to the YWJ program. First, several MOU signing events between IYF and key government ministries received national press and media coverage, and resulted in radio interviews as well with IYF staff. In addition, Youm Jadid, a Jordanian national television program, has invited IYF to appear three times to comment on the program, and asked IYF to submit a concept paper on a youth-focused educational television show that would be led by IYF's Mays Shakanbeh. The concept is still under consideration. With the heightened role of youth in the region's current protests and uprisings, YWJ was asked to speak at several prominent events on the needs and positive potential of youth. The most high profile of these events was a round-table discussion with His Majesty King Abdullah II in early March, where Rana Al Turk represented the civil society sector in outlining the challenges facing vulnerable youth and the need for increased coordination and more holistic approaches to addressing youth needs. IYF is working to leverage the increased attention on youth in the Middle East to spread the message of the YWJ program and gain support from various Jordanian stakeholders.

Monitoring and Evaluation

IYF continued to work with the CNGOs and CBOs to fully operationalize YWJ's M&E system during the quarter. Following up on last quarter's reporting on the finalization of the data collection instruments, further training workshops were conducted this quarter for both CNGO and CBO M&E Officers to discuss outcomes, progress and challenges of the implementation and administration process of the M&E System and forms. Training and technical assistance focused on ensuring that all the forms that were being administered properly were entered into the online data system, and continuing the verification of the hard copy record keeping system.

Major milestones in the current quarter include:

- 1) Modified M&E Plan - At the request of USAID, and given YWJ's increasing focus on policy coordination and building the capacity of its partners to more effectively serve youth at risk, YWJ undertook a modification of the Monitoring and Evaluation Plan, shifting its focus so that Improved Youth Employability Models, Practices and Policies is now the first intermediate result and goal of the program, while youth outcomes and activities undertaken in the other core program components are a reflection and illustration of this capacity building. The updated plan was approved by USAID in April and training for program partners on this modified plan, as well as the new performance indicators will be provided in the coming quarter.
- 2) Regular M&E Field Visits - With IYF's M&E coordinator Ms. Muna Samawi on board, ongoing workshops and field visits were conducted for all CBOs to provide them with ongoing capacity building to ensure that standard procedures are followed in administering the YWJ's M&E forms and in enforcing standard procedures for data entry. Moreover, Ms. Samawi conducted no less than 10 regular visits per month covering the 6 areas within the management of the 3 CNGOs. By end of next quarter, we anticipate CNGOs to have all forms entered into the online system so that the M&E Coordinator will be able to compare reported numbers with the records entered into the online system.
- 3) IYF hired a Monitoring and Evaluation E-System Maintenance company Rhapsodic Solutions a qualified technical company with a proven track record in building websites and database application systems. The firm will be responsible for performing weekly backups of the database to ensure availability 24/7 with minimal downtime, resolving issues and fixing software bugs that may arise while the system is operational and enhancing the system as YWJ proceeds in implementation to produce improved/new functions and features as new requirements arise.
- 4) CBO Baseline Data - Baseline data for newly signed CBOs such as Qudorat CBO in Zarqa, and Family and Child Protection in Irbid was collected using the CBO Baseline Form. As mentioned previously in the last quarter, this data served as the basis for the design of the capacity building plans for the CBOs and the CNGOs evaluation tool.
- 5) M&E Data Verification - Last quarter, we reported that IYF will hire an M&E data verification firm to help IYF in the verification of data collected by YWJ's program partners. This quarter, through a systematic procurement process and a full review of received proposals from external firms for M&E verification audit services, IYF selected a finalist company. A request for approval to engage the firm was submitted to USAID in April and we are hopeful that this firm can be contracted to start working with the CNGOs in the coming quarter.

Challenges

As training activities and program completers increased this quarter, it has taken time for the CNGOs to systematize the process of collecting forms and inputting the data into the M&E database, especially with the case management and career road map forms for each youth that were essential in order for CBOs to call youth to fill their Exit forms in parallel to the post participation form upon completing YWJ intervention, returning to school, starting a job, etc.

Another challenge that has surfaced during this quarter was related to the tracking of voluntarism activities and training sessions conducted under the Challenger Team as a service provider. Numerous meetings with Challenger Team were conducted by Amman's M&E team to ensure proper usage of Activity Recording Forms for youth participants to track their voluntarism participation and attendance yet there remains a gap between the CBO's recording of their registered youth, the accuracy of Challenger Team's reporting, and the CNGO's reported monthly data. In order to overcome this challenge, IYF started collecting the Activity Recording Forms from Challenger Team on a monthly basis, in addition to a list of institutions and localities of the voluntarism activities, and shared the monthly Activity Recording Forms with the CNGOs in order to verify their data regarding the number of new volunteers in each community, where CNGOs cross-checked the reported numbers with those of Challenger Team in parallel to any voluntarism activities which CBOS lead for the registered youth. IYF kept copies of the Activity Recording Forms for further reference and audit purposes.

While JCEF and JRF are currently almost up to date with the data entry, JOHUD has experienced challenges in the consolidation of their manual record keeping files at both the CNGO and CBO levels resulting in a delay to the entry of their M&E data into the online system. During discussions with IYF, JOHUD has expressed concern that the M&E data collection system is cumbersome and complex for their CBOs with limited knowledge and understanding of M&E. In addition, JOHUD delays in hiring a data entry clerk have also contributed to the delays in data collection process. To address these issues, the IYF M&E team has been working extensively with JOHUD to help overcome these challenges through weekly onsite technical support and system update reviews as any delays in the delivery of their numbers results in an overall delay of program numbers to USAID and outside stakeholders.

Finally, with the significant increase in the use of the online system this quarter, IYF and the CNGOs uncovered some bugs in the system, which are currently being addressed by the M&E database programmer. Based on CNGO feedback on the data entry experience, IYF is also adding new functions that will improve the quality of reports produced through the online system.

Leverage

IYF continued its efforts to capture leverage opportunities both on a program-wide scale and on a local scale through the CBOs and CNGOs. During the quarter, \$908,875 in new leverage was committed to the program, bringing the total value of leverage to date for the program to \$1,439,204.

As part of the YWJ capacity building for program partners, the PMU focused its leverage efforts on building the capacity of JOHUD's CBOs in Ma'an. IYF staff alongside the JOHUD team met with each of the four CBOs in Ma'an this past January in order to reinforce the concept of leverage, how to capture it and report it in detail. YWJ's experience thus far has been that, given the novelty of the concept of leverage, multiple visits and coaching periods are required before the concept is truly understood and embraced by partners. In this meeting, IYF shared again with CBOs the leverage tools and brainstormed with CBOs potential leverage possibilities in their communities. The PMU also conducted follow-up meetings with other CBOs to guide staff on finding and recording leverage. IYF hopes that as program partners, like those in Ma'an, increase their capacity to capture and report leverage opportunities, it can share with them broader national and international leveraging opportunities that they can apply for and receive on their own.

At the same time, IYF continued its focus on soliciting leverage contributions from multinational companies and government partners which address programmatic priorities that cut across all YWJ target communities. Major leverage updates to highlight this quarter include:

- **Development Employment Fund (DEF):** This has been our greatest leverage achievement this quarter. DEF focuses greatly on contributing to the reduction of poverty and unemployment through the provision of technical services and financial projects in small, medium enterprises and improve the performance of the target groups through training and rehabilitation. As IYF also aims to protect at-risk youth and is working to expand the culture of entrepreneurship throughout Jordan, as mentioned in the government partnerships section, IYF has signed an MOU with DEF stating that DEF will provide loan funds worth 700,000 JD through YWJ to our targeted youth that are entrepreneurs and are interested in establishing their own projects. Each project can be loaned up to 4,000 JD and will be provided with much facilitation. IYF will provide the youth with entrepreneurship skills.
- **Starbucks:** IYF and Starbucks are in the process of finalizing the terms of a partnership for the Starbucks Jordan Youth Leadership Institute for a cash grant valued at approximately \$93,000. IYF conducted a meeting on the 21st of March, 2011, with the presence of IYF CEO Mr. William Reese, Vice President Mr. Awais Sufi, Program Manager Mrs. Jenny Hills, and the IYF Jordan Staff. Starbucks reiterated their interest in collaboration with IYF on the leadership institute, and discussed certain matters relating to communications and budgetary issues. Post meeting, Starbucks indicated that the MOU will be signed in the coming month.
- **Souktel:** Souktel and IYF are in the process of finalizing a partnership for Souktel to implement its services in IYF's new communities, but to also contribute the following to the program free of charge as leverage:
 - **Database software:** Enables YWJ staff to store and access pre-uploaded SMS informational content, while enabling beneficiaries to search/access content through their mobile phones.
 - **Text messaging software:** Converts web-based program data into cell phone-accessible format, so that YWJ beneficiaries can use project services on their mobile phones.
 - **Mobile network gateway software:** Connects project database and text-messaging software system to in-country mobile phone networks, enabling data transmission to/from Jordanian mobile providers.

Souktel and IYF are in the process of finalizing the partnership, as Souktel will be contributing to IYF the above mentioned services, totaling \$200,000 in in-kind costs. The leveraged contributions will be initially piloted in Amman and Zarqa.

- **Movenpick :** The Movenpick has generously agreed to train four groups of YWJ targeted youth at their culinary training sessions at the Moevenpick Resort & Residence in Aqaba for throughout May and June. Young people would be training in the main kitchen of the resort, providing the young people an excellent, international training program and significant on-the-job experience in a hospitality setting. The benefits that will be offered include a JD30,-. Net for each youth – onetime payment, covering the period of 2 weeks, free of charge accommodation (employees accommodation), 3 meals a day (employees cafeteria), and uniforms will be given by the hotel to use during the training. The Movenpick will accept 4 youth per session. This is an open end agreement. The IYF is currently working on finalizing the terms of partnership.
- **Radisson Blu:** IYF has also met with Radisson BLU, as a result of their explicit interest to accept youth from our program to undertake various hotel service training at the Radisson BLU in

Aqaba.IYF is in the process of waiting to receiving a proposal from Radisson BLU, stating exact tasks, duration and terms for participating in such trainings.

- **Medical Team Fund:** Ms. Al Turk met with the Medical Team Fund that is discussing potentially providing eye surgeries and lenses for free for the targeted youth in program. The discussion was initial and the next meeting will be conducted in April to discuss further details pertaining to such free medical services.
- **Intel:** Initial discussions have started between IYF and Intel's Levant Corporate Social Responsibility team to explore the possibilities of using Intel's Learn Technology and Entrepreneurship curriculum and training in YWJ's programs. Given YWJ's focus on entrepreneurship, IYF believes this resource could be an asset to the program. IYF staff is currently following up with Intel to discuss specific areas where the curriculum and training may be incorporated.

Conclusion

This quarter saw a marked improvement in the performance of CBOs as partners have learned from initial challenges of project start-up, and IYF's support in addressing certain gap areas in need of capacity building. IYF will continue to prioritize capacity building support and technical assistance to the CNGOs as they monitor the progress of CBO program activities. With program activities well underway, IYF will also work with YWJ program partners to explore different avenues for sustainability of these interventions. Furthermore, IYF expects to begin the solicitation process to engage new CBOs in the expanded communities, and will begin to design the specific interventions for young people in these communities. IYF will also begin planning for specific capacity building activities for the shortlisted CBOs that will receive IYF grants. Finally, IYF expects to ramp up its youth policy activities significantly as IYF convenes community and national level stakeholders at a Youth Policy Coordination workshop to be conducted in May to prioritize specific youth policy issues for action.