



QUARTERLY REPORT

October 1-December 31, 2017



USAID CAREER CENTER

QUARTERLY REPORT

October 1-December 31, 2017

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

By FHI360

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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

| | | |
|--------|---|---|
| ADS | : | Social Development Agency |
| AGEVEC | : | Heavy Construction and Commercial Vehicles Academy (<i>Académie Engins Lourds et Véhicules Commerciaux</i>) |
| AIESEC | : | International Association of Students in Economics and Commercial Sciences |
| AMITH | : | Moroccan Association of Textile and Clothing Industries |
| ANAPEC | : | National Agency for the Promotion of Jobs and Skills (<i>Agence Nationale de la Promotion de l'Emploi et des Compétences</i>) |
| AUB | : | American University of Beirut |
| CGEM | : | Moroccan General Confederation of Enterprise (<i>Confédération Générale des Entreprises du Maroc</i>) |
| CJD | : | Center of Young Leaders |
| COP | : | Chief of Party |
| COR | : | Contracting Officer Representative |
| CRI | : | Regional Center for Investment |
| CSR | : | Corporate Social Responsibility |
| DFP | : | Department of Vocational Training |
| EFE | : | Education for Employment |
| ENSA | : | National School of Applied Sciences |
| EPFE | : | Association for the Promotion of Education and Training Abroad |
| FSJES | : | Faculty of Legal, Economic, and Social Sciences |
| FST | : | Faculty of Science and Technology |
| HEEC | : | School of Higher Economics and Commercial Studies |
| HQ | : | Headquarters |
| HR | : | Human Resources |
| ISCAE | : | Higher Institute of Commerce and Business Administration Group (ISCAE - <i>Institut Supérieur de Commerce et d'Administration des Entreprises</i>) |
| IT | : | Information Technology |
| LAU | : | Lebanese American University |
| LTTA | : | Long Term Technical Assistance |
| MACECE | : | Moroccan-American Commission for Educational and Cultural |
| M&E | : | Monitoring and Evaluation |
| MAD | : | Moroccan Dirham |
| MELP | : | Monitoring, Evaluation and Learning Plan |
| MEPI | : | Middle East Partnership Initiative |
| MTTA | : | Medium Term Technical Assistance |
| NGO | : | Non-Governmental Organization |
| OPFPT | : | Office for Professional Training and Job Promotion (<i>Office de la Formation Professionnelle et de la Promotion du Travail</i>) |
| ONCF | : | National Railways Office |
| OPI | : | Organizational Performance Index |
| PPR | : | Performance, Plan and Report |
| RUMI | : | Reinforced University of Mutual Interdependence |
| SOW | : | Scope of Work |
| SNA | : | Social Network Analysis |
| STEM | : | Science, Technology, Engineering, and Mathematics |
| STTA | : | Short Term Technical Assistance |

SUP'RH : Graduate School of Management and Human Resources
TOT : Training of Trainers
UAE : University Abdelmalek Essaadi
UCA : University Cadi Ayyad
UFL : Free Feminist Union (*Union Féministe Libre*)
UHII : University Hassan II
USAID : United States Agency for International Development
USG : United States Government
VTC : Vocational Training Center

I. EXECUTIVE SUMMARY

USAID Career Center is pleased to submit this first quarterly report for its third year¹ of program operations for the period of October 1st to December 31st, 2017.

Throughout the quarter, more than 23,053 youth benefitted from face-to-face and virtual Career Center services. In total, the USAID Career Center program has enhanced the employability of more than 79,052 youth since its start. The program delivered quality services to a high number of youth by proactively responding to challenges that emerged throughout the quarter, which includes adapting to unusually high demand for work readiness trainings, preparing for the opening of the sixth and final pilot Career Center and engaging with public partners to ensure their commitment to the Career Centers' sustainability (see *1.3: Summary of Major Challenges, Learning and Adaptive Management During the Reporting Period*).

Delivery of work readiness training expanded remarkably quickly this quarter. The number of youth who benefited from work readiness training, 6,897, was the highest of any quarter since the program started, and December the highest number of work readiness beneficiaries out of any month (see *Activity 2.1.2: Work Readiness*). The significant increase in work readiness beneficiaries was a product of sustained efforts to engage faculty in host institutions and the program's successful private engagement strategy, as special workshops facilitated by guest speakers from the private sector attracted high numbers of youth. This quarter demonstrated that the *Najahi* training is gaining a high level of credibility and the demand for work readiness training is even higher than the program predicted. The program is adjusting its targets and expanding the number of trainers to adapt to the high level of demand seen over this quarter (see *Activity 5.5: Adaptive Management*).

This quarter also saw the launch of the first blended/e-learning modules for the *Najahi* curriculum, with modules for the course "*My Kit for Employment*" active on the Virtual Career Center. Development of additional e-learning and blended modules is underway. In addition, integration of soft skills training into host institutional curricula is well underway, as Training of Trainers (ToTs) sessions have now taken place in all three regions.

Youth mobilization was highly successful this quarter, with higher numbers of youth benefiting from Career Center services than in any other quarter (see *Activity 2.1: Activity Progress*). Numerous guest speaker workshops, company visits, and special events were held at the Career Centers in the three regions. Some of this quarter's most successful events to mobilize youth include an event to raise awareness of disability held at the University Career Center in Marrakech (December 7th), gender workshops held at the Vocational Career Center in Casablanca (December 4th, 19th), and the Engineers Job Fair organized by the University Career Center in Casablanca (December 14th) (see *Activity 3.2: Gender and Participation of People with Disabilities* and *Activity 4: Stakeholder Collaboration* for more information on these events). Youth Ambassadors also played a crucial role in mobilizing youth through Career Center Caravans held at host institutions during the orientation weeks. New Ambassadors were also recruited this quarter and participated along with former Ambassadors in the Ambassadors Weekend to develop action plans with Career Center staff for upcoming Career Center activities.

The program has also successfully engaged youth through social media, with over 211,357 individuals reached on the Career Center Facebook and LinkedIn pages. The Communications team has implemented promotional campaigns to highlight different events at the Career Centers and to raise

¹ This report covers the period from October 1st to December 31st 2017, which is the third quarter of Year Three based on the program's Monitoring, Evaluation and Learning Plan, which starts in April. However, for reporting on a fiscal year basis, this period is the first quarter of Year Three.

awareness of gender issues (see *Activity 9.1: Communication Strategy and Branding Awareness*). New partnerships have also been formed with sites with a large youth audience and with popular social media influencers.

Substantial progress was also made this quarter regarding the sustainability of the Career Centers and the dissemination of the Career Center model beyond the life of the program. At the national steering committee in October, the program's public partners made commitments to integrate soft skills training into host institution curricula, secure resources for the Career Centers and Career Center staff, support the dissemination of the model, and collaborate to ensure continued management of shared resources, such as the Virtual Career Center (see *Activity 7: Sustainability*). The program is continuing to work closely with its partners to ensure a smooth transition and continued provision of quality career services beyond the life of the program.

1.1 ACTIVITY DESCRIPTION

USAID Career Center continued to focus its efforts on supporting key programmatic objectives of enhancing youth employability and the establishment of a Moroccan Career Center model in the three target regions of Casablanca, Marrakech, and Tangier. To date, five Career Centers are fully operational, including the University Hassan II Career Center and Vocational Career Center in Casablanca, the University Cadi Ayyad Career Center in Marrakech, and the University Abdelmalek Essaadi University Career Center and Vocational Career Center in Tangier. The sixth Career Center to be located at the Ministry of Tourism's Vocational Training Institute in Marrakech is expected to open to the public (soft launch) in January 2018, and the official opening by government representative will take place mid-February.

In achieving programmatic objectives, the Career Centers engaged youth through a variety of activities, including one-on-one counseling sessions, workshops, 3 to 5-day soft skills training, job talks with employers, recruitment events, and outreach events such as conferences and recruitment forums. Of the 23,053 youth who participated in Career Center services, 6,897 benefited from work readiness training, including 3,973 youth in 3 to 5-day soft skills training and 3,033 youth in Career Center workshops, and 105 received one-on-one career counseling.

Social media remained a crucial tool in mobilizing youth for Career Center activities and events and spreading awareness among youth about the USAID Career Center. Through the Career Center Facebook pages, the program attracted more than 11,763 new followers and had 41,491 interactions (comments, likes, and shares) with visitors.

The program also focused on the establishment of partnerships with key stakeholders to continue building links between the world of school and work, and to mobilize youth through various events co-organized with stakeholders. Throughout the quarter, the program established 42 new partnerships, including 30 new partnerships in Casablanca, where private sector outreach was especially active due to the organization of the first Engineers Job Fair at the University in Casablanca (see *Activity 4: Stakeholder Collaboration*).

Through the development of the Virtual Career Center, the program continued to expand the reach of Career Center services throughout Morocco. The program enhanced the content on the site by launching the e-learning modules for the *Najahi* course "My Kit for Employment" and integrating the Accenture online training platform. The site has also been continuously updated with information about economic sectors and higher education programs and improvements in site design. Also, promotional campaigns, including the "Employment Week" organized with the popular radio and website Hit Radio, have promoted the site's online services to large youth audiences. As a result, 10,518 new users registered on the Virtual Career Center and 12,535 non-registered users visited the site (see *Activity 2.1: Activity Progress*).

Throughout the quarter, the program continued to add new functionalities to enhance the Management Tool. These new functionalities include the addition of gender statistics for individuals who complete trainings, a video tutorial for the HP Life e-learning platform, a new version of the spaces for Career Counselors, Najahi training coordinators, and Monitoring and Evaluation.

The program has also worked to support a gender-inclusive approach and provide support for people with disabilities by developing a series of trainings and tools to address barriers to female employment, providing resources about youth's rights and duties in the workplace, developing and delivering training on gender sensitivity and awareness of disability, and collaborating with local associations to organize events with youth that promote awareness and inclusiveness.

FIGURE I. KEY QUARTER ACHIEVEMENTS IN NUMBERS (OCTOBER 1ST – DECEMBER 31ST)



I.2 SUMMARY OF KEY ACCOMPLISHMENTS DURING REPORTING PERIOD

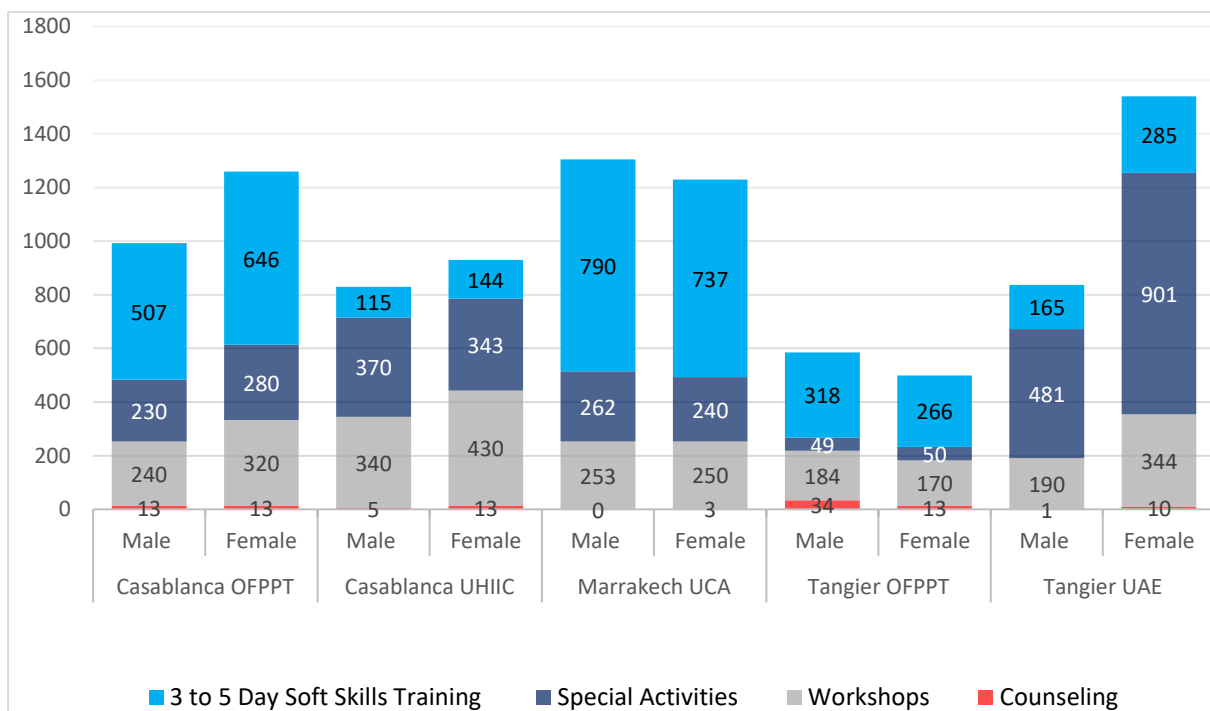
The third quarter of Year Three² was a very productive period for USAID Career Center, with several key accomplishments in the following areas:

- **23,053 youth benefited from Career Center services**, which includes 10,518 new registered users and 12,535 unregistered users of the Virtual Career Center.

² This is based on the Monitoring, Evaluation, and Learning Plan Year, which begins in April and ends in March. Using the fiscal year, the period covered in this report is the first quarter of Year Three.

- **6,897 youth benefited from work readiness training** over the quarter through the five opened physical Career Centers.
- **Integration of Work Readiness Offering into Host-Institutions Curricula.** Training of Trainers sessions took place at the Universities in Casablanca and Tangier, with 97 professors and doctoral students completing the trainings. Discussions with OFPPT are underway to facilitate the integration of soft skills into the OFPPT curricula.
- **The Career Centers pre-selected 493 youth for interviews with 13 companies** over the quarter.
- **Launch of the e-learning Najahi platform into the Virtual Career Center.** This quarter, the e-learning modules for the *Najahi* course “*My Kit for Employment*” were integrated into the Virtual Career Center and have received 249 page visits. E-learning courses on the Accenture platform were also integrated into the site.
- **Establishment of 42 new informal partnerships through private sector engagement,** including 30 in Casablanca, 6 in Marrakech, and 6 in Tangier. Through these partnerships, the Career Centers conducted sourcing events and other collaborative activities.
- **Positive youth engagement through the Youth Ambassadors initiative.** Youth Ambassadors were mobilized during the Ambassadors Weekend to promote Career Center services and participate in the planning of Career Center activities.
- **11,763 new followers on Facebook and 787 new followers on LinkedIn.** The number of Facebook followers increased by 140.1% since the previous quarter bringing the total number of followers to 41,491.

TABLE I. ACTIVITY BENEFICIARIES PER CAREER CENTER, OCTOBER-DECEMBER 2017



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

This quarter the program faced several challenges in relation to:

- **The Establishment of the Vocational Career Center in Marrakech.** The program initially expected to be able to open the sixth and final pilot Career Center by the end of the quarter, but delays in structural work on the Career Center by the host-institution resulted in delaying the soft opening of the Career Center again until January 9th. Due to the unavailability of the Minister of Tourism, the official opening by government representatives will take place mid-February.
- **Responding to High Demand for Services and Collaborations.** Due to active outreach efforts by Career Center staff and high interest from faculty during December, the program received a high volume of requests for work readiness training and reached a number of youth beneficiaries that far exceeded expectations. Due mainly to the Engineers Job Fair in Casablanca, the number of new private partnerships formed also exceeded expectations. This quarter demonstrated the high demand from faculty and youth for soft skills training and high demand from private organizations to partner with the Career Center. The Career Center is adapting to this high level of demand by adjusting its annual targets and hiring more EFE trainers to meet demand.
- **Public Sector Engagement.** Despite substantial progress at the National Steering Committee and through day-to-day communication efforts, the program faces a challenge gaining formal commitments from public partners regarding the sustainability of the Career Center due to unexpected changes in leadership and structure in those public entities. The merger of two ministries (the Ministry of National Education and Vocational Training and the Ministry of Higher Education) and the removal of three officials (the Secretary of State for Vocational Training, the Minister of Higher Education and the General Director of OFPPT) has created delays in discussions with public partners about their commitments to the sustainability of the Career Centers. Nominations to fill these positions did not occur until January 22nd. Once nominations have been made, there will be an increased necessity for the program to re-engage with these public partners to continue dialogue around the sustainability of the Career Centers and dissemination of the Career Center model.
- **Balancing Autonomy and Guidance of Career Center Staff.** In the third year of program operations, program staff are continuously working to balance guidance of Career Center staff with encouraging greater autonomy. To support the sustainability of the Career Centers, training was provided to Career Center staff to help them develop the skills and tools to manage the Career Centers beyond the life of the program. The program has also developed a proposal to support the Career Centers in the development of autonomous activities.
- **Mobilizing Youth Ambassadors.** The high level of youth involvement in the Career Centers this month is largely due to the active mobilization of the Youth Ambassadors, who promote the Career Center services and help plan activities to serve their peers. At the Youth Ambassadors Weekend, the Ambassadors showed a high level of energy and worked with Career Center staff to develop action plans for their Career Centers. This experience showed that Ambassadors are an essential asset for their Career Centers and should continue to play a role in promoting and expanding services for youth.

Youth Ambassadors have also played a huge role in mobilizing youth, including through the organization of Career Center Caravans to promote Career Center services during orientation weeks at the start of the academic year and through workshops facilitated by Youth Ambassadors. This quarter, the program recruited 83 new Youth Ambassadors to promote Career Center services to their peers and support efforts to increase youth engagement. 88 old and new Youth Ambassadors from the three regions participated in an Ambassadors Weekend to engage in team-building activities and work with Career Center staff to develop action plans for their Career Centers (December 16th-17th).

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

Youth Participation in Career Center Activities

Participation numbers in Career Center activities were exceptionally high across the Career Centers (see Figure 1), showing a higher level of youth engagement than in any previous quarter. Many factors contributed to the high level of activity in the Career Centers. The new Director of the University Career Center in Casablanca, who was appointed on September 19th, made an individual effort to promote the Career Center to faculty and students. In Tangier, the Career Center Caravans, which were organized by Career Center staff and Youth Ambassadors, promoted the Career Centers and provided services to many youth (see *Activity 3.3 Positive Youth Engagement*). In Marrakech, faculty showed a keen interest in soft skill training, resulting in unusually high numbers of three-to-five day *Najahi* trainings for the University Career Center in Marrakech (see *Activity 2.2 Work Readiness*).

The organization of workshops and special events with program partners also played a vital role in the program's youth mobilization strategy this quarter. In Casablanca, these included multiple events on gender, including two conferences on the theme "No to violence against women" organized in collaboration with local organizations (December 4th, 19th) and four workshops on gender themes at the University in Casablanca (December 6th, 12th) (see *Activity 3.2 Gender and Participation of People with Disabilities*). The University Career Center also co-organized the "Global Village" event to provide youth the opportunity to build leadership skills while learning about other countries (December 9th) (see *Activity 3.3 Positive Youth Engagement*). In Marrakech, an event to raise awareness on disability titled "Youth and Handicap, Acting Together for a Better Future in the University and in the Workplace" was organized in collaboration with local organizations at the University Career Center (see *Activity 3.2 Gender and Participation of People with Disabilities*). In Tangier, Youth Ambassadors facilitated multiple workshops on various topics for their peers. The University Career Center also co-organized the "We Visionary" event, which aimed to empower youth to believe in themselves and pursue their passions (for more information on these events, see *Activity 3.3 Positive Youth Engagement*).

The position of Youth Ambassadors in youth mobilization was strengthened this quarter, as Youth Ambassadors participated in multiple events such as the Career Center Caravan and training workshops. New Ambassadors were recruited at all the Career Centers, and 88 new and old Ambassadors participated in the Ambassadors Weekend (December 16th-17th). During this event, they worked with Career Center staff to develop action plans for Career Center activities for the upcoming year, furthering their contribution to the development of new Career Center activities.

Private Sector Mobilization to Expand Opportunities for Youth

The Career Centers continued to engage with private partners to provide relevant and engaging opportunities for youth, including guest speaker workshops, company visits, sourcing of candidates for open positions and job fairs. In fact, the first job fair organized entirely by the Career Center was held this quarter at the University in Casablanca (December 14th), and as a result, numerous new

partnerships were formed with private organizations. Multiple sourcing sessions were also held at the Vocational Career Center in Casablanca. In addition, the Vocational Career Center in Tangier organized a recruitment forum with the Moroccan Association of Textile and Clothing Industries (October 24th-25th). The University Career Center in Tangier also held a workshop on entrepreneurship facilitated by startup founders (December 23rd). For more information on these activities and other events organized with private sector partners, see *Activity 4 Stakeholder Collaboration*.

Set-up and Opening of Remaining Physical Career Center

Initially, the program expected to be able to open the Vocational Career Center in Marrakech (the sixth and final pilot Career Center) by the end of the quarter, but due to delays in structural work by the host institution, the soft opening is now planned for January 9th. Official launch by the Ministry of Tourism is postponed to February because of unavailability of the Minister.

Throughout the quarter, the program has continued to work to facilitate the opening of the Vocational Career Center. A meeting was held onsite with the USAID COR and COP (October 16th), and an official letter was sent to USAID for the Secretary of State to Vocational Training (October 19th) to restart structural work on the Career Center. Throughout December, work continued to prepare the air conditioning, outdoor layout, and painting to ensure the Vocational Career Center would be ready to open. Six Youth Ambassadors were also selected to promote the Career Center services. To ensure work readiness trainings will be available for youth at this Career Center in January despite the delayed opening, a meeting was held with the Director of Planning and the Regional Director for the Department of Professional Training in Marrakech and the Regional Director for Marrakech-Safi for OFPPT to schedule six trainings for youth on “My Kit for Employment” (December 21st).

Career Center Staffing

██████████ started as Career Advisor and Communications Specialist at the University Career Center in Marrakech (October 2nd).

██████████ started as the Career Advisor and Communications Specialist at the University Career Center in Tangier on October 16th.

The Ministry of Tourism selected candidates for staff positions for the Vocational Career Center in Marrakech, including ██████████ as Career Counselors and ██████████ as Director (October 10th).

Career Center Staff Training and Capacity Building

The program continued to provide guidance and training to support the development of Career Center staff. Annual performance reviews of University Career Center counselors were conducted in each of the regions (October 6th, 13th, 24th). Initial training was delivered to new staff at the Rabat Office (October 18th-20th). Seven recently recruited Career Center staff attended this training. In addition, Directors’ Day meetings were held in the Rabat office to provide Directors an opportunity to discuss practical planning methods, work organization and coordination with the program team (November 9th-10th). Career Center staff days were held in the Rabat office (December 5th-6th), providing an opportunity for staff to discuss program activities, updates and best practices.

As part of their ongoing professional development, Career Center staff in all three regions received training from MTTA Career Services Specialist Julie Gouin (November 20th-29th). The training objective was to improve the ability of Career Center staff to deliver workshops, with a focus on the following training topics: how to explore the professional world; time management and organizational competencies management; teamwork; public speaking; and how to organize a job fair.

In addition, continued training sessions on particular topics were held, including:

- The Monitoring and Evaluation Officer delivered the second session of “How to Measure Career Center Success” staff training at the University Career Center in Casablanca, the Vocational Career Center in Tangier, and the University Career Center in Tangier (November 28th, 29th, 30th). She also facilitated initial training in Marrakech for the Vocational Career Center staff and [REDACTED], the new Career Counselor at the University Career Center. The purpose of this training was to introduce the program’s systemic approach, the Career Center’s role, and the role of Monitoring and Evaluation in the management of the Career Centers (November 24th).
- The Social Media Officer, delivered training on social media to Career Center staff in all three regions (November 3rd, 8th, 21st, 24th, 28th).
- The Web Developer delivered the second Management Tool training, “Using the Tool to Plan Career Center Activities,” to the Career Center staff in regions (December 20th, 21st, 27th).
- The Training Coordinator and e-learning specialist at EFE Maroc delivered training on Eplea+, the Accenture e-learning platform, to Career Center staff in the regions (December 18th, 21st, 25th).
- A consultant delivered disability awareness training to Career Center staff in the regions (December 19th, 22nd, 26th).

The program has awarded a fixed-price contract to the small-business, EduValley, to develop niche products enhancing the suite of USAID Morocco Career Center services, including tools that assist youth in developing strategies to achieve their career objectives and tools that increase their awareness of possible career pathways in key sectors. EduValley consultants traveled to Morocco from October 16th – 20th to present their tools to the team in Rabat and the Career Centers and collect staff inputs. The program will continue to collaborate with EduValley in the next quarter to develop a new diagnostic tool designed for the Moroccan context.

Virtual Career Center

This quarter, the online modules of the *Najahi* course “My Kit for Employment” were launched on the Virtual Career Center (December 14th). In October, the Virtual Career Center’s third e-learning platform, Accenture, was also launched.

New functionalities were integrated into the site, including a page dedicated to the soon-to-be-opened Vocational Career Center in Marrakech, a users’ guide for the Accenture e-learning platform, the addition of the logo and audio player for new media partner Hit Radio, the addition of a pop-up window on the homepage with instructions on how to download course or workshop certification, as well as the redesign of elements of the homepage to make it more attractive and responsive to users’ needs. A new page containing a list of handicap-accessible vocational training establishments was added to the “Explore” module, and new content was integrated into the “Know Myself”, “Explore”, and “Prepare Myself” modules. In addition, the “News” section was updated with eleven news items, and photos and information on Career Center events were added. The tab for higher education fact sheets was updated with information on educational institutions that provide training in administrative management, commerce, electrical engineering, tourism, IT and Offshoring. The “Explore” tab was updated with the addition of three new job information sheets on the construction and public works and manufacturing sectors.

This quarter, a new partnership was formed with the Hit Radio site to promote the Virtual Career Center. A meeting was held with the Hit Radio team to discuss paths for collaboration (October 20th); as a result, during Hit Radio’s “Employment Week” (*Semaine de l’Emploi*, October 30th-November 4th), selected contents of the Virtual Career Center were uploaded to Hit Radio’s

platform <http://boost.hitradio.ma/>, including self-diagnostic test and the contents of the “Explore” tab. These contents remain available on the site, effectively promoting the Virtual Career Center to Hit Radio’s youth audience.

TABLE 2. KEY VIRTUAL CAREER CENER STATISTICS (OCTOBER – DECEMBER, 2017)

| Virtual Career Center Statistics | |
|--|--|
| Number of registered users | 10,518 (+166.27%) |
| Number of non-registered users* | 12,535 (+ 26.38%) |
| Average length of site visit | 06:59 (+14.48%) |
| Number of page views** | 191,443 (+85.60%) |
| Number of visits to <i>Self-Diagnostic</i> | 6,213 (+99,32%) |
| Number of visits to <i>Explore</i> | 4,392 (+52.76%) |
| Number of visits to <i>Get Ready</i> | 4,059 (+51.34%) |
| Number of visits to <i>Take Off</i> | 4,546 (+3.29%) |
| The most popular career brochures | Careers in Offshoring |
| The most viewed site under <i>Take Off</i> | CV Template |
| The most popular advice sheet | www.jobs-ma.com |
| The most viewed job description | Database administrator |

* 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. (18,232 – 5,697)= 12,535

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

Career Center Management Tool

Throughout the quarter, new functionalities were added to the Career Center Management Tool, including the online publication of the statistics on the number of visits to Accenture, updating the total number of services consumed for each registered user by adding Accenture statistics, the launch of a video tutorial for the HP Life e-learning platform, and the launch of a new interface to modify the “gender” field for registrants on the Monitoring & Evaluation space. In addition, a dynamic page for back-office use to update the content of the "About us" section, and the Counselors’ schedule was updated with a colorful background for each event created. New versions of the spaces for Career Counselors, EFE coordinators and Monitoring and Evaluation were also launched.

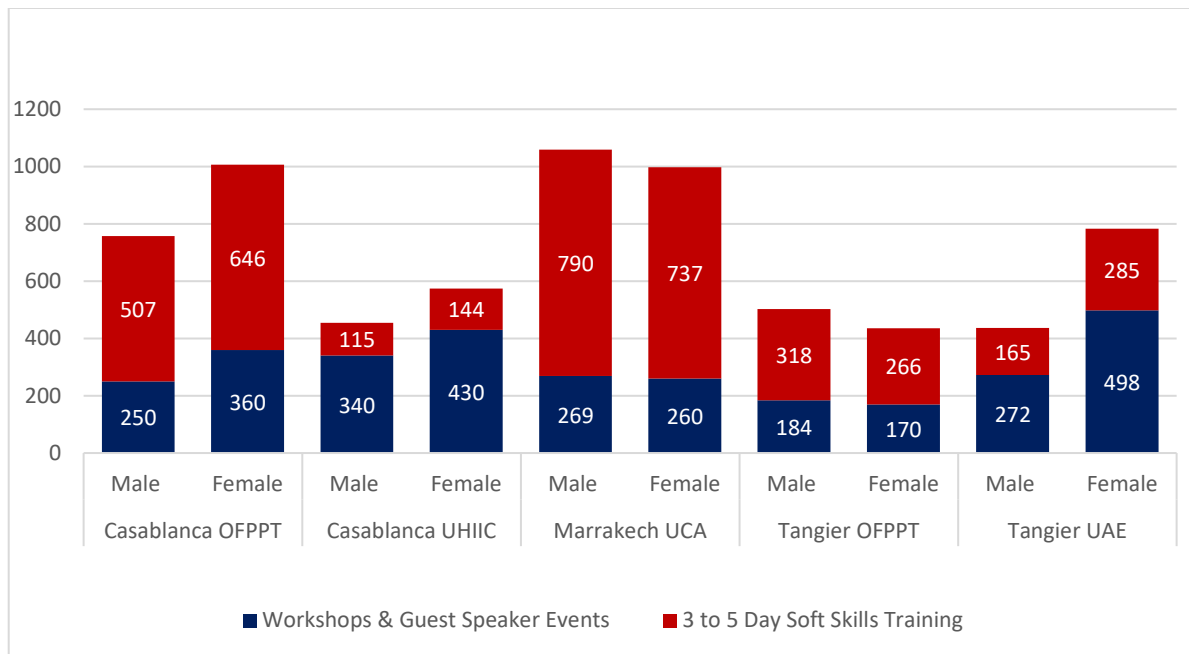
2.1.2. COMPONENT 2: WORK READINESS

Work Readiness Trainings

Najahi trainings were delivered to groups of students in each of the regions. The table below shows the number of beneficiaries for work readiness trainings for each of the Career Centers, reaching a total of 3,973 beneficiaries over the quarter. It should be noted that this quarter is the highest single quarter of youth trained in *Najahi* since the beginning of the program and the month of December the highest single month with 2,010 beneficiaries. These results are primarily due to two main factors: efforts of Career Center staff to promote soft skills training to faculty and the increased availability of professors in December, during the period before final exams. As shown below in

Figure 2, the number of work readiness trainings was exceptionally high at the University in Marrakech, where the Deputy Director of the Career Center held regular meetings with faculty to promote soft skills trainings.

FIGURE 2. WORK READINESS BENEFICIARIES PER CAREER CENTER, OCTOBER-DECEMBER 2017



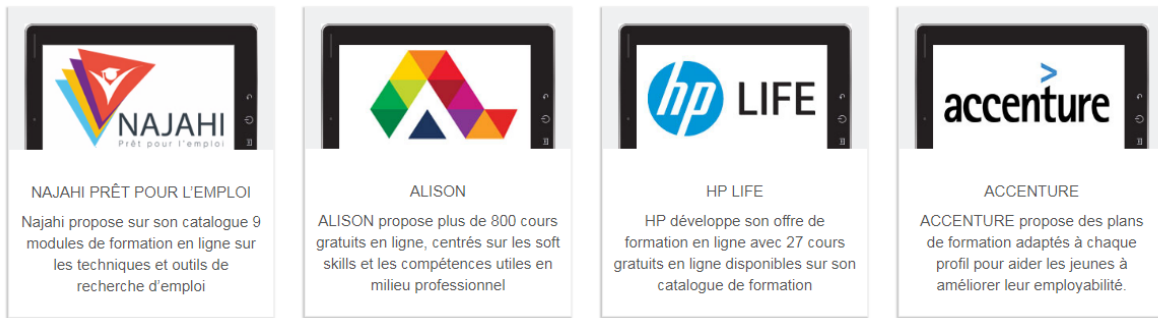
Curricula Development

One of the major milestones for the program during this quarter is the provision of blended/e-learning courses based on the foundational modules of *Najahi*. The blended and e-learning modules of the course *My Kit for Employment* were launched on December (14th) and received 249 page visits by the end of the quarter. The development process began last quarter, and during this quarter the final product was tested, refined, integrated and launched on the Virtual Career Center. In October, an internal review of the *My Kit for Employment* blended modules was conducted and the modules were piloted with youth. Refinements based on this review was incorporated into the modules. Work also began on the Learning Management System for the *My Kit for Employment* e-learning modules.

In November, the blended/e-learning modules for “My Kit for Employment” were delivered for integration on the Virtual Career Center by the local supplier Proactech. Extensive work to structure the Learning Management System and internal piloting and reviews were completed. In addition, questions for the final quiz were developed and integrated into the modules and satisfaction surveys after each module. Development of a teaser video and course tutorial modules were also scripted.

In December, the modules were finalized and launched during the Engineers Job Fair at the University in Casablanca (December 14th). The modules for the course are now available on the

NOS FORMATIONS EN LIGNE GRATUITES



This quarter, the Virtual Career Center enriched its offerings by integrating nine out of the twenty-four Najahi modules into the site as e-learning modules. These modules have been online since December 14th. This platform complements the website's other platforms, including Allison, HP Life, and Accenture, all of which provide e-learning courses to youth at no cost. Additional Najahi e-learning modules are currently under development.

Virtual Career Center. The Learning Management System for the e-learning modules was also finalized so youth can be tracked and their feedback can be collected through satisfaction surveys.

In addition, an adapted version of the course was tested with blind youth from the Abou El Abass Sebti Institute in Marrakech, in coordination with the University Career Center in Marrakech. Refinements based on their feedback will be incorporated into the modules, and the adapted version will be available in January on the Virtual Career Center.

Finally, master trainer and participant manuals for the Training of Trainers (ToTs) on the 14 supplemental Najahi modules were finalized, and delivery began in Tangier. ToTs will take place in other regions in January.

Integration into Host-Institutions Curricula

All universities and OFPPT are well along with scheduling Training of Trainer sessions with professors and doctoral students. In the coming months, the initial trainings should begin with youth in all institutions.

All Regions

A meeting was held with the Director of the Skills Development Center within OFPPT to discuss the integration of soft skills into the OFPPT curricula following the Training of OFPPT Master Trainers in September (October 25th). A follow-up meeting took place in December, and a plan to support the launch of trainings in the selected regions to OFPPT trainers will be developed.

Casablanca

Three Training of Trainers (ToT) sessions were delivered at the University in Casablanca. During the first ToT, 29 professors were trained in *My Kit for Employment* (October 9th-10th). During the second ToT, 15 university doctoral students and professors were trained in the *Najahi* curriculum, (19th-20th) and during the third ToT, 14 doctoral students were trained in the *Najahi* curriculum (December 27th-28th).

Marrakech

Two Training of Trainers sessions on *Najahi* were delivered in the University of Marrakech for a total of 39 professors from the School of Science and Technology (FST) (October 19th-21st, November 9th-11th).

A meeting was held with [REDACTED] of Cadi Ayyad University to present the evaluation of professors that participated in the November Training of Trainers sessions. In addition, next steps to integrate

soft skills training into the curricula for master's students were discussed, and it was agreed that EFE Master Trainers will observe and support the initial training of students. The scheduling for the next Training of Trainers sessions, which will cover the course *My Kit for Employment*, was also discussed.

Tangier

Eight trainers from the University completed the final interview required to become certified trainers for *Najahi* content. These are trainers who, at the request of the host-institution, joined Training of Trainers sessions that were held in July, before becoming certified trainers. They have now completed all the steps for certification.

Industry Analysis Training

Local STTA ██████████ started work with the program in December. He will provide initial Industry Analysis training to Career Center staff and selected interns and will work with the regions to develop and finalize one new Rapid Industry Analysis in each region by the end of MELP Year Three (March 2018).

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)

- Throughout the quarter, labor market information was shared twice with doctoral students conducting labor market research.
- The *Najahi* soft skills trainings, which were developed based on labor market information, were integrated into the National School of Applied Sciences (ENSA) and the School of Sciences and Technology (FST) in the University in Tangier. *Please refer to Matrix II, indicator IRO.*

R1: Partners Implication (provision of financial and human resources)

- OFPPT and the Ministry of Tourism continued to fund the salaries for the Vocational Career Center staff.
- All host-institutions continue to fund the salaries of Career Center Directors, with the addition of an additional Deputy Director position at the Marrakech University.
- All host-institutions continue to contribute to operational costs of the Career Centers, including cleaning services and phone and internet connection for all operating Career Centers.

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

- Initial training was organized for Career Center staff for the soon-to-be-opened Vocational Career Center in Marrakech (November 24th).
- The second session of "How to Measure Career Center Success" staff training was delivered at the University Career Center in Casablanca, the Vocational Career Center in Tangier, and the University Career Center in Tangier (November 28th, 29th, 30th).

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)

- This quarter, 42 companies formed partnerships with the Career Centers. See indicator 4R3 in the indicator matrix in Appendix I.

- The Career Centers continued to reinforce the dialogue between private organizations and host-institutions (universities, vocational training centers) through a series of activities such as:
 - Recruitment events in collaboration with private companies.
 - Guest speakers hosted in the Career Centers to discuss real company needs and experiences.
 - Sourcing of candidates for open internships and positions in partnership with companies.
 - Company visits for youth beneficiaries.

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

- Five Career Centers are open and are fully functional and used by youth. Their staff is trained and able provide workshops and counseling services to youth.
- 23,053 youth benefited from Career Center services
- 6,897 youth benefited from work readiness trainings, which include 3 to 5-day soft skills trainings and Career Center workshops.

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)

- 12 initiatives were developed in collaboration with companies to build skills among job seekers and share labor market information.
- These initiatives include events like job fairs or forums, hosting guest speakers and company visits. See *Appendix 1: Performance, Plan, and Report Indicator Matrix*

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)

- 23,053 youth received physical and Virtual Career Center services over last quarter.
- 10,005 youth benefited from face-to-face services provided in the five open Career Centers.
- Youth have been mobilized through events, the Youth Ambassador initiative and social media platforms (Facebook & LinkedIn) to participate in activities in each open Career Center.
- 88 Youth Ambassadors were trained and positively mobilized during the Ambassadors Weekend (December 16th-17th) to promote Career Center services to their peers at the host institutions.
- 12,535 unregistered users benefited from Virtual Career Center services.

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

- The School of Applied Sciences (ENSA) and the School of Sciences and Technology (FST) at the University in Tangier have accredited the *Najahi* soft skills training as part of their official curricula, and soft skills training will be held as part of the official curricula in these institutions in February 2018.
- A total of five Training of Trainers sessions were held for professors and doctoral students at the Universities in Casablanca and Marrakech (see *Activity 2.2 Work Readiness*).

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

- 6,897 youth received work readiness training.

- The Career Centers selected and provided 493 profiles to 13 companies over the quarter.
- The e-learning modules for the *Najahi* course “My Kit for Employment” were finalized, piloted with youth, and integrated into the Virtual Career Center.

RI0: 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 will no longer report on this result.

RI1: Companies are more productive

- The Career Centers selected and provided 493 profiles to 13 companies over this quarter.
- Surveys to track the impact of sourcing on company productivity will be collected in March 2018 and continue to be collected bi-annually (see *Stakeholder Feedback* and *Appendix 2: Indicator Reporting Matrix based on the Monitoring, Evaluation and Learning Plan*).

3. CROSS-CUTTING CDACS THEMES

3.1 LOCAL SOLUTIONS

Throughout the quarter, the Career Centers focused on increasing opportunities for youth by collaborating with local actors to improve understanding of the labor market, promote educational and employment opportunities, and raise awareness of Career Center services. The Career Centers collaborate with a diverse set of labor market actors, including educational institutions, civil society groups, and private organizations. Through these collaborations, the Career Centers continuously build new partnerships and bring different labor market actors together to address the challenge of youth employability. Below are few examples that illustrate the kind of local engagement Career Center staff pursue on a daily basis.

Casablanca

The staff of both Career Centers participated in the launch of the new version of the site Jamiati.ma, a site launched by the Attijariwafa Bank Foundation that provides information on Moroccan higher education institutions including university news and information on grants available for students. The staff who attended the ceremony presented the Career Center and networked with other attendees, including representatives of the university community, students, and private partners (December 22nd).

Marrakech

To spread awareness on Career Center services, the regional coordination team was invited to a debate event on the subject “Entrepreneurship: Between Discourse and Practice” organized by the School of Higher Economics and Commercial Studies (HEEC) (December 20th). The regional coordination team promoted the Career Center to the 176 students who participated.

Tangier

The Vocational Career Center organized a recruitment forum in the Textile and Clothing sectors in collaboration with the OFPPT and the Moroccan Association of Textile and Clothing Industries (AMITH) (October 24th – 25th). 12 companies attended the forum and conducted 125 interviews with youth from vocational training centers. Youth who were not recruited were invited to benefit from soft skills trainings to enhance their employability. In addition, two local companies contacted the Career Center to request profiles for youth qualified to meet their employment needs. These include the Joblesa Company (design and manufacturing of car upholstery and interiors), which was seeking quality engineers; and the Lear Company (automotive seating and electrical systems), which was seeking two trainees in production.

3.2 GENDER AND PARTICIPATION BY PEOPLE WITH DISABILITIES

Gender

Based on its gender inclusion strategy, the program has developed a series of tools and trainings addressing barriers to female employment.

The program began working in December with a Gender Consultant specializing in labor law to produce a series of short online videos on the topic “Youth, what are your rights and duties in the workplace?”, and designed to address issues such as pay equity, non-discrimination in hiring, sexual

harassment in the workplace, rights and responsibilities as an employee and legal wages requirements.

In addition, a preliminary version of the practical guide of youth rights and duties at work was produced. The technical team is currently reviewing the booklet.

Furthermore, the program is currently developing two Training of Trainers gender modules, “Building Self-Confidence” and “Work-Life Balance.” These modules will help Career Center beneficiaries, especially women, gain self-confidence and negotiating skills. They will also provide youth with an opportunity to examine their stereotypes of roles for both men and women in the workplace. Training materials are currently being developed and reviewed, and contents will be finalized by February 2018.

Throughout the quarter, the University Career Center in Marrakech regularly collaborated with the Haut Atlas association in Marrakech. 25 young female beneficiaries of the NGO were trained on the “Prepare For My Career” *Najahi* training module (October 28th-29th). On November 4th and 5th, 26 young female beneficiaries completed the second part of the *Najahi* training³.

As part of the international campaign “16 Days of Activism against Gender-Based Violence.” (November 25th-December 10th), the Vocational Training Center in Casablanca organized a gender-based violence prevention and information workshop (See the box on the next page). Following the success of the event and the excellent feedback received from the



students who participated, the Vocational Career Center organized a second workshop on the same topic in collaboration with the association the Tahidi Center for Citizenship (December 19th).

³ This successful collaboration was highlighted on the Haut Atlas NGO Facebook page: <http://k6.re/jeNLb>



The Vocational Career Center in Casablanca provided youth with space for discussion and debate as part of the global campaign "16 days of activism against violence against women and girls" (December 4th). The workshop organized by the Career Center involved the Free Feminist Union, an association working for the empowerment of women and minorities in rural and urban areas. Three active members of the association led a discussion and activities with a group of 24 vocational training students. Designed to raise awareness on the issue of violence against women, the workshop encouraged youth to reflect on what defines violence (at work, at school, in public space) in its different forms to encourage them to be proactive and alert on this topic. Through interactive activities, the participants learned about the origins of the International Day for the Elimination of Violence against Women (November 25th) and conducted an in-depth reflection on the stereotypes affecting women, women in the workplace, the importance of considering women as equal citizens and women's right to be respected in the public space.

The University Career Center in Casablanca launched a series of gender workshops throughout December, facilitated by doctoral students specializing in Gender Studies. The topics included: Gender & Employability (December 6th); Women & Labor Market Challenges (December 6th); Work-life Balance & Working Women (December 12th); Academic Career in Morocco: An Opportunity Transcending Gender (December 12th).

People with disabilities

The program participated in the Forum *Emploi Handicap* organized by the Moroccan Association *Espoir Maroc* (October 2nd). Career Counselors provided CV revisions to 90 job seekers with disabilities. 12 individuals with disabilities from the Tetouan-based Association *The White Dove* were trained on "My Kit For Employment" module and invited to the Forum, providing them an opportunity to connect with recruiters.

Following the recruitment of an Inclusion Expert STTA, disability awareness training was developed and delivered to Career Center staff in all three regions (December 19th in Tangier, December 22nd in Casablanca, December 26th in Marrakech).

On December 7th, the University Cadi Ayyad Career Center organized the event “Youth and Handicap, Acting Together for a Better Future in the University and in the Workplace” in collaboration with the Abou El Abass Institute for Blind Youth, the Mohamed VI Foundation for the Disabled, the Moroccan Association for the Disabled in Development



and Sport, and the Social Development Agency (ADS)- Settat. 49 individuals, including blind students and cognitively disabled youth, attended the event. Students and experts drafted a series of recommendations aimed at raising awareness on disability within the university and the workplace. A final charter will be presented to the University and private sector stakeholders.

A *Najahi-My Kit For Employment* course adapted to individuals with disabilities was pilot-tested by seven blind youth from the Abou El Abass Sebti Institute. Recommendations were collected to make accessibility improvements to the training content (December 23rd). A second test will be run with the same group before online release.

3.3 POSITIVE YOUTH ENGAGEMENT

Youth Ambassadors Program

Recruitment of New Ambassadors

In Casablanca, a call for new Youth Ambassadors for the 2017-2018 academic year was posted on the University Career Center Facebook page. Following this posting, 24 candidates were selected to become new Ambassadors for the University Career Center, including at least one Ambassador from each of the university’s institutions. At the Vocational Career Center, an “Ambassadors Day” was to recruit new Ambassadors (November 29th). 24 candidates were also selected to become Ambassadors.

In Marrakech, the University Career Center organized an “Ambassaday” to promote the Youth Ambassador program and explain the program’s mission for 40 students who are interested in becoming Youth Ambassadors (October 11th). This event was followed by individual interviews with 31 pre-selected students, and 11 were selected to be Ambassadors (October 14th). Later, a workshop was held for new Ambassadors about Career Center services (October 31st). In addition, the Vocational Career Center staff selected six youth to become Ambassadors. These ambassadors participated in a meeting with Career Center staff and the Regional Coordinator to discuss the Career Center mission and services and the role of Ambassadors (December 13th).

In Tangier, interviews were held throughout November and December to select Youth Ambassadors for both Career Centers. 12 new Ambassadors were selected for the University Career Center and six new Ambassadors were selected for the Vocational Career Center.

Career Center Caravans

In all the regions, Youth Ambassadors played a crucial role in mobilizing youth at the start of the academic year by participating in “Career Center Caravans,” during which Career Center staff and Ambassadors raised awareness on the importance of soft skills, promoted the Career Center

services and held workshops for large numbers of youth during the orientation weeks of the different institutions in the universities and vocational training centers. This initiative was especially effective in Tangier, where the Career Center Caravan reached 715 youth beneficiaries. The success of these efforts is one of the reasons that more youth benefited from Career Center services this quarter than any previous quarter (see Section 2.1 Progress Narrative).

Youth Ambassadors Weekend

Program staff held a “Youth Ambassadors Weekend” to mobilize and engage Youth Ambassadors and Career Center staff in discussions about how to help the Career Centers improve their service offerings for youth (December 16th-17th). 88 Ambassadors and 16 Career Center staff participated in this highly successful event, which took place in Mohammedia. Several activities were organized throughout the weekend, to improve and strengthen the Youth Ambassadors initiative, including team building activities, a talent show focused on the artistic talents of the Ambassadors, an action planning workshop to collaboratively develop Career Center action plans for the upcoming year. Following this workshop, the staff at the different Career Centers held follow-up meetings with the Ambassadors to discuss next steps to implement the action plans. The success of this event shows the increasingly important role Ambassadors are playing in mobilizing youth and participating in Career Center planning.



To mobilize Youth Ambassadors more efficiently, the program brought 88 Ambassadors from the three regions to Mohammedia for the Ambassadors Weekend (December 16th-17th). Ambassadors participated in many activities with Career Center staff, who were also present. They learned more about Career Center services and activities and the experiences of former Ambassadors. They also engaged in team-building through fun activities that allowed them to share their talents. A social media influencer participated in the event as a guest speaker and shared his experiences with the participants. Finally, they worked with staff to develop action plans for their Career Centers for the upcoming year. Through their participation in this Weekend, the Ambassadors strengthened their connections to Career Center staff and demonstrated the importance of their role in building youth engagement.

Other Positive Youth Engagement

The Career Centers aim to provide a diverse range of programming with workshops and special events that involve student groups to positively engage youth. In all Career Centers, workshops and events on themes relevant to youth played a crucial role in mobilizing large numbers of youth.

For example, the University Career Center in Marrakech collaborated with the International Association of Students in Economics and Commercial Sciences (AIESEC) throughout the quarter to plan the “Global Village” event, which provided the opportunity for over 60 youth to develop leadership skills and meet youth from around the world while learning about the customs, food, and traditional dress from different countries (December 9th). In addition, the University Career Center organized a number of workshops and conferences, including, among others, a “Self Marketing” seminar for engineering students (October 27th) and a “We Students Speak” workshop on the theme: “Volunteering: A Career Accelerator” (November 29th).

At the University Career Center in Tangier, Youth Ambassadors played a particular role in mobilizing their peers throughout the quarter through the organization of workshops on special topics, including Photoshop, Python programming, and French language. These workshops provide Ambassadors the opportunity to use their unique skills to provide relevant learning opportunities for their peers.

The Career Centers consistently worked to actively engage student groups. For example, the Career Center in Casablanca provided trainings specifically for representatives of student clubs (November 9th, 10th, 11th). In addition, the University Career Center gave a presentation on Career Center services at the School of Legal, Economic, and Social Sciences – ██████████ (FSJES - *Faculté des Sciences Juridiques Economiques et Sociales*) for the opening of the school's branch of ENACTUS, an international organization of students and leaders from the academic and economic world who are committed to using entrepreneurship to improve lives and shape a better and sustainable world (November 20th).

4. STAKEHOLDER COLLABORATION

4.1 COLLABORATION AND/OR KNOWLEDGE SHARING WITH OTHER USAID ACTIVITIES

The program met with ██████████, Head of the Sign Language Lab (funded by USAID), to attend a demonstration of assistive technology for the Deaf and Hard-of-Hearing (November 7th). At this stage, and due to different targets and objectives, practical areas of collaboration do not seem possible.

In November, the program shared information with all of the Career Centers about the MEPI-funded program “Tomorrow’s Leaders Scholarship Program,” launched with the US Embassy. The program offers fully funded scholarships for accomplished and highly motivated students (high school seniors or 2017 graduates), especially those from underserved, socio-economically disadvantaged backgrounds, to complete four-year bachelor degrees in American universities in Lebanon (American University of Beirut “AUB” or Lebanese American University “LAU”).

██████████, Deputy Assistant Secretary of the State Department’s Bureau of Near Eastern Affairs, visited the University Career Center with the USAID COR, Nadia Amrani and program COP. He held a meeting with the University Vice-President and discussions with Youth Ambassadors and Career Center staff. He also attended a “Boost Your CV” workshop and a “Virtual Career Center” presentation by Youth Ambassadors (October 17th).

4.2 COLLABORATION AND COORDINATION WITH OTHER KEY STAKEHOLDERS

Program public partners and public sector

The program national steering committee was held with USAID Career Center, COR Nadia Amrani, and representatives from the Department for Higher Education and Scientific Research, the Department for Vocational Training, the Ministry of Labor and Occupational Integration, the Ministry of Tourism, OFPPT, ANAPEC, and CGEM (October 26th-27th). The Career Center updated its public partners on the program’s progress and shared a video on program results.⁴ The stakeholders present agreed to support the sustainability of the Career Centers in a variety of ways (see *Activity 5: Sustainability and Dissemination of the Career Center Model*).

Individual Career Centers also worked to share their accomplishments with their host institutions and ensure sustained host institution in engagement. In Tangier, the COP and Regional Business Developer met with the University President to discuss the Career Center’s activities, accomplishments and sustainability (November 29th). The Vocational Career Center in Casablanca organized an event to share its achievements for its first year of operation and its plans for 2018 with guests from the private sector who gave testimonials on their experience with the Career Center, the program’s COP and several representatives of OFPPT (December 27th).

The University Career Center in Casablanca worked closely with the University to organize its first Job Fair at the School of Medicine and Pharmacy on December 14th. Most expenses of this activity were taken care of by the University with minor financial contribution from USAID Career Center.

⁴ https://www.youtube.com/watch?v=Nliijp_ERao.

The Vocational Career Center staff in Casablanca were invited to participate in the Caravan of Jobs and Trades of the *Département de la Formation Professionnelle* (DFP – Department of Vocational Training) regional delegation, which provided the Career Center with a stand at the event (October 19th-20th). In Marrakech, the regional coordination team participated in two meetings as part of the World Bank program “Support for the Economic Integration of Young People in Morocco” in collaboration with the regional government (*wilaya*) and the Regional Center for Investment (CRI) (December 4th, 8th). Discussions were held on how to improve the employability of Moroccan youth, and the program team shared the Rapid Industry Analysis and details about Career Center services.

Private sector

Private sector engagement and co-organization of activities is a vital part of the Career Center’s strategy to develop programming and activities that are engaging for youth and relevant to labor market needs. Critical aspects of the program’s private sector engagement strategy include the organization of jobs fairs and recruitment events, workshops facilitated by guest speakers from the private sector, company visits, and “sourcing” sessions where the Career Centers pre-select qualified applicants for open positions.

In Casablanca, private sector engagement was highly active, mainly due to the organization of the first Engineers Job Fair by the University Career Center, which was the first job fair organized entirely by a Career Center (December 14th). 450 students and more than 20 companies participated to profile

and interview candidates on-site. In preparation for this event, the Regional Business Developer and Career Center staff actively networked with private companies throughout the quarter to invite them to participate in the job fair and discuss paths for collaboration, resulting in the establishment of many new partnerships. Some of the companies invited to participate include Deloitte Nearshore (offshoring financier), SGS Maroc (automotive industry), Capgemini (IT offshoring), Pitch for Job (online recruitment) and Leyton (offshoring), among many others (November 30th).



"This event meets our need in terms of trainees and we were able to meet several candidates who gave us satisfaction for both the computer development part and the system development. We will be happy to participate again in the next Job Fair of Hassan II University."

[Redacted Name] - Senior recruitment consultant at Capgemini, at the Casablanca Engineers Job Fair.



The University Career Center in Casablanca organized the first edition of the Engineers Job Fair held at the School of Medicine and Pharmacy (December 14th). 450 youth and 21 companies participated in this event, where youth had the opportunity to meet representatives of private sector organizations, share their CVs, and participate in interviews for consideration for jobs and internships. Feedback from youth and private sector partners on this event was highly positive.

Throughout the quarter in Marrakech, discussions were held with private organization to discuss potential paths for collaboration. A meeting was held with the General Director of ST Marrakech (IT development) to discuss collaboration with the Career Centers through internship opportunities for students (including two offers published on University Career Center Facebook page), guest speakers and company visits (December 22nd). In addition, a meeting was held with the Human Resources Director of Royal Mansour (tourism) to discuss Career Center services and opportunities for collaboration (December 28th).

Multiple guest speaker workshops from diverse fields were held at the Career Centers. At the Vocational Career Center in Casablanca, these included numerous guest speakers invited to participate in the events “Roundtable on Employability” at School of Social, Legal, and Economic Sciences (FSJES - ██████████) (October 5th-6th) and the “Roundtable on Social Entrepreneurship” at the *Faculté des Sciences - Ain Chock* (October 10th). They also included two guest speaker workshops on the theme “Employment prospects in supermarkets” in partnership with ██████████ (October 4th, 27th), a “Perspectives on Recruitment in HR” conference held by an HR consultant in the engineering field (November 1st), and a workshop on “IT Profile Recruitment Strategy” facilitated by a representative of Sofecom (IT) (November 4th). At the University Career Center in Marrakech, a “Get Your Dream Job” presentation was held by ██████████, a certified public accountant (November 25th). The University Career Center in Tangier organized an “Entrepreneurship Networking” workshop in collaboration with the founders of the start-ups No Box Lab, Green Gold Energy and Nutek, who shared their professional experiences with students (December 23rd). This workshop aimed to raise awareness on the importance of entrepreneurship, on the needed tools and competencies to successfully establish a project, and support the project ideas of youth with practical recommendations.

The University Career Center in Casablanca organized several company visits for students, including a visit to Technopark (agglomeration of IT companies and the green energy sector in Casablanca) organized for FSJES students (October 11th) and a company visit for 20 students to Go4Work, a new co-working space in Casablanca, on the day of its opening (December 15th). The University Career Center in Tangier organized two company visits, including one visit to Trèves Group (automotive company), in which 30 students participated (November 15th); and one visit to the SNOP Group (auto parts company), in which 16 students participated (November 29th).

The Vocational Career Center in Casablanca organized numerous “sourcing” sessions with private partners, where the Career Center pre-selected CVs of youth beneficiaries for open positions. These included two sessions with ██████████ (importation and distribution of food products) (October 13th, 20th); two with Stop Fire (goods for fire prevention and extinguishing) (October 16th, 20th); and one each with Sillaps (IT sector) (October 23rd); Eddari (catering) (October 6th); and Innovista Sensors (electronics manufacturing) (October 6th); B2S (call center) (November 2nd); Novancy (consulting firm) (November 14th); Chantiers Sociaux Marocains (cultural association) (November 17th); Marjane (supermarket) (November 29th); ONCF (National Railways Office) (November 30th); Media 5 (December 12th); School of Advanced Psychology (December 12th); Varun Beverages (December 25th); Stock Pralim (real estate, industry, and trade) (December 26th); Sodipress (retail) (December 27th); and the Graduate School of Management and Human Resources (L' École Supérieure de Management et de Gestion des Ressources Humaines - SUP'RH) (December 28th).

In addition, the Aksal Group (retail) organized a training session at the Vocational Career Center in Tangier with 19 recruits to prepare them for the official opening of the Bershka store in November (October 5th, 2017). Another recruitment session was organized with Aksal to recruit staff for the Massimo Dutti brand, and 15 candidates conducted interviews (October 5th).

Finally, the Business Development Manager of Midparc (aerospace) was invited to the University Career Center in Casablanca to learn about Career Center activities, share the experience of Midparc’s program to provide STEM training to high school youth and discuss possible synergies between the two programs (October 25th). The Business Development Manager of Midparc and the Regional Business Developer agreed to meet again in the future to discuss paths for collaboration.

Civil society

Engaging civil society partners is also a key part of the Career Center’s strategy to provide youth with a diverse range of engaging opportunities. Throughout the quarter, the Career Centers worked with civil society organizations to organize events to raise awareness on disability and gender equity in the workplace, promoting existing opportunities to youth, and discuss paths for future collaborations.

Gender and Participation of People with Disabilities

During this quarter, significant collaborations with civil society organizations took place to raise awareness of disability and gender equity in the workplace. The University Career Center organized the event “Youth and Disability, acting together for a better future in the university and the professional environment” in collaboration with the Abou El Abass Institute for the

Blind, the Mohammed VI Foundation for the Disabled, the Moroccan Association for the Disabled in Development and Sport, and the Agency for Social Development (December 7th). In addition, the Vocational Career Center in Casablanca organized two gender workshops. The first was part of the international campaign “16 days against violence against women,” and the Free Feminist Union participated (December 4th). After this workshop attracted a high level of interest, the Vocational Career Center organized a second training and held a workshop to address violence against women



“I think the Career Center initiative is necessary on the civil society level, as well as outreach to the youth. This afternoon's experience was strong and enriching. It was challenging for us, but the result was great.”

██████████ - Chairman of the Free Feminist Union (UFL), at a workshop against gender-based violence at the Casablanca Vocational Career Center.

in which the Tahidi Center for Citizenship participated (December 19th). For more information on these activities, see *Activity 3.2: Gender and Participation and People with Disabilities*).

Connecting Youth to Existing Opportunities

The Career Centers collaborated with civil society organizations to ensure that youth are aware of a diverse range of educational opportunities that are already available. The Belgian cooperation EPFE (Association for the Promotion of Education and Training Abroad) invited both Career Centers in Casablanca to attend a presentation of the SMART Cooperative, the largest cooperative supporting entrepreneurs in Europe, to learn about this cooperative's experience in promoting social entrepreneurship and employability (October 3rd). The University Career Center in Marrakech held a meeting with the coordinator of HOMERe-Maroc, a project that promotes internship experiences for master's students in nine Mediterranean countries, to explore options for collaborating on the student selection process and training of student interns (October 27th).



The University Career Center held an event dedicated to the employability of young people with disabilities, titled "Youth and Handicap, Acting Together for a Better Future in the University and in the Workplace" (December 7th). 49 individuals, including blind students and cognitively disabled youth, participated in the event. Researchers on disability and representatives of multiple civil society organizations that advocate for inclusion in the workplace also participated as guest speakers. Youth concluded the event by developing a list of recommendations to make their university a more inclusive space for students with disabilities.

The University Career Center in Casablanca partnered with the Mohammed Sekkat Library, the Moroccan-American Commission for Educational and Cultural Exchange (MACECE), and the Fulbright Program to organize an information session on Fulbright scholarships at the University Library (October 13th). In addition, a workshop was organized for students benefiting from the "Moroccan Student Foundation" scholarship at the University (October 17th). The University Career Center partnered with the Mohammed Sekkat University Library again to organize an information session on the "Erasmus" program, which promotes study abroad opportunities in higher education programs (November 2nd). The University Career Center in Marrakech organized the conference "Abroad Experience" in collaboration with AMIDEAST, American Corner, British Council, and the Association of International Students in Economics and Commercial Sciences (AIESEC) (December 15th).

Connecting with Civil Society Organizations for Potential Collaborations

Career Centers in both Casablanca and Tangier held meetings with the Center of Young Leaders (CJD) to discuss potential paths of collaboration. In Casablanca, a meeting was held with CJD to present the USAID Career Center program and discuss avenues of collaboration (October 12th). The Regional Business Developer in Tangier also held a meeting with CJD representatives to discuss the organization of the "Le Bien Emploi" event that aims to bring together youth and CEOs (October 20th).

5. LESSONS LEARNED

5.1 CHALLENGES

Throughout the quarter, USAID Career Center encountered several key challenges, listed below. The subsequent section discusses the lessons learned and program strategies to address these challenges.

Throughout the quarter, the program continued to work with the Ministry of Tourism to supervise ongoing improvement work on the Career Center space at the Vocational Training Institute in Marrakech. Initially, the program expected to be able to open the Career Center by the end of the quarter, but due to delays in structural work by the host-institution, the soft opening is now planned for January 9th. An official launch by government representatives will be held in February— the official opening, initially scheduled for January 9th, was postponed to February by the Ministry of Tourism because of unavailability of the Minister. Throughout December, work continued to prepare the facilities and provide additional training to staff to prepare for the soft opening.

Another significant challenge has been developing a strategy for sustained public sector engagement and gaining commitments regarding sustainability from public partners given unexpected changes the merger of two ministries (the Ministry of National Education and Vocational Training and the Ministry of Higher Education) and the removal of three officials (the Secretary of State for Vocational Training, the Minister of Higher Education and the General Director of OFPPT), which has created delays in discussions with public partners about their commitments to the sustainability of the Career Centers. It has been especially difficult to develop a strategy for the management of resources that are shared among the Career Centers, such as the Virtual Career Center. The program is addressing this challenge by holding informal discussions with its counterparts in the partner Ministries, but decisions cannot be finalized until the leadership positions are filled. The program has also followed up with public partners by asking them to identify and set deadlines for next steps toward meeting the commitments they made during the steering committee that took place on October 12th.

Private sector engagement has been particularly challenging in Marrakech due to the delayed recruitment of the Regional Business Developer. The recruitment process for this position remains ongoing.

In addition, Career Center Directors at the OFPPT centers noted that in their new capacity their salary is sometimes lower than in their previous positions, which creates a concern that these individuals may leave the Career Centers at some stage. The program raised this issue during a meeting with OFPPT, where program staff and USAID COR reiterated to OFPPT officials the importance of ensuring staff satisfaction so that the staff remain motivated and mobilized (December 21st). Several avenues to address this challenge were discussed at this meeting and should be considered by senior management. The program will continue to engage in discussions with OFPPT on this matter.

The program continues to face maintenance issues at University Career Centers. In particular, internet connectivity issues have posed a challenge at the University Career Center in Tangier. The COP and regional Business Developer met with the University President to discuss these issues, and it was agreed that a technician would be sent to address the Career Center's internet connectivity issues, and a dedicated 20 MB ADSL telephone line will be provided if problems persist (November 29th). As a result of successful program efforts to meet with University management and explain the necessity of a reliable internet connection at the Career Center, the internet connectivity issues at the University Career Center in Marrakech have now been resolved.

5.2 LESSONS LEARNED

Through the various challenges faced during the quarter, the USAID Career Center noted several key lessons learned.

The program saw a rapid take-off of Career Center activities during October and November, when significant numbers of youth benefited from Career Center services. This marked a distinct change from the period of July to September, which was a much slower period for the Career Centers. This shows that the start of the academic year is an especially active period for the Career Centers when youth are highly interested in exploring Career Center services, and Career Center staff should systematically plan to engage large numbers of youth during these months, as they did this year with Career Center caravans.

Program staff continue to work closely with Career Center staff to help them implement best practices they observed during the first two U.S. Professional Development Study Tours, which took place in August and September 2017. During these study tours, participants learned about the role of alumni in strengthening relationships with the private sector, the importance of parent involvement in their children's career paths and Career Center activities, the diversity of management models, and the high degree of motivation from American teams. The third study tour, scheduled for January 2018, is being planned based off lessons that were gained during the first two study tours.

In particular, the program has held Career Counselors Days and Directors Days to gather staff from the different Career Centers on a regular basis to share their experiences and learn from each other. The program has found that gathering Career Center staff on a regular basis facilitates providing greater support and allows for greater collaboration to improve services and the Career Center model.

During the Youth Ambassadors Weekend that took place December 16th-17th, Youth Ambassadors worked with Career Center staff to develop action plans for their Career Centers. Youth actively participated in proposing Career Center activities to respond to the needs of youth. This experience showed the value of engaging youth directly in the planning process to develop strategies to mobilize more youth. In the upcoming quarter, the program will work with Career Center staff to help them continue to engage with Youth Ambassadors to implement their local action plans.

In its strategy to engage public partners, the program learned that increased communication using diverse communication tools plays an important role in engaging program stakeholders. This quarter, the program engaged with public stakeholders at the national steering committee, through the production of a video to update stakeholders on program progress, and a quarterly newsletter that the program began producing in June. The program has found that different communication tools have helped maintain public partners' engagement, which has been especially important with the uncertainty created by the unexpected changes in structure and leadership in the program's partner Ministries.

As a result of the program's successful strategy for private sector engagement, the Career Centers have developed and strengthened a large number of partnerships with private organizations. These private sector partners have requested that the Career Centers collaborate with them to "source" candidates, or provide CVs of qualified applicants for open positions. When the Career Centers first began to hold sourcing events for their private partners, they discovered a challenge in collecting feedback from the private partners about which youth were interviewed and hired. Over the quarter, the Monitoring and Evaluation team has been working with the Career Centers to develop tools to increase private sector feedback on youth who are sourced through the Career Centers. They developed tables to send to the companies along with the CVs of qualified applicants. These tables provide a tool for private partners to quickly and easily provide feedback to the Career

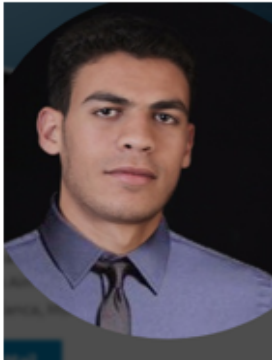
Centers. Over the next quarter, the program will evaluate whether this tool has improved the collection of private sector feedback and identify additional steps to take, if necessary.

In addition, the program submitted a strategy to USAID to expand its service offerings to promote youth entrepreneurship as a potential career pathway (November 2nd). The Career Centers will provide early-stage services and education about what it means to be an entrepreneur, what is required to pursue entrepreneurship as a career path, exposure to real life experiences of entrepreneurs, and guidance on other support services including entrepreneurship resources existing in their communities that they may access should they seek to start their own business. These service offerings fit under Component One of the program's contract with USAID, the "establishment of career development centers" providing "career orientation and guidance," and they will empower youth to explore entrepreneurship as a viable career path. Their implementation is planned for the Year Four of the program.

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 been good over the quarter; 75.60% of youth report that they are satisfied with the Career Center services they received, and 89.15% 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).



"The training "Najahi-My Kit for Employment" allowed me to do a real introspection to know myself better personally and professionally and I improved my soft skills to effectively address the job market. I also had the opportunity to focus on my professional project. I want to thank the Career Center for this rich training that has charted my professional path."

██████████ – Graduate from Hassan II University in Casablanca



"I am 21 and I am 8 months pregnant, I am willing to do whatever it takes for my family and my baby. This training is helping me plan my professional future and get ready for the world of work. I can't be thankful enough to the Career Center for this opportunity!"

██████████ – Graduate in Economics Management from Hassan II University in Casablanca

48 Chronological

1 share

 [redacted] Merci beaucoup Madame Soundos et Career Center pour cet excellent atelier
Like · Reply · 1 · 12 December 2017 at 18:56

 [redacted] et [redacted] chufuuu hh
Like · Reply · 12 December 2017 at 21:40

 [redacted] un agréable atelier mrc énormément ❤️
Like · Reply · 1 · 12 December 2017 at 21:40

1 Reply

40 Chronological

1 share

 [redacted] Merci à tout-e-s les participant-e-s c'était très riche en effet et passionnant ! Longue vie à Career Center UHII Casablanca 👍
Like · Reply · 3 · 7 December 2017 at 08:38 · Edited

 [redacted] ▶ **Career Center UCA Marrakech** ...
18 December 2017 at 16:46 · Mohammedia · 🌐

Congratulations to all the stuff of the career center.
#idream
#carrercenter
#kolchimomkin — 🎉 celebrating this special day with Ayoub Bratva Nvs and [redacted] at Avanti Beach Hotel, Mohammedia.

 [redacted] ▶ **Career Center OFPPT Casablanca** ...
27 December 2017 at 14:16 · 🌐

Aujourd'hui est le premier anniversaire d'un career centre où j'ai été heureux de participer car il a contribué à renforcer ma propre confiance, à développer mes capacités et à m'intégrer aux autres 😊😊

28 Chronological

View 3 more comments

 [redacted] Merci pour les animateurs de career center et mr.Badir pour cette inoubliable journée. C'était magnifique
Like · Reply · 2 December 2017 at 13:25

Testimonials are also collected from partners from private organizations 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).



"This job fair is an excellent initiative that has allowed me to meet many interesting profiles that perfectly meet our needs."

[REDACTED] – HR Development Manager at ALGO Consulting, at the Casablanca Engineers Job Fair.



"The Career Center approach is interesting because it allows youth to bridge the gap between their academic career and the professional world. This is a necessary step that will allow us as an employer to meet our recruitment needs with profiles that already meet our expectations in terms of soft skills."

[REDACTED] – Regional HR Business Manager at Maltem Consulting Group

During the national steering committee held on October 12th, the program’s public partners, including representatives from the Department for Higher Education and Scientific Research, the Department for Vocational Training, the Ministry of Labor and Occupational Integration, the Ministry of Tourism, OFPPT, ANAPEC, and CGEM expressed their satisfaction with the results of the Career Centers and their willingness to support the sustainability of the Career Center in a variety of ways. The Department for Higher Education and Scientific Research agreed to hold a meeting with the program in December to discuss funding and resources and hold another meeting to present the Career Center model to University Presidents from all universities throughout Morocco. OFPPT agreed to organize a meeting with Regional Directors to present the Career Center model and by early 2018 prepare a plan for the dissemination and sustainability of the Career Center model. The stakeholders also agreed to work to institutionalize the profession of Career Counselor, promote the Career Centers at regional forums and fairs, invest in research on industry analysis, and continue the integration of soft-skills training into host-institutions curricula.

The Career Centers’ host institution partner at the University in Tangier also expressed a strong willingness to support the sustainability of the Career Center during two meetings held in November and December. The COP and regional Business Developer met with the University President to discuss the Career Center’s activities, accomplishments and sustainability (November 29th). The President proposed organizing a “Professor’s Day” to involve professors in the importance of soft skills. It was also agreed that the Career Center will be presented at the

institution's general assemblies. In addition, the President pledged to consult with his colleagues and return with a proposal on the issue of the Director's compensation. It was also agreed that a technician would be sent to address the Career Center's internet connectivity issues. The Regional Coordinator held a follow-up meeting with the University Vice President to discuss efforts related to the sustainability of the Career Center (December 22nd). In particular, they discussed the organization of events to introduce professors to the Career Center services and the importance of soft skills, presenting the Career Center to the university's schools and general assemblies, providing a budget line for the Career Center by February 2018, and the university's commitment to cover all of the Career Center's operating costs after the program ends.

5.4 MONITORING EVALUATION AND LEARNING UPDATE

The French version of the MELP has been finalized and shared with program partners during the National Steering Committee to allow them to have a better understanding of the program's objectives, tools, and systemic approach. This version of the MELP includes updates made after analyzing the program's first results so partners will also be able to learn about how the program has adapted its indicators and targets.

Results of the second Social Network Analysis (SNA) have been collected and compared with the results of the first SNA carried out in 2016 (see the *Annual Report FY2017*). The detailed report on these results will be finalized during the next quarter. Several program staff were invited to attend a conference on "Data Science for Improved Education and Employability in Morocco" organized by the International University of Rabat to share their experiences developing in-house tools to conduct the SNA (November 8th-9th). The staff participated in a training on an IT tool to conduct the SNA and engaged in a workshop in which they presented the role of the Career Center in addressing the challenge of youth employability. As a result of their participation, several refinements will be made to the program's IT tool used to conduct the SNA.

Results of the evaluation of the Career Centers using the Organizational Performance Index (OPI) have been collected, and the detailed report on these results will be finalized during the next quarter. One of the findings from this evaluation is that Career Center staff need more training to process data and manage their Monitoring and Evaluation systems autonomously. Based on this finding, the Monitoring and Evaluation team now require each Career Center to validate statistics generated by the Management Tool on a weekly basis to encourage Career Center staff to use the Management Tool to proactively generate their statistics. To assist Career Center staff in this task, the Monitoring and Evaluation Officer facilitated a workshop during the Directors Day on "How to Measure Career Center Success," which focused on identifying what should be measured in the Career Centers (November 9th-10th). Later, the Monitoring and Evaluation Officer held follow-up sessions with the staff in the regions (November 28th-30th). During this process, further needs for the Management Tool functionalities for generating statistics were identified and will be addressed by the Monitoring and Evaluation and IT teams.

Satisfaction questions have been integrated into the *Najahi* online platform. Users will be asked to answer satisfaction questions after each module. In addition, a satisfaction questionnaire will be sent by e-mail to the participants who complete all the *Najahi* modules. Participants must complete the satisfaction survey to receive their certificate of completion. The feedback is collected and analyzed on the Career Center Management Tool.

5.5 ADAPTIVE MANAGEMENT

The program's adaptive management strategy over this quarter focused on key areas such as responding to high demand for soft skills training, Monitoring and Evaluation, sustainability, and staff management.

This quarter, the high demand for face-to-face *Najahi* trainings in all three regions stretched the capacity of the available trainers. The program initially expected that ten program trainers per region would satisfy the training requests. This quarter, however, Marrakech alone requested nearly 50 training sessions, which overwhelmed the local program trainers. Additional trainers from Casablanca were required to assist. As a result, a "Request for Interest" for program trainers has been published. More than 1,000 CVs that were submitted are being evaluated, which shows the high level of credibility and name-recognition the program has gained. The number of regional program trainers will be increased during the ToTs scheduled for February in each region to ensure resources are available for future spikes in *Najahi* trainings.

As a result of the unexpectedly high results this quarter for both youth who benefited from work readiness training and the number of partnerships formed with private organizations, the program plans, during the next quarter, to revise its annual targets for these indicators.

As the program engages with Career Center staff to develop a strategy for the sustainability of the Career Centers beyond the life of the program, the program continues to work to balance guidance of Career Center staff with encouraging greater autonomy. To encourage the development of greater autonomy of Career Center staff, this quarter the program began discussions with USAID about implementing the initiative *Nashati fi Yeddi* (Working title-My Activity in My Hands), in which Career Centers would receive one award each of up to \$3,000 to implement new services, trainings, or activities for their students. Through this mechanism, to be proposed to USAID in the program Year Four Work Plan, the program would encourage host institutions to take ownership of their programming, develop budgeting and project management skills, promote closer cooperation with faculty and staff, and diversify the services offered by the Career Centers over time.

After the first two U.S. Professional Development Study Tour, the program realized through discussions with Career Center staff that a similar study tour could also be useful for engaging the leadership of host institutions and allowing them to see models of host institution engagement with Career Centers. The program will propose a U.S. study tour for the leadership of host institutions in the Year Four Work Plan.

At the annual strategic planning meeting and end of year learning review, program staff engaged in discussions about planning for 2018 and ways to sustain and improve the Career Centers (October 26th-27th). Staff recommendations were compiled, and an action plan to implement these recommendations has been developed and shared with staff. The program has begun implementing actions to improve staff development, internal communication, Career Center management and planning, and will continue to implement staff recommendations over the next quarter and year.

One of the recommendations from the annual strategic planning meeting and end of year learning review that has already begun to be implemented is the provision of additional guidance to support staff in understanding updates on the Virtual Career Center and developing monthly plans. Program staff have begun meeting with Career Center staff in each region once each month to present updates on the Virtual Career Center and help them identify best practices for planning.

6. CONTRACT/AGREEMENT MODIFICATIONS

During this quarter, several modifications were included in the USAID Career Center contract in consultation with the USAID COR. FHI 360 submitted a second budget realignment on December 22nd, 2017, after an extensive consultation with its sub-contractors. FHI 360 has assessed programmatic and operational priorities moving into year four and has proposed to transition 21 local staff positions from Golden Resources (GR) to FHI 360. The IREX budget is unchanged from the original approved budget. The EFE/EFE Maroc sub-contract and sub-tier contract reflects a slight modification from the original budget. As the project approaches its fourth contract year, the consolidation of the UCC model is fundamentally important, and the budget realignment reflects these considerations.

With the USAID Career Center budget realignment currently pending approval, the project proceeded to extend the sub-contract of Golden Resources through January 31st, 2018, with non-technical changes to the scopes of work.

7. SUSTAINABILITY AND DISSEMINATION OF CAREER CENTER MODEL

All Regions

At the national steering committee (see *Activity 4: Stakeholder Collaboration*), the stakeholders present agreed to support the sustainability of the Career Centers in a variety of ways. The Department for Higher Education and Scientific Research agreed to hold a meeting with the program early 2018 to discuss funding and resources and hold another meeting to present the Career Center model to University Presidents from all universities throughout Morocco. OFPPT agreed to organize a meeting with Regional Directors to present the Career Center model and in the first quarter of 2018 prepare a plan for the dissemination and sustainability of the Career Center model. The stakeholders present also agreed to work to institutionalize the profession of Career Counselor, promote the Career Centers at regional forums and fairs, invest in research on industry analysis, and continue the integration of soft-skills training into host-institutions curricula.

To follow up on the commitments regarding sustainability of the Career Centers that were expressed by public partners during the steering committee held on October 12th, list of key topics related to dissemination and sustainability were sent to the Ministry of National Education, Vocational Training, Higher Education, and Scientific Research; OFPPT and the Department of Vocational Training listing the commitments expressed by each of these partners and asking them to identify and set deadlines for next steps toward meeting those commitments (November 27th).

A meeting was also held with members of the Department of Professional Training, the Department of National Education, and the Department of Higher Education to discuss the implementation of the national information and guidance portal (October 5th).

The USAID COR, COP and Technical Director held a meeting with two representatives of OFPPT, ██████████, the Program Officer of the Training Engineering Branch, and ██████████, the Director of the General Skills Development Center, to discuss sustainability and dissemination of the Career Center model, the compensation of Career Center staff and the integration of soft skills into the OFPPT curriculum (December 21st). USAID will organize a follow-up meeting with the Acting General Director and Director of Development and HR Director of OFPPT in January. Another meeting dedicated to the integration of soft skills will also be organized with ██████████ early January.

Consultants working on the “Build Your Career Center Toolkit” and “Procedure Manual” visited the Vocational Career Center in Casablanca (November 20th) and the University Career Center in Tangier (November 24th) to learn about the Career Centers and the tasks, structure and organization of Career Counselors’ work.

In October, three SAP consultants, ██████████ worked in Rabat for SAP’s Social Sabbatical program⁵ and developed a document which can be incorporated into the Career Center toolkit to support the sustainability and dissemination of the Career Center

⁵ The SAP Social Sabbatical program is a globally recognized corporate social responsibility (CSR) initiative. It is a portfolio of pro bono volunteering programs where SAP employees dedicate a month of their time to support SAP’s CSR mission to provide the world’s youth with the skills they need to tackle society’s problems and thrive in the digital economy.

model within Morocco. It provides stakeholders guidance on how to establish, operate and maintain Career Centers. These included templates of the processes, tools, analysis, finding and recommendations to address a center setup.

Tangier

At a meeting with the University President in Tangier (see *Stakeholder Collaboration*) (November 29th), it was agreed that the University will assume responsibility for the salaries of Career Counselors after the program ends, an annual budget line of 10,000 MAD for Career Center expenses will be added to the budget of the National School of Applied Sciences (ENSA) beginning in February 2018, and the University will cover all of the Career Center operating costs after the program ends. The Regional Coordinator held a follow-up meeting with the University Vice President to discuss efforts related to the sustainability of the Career Center (December 22nd). In particular, they discussed the organization of events to introduce professors to the Career Center services and the importance of soft skills, presenting the Career Center to the university's schools and general assemblies, providing a budget line for the Career Center by February 2018, and the university's commitment to cover all of the Career Center's operating costs after the program ends.

Dissemination of Career Center model

At the request of the Ministry, a meeting was held with the Vice President of Academic Affairs at Mohammed V University in Rabat to present the program's activities in the three pilot regions. The Vice President of Academic Affairs requested that the program share a list of the *Najahi* training and that the University IT team be put in contact with the program's IT team to update the information about the university's courses on the Virtual Career Center and connect the Virtual Career Center to the pre-registration module developed by the university (November 25th).

Throughout the quarter, several meetings took place with AGEVEC, an OFPPT training center located in Settat and funded by USAID, to discuss the establishment of a Career Center based on the USAID Career Center model in this institution. To support this effort, the future Director of the AGEVEC Career Center attended the initial training delivered to new Career Center staff in Rabat (October 18th-20th). The program also shared a number of communications tools with Career Center staff, including posters, testimonials, brochures, fliers, and signage, as well as documentation on the improvement of the Career Center space.

9. BRANDING, OUTREACH AND COMMUNICATIONS

9.1 COMMUNICATION STRATEGY AND BRANDING AWARENESS

Promotion of the Career Center product, brand and services

For the beginning of the academic year, many materials were produced to promote Career Center services to youth. Six youth testimonial posters were disseminated in all host institutions in French and Arabic. A new sign has also been designed to encourage youth to visit the Virtual Career Center to download their certificates of participation in workshops. A poster explaining the Career Centers' "Services Path" has been printed and disseminated in all Career Centers to help youth better understand the services offered by the Centers. One poster was produced and shared on social media to promote the new e-learning platform (Emplea+ - Accenture) on the Virtual Career Center. In addition, a variety of communication tools were produced in response to the Career Centers' needs for events or specific activities: event "We Visionary" organized by the University Career Center in Tanger in collaboration with AIESEC; events in Marrakech, including "Ready for Employment," "Abroad Experience" and "Youth and Disability, acting together for a better future in the university and the professional environment"; the "Engineers Job Fair" organized by the University Hassan II Career Center in Casablanca; the first anniversary of the vocational Career Center in Casablanca; Youth Ambassadors week-end, which was held in Mohammedia on December 16th and 17th. Primary communication tools such as banners, posters, brochures were produced to meet the needs of the last vocational Career Center to open in Marrakech. The production of the signage material for the Career Center is also underway and will be placed by the beginning of January.

CAREER CENTER

ABROAD EXPERIENCE

Intervenants

| | | | |
|--------------------------------------|--|--|--|
| AIESEC Stages à l'étranger | British Council Tests de langues et études en Angleterre | AMIDEAST Etudes aux Etats-Unis | Campus France Etudes en France |
|--------------------------------------|--|--|--|

LE 15 DÉCEMBRE À PARTIR DE 16H30
AU CAREER CENTER DE L'UNIVERSITÉ CADI AYYAD

Facebook Career Center UCA | LinkedIn Career Center UCA | www.careercenter.ma

USAID
منظمة التنمية الدولية

المركز الوطني للتعليم العالي
MARRAKECH

At the request of Youth Ambassadors, the University Career Center in Marrakech organized the "Abroad Experience" event with representatives of organizations that facilitate opportunities for youth to study or conduct internships abroad (December 15th). American Corner, British Council, AMIDEAST, Campus France, and AIESEC participated. Nearly 150 young people participated in the event to discover the different opportunities available to them and learn about the advantages and challenges of going abroad.

Three major videos were produced during this quarter. The first one has been produced to highlight the program achievements and the accomplishments of the Career Centers, from the launch of the first Career Center to present at the national steering committee held on October 12th. Another video was produced to highlight what staff learned during the Study Tour and how impactful this experience was for their own Career Centers. The video was subtitled in English and shared with USAID (November 17th). The third video has been produced to highlight the participation of the Vocational Career Center of Casablanca to the 16 days of activism against gender-based violence. It was subtitled in English and shared with USAID (December 13th) as well as a selection of pictures taken during this event. This video has also been shared on social media.

A Career Center photo was shared with the USAID to be included in the USAID Calendar 2018 (December 4th).

The third edition of the program newsletter was produced and sent to all stakeholders (October 9th).

Three professional photography sessions were held on November 27th in Tangier, on December 7th in Marrakech and December 14th in Casablanca to cover different events organized by the Career Centers.

The content of the private sector brochure has been finalized, and its design is underway.

The work on the logistics and communication aspect of the Employer Conference has started with the communication agency chosen for this event.

Youth mobilization through social media

The Career Centers significantly expanded their presence on social media throughout the quarter, attracting 11,763 new followers on Facebook (a 140.1% increase from last quarter) and 787 new followers on LinkedIn (a 262.6% increase from previous quarter).

The promotional Career Center campaign for the new academic year on Facebook and LinkedIn was launched in October. Also, the ninth portrait of a powerful woman was published on social media platforms as part of the #HyaAlMoustaqbal social media campaign, which aims to raise awareness about gender issues and the importance of the inclusion of women in the workplace.

During the “Week of Employment” organized by Hit Radio, all Career Centers engaged in cross-posting of employment-related content with Hit Radio (November 6th-10th).

The video that was produced to highlight program achievements and was presented at the national steering committee held on October 15th was shared on Facebook and YouTube.

A promotional campaign was launched on December 1st to highlight the Engineers Job Fair at the University in Casablanca and *Najahi* trainings in the University Career Center in Marrakech.

The Facebook⁶ and LinkedIn⁷ pages of the Vocational Career Center in Marrakech have been created (December 6th).

The social media influencer who was invited to the Youth Ambassadors Weekend posted pictures and videos covering the events. His posts generated 1,113 likes, 40 shares, 18 comments and 6,500

⁶ <https://www.facebook.com/Career-Center-ISTAHT-Marrakech-121650601952880/>

⁷ <https://www.linkedin.com/showcase/career-center-istaht-marrakech/>

views on Facebook and 2,590 likes, 34 comments and 10,079 views on Instagram. See *Appendix 3* for screenshots of his posts.

TABLE 3. KEY SOCIAL MEDIA FIGURES: OCTOBER – DECEMBER, 2017

| Key Social Media Figures | Marrakech University | Marrakech Vo-Tech | Tangier Univ. | Tangier Vo-Tech | Casablanca Vo-Tech | Casablanca University | Total |
|--|---------------------------------|-------------------------|----------------------------------|---------------------------------|----------------------------------|----------------------------------|---|
| Career Center Facebook pages | 1,855 new followers (+23.5%) | 53 new followers N/A | 2,697 new followers (+213.2%) | 1,349 new followers (+55.7%) | 2,438 new followers (+301.6%) | 3,389 new followers (+218.5%) | 11,763 (+140.1%) new followers 41,491 total followers |
| Career Center Facebook posts | 148 (+38%) | 13 N/A | 191 (+180.8%) | 53 (+3.92%) | 138 (-40.8%) | 117 (+39.28%) | 660 (+61.7%) |
| People reached on Facebook | 248,520 | 493 | 422,985 | 185,152 | 313,024 | 415,442 | 1,585,616 |
| Facebook interactions (comment, like, share) | 9,785 (+128.8%) | 71 N/A | 17,514 (+355%) | 14,474 (+256.5%) | 20,606 (-860.2%) | 29,813 (+380.3%) | 92,263 (+349.2%) |
| Career Center LinkedIn pages | 76 new followers (+43.4%) | 0 N/A | 303 new followers (+518.3%) | 28 new followers (-6.6%) | 121 new followers (+168.8%) | 259 new followers (+547.5%) | 787 (+262.6%) new followers 2,136 total followers |

Media relations

This quarter, the program engaged in discussions with Hit Radio and developed a successful partnership. As a result, Hit Radio published the Career Center logo, the contents of the “Explore” tab of the Virtual Career Center, a self-diagnostic tool, and job videos on their website *100% Boost*, promoting the Career Center to their youth audience (October 30th). In addition, the program’s Technical Coordinator participated in an interview with a Hit Radio journalist to share information about the Career Center services, which was shared in an article on their site.

The program's Regional Business Developer in Casablanca participated in the TV show "On s'dit tout" on "How to improve youth employability?" on renowned TV Channel Medi1TV to present the services of the Career Centers and their role on enhancing youth employability in Morocco⁸ (December 30th).

Radio 2M broadcasted an episode of the show "Allo Les Jeunes (Hello, Youth)" about the Career Centers and employability in general (November 15th).

Six articles about the Career Centers of Career Center events were published over the quarter. These include an article about the third edition of the forum *Emploi Handicap*, in which both Career Centers in Casablanca participated, published by *Le Matin* (October 2nd); an article about the Career Center and its services published on Hit Radio's website (November 3rd); an article published by ConsoNews to promote the Engineers Job Fair organized by the University Career Center in Casablanca (November 27th); an article published by *La Nouvelle Tribune* (Int.ma) that also promoted the Engineers Job Fair (December 8th); an article about the Career Center and its services published by *Libération* (December 9th); and another article published by *Libération* to highlight a photography challenge organized by Hassan II University Career Center in Casablanca (December 18th). In addition, a story about a Youth Ambassador was published on the USAID website, under the title "Career Centers offer Moroccan Youth a Passport to Employment" (October 4th).⁹

The USAID Career Center program has been approached by *Tel Quel*, a renowned French-language Moroccan weekly magazine, for potential collaboration between the two entities. A meeting will be planned in January for further discussions.

Career Center staff capacity building on communications and outreach

The Counselor in charge of communication at the University Career Center in Tangier, all the Vocational Career Center staff in Marrakech, the Counselor in charge of communication for University Cadi Ayyad Career Center and the Counselors of both Career Centers in Casablanca have been trained on communication strategy, photography essentials and social media (November 3rd, 7th, 8th, 24th, 28th and 30th).

A tutorial on graphic design has been shared with all Career Center staff.

9.2 SUCCESS STORIES

Two highlights were produced and shared with USAID (November 3rd). The first highlight was about the integration of soft skills in the curricula of host-institutions, and the second highlight covered the program's active participation in the third edition of the disability employment forum.

A success story was written to highlight the participation of the Vocational Career Center of Casablanca in the international campaign "16 days of activism against gender-based violence," and it was shared with USAID (December 7th). See *Appendix 3 – Success Stories*.

⁸ <https://www.youtube.com/watch?v=cvHSRIJO0YE&feature=youtu.be>

⁹ <https://www.usaid.gov/results-data/success-stories/career-center-youth-ambassador-passport-employability>

II. APPENDICES

APPENDIX I - INDICATOR REPORTING MATRIX

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date | |
|--|-----------|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--|-----------------------------|-----------------|----|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| IRO Number of local Workforce Development programs using labor market information to improve the quality and relevancy of offerings Indicator Level: Outcome* USAID Indicator N° IR 1.2.a PPR | 0 | 0 | 0 | 26 | 10 | 3 | 0 | 21 | 4 | 10 | 7 | 5 | 25 | 31 |
| <p><i>This is a PPR Indicator</i></p> <p>Notes: Throughout the quarter, (4) local Workforce Development programs used labor market information to improve the quality and relevancy of offerings.</p> <p>-November 2017 (2): The program’s labor market assessments were shared with two doctoral students conducting research on the labor market. The first is a student at the International University of Rabat and is conducting research on an IT solution to match job seekers with available jobs. The second student is conducting research on the automotive industry in Kenitra to propose solutions to reduce gender inequity in this sector.</p> <p>- December 2017 (2): The <i>Najahi</i> soft skills trainings, which were developed based on labor market information, were integrated into the National School of Applied Sciences (ENSA) and the School of Sciences and Technology (FST) in the University in Tangier.</p> <p>Definition: Number of courses, workforce initiatives, career services and institutions using the labor market information.</p> | | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|-----------|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| <p>2R1 % Cost of Career Centers supported by universities, vocational training centers, and companies.</p> <p>Indicator Level: Outputs</p> | 0 | 0 | N/A | To be reported in Year 3 | 0 | Reported annually | Reported annually | 62.83% | Reported annually | 30% | 62.83% | 50% | N/A | N/A |
| <p>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</p> | | | | | | | | | | | | | | |
| <p>3R3 Density of connection links in the labor market network</p> <p>Indicator Level: Outcome</p> | 0.049 | 0 | 0 | To be reported in Year 3 | N/A | Reported annually | Reported annually | 0.070 | Reported annually | 0.059 | 0.070 | 0.080 | 0.080 | N/A |
| <p>Notes: Reported annually Definition: Measures three types of connections:</p> <ul style="list-style-type: none"> • 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. • Perception: estimates of trust, professionalism, efficiency | | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date | |
|--|--|--|-----------|--|-----------|--|--------------|-------------------|--------------|-----------|--|-----------------------------|-----------------|-----|
| | | | | | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| | 0 | 0 | N/A | 20 | 15 | 22 | 25 | 67 | 42 | 40 | 89 | 15 | 90 | 129 |
| 4R3 Number of private organizations partnering with educational institutions as a result of USG assistance | <i>This is a PPR Indicator</i> | | | | | | | | | | | | | |
| Indicator Level: Output USAID Indicator N° Sub IR 1.2.3.a PPR | <p>Notes: During the quarter, 42 new partnerships were developed.</p> <p><u>October 2017 (7):</u> (5) Partnerships in <u>Casablanca</u> (Association Espoir Maroc, Marjane Holding, Stop Fire, SELLAPS and MACECE (Commission maroco-américaine pour les échanges éducatifs et culturels); and (2) in <u>Tangier</u> (Association Marocaine des Industries du Textile et de l'Habillement (AMITH) and Association Marocaine d'Ibn Battouta)</p> <p><u>November 2017 (6):</u> (4) in Casablanca (B2S, SOFECOM, NOVANCY and Chantiers Sociaux Marocains); (1) in Tangier (SNOP); (1) in Marrakech (Private accountant)</p> <p><u>December 2017 (29):</u> (21) in Casablanca (MEDIA 5, PEPSI, SODI PRESS, SUP RH, Association Attahadi, CAPGEMINI, LEYTON, ALGO, CTM, DLM, Deloitte, COSUMAR, SGS, GO 4 WORK, Maltem Consulting Group, Professional Smart Academy, CJ CORPS, THYSSENKRUPP, Business Innovation, Hidden founders and General Electric); (5) in Marrakech (Association Marocaine des Handicapés pour le Développement et le Sport (AMHDS), AMIDEAST, British Council and Ecole HEEC Marrakech, ST Marrakech); (3) in Tangier (No Box Lab, Green Gold Energy and Nutek)</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:</p> <ul style="list-style-type: none"> • 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. | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|--|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| 5R3 % of organizations partnering with educational institutions two or more times as a result of USG assistance | N/A | N/A | 0 | 41% | 50% | Reported annually | Reported annually | 50% | Reported annually | 40% | 50% | 30% | N/A | N/A |
| <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. 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. Both can also undertake activities together such as integrating Young people into the workplace | | | | | | | | | | | | | | |
| 6R4 Number of educational institutions who adopted the USG-funded career center model | 0 | 0 | 0 | 5 | 5 | Reported annually | Reported annually | 3 | Reported annually | 1 | 5 | 0 | 6 | 5 |
| Indicator Level: Output USAID indicator n° Sub IR I.I.I.b | <p>Notes: Reported annually</p> <p>Definition:</p> <ul style="list-style-type: none"> • Number of universities who adopted the USG-funded Career Center model; • Number of vocational training centers who adopted the USG-funded Career Center model. | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date | |
|---|-----------|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--|-----------------------------|-----------------|-----|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| 7R5 Number of workforce development initiatives completed as a result of USG participation in public-private partnerships | 0 | 0 | 9 | 32 | 21 | 13 | 22 | 55 | 12 | 50 | 47 | 18 | 66 | 79 |
| <p><i>This is a PPR Indicator</i></p> <p>Notes: During the quarter, 12 workforce development initiatives have been completed.</p> <p><u>October 2017 (5):</u> (3) Job Fair with AMITH (Association Marocaine des Industries du Textile et de l'Habillement) in Tangier, Association Espoir Maroc and Amal Job in Casablanca; (2) Guest speakers from Marjane in Casablanca</p> <p>November 2017 (2); (2) Guest speakers in Casablanca (SOFECOM and [REDACTED] (Accountant))</p> <p>December 2017 (5): Engineers Job Fair in Casablanca and (4) Guest speakers in Marrakech (AMIDEAST, British Council, AIESEC and American Corner)</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 | 0 | N/A | 50% | 98.67% | 80% | 88.7% | 76.35% | 90.26% | 75.60% | 80% | 80.21% | 80% | N/A | N/A |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date | |
|---|--|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--|-----------------------------|-----------------|-----|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| the training and services received through USG-supported career services | | | | | | | | | | | | | | |
| Indicator Level: Outcome* USAID Indicator N° IR 1.1.d | <p>Notes: The rate 75.60% reports on the percentage of youth who are satisfied with the Career Center services they benefited from. For the Career Center Services, the program started to conduct electronic surveys in May 2017.</p> <p>Definition: Number of persons satisfied with the training and services received through Career Center.</p> <p>and services received through Career Center.</p> | | | | | | | | | | | | | |
| <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 | 50% | 99.93% | 75% | 77.9% | 87.81% | 91.17% | 74.71% | 75% | 80.14% | 75% | N/A | N/A |
| | <p>Notes: The rate 74.71% reports on the percentage of females who are satisfied with the Career Center services they benefited from.</p> <p>Definition: This indicator is used to count the number of individuals who utilized physically and virtually career services.</p> | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|--|---|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|---------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| 9R6 Number of persons receiving quality career services as result of USG assistance PPR | 0 | 0 | 2,000 | 30,764 | 18,000 | 16,297 | 13,868 | 52,066 | 23,053 | 38,000 | 53,218 | 35,000 | 93,000 | 79,052 |
| Indicator Level: Output* USAID Indicator N° Sub IR 1.1.1.a | <p><i>This is a PPR Indicator</i></p> <p>Notes: This includes the number of registered and unregistered beneficiaries (23,053).</p> <p>Definition: This indicator is used to count the number of individuals who utilized physically and virtually career services.</p> | | | | | | | | | | | | | |
| <i>Sub indicator:</i> Number of persons receiving quality career services as a result of USG assistance, <u>registered</u> in the Virtual Career Center | 0 | 0 | 800 | 12,342 | 7,200 | 5,253 | 3,950 | 20,178 | 10,518 | 15,000 | 19,721 | 25,000 | 52,000 | 32,063 |
| | <p>Notes: This includes the number of registered beneficiaries (10,518).</p> <p>Definition: This indicator is used to count the number of individuals who obtain physically and virtually career services and are registered</p> | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|---|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| Sub indicator: Number of persons receiving quality career services as a result of USG assistance, <u>unregistered</u> in the Virtual Career Center | 0 | 0 | 1,200 | 18,422 | 10,800 | 11,044 | 9,918 | 31,888 | 12,535 | 23,000 | 33,497 | 35,000 | 86,000 | 46,989 |
| | <p>Notes: This includes the number of unregistered beneficiaries (12,535)</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> | | | | | | | | | | | | | |
| Sub indicator: Proportion of female participants | 0 | N/A | 50% | 49% | 50% | 49% | 54% | 52.09% | 51.19% | 50% | 51.40% | 30% | N/A | 49.30% |
| | <p>Notes: This percentage (51.19%) 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: 52.46% are female (5,518)</p> <p>Unregistered Users: 49.93% are female (6,259)</p> | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|--|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| IOR6 % of individual registered beneficiaries obtaining two or more quality career services as a result of USG assistance | 0 | N/A | N/A | N/A | N/A | Reported annually | Reported annually | 28.09% | Reported annually | 25% | 28.09% | 30% | N/A | 28.09% |
| | Notes: Reported annually Definition: This indicator measures the return rate of youth, i.e. youth who have obtained two or more Career Center Services. | | | | | | | | | | | | | |
| 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 | Reported annually | Reported annually | 2.23% | Reported annually | 10% | 2.23% | 15% | N/A | 2.23% |
| | Notes: Reported annually Definition: This indicator measures the percentage of youth who have obtained 2 Career Center Services. | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|--|---|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| 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 | Reported annually | Reported annually | 21.55% | Reported annually | 8% | 21.55% | 10% | N/A | 21.55% |
| | Notes: Reported annually Definition: This indicator measures the percentage of youth who have obtained 3 Career Center Services. | | | | | | | | | | | | | |
| Sub-Indicator: % of registered individual beneficiaries obtaining 4 quality career services as a result of USG assistance | 0 | N/A | N/A | N/A | N/A | Reported annually | Reported annually | 1.5% | Reported annually | 5% | 1.5% | 6% | N/A | 1.5% |
| | Notes: Reported annually Definition: This indicator measures the percentage of youth | | | | | | | | | | | | | |
| 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 | Reported annually | Reported annually | 2.61% | Reported annually | 5% | 2.61% | 6% | N/A | 2.61% |
| | Notes: Reported annually Definition: This indicator measures the percentage of youth who have obtained 5 or more Career Center Services. | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|-----------|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| | 0 | 0 | 500 | 6,044 | 4,500 | 2,068 | 2,250 | 11,014 | 6,897 | 13,000 | 11,215 | 12,000 | 27,000 | 18,312 |
| <p>IIR6 Number of persons completing USG-supported work readiness training programs</p> <p>Indicator Level: Output USAID Indicator N° Sub IR 1.1.2.a PPR</p> <p><i>This is a PPR Indicator</i></p> <p>Notes: This includes the number of beneficiaries (6,897).</p> <p>Definition: Counts the number of individuals who benefit from work readiness training programs physically and virtually.</p> | | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|---|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| I2R6 % 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 | reported annually | reported annually | 100% | reported annually | 50% | 100% | 50% | N/A | N/A |
| | <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> | | | | | | | | | | | | | |
| I3R7 Number of institutional departments who integrated soft skills in the training courses curriculum Indicator Level: Output | 0 | 0 | 0 | 0 | 0 | Reported annually | Reported annually | 0 | 6 | 15 | 6 | 15 | 30 | 6 |
| | <p>Notes : Work readiness trainings (<i>Najahi</i>) were integrated during this quarter into (6) departments of the Abdelmalek Essaadi University in Tangier at the FST (<i>Faculté des Sciences et Techniques</i>) : Logiciels et Systèmes Intelligents (cycle ingénieur), Master Systèmes Informatiques et Mobiles, Master Analyse Appliquée et Ingénierie Statistique (MAAIS), Master Bases Cellulaires et Moléculaires en Biotechnologie, Master Génie des Matériaux pour Plasturgie et Master Métallurgie (GMPM) and Master Mobilité et Big Data.</p> <p>Definition: Number of institutional departments who integrated soft skills in the training courses curriculum</p> | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|--|-----------|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| 14R8 % of individuals with improved skills following participation in USG-assisted workforce development programs Indicator Level: Outcome USAID F indicator | 0 | 0 | 0 | 0 | 0 | 94.78% | 87.81% | 91.29% | 89.15% | 50% | 90.58% | 70% | N/A | N/A |
| <p>Notes: The 89.15% reports on the percentage of youth who expressed that they improved skills following Career Center training. For trainings, electronic surveys are conducted. (The program began reporting on this indicator at the start of MELP Year 3, which began in April 2017). 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> | | | | | | | | | | | | | | |
| 15R9 % of employers that are satisfied with youth employees that were recruited through the Career Center Indicator Level: Outcome | 0 | 0 | 0% | 100% | 50% | Reported annually | Reported annually | 92.30% | Reported annually | 70% | 92,30% | 70% | N/A | N/A |
| <p>Notes: Reported annually Definition: Number of companies who are satisfied by employing youth who benefit from the Career Center services.</p> | | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date | |
|--|-----------|--|-----------|--|-----------|--------------------------------------|-------------------|-------------------|-------------------|-----------|--|-----------------------------|-----------------|-----|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| <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 turnover, increased production volumes)</p> <p>Indicator Level: Outcome</p> | 0 | N/A | N/A | N/A | N/A | Reported annually | Reported annually | 90% | Reported annually | 30% | 90% | 30% | N/A | N/A |
| <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 | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|-----------|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|-------------------|-----------|--------------------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | | |
| CC-3 Number of organizations with improved organizational performance as a result of USG assistance (Custom) Indicator Level: Outcome Cross-cutting | 0 | 0 | 0 | 0 | 0 | N/A | Baseline | N/A | Reported annually | 5 | Reported annually | 1 | 6 | N/A |
| <p>Notes: Reported annually</p> <p>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.</p> | | | | | | | | | | | | | | |
| CC-8 Number of people receiving gender-related training as a result of USG-assistance | 0 | 0 | 100 | 299 | 300 | Reported annually | 16 | 315 | 133 | 200 | 16 | 200 | 800 | 315 |
| <p>Notes: The number 133 reflects the number of youth who participated in the workshops, conferences, and trainings during gender-related activities in each of the three regions:</p> <p>October 2017 (22): Marrakech: 22 young female beneficiaries of Haut Atlas also participated in a “Prepare My Professional Project” training (October 28-29)</p> <p>December 2017 (111): in Casablanca:</p> | | | | | | | | | | | | | | |

| Indicators | Base line | Y1 MELP (April, 2015 – March, 2016) | | Y2 MELP (April, 2016 – March, 2015) | | Y3 MELP (April 2017 – March 2018) | | | | | Y4 MELP (April, 2018 – March, 2019) | MELP Target (cumulative) | Results to-date |
|---|--|--|-----------|--|-----------|--------------------------------------|--------------|-------------------|--------------|-----------|--|-----------------------------|-----------------|
| | | USAID Fiscal Year (October, 2016 – September, 2017) | | | | | | | | | | | |
| | | Result Y1 | Target Y1 | Result Y2 | Target Y2 | Apr-Jun 2017 | Jul-Sep 2017 | Fiscal Year Total | Oct-Dec 2017 | Y3 Target | Y3 Results to-date | Y4 Target | |
| Indicator Level: Outcome Cross-cutting | <ul style="list-style-type: none"> • (28 participants) “Gender-based violence prevention and information” workshop with the collaboration of the Free Feminist Union (Union Féministe Libre) (December 4th) • (35 participants) “Gender-based prevention and information workshop” (December 19th) • (17 participants) “Women & Labor Market Challenges” workshop (December 6th) • (7 participants) ”Work-life Balance & Working Women” workshop (December 12th) • (24 participants) “Academic Career in Morocco: An opportunity transcending gender” workshop (December 12th) <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

Casablanca

Workshop on gender-based violence held at the Vocational Career Center as part of the international campaign “16 days of activism against violence against women” (December 4th)



Engineers Job Fair organized by the University Career Center (December 14th):



Marrakech

Workshop: “Youth and Disability, acting together for a better future in the university and the professional environment” (December 4th):



“Abroad Experience” event at the University Career Center (December 15th):



Najahi training (November 14th-15th, 17th):



Individual counseling session:



Tangier

“We Visionary” event organized by the University Career Center (November 25th):



APPENDIX 3 – SUCCESS STORIES

16 days of activism: The Career Center takes a step to fight violence against women and girls

“A challenging but revealing experience leading to a rewarding result.” ██████████, President and Founder of the Free Feminist Union Association.



A group of participants preparing to share their conclusions on gender-related stereotypes in society.



Beneficiaries discussing the impact of stereotypes on the perception of women in society.



Participants sharing ideas and opinions regarding women's status in their professional and personal lives.

On December 4th, USAID Career Center provided youth a space for expression and exchange as part of the "16 Days of Activism Against Violence Against Women and Girls" global campaign. The Vocational Career Center in Casablanca organized a participatory workshop with the collaboration of The Free Feminist Union (Union Féministe Libre), a Rabat-based Association working towards the emancipation of women and minorities in both rural and urban areas. President and Founder, ██████████, and two active members of the Association, Meryem Benabdellah and ██████████, facilitated a three-hour discussion and activities with a group of 24 young male and female vocational trainees.

The workshop was designed to raise youth awareness on the issue of gender-based violence and encourage them to be proactive and alert in this matter.

██████████ began the workshop with an explanation of the history behind the International Day for the Elimination of Violence against Women on November 25th. This led to an exchange that enabled the youth to better understand the issue of violence against women and its different forms. ██████████, a 26-year-old trainee in Computer Networks, said, "During this workshop, I learned that there were many types of violence against women other than just physical. The solution to end it starts with raising people's awareness." Indeed, realizing that violence also encompasses economic, social, verbal and emotional aspects is an important step forward for these youths.

Then, five groups were set up to reflect more deeply on the stereotypes affecting women's everyday life, providing youth with a safe space where they could express themselves freely, share their views and learn from each other. Afterward, all groups shared the results of their discussions and tackled important subjects such as stereotypes affecting women in the workplace, the importance of considering women as equal citizens or their right to be respected in public spaces regardless of how they are dressed or how they behave.

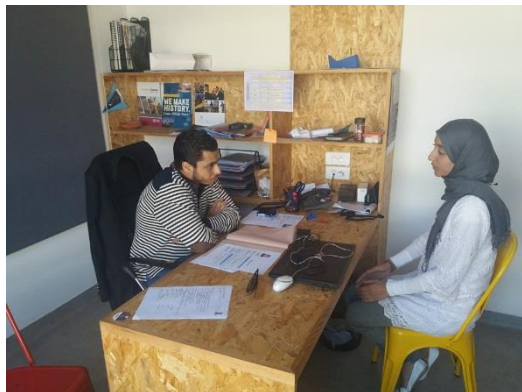
██████████, a 20-year-old trainee in Computer Networks, said "this workshop has allowed me to break down a lot of stereotypes about women, and I want to make the necessary changes from now on."

Shifting attitudes towards gender-based violence is a long process that can take generations. Through this type of action, USAID Career Center is committed to empower youth to resist gender-based violence and to become agents of change within their communities.

Career Center Youth Ambassadors take over



Zakaria giving his speech during the inauguration of the vocational training Career Center in Casablanca in December



Zakaria interviewing one of the 13 candidates to a job at B2S.



Gathering of all 17 beneficiaries participating to the SNOP company visit organized by Zakaria in Tangier.

The sustainability of the Career Centers depends on the engagement of multiple kinds of stakeholders. Two graduates who supported the mission of the Career Center as Youth Ambassadors are now continuing to demonstrate their unwavering commitment to the Career Centers as representatives of the private sector.

██████████, former ambassador of the Vocational Career Center in Casablanca, and ██████████, former Ambassador of the University Career Center in Tangier, have both successfully integrated into the professional environment. Today, they continue to contribute to the development of their Career Centers as partners from the private sector.

██████████, now recruitment manager at Business Support Services (B2S) a call center in Casablanca, did not hesitate to call on the services of the Career Center to meet his recruitment needs. On November 2nd, a recruitment day was organized in collaboration with the Career Center. 16 young people participated and were interviewed by ██████████ and one of his colleagues. This recruitment day resulted in the recruitment of six young beneficiaries of the Vocational Career Center.

"My experience at the Career Center helped me a lot and allowed me to enter the job market smoothly. It's time for me to help other young people in return!" says ██████████.

Meanwhile, ██████████, currently Client Quality Manager in Tangier at SNOP, a major player in the automotive industry, has opened the doors of his company to young people so that they can discover this sector of activity. On November 29th, 17 young students had the opportunity to visit SNOP premises in Tangier thanks to the collaboration of the Career Center with this private company.

"Somehow, I will always be a Career Center Ambassador. And I will continue to spread the word about the importance of soft skills and how helpful and necessary the Career Centers are!" says ██████████.

The Youth Ambassadors program, a peer to peer initiative designed to promote the Career Center offerings in host-institutions, has created a real sense of ownership among these youth, who continue to support the actions of their Career Centers so that more youth can benefit from the same opportunities.

APPENDIX 4 – POSTS BY SOCIAL MEDIA INFLUENCER

From Facebook



From Instagram



APPENDIX 5 - CALENDAR OF PLANNED OUTREACH AND COMMUNICATIONS EVENTS

| Title | Date | Objective | Stakeholder Participation |
|---|--|---|--|
| Casablanca | | | |
| Forum Emploi Handicap | October 2 nd | Provide CV correction and soft skills training at the event, which aimed to address prejudices about disabilities and promote better integration into the workplace | The association The White Dove, 90 job seekers with disabilities |
| Presentation of the SMART Cooperative | October 3 rd | Learn about the experience of the SMART Cooperative, the largest cooperative supporting entrepreneurs in Europe, in promoting social entrepreneurship and employability | The Belgian cooperation EPFE (Association for the Promotion of Education and Training Abroad), staff of both Career Centers |
| Two workshops on “Employment Prospects in Supermarkets” | October 4 th , 27 th | Inform youth about employment opportunities in supermarkets | Marjane Holding, youth |
| “We Students Speak” workshop | October 5 th | Encourage students to reflect on decision-making in social, professional, and academic life | Youth |
| Roundtable on Employability | October 5 th -6 th | Bring in guest speakers from the private sector to discuss the issue of employability | Representatives from Success Consulting (management consulting firm), Adwork (training and employability building), and Ajjal Holding (hospitality) |
| Roundtable on Social Entrepreneurship | October 10 th | Hold presentations by guest speakers to discuss the topic of social entrepreneurship | Representatives from Fikra.ma (innovation and environment), BOCG (entrepreneurship consulting), and MCISE (Moroccan Center for Innovation and Social Entrepreneurship) |
| Visit to Technopark | October 11 th | Learn about job opportunities in the IT and green energy sectors | Technopark, FSJES students |
| Meeting with the Center of Young Leaders (CJD) | October 12 th | Present the USAID Career Center program and | CJD, Career Center staff |

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| | | discuss avenues of collaboration | |
| Information Session on Fulbright scholarships | October 13 th | Provide information on Fulbright scholarships | University students, the Mohammed Sekkat Library, the Moroccan-American Commission for Educational and Cultural Exchange (MACECE), and the Fulbright Program |
| Caravan of Jobs and Trades | October 19 th -20 th | Promote Career Center services | <i>Département de la Formation Professionnelle</i> (DFP – Department of Vocational Training) |
| Job Caravan organized by Amal Job | October 20 th | Network with HR Managers of various companies | Amal Job, HR Managers of various companies, Regional Business Developer |
| Self-marketing seminar | October 27 th | Help students learn about how they can market themselves | National School of Arts and Trades (ENSAM) students |
| “Perspectives on Recruitment in HR” workshop | November 1 st | Inform students about recruitment in the engineering field | Guest speaker from the private sector, youth |
| Information session on Erasmus program | November 2 nd | Inform students about study abroad grants available through the Erasmus program | Mohammed Sekkat University Library, the Erasmus program, University students |
| Sourcing session for B2S | November 2 nd | Pre-select CVs of youth beneficiaries for open positions | B2S, youth |
| “Crossroads of Managers” networking event | November 2 nd | Present the Career Center program and discuss possible collaborations with participating companies | ISCAE, private companies |
| Meetings to plan job fair | November 3 rd , 5 th | Plan job fair | Members of the student club at ENSAM |
| “It Profile Recruitment Strategy” workshop | November 4 th | Inform students about the recruitment in the IT field | Guest speaker from the private sector, youth |
| Work readiness training for representatives of student clubs | November 9 th , 10 th , 11 th | Provide work readiness training to presidents of student clubs | Student clubs at the university, Office of the University President, the Entrepreneurship Center |
| Sourcing session for Novancy | November 14 th | Pre-select CVs of youth beneficiaries for open positions | Novancy, youth |
| Sourcing session for Chantiers Sociaux Marocains | November 17 th | Pre-select CVs of youth beneficiaries for open positions | Chantiers Sociaux Marocains, youth |

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| Presentation on Career Center services at FSJES – Ain Chock for the opening of the school's branch of ENACTUS | November 20 th | Present Career Center services to students at FSJES | FSJES students, ENACTUS |
| Cegelac | November 21 st | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Cegelac |
| Nestlé | November 21 st | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Nestlé |
| SGS Maroc | November 22 nd | Discuss collaborations and co-organization of workshops, company visits, and recruitment | SGS Maroc |
| Meeting with Pitch for Job | November 22 nd | Discuss collaborations and co-organization of workshops, company visits, and recruitment | November 22 nd |
| Meeting with Varun Beverages-Maroc | November 22 nd | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Varun Beverages-Maroc |
| Meeting with Deloitte Nearshore | November 22 nd | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Deloitte Nearshore |
| Meeting with AIESEC to plan the Global Village event | November 23 rd | Plan the Global Village Event | AIESEC members |
| Meeting with Bricoma | November 23 rd | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Bricoma |
| Meeting with Capgemini | November 26 th | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Capgemini |
| “We Students Speak” workshop on the theme: “Volunteering: A Career Accelerator” | November 29 th | Introduce students to the role volunteering can play in accelerating their careers | University students |
| Sourcing session with Marjane | November 29 th | Pre-select CVs of youth beneficiaries for open positions | Marjane, youth |
| Meeting with Leyton | November 30 th | Discuss collaborations and co-organization of workshops, company visits, and recruitment | Leyton |
| Sourcing session with ONCF | November 30 th | Pre-select CVs of youth beneficiaries for open positions | ONCF, youth |
| Gender-based violence prevention and information workshop | December 4 th | Raise awareness on the issue of gender-based violence and encourage | Youth, the Free Feminist Union |

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| | | youth to be proactive and alert in this matter | |
| “To Each Their Everest” conference | December 4 th | Inspire students to pursue their goals | Guest speaker, students |
| “Gender and Employability” workshop | December 6 th | Provide students an opportunity to learn about gender and employability | Doctoral students specializing in gender studies, youth |
| “Women and Labor Market Challenges” workshop | December 6 th | Provide students an opportunity to learn about women and labor market challenges | Doctoral students specializing in gender studies, youth |
| Global Village Event | December 9 th | Provide opportunity to youth to develop leadership skills and meet youth from around the world while learning about the customs, food, and traditional dress from different countries | Association of International Students in Economics and Commercial Sciences (AIESEC); over 60 youth |
| Sourcing session for Media 5 | December 12 th | Pre-select qualified applicants for open position | Media 5, youth |
| “Work-Life Balance and Working Women” workshop | December 12 th | Provide students an opportunity to learn about work-life balance and working women | Doctoral students specializing in gender studies, youth |
| “Academic Career in Morocco: An Opportunity Transcending Gender” workshop | December 12 th | Provide students an opportunity to learn about women and academic careers in Morocco | Doctoral students specializing in gender studies, youth |
| Engineers Job Fair | December 14 th | Provide youth the opportunity to interact with representatives of private companies to learn about job opportunities | University, over 500 youth, over 20 companies |
| Company visit to GO4WORK | December 15 th | Provide youth the opportunity to learn about the new co-working space | GO4WORK, youth |

Marrakech

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| Participation in the orientation week at FSJES | October 5 th | Promote Career Center services during the orientation week at FSJES | FSJES, University Career Center staff |
| University Career Center caravan | October 12 th -13 th | Provide Ambassadors an opportunity to present and promote the Career Center activities and services to 96 students | National School of Applied Sciences, Ambassadors |
| Meeting with coordinator of Program HOMERe | October 27 th | Discuss the establishment of the HOMERe Network in Morocco. The Career Center was invited because it can play an essential role in the student selection process | HOMERe |

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| | | and training for student candidates for internships with HOMERe. | |
| Participation in the orientation week at FSJES | October 5 th | Promote Career Center services during the orientation week at FSJES | FSJES, University Career Center staff |
| Meeting with HR Directors | November 2 nd | Discuss the upcoming Employer Conference and future collaborations with the Career Center | HR Directors of Sofitel, Radisson Blu Hotel, Hivernage Group, and Barriere Group |
| Training for young female beneficiaries of the NGO Haut Atlas in “Prepare My Professional Project” | November 4 th -5 th | Provide work readiness training to young female beneficiaries of the NGO | Haut Atlas |
| Planning meeting for the event “Youth and Disability, acting together for a better future in the university and the professional environment.” | November 16 th | Plan the event “Youth and Disability, acting together for a better future in the university and the professional environment.” | Abi El Abbass Sebti Institute, Mohamed VI Foundation, Agency for Social Development, Association Marocaine des Handicapées pour le Développement et le sport, and the students clubs Reinforced University of Mutual Interdependence (RUMI) and the FST Social club |
| “Get Your Dream Job” presentation | November 25 th | Inform students about the field of certified public accounting | Guest speaker from the public sector, youth |
| Two meetings as part of the World Bank program “Support for the Economic Integration of Young People in Morocco” | December 4 th , 8 th | Participate in discussions on how to improve the employability of Moroccan youth and share the Rapid Industry Analysis and details about Career Center services | Regional Coordination Team, World Bank |
| “Youth and Disability, acting together for a better future in the university and the professional environment” | December 7 th | Raise awareness of disability and encourage youth to think of ways to promote inclusiveness at the university and in the professional environment. | 49 youth; the Abou El Abass Institute for the Blind, the Mohammed VI Foundation for the Disabled, the Moroccan Association for the Disabled in Development and Sport, and the Agency for Social Development |

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| Abroad Experience conference | December 15 th | Provide information for students interested in study abroad | 149 students; American Corner, AMIDEAST, British Council, and the Association of International Students in Economics and Commercial Sciences (AIESEC) |
| Symposium on the theme "The inclusion of people with disabilities: What challenges for public policies? " | December 18 th | Participate in a panel and give a presentation on the importance of soft skills for youth entrepreneurs | Regional Coordinator, Cadi Ayyad University |

| Title | Date | Objective | Stakeholder Participation |
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|-------|------|-----------|---------------------------|

Tangier

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| University Abdelmalek Essaadi Caravan (2 nd Edition) | October 10 th , 11 th , 12 th , 16 th , 17 th , 18 th , 19 th | Introduce the Career Center service offerings and raise awareness on the importance of soft skills | Youth, Youth Ambassadors |
| Python programming software workshop facilitated by a Youth Ambassador | October 6 th | Train students in Python programming software skills | Youth, Youth Ambassadors |
| Job search methodology workshop facilitated by EFE trainers | October 18 th -19 th | Develop youth competencies in job search methodology | Youth |
| Recruitment forum on the textile and clothing industries | October 24 th -25 th | Conduct speed recruitment sessions on the textile and clothing industries | Vocational training institution, the Moroccan Association of Textile and Clothing Industries – AMITH, private companies, youth |
| University Abdelmalek Essaadi Caravan (2 nd Edition) | October 10 th , 11 th , 12 th , 16 th , 17 th , 18 th , 19 th | Introduce the Career Center service offerings and raise awareness on the importance of soft skills | Youth, Youth Ambassadors |
| Python programming software workshop facilitated by a Youth Ambassador | October 6 th | Train students in Python programming software skills | Youth, Youth Ambassadors |
| Student meeting with Réseau Entreprendre | November 1 st | Introduce the association's mission of assisting young entrepreneurs to youth and inform them about the services it offers | Réseau Entreprendre, Vocational training students |
| "Photoshop" workshop facilitated by a Youth Ambassador | November 12 th | Train students in Photoshop skills | Youth Ambassador, 11 University students |

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| Company visit to Trèves Group | November 15 th | Encourage students to learn about the automotive sector and provide an opportunity for them to interact with Trèves Group representatives | Trèves Group, University students |
| Two “French Language” workshops facilitated by Youth Ambassador Cissé Mamady | November 17 th , 24 th | Train students in French language skills. | Youth Ambassador, 23 University students |
| “We Visionary” event | November 25 th | Empower youth to believe in themselves and pursue their passions | AIESEC, Guest speakers from the private sector, University students |
| Company visit to SNOG Group | November 29 th | Encourage students to learn about the auto parts sector and interact with SNOG Group representatives | SNOG Group, University students |
| French Language workshops | December 6 th , 13 th , 20 th , 27 th | Provide French language training to students | Youth Ambassador, 20 students |
| Meeting with representatives of the Kofi Annan University of Guinea | December 21 st | Introduce the Career Center and its service offerings | Founder and Dean of Kofi Annan University, University Career Center Director |
| Meeting with University Vice-President | December 22 nd | Discuss efforts related to the sustainability of the Career Center | University Vice President, Regional Coordinator |
| “Entrepreneurship Networking” workshop | December 23 rd | Raise awareness of the importance of entrepreneurship, raise awareness of the needed tools and competencies to establish a project successfully, and support the project ideas of youth with practical recommendations. | No Box Lab, Green Gold Energy, Nutek, youth |
| Meeting with HR Director of Fijikura | December 28 th | Invite them to attend the upcoming Employer Conference discuss potential collaborations with the Career Center | Regional Coordinator, Regional Business Developer, Fijikura |
| Meeting with HR Director of Yazaki | December 29 th | Invite them to attend the upcoming Employer Conference discuss potential collaborations with the Career Center | Regional Coordinator, Regional Business Developer, Yazaki |

APPENDIX 6 – NUMBER OF YOUTH SOURCED THROUGH THE CAREER CENTERS

| CASABLANCA | | MARRAKECH | | TANGER | |
|----------------------------|-------------------------|------------------------|-------------------------|----------------------|-------------------------|
| Company | Number of Youth Sourced | Company | Number of Youth Sourced | Company | Number of Youth Sourced |
| Stock Pralim | 26 | ST Marrakech | 2 | Groupe AKSAL | 15 |
| Stop Fire | 6 | | | | |
| Sellaps | 4 | | | | |
| B2S | 62 | | | | |
| Novancy | 5 | | | | |
| Chantiers Sociaux Marocain | 13 | | | | |
| Marjane Holding | 40 | | | | |
| ONCF | 300 | | | | |
| Media 5 | 3 | | | | |
| PEPSI | 10 | | | | |
| SODIPRESS | 3 | | | | |
| SUP RH | 4 | | | | |
| Total Casablanca | 476 | Total Marrakech | 2 | Total Tangier | 15 |
| TOTAL = 493 | | | | | |