

Youth Centers Review Final Report

Promoting Life Opportunities for Adolescents in Jordan Project



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Introduction

In Jordan International Development Organizations are key contributors to the enhancement of the economic, social, and educational processes. Addressing the Jordanian Youth issue is no exception. UNICEF among other national and international NGOs has recognized the weight and the urgency of this issue to the Jordanian society. Moreover, it realized the complexity and the need to identify all levels of this issue.

In May 2000 UNICEF launched the “Promoting Life Opportunities for Adolescents in Jordan, with a Focus on Girls” Project. In the three years duration of this project UNICEF is aiming to achieve three main objectives:

1. *Ensure that the country owns an accessible, sustainable national knowledge base on situation on adolescents and young girls and boys aged (10-24) in Jordan, desegregated by age, gender, marital status, schooling, geographic location, and employment status.*
2. *Increase the participation of adolescent girls and boys aged (10-24) in public life and in clubs and youth centers by 50% by the year 2002.*
3. *Increase the percentage of young women aged (20-24) actively seeking employment and self-employed in the labor force by 20% by 2002.*

UNICEF and in pursuing the second main objective and in full collaboration with the Ministry of Youth, a Review of the MoY Youth Centers was considered. In order to assist the project management in designing adequate and effective plans of action to achieve the mentioned objective. The Youth Centers Review is expected to form a solid base on which UNICEF can plan effective and practical activities. These plans and activities aim to enhancing active participation of youth in quality and quantity at their local community in general and at their local youth centers in particular.

The Review is to cover thoroughly all aspects of youth centers operations such as vision, objectives, programs, activities, staffing, equipment, and other of the 63 youth centers. Moreover, it is to provide a proposed plan of work, considering one of these centers as a Model Youth Center of best practices. And for the purpose of enhancing present and future planning capabilities that target youth centers, a preliminary youth centers database is developed. The database consists exclusively of information collected during the course of the Review. A specially designed computerized datasheet using Widows Access soft ware is used. The information on youth centers contained in the datasheets covers administrative, financial, staffing, training, infrastructure, equipment, membership, and other. This information is available and provided on each and every youth center in the country. The database was developed using the Arabic language to insure a larger user audience, thus ensuring the utilization of the database to the maximum level.

UNICEF to the aim of ensuring a participatory and multi disciplinary implementation process of the Review it formed a Review Team consisting 2-3 UNICEF staff, the Review Consultant, and a Ministry Review Facilitator. The Review Team approved the work proposal submitted by the Review consultant. The working plan suggested a four-staged Review implementation plan. Each stage is to cover a different structural element related to youth centers, (1) ministry and central staff, (2) youth centers & youth supervisors, (3) youth center members, (4) and the Model center. Each stage was designed adequately to the element it is targeting, and prior to every stage a detailed working plan was submitted separately to the Review Team for discussion and approval. Moreover, after every stage the consultant submitted with the next stage-working plan a full report on the concluded stage.

The implementation process of the Review was committed to using a participatory methodology to ensure maximum involvement and participation of all youth centers stakeholders. Consequently Review techniques and tools designed and developed for fieldwork implementation facilitated a high level and organized participation of all concerned parties in this Review. For detailed review of the submitted working plans, reports, and filed tools this report will include an attached file containing support and filed related documents. This attachment file will provide the reader with all necessary information on the methodology, designed and other technical issues related to the Review.

The Review final report is presented in four chapters, noting that the contents of the report will not cover technical implementation issues since this is conveniently covered in the mentioned attached file. The First Chapter presents in its two sections a back group on Jordanian Youth. The first section presents general features on youth strategies, programs, and services in Jordan. Second and final section presents an overview of the ministry involvement in the youth issues in Jordan. The Second Chapter of the final Review report and in five sections lays out in details a description and an analysis of the different structural elements of Youth Centers. This chapter will consist of the bulk of the fieldwork out comes especially the second and third stage of the review four staged working plan. The Third Chapter presents exclusively all aspects concerning the Model Center such as selection justification, steps for capacity building and final a suggested action plan exclusive for the Model Center to test best practice. The final Forth Chapter is the recommendation chapter. Recommendations in this chapter touch on the different aspects of the YC operations that need improvement, change, and reconstructing. The chapter's recommendations included in this chapter cover administrative, financial, and service delivery aspects.

Finally it is recognized that this Review is a solid and scientific starting point to develop and build a long-term process towards reviving and building the capacity of a traditional and significant national Jordanian institution the "Youth Center". Stressing that Youth Centers as a national institution can and should play a leading role in shaping creative, healthy, and balanced future Jordanian youth generations.

Chapter One

Jordanian Youth

A. Background

Youth in Jordan in the last few years has primed as one of the main issues of concern nation wide. The Jordanian economic, social, and political agendas recognize this issue as one of its priorities. Jordanian youth experts say that this recognition has even manifested its self on the community level; the significantly high percent of youth in the Jordanian population is now a common fact, among all Jordanians. And the pressing needs to improve education standards, employment chances, and recreational opportunities for Jordanian youth is a noted demand by the Jordanian public.

Jordanian Youth can be featured as both a present national challenge and a future solution to many of Jordan's economic and social aspirations. Since 42% of the population are between the ages of 0-14, and 31% of the population are of age 15-29¹. These two figures indicate that at the present the economic, educational, and social systems are pressed with huge tasks, hence that the Jordanian economy is currently facing a set back that is negatively affecting all other aspects of the society. At the same time a prospering economic and social future for Jordan is exclusively dependent on how well the present challenges facing Jordanian youth are addressed.

B. Youth Strategies, Programs, and Services.

Facing this overwhelming challenge both official organizations and NGOs working with youth realized the need to reevaluate their objectives and working strategies. On the official level the Royal Palace and the Jordanian government have made this fact clear at all related occasions that improving all aspects of life for Jordanian youth is a national priority. And on the NGOs level all major national and international organizations have acted to this challenge by creating new programs for youth or upgrading existing programs.

A recent UNICEF's report "Who is Doing What for Youth in Jordan"², revealed interesting facts in relation to youth policies and programming on both the official and NGOs level. The review's report showed that the growing number of organizations are working with youth, and operating on a multi sectors level in addressing youth issues (Educational, Health, Child Protection, Participation, Income Generation, and Recreational programs). It also recognized the shortcomings of the efforts exerted in addressing youth issues.

The absence of a National Youth Strategy was recognized not only by UNICEF, but also by all youth experts interviewed in this Review³, as the single most important shortcoming concerning the youth issue in Jordan. Moreover, the lack of follow up and evaluation as part of the implementation process of the youth programs hinders any efforts to scale the effectiveness and impact of these programs on the Jordanian youth and consequently the ability to learn and improve.

¹ Source: Department of Statistics, 1997 Statistical Yearbook.

² Ghada Al Shareef, "Who is Doing What for Youth in Jordan", UNICEF, 2000.

³ This Review interviewed at the first phase of its working plan 6 official and 9 national and international youth experts.

C. Ministry of Youth and Sports

The Ministry of Youth and Sports⁴ is one of the main bodies' involved with youth issues at all levels and sectors in Jordan. The 1987 "Youth Affairs" Code exerts wide and comprehensive responsibilities and authority to the MoY in addressing Jordanian youth affairs. Article (3) of the mentioned code reveal in 5 sub-sections the official foundations for "Youth Affairs" policies and programs. Following is a summary of the 5 sub-sections contents: Youth trusting in God; strong charactered; committed to their cultural heritage and humanity; loyal to their King, country and constitution; effective participants in national development processes; balanced and energetic youth that express their skills and accomplish their aspirations by practicing sports. Article (4A) of the same code bestows to MoY the responsibility of forming all public policies addressing youth issue, and implementing these policies by coordination and cooperation with other official and NGOs organizations⁵.

Both articles manifest the wide and comprehensive role of MoY in addressing youth issues both on the policy and practical level. Yet reading further in regulations and official documents that steer the Ministry's vision and objectives, a prominent fact is exposed. The fact is that the Ministry's regulations and official documents are broad and general texts. And unfortunately no evidence was found that these generalized texts were developed in to a defined strategy, vision of work, long-term objectives, and short-term objectives.

During the course of this project several interviews were conducted with both ministry officials and youth experts,⁶ an overwhelming view was reflected on this issue. That in Jordan the work of the Ministry of Youth in particular and the work of existing youth programs in general lacks proper strategic planning and studied implementation processing. Weak performance and limited impact are common results of most youth initiatives and programs at the ministry due to poor strategic planning and poor implementation process designs. Wasted financial and human resources were the price both the Ministry and the Jordanian youth paid as a result of such programming. As a MoY official stated, "Our ministry does not implement a strategy or a vision, our work is steered by the Minister's and sometimes his deputies personal experience, beliefs and ideas".

Moreover, MoY hierarchy in the government scale is of a moderate position. This scale influence budget allocation and budget handling flexibility. A situation that directly affects the quality and range of initiatives and programs the MoY are capable to under take or

"The Ministry of Youth and Sports looks after a large sector of youth in the Jordanian society, those between the age of 14-24 represent 25% of the total population, more than one million male and female, so it is one of the highest percentage in the world"

MoY, Amman, 2000

⁴ Although it was officially announced that the Ministry of Youth (MoY) is facing a major status restructuring, by transforming its status from Ministry of Youth to a Higher Council for Youth. Yet this report will continue using the term MoY, since the Review implimenation accured during the MoY existence.

⁵ The mentioned parts of the code was a personal translation by the consultant for the use of this report. A detiled Arabic script of the code can be found in the attached file of the Review report support documents.

⁶ For technical details please see attached file of the Review report.

develop. More over it alters negatively its capability to coordinate the implementation of its programs and services with other ministries and official organizations.

In spite of these constraints MoY is working to address the needs of youth in Jordan, noting that one of the most important aspects of the MoY involvement in youth issues that should be emphasized is the nationwide network of field administrative offices, and youth services delivery centers. Since 1968 till this date the Ministry is consisted of 13 central directorates, 3 sports cities, 12 field administrative directorates (governorate level), 63 nationwide Youth Centers (males and females), 7 sports complex, 6 youth campsites (fully equipped), and 7 youth hostels (fully equipped). The ministry's institutional outreach is incomparable with any other official or NGOs organization working with youth, women, or children in Jordan⁷.

Finally, this report acknowledges the unique timing of this Review, when the government of Jordan has embarked on a major administrative-restructuring plan of its main institution concerned with Youth, and as a result it formed the Higher Council for Youth. All official government statements stressed on the necessity of this administrative restructuring move to boost work effectiveness and flexibility that the youth sector need in our present time. Therefore, it is also acknowledged that this government active mode towards youth issues and with the establishment of a new youth administration all challenging changes and fresh starts needed to improve youth services in general and youth center services in particular are surrounded with an accommodating environment.

⁷ The only exception is the schools system of the Ministry of Education.

Chapter Two

Youth Centers “The Inside Story”

A. Youth Centers General Features

Since 1966 to this date Youth Centers (YCs) in Jordan represent one of the main recreational service delivery centers to Jordanian Youth. In 1966 the first Youth Center was established in Salt (Salt Boys Youth Center). Since that date 63 YCs were established nationwide 15 centers in the 60s, 6 centers in the 70s, 18 centers in the 80s, 19 in the 90s, and 4 centers since the year 2000. In spite of the noticeable low number of established new centers in the 70s, it remains clear that the commitment to spread the YCs network was indeed a solid commitment.⁸

The YCs geographic distribution is an explicit reflection of the MoY institutional outreach. On the governorate level Youth Centers were established at each governorate, and in a number of locations.

Governorate	# of YCs		Governorate	# of YCs		Governorate	# of YCs	
Karak	2 M	5 F	Maraq	7 M	2 F	Amman	1 Mixed	
Maan	4 M	3 F	Irbid	7 M	4 F	Zarqa	2 M	1 F
Tafiela	3 M	4 F	Ajloun	2 M	1 F	Madaba	2 M	1 F
Aqaba	2 M	1 F	Jarash	2 M	1 F	Balqa	4 M	2 F

South Region	17.5%	20.6%	North Region	28.6%	12.7%	Middle Region	12.7%	6.3%
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South Region	38.1 %	North Region	41.3 %	Middle Region	19 %
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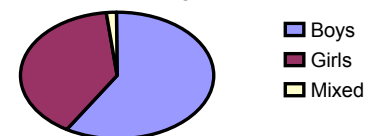
MoY 2001

An interviewed Ministry official explained that establishing only one Center in Amman illustrates the Ministry’s commitment to focus its full attention and available resources to other governorates in general and to less fortunate areas in particular. Adding that living in Amman youth are more exposed to recreational opportunities and services. Especially since youth services in Amman is delivered by official, NGOs, and private sector organizations and institutions.

Further examination of the YCs geographic distribution indicate that 48.4% of the total Youth Centers are located in urban areas, and 51.6% in rural areas.⁹ Yet another evidence to the Ministry official stand on exerting its efforts to remote and less fortunate areas.

Facts on the gender distribution of the YCs show that male youth centers consist 58.7% (37 centers) of the total number of centers nationwide. Female youth centers consist of only 39.6% (25 centers), and 1 Mixed Youth Center representing 1.7%.

Gender distribution of YCs



⁸ For technical details please see attached file of the Review report.

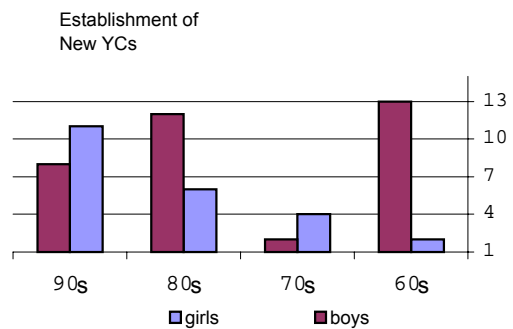
⁹ This Review followed The MoY classified Urban and Rural youth centers locations .

Officials described the existing Mixed Youth Center as an exceptional case. Interviews with senior MoY field

Staff revealed that mixed centers in all governorates could not be considered in the foreseen future due to the conservative nature of the Jordanian local communities, adding that only in Amman such experience can be justifiable.

The numbers show that there are more centers for boys than for girls. However, when looking at the year of establishment, it is evident that there is a trend to establish more girls' centers in recent years.

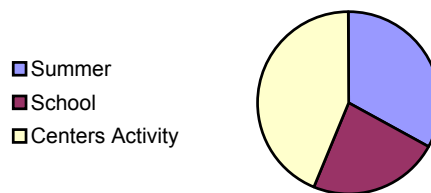
During the 60s two girls centers were established, four in the 70s, 6 in the 80s, and 11 in the 90s. It still needs to be considered that in remote and less fortunate areas, girls face not only the lack of institutional recreational services, but also the social restrictions that almost eliminate all their chances for any recreational activities outside the privacy of their households.



Unfortunately, no official youth centers expansion policy was identified on both the center or field level. This Review failed to establish the existence of an official and pre set youth centers expansion plan and or standards of expansion or the establishment of new youth centers. Yet MoY officials acknowledged the fact that the new centers are established based on the request of local communities with the condition of donating a one-year's rent of the center location.

The final general feature in this section is membership and attendance figures of YCs. The Review's data indicate that there are 17,348 officially registered YCs nationwide (9155 males and 8193 females)¹⁰. Based on the mentioned statement from one of the documents that MoY serves approximately 10 million youth in Jordan. It was calculated that the total number of both male and female registered YCs members represent the total target group on the MoY project's field data further expansion.

Frequent Visits

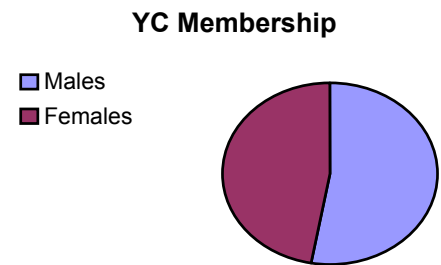


¹⁰ These numbers were collected during the second phase of the field work of this project, in August 2001.

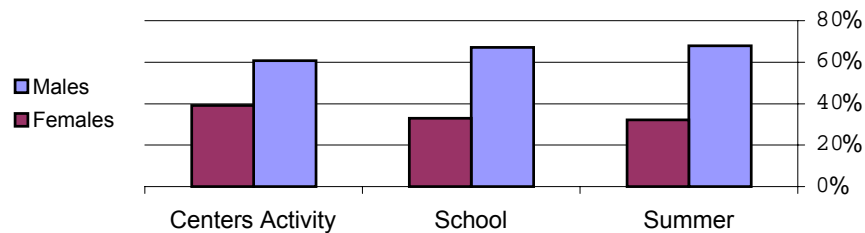
¹¹ Should be noted that the ministry statement included both males and females 14-25, where YCs member for females 12-24, and for males 12-18. Therefore, the author stresses on the fact that the mentioned percent was approximately calculated, and does NOT represent an exact figure.

approximately 2249 members (1525 males and 724 females) frequently visit the YCs nation wide during the summer schools vacation. This number drops to 1592 members (1070 males and 522 females) during the school year months, yet raising occasionally through out the year to 3057 members (1861 males and 1196 females) during the implementation of the center's activities yearly plan.

A gender based reading to the mentioned figures indicate that although the number of registered females YCs members of the total YCs member's nation wide is encouraging (52.8% males, 47.3% females) especially since male centers represent 58.7% of the total number of centers. Yet the females attendance figures are not as encouraging. During the summer vacation male attendance rate 67.8 % and 32.2% for females, during school months male attendance remains 67.2% and 32.8% for females, with a rise registered during centers activities, where male attendance rates 60.8%, and 39.2% for females.



Seasonal Attendance Rate



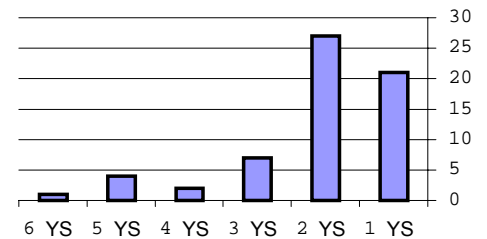
B. Youth Centers Operational Elements.

I. Human Resources: Staffing & Training

On the national level there are 201 (119 male, 82 females) staff member employed at youth centers. 140 out of the 201 are Youth Supervisors (75 males, 65 females) and the rest are support staff, mostly clerks. Although the average of supervisors is 2.2 for each center, moreover a closer look at the field data reveals some interesting and important facts concerning youth centers staffing.

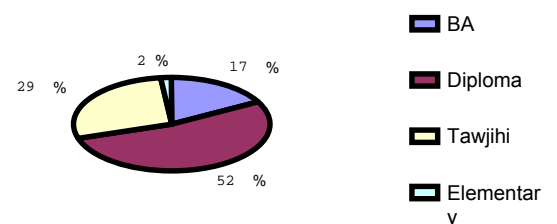
As illustrated in the Pie chart 34% of the centers are served by one supervisor, and 44% by two supervisors¹², slipping down to 11% served by three supervisors. These figures support the common complaint registered during field interviewing of YS representing all 63 centers. Stating that most centers lack adequate number of staff, adding that the work load of supervisors exceed the number of staff that carry out this load. Ministry officials explain that the staff shortage is due to government cut down jobs policy.

Number of Youth Supervisors at YCs



Still the significant element that needs to be discussed concerning staffing is the quality element rather the quantity. The level and type of education and training acquired by the supervisors before their employment and the training acquired during their employment. A youth expert expressed that the government should invest generously on the training and upgrading the qualification of youth supervisors, since they too play a role in shaping the thoughts, beliefs, self-confidences, and aspirations of the Jordanian youth.

Youth Supervisors Education



¹² Field data reveal that in a significant number of YCs t supervisor is employed on part time bases.

On the educational level the picture is better since 69% of the YS are either a university or community collage educated¹³. Yet having 31% of the YS education level between elementary and Tawjihi is an issue of high concern and alarm.

All YS interviewed stated that they did not receive prior training on YS responsibilities. Newly hired supervisors stated that even the financial and administrative procedures, regulation, and operational systems know-how was acquired by duplicating previous work and forms.¹⁴ In general the training issue received high criticism and many negative allegations by almost all interviewed YS. Although each interviewed supervisor stressed his/her strong belief of the necessity and benefits of all types of training, they also expressed their frustrations in-relation to the quality and quantity of training they undergo and to the training packages they do not receive. The Review data indicate that on a national level that the rate of training courses received by youth supervisors for the last 2-3 years is 2.4, this rate include all types of training and from all parties.

On the level of the YS experience with training it was stressed that they have received training on a limited number of topics. For example the only topics that cut across most YS training portfolios were scouts skills courses and reproductive health awareness workshops. A number of other training topics were detected yet only in a few YS training portfolios computer skills, administrative and financial proficiency, listening to youth, landmines awareness, and other topics. (For more details see attachment 1,2,3 & 4)

International and national NGOs during the last few years' exerted extensive focus on reproductive health awareness training. YS believe that such organizations should reconsider their approach to training topics and steer it towards youth related issues. The issue of follow-up was also discussed as a major criticism of training received by national and international NGOs. Lack of follow-up limited significantly the effects and benefits such training packages had on the ministry staff, YS, and consequently local communities and youth.

Moreover, training packages organized by the ministry were labeled as repetitive and basic. A number of YS claimed that they have attended the same workshop and lectures more than three times. Some of the interviewed YS added that the professional caliber of the trainers and lecturers that are hosted by the ministry for such events needs serious reconsideration, adding that professional trainers, youth experts and academics should be the organizers and implementers of such training events.

Additional points on training in general were detected; the most significant point is the notable number of YS that did not receive any training since they were employed. The weak training portfolios of all interviewed YS. That in many cases central, field administrative, and support staff get nominated for technical and skills training that should be exclusively attended by YS. Topics such as managing resources, communication skills, resolving conflict, participatory

¹³ The YS educational level percent represent 123 supervisor out of the 140 nation wide. The remaining 17 supervisor's educational level was not secured during the field data collecting.

¹⁴ Training in the context of this section includes training courses long, medium, and short; workshops; conferences; and seminars.

planning and facilitation skills, contemporary global are considered essential training needs. (For more details see attachment 1,2,3 & 4)

II. Infrastructures & Equipment.

Probably this element is the weakest in the youth centers structure. On the national level all YCs suffer from weak infrastructure and lack of equipment needed to carry out administrative, financial and youth services tasks and responsibilities.

The overwhelming majority of YCs are rented apartments, 58 youth centers location are rented locations 92%, and in most cases in the second or third floor of the building thus limiting the service delivery capability of the center significantly. Practicing all types of sports is impossible, lack of space limits the number of members frequently visiting the center, holding several, and different activities at the same time is impractical.

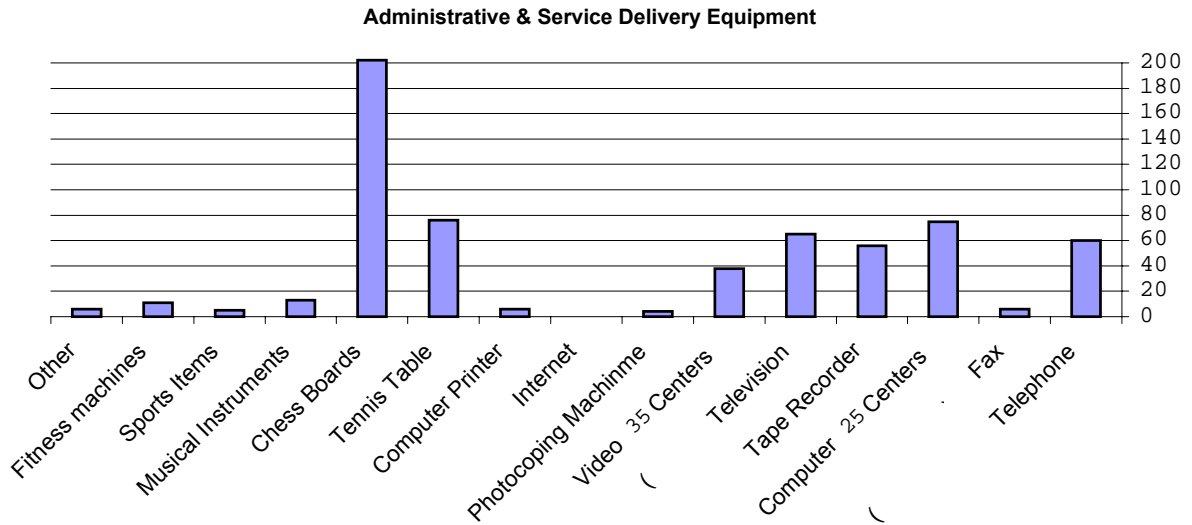
Another negative feature is the physical location of many centers. Many of these centers are located far from heavily populated areas of the village or the city in which they serve. Others are located close to car repair shops, garages, and other inappropriate locations. Noting that inappropriate location of YCs effects negatively the number of youth visiting the center, especially since most areas in which these centers serve are socially conservative. And since the local community is required to donate one-year rent to agree on establishing a new center, neither the ministry nor the local community is obliged to location appropriate standards. This factor has an expanded impact on female YCs members. Adding that even in the cases where the ministry is fully committed to the establishment of a new center, a location selection committee consisting central staff only (Amman Based staff) is formed. There was consensus that financial factors greatly affect the location selection decisions.

Other basic infrastructure components such as electricity, water, phone line, and other are provided to all YCs, yet during the course of the field visits a number of YCs had no electricity, water or phone line due to delays in bills payments by the ministry.

The equipment factor can be generally described as out dated, limited and in need for maintenance. The list of equipment for both administrative and service delivery purposes is short. For administrative purposes it consists office furniture, telephone, typewriter (in many cases out of order), and in a few cases a computer, a fax, and a photocopier. Service delivery equipment list would include chairs, tables, table tennis, chessboards, scouts clothes, football, library books, television and in a number of cases a video and computers. Television and video are usually placed in the YC administration office and members do not have access to them¹⁵.

And finally all centers have a refrigerator and an oven. It was noticeable that the equipment standard is highly irregular; the only two items that cut across all youth centers nation wide are table tennis and chessboards. Moreover and in the same governorate it is common to find a center with five computers and not fully utilized where other centers do not possess a computer. (For more details see attachment 1,2,3 & 4)

¹⁵ With the exception of three centers, in which there is a special TV and video room or corner were members have access to them at any time.



III. Administrative System & Financial Resources.

The two main characteristics of the administrative and financial systems of YCs in Jordan are centralization and bureaucracy. All administrative and financial issues and procedures need to be processed through a detailed and lengthy process. All decisions related to issues such as budgeting, activities planning, staffing needs and hiring, purchasing, and other major administrative and financial issues are exclusively decided at the central level.

Interviews with Youth Directors on the governorate level show that the level of financial and administrative authority on the governorate level is limited. Basically all financial and administrative procedures are only channeled through the MoY field directorates to the Ministry in Amman for conclusion. Field directorates do not possess decision-making on financial and administrative issues of concern. As one of the interviewed Youth Directors said describing the directorate role and responsibilities. “ We are a big fax machine between the Ministry in Amman and the Youth Centers in our governorate, we send and receive and send needed forms, documents, plans, and other needed paper work between the two parties, that is what we do here”

Never the less youth field directorates are highly influential when it comes to ticking the balance of the Ministry’s decisions concerning youth centers in their jurisdiction. Central staff and directors rely totally on the recommendations of the field directors to form their decisions. Moreover, the field directorate is a decisive factor in allowing a certain initiative, request, proposal, or any type of procedure to be processed in adequate time. Since the field directorate is the only proper channel for any proceedings, this situation places significant power in the hand of the directorate to either make or break any type of requested process by YCs in their jurisdiction. And finally, field directorates possess an official prestige that is utilized by their YCs for much needed coordination and cooperation with the local community or other official and NGOs institutions and organizations. It was notable that active directorates influence to a large extent the level

of activity of YCs in the same governorate. But more definitely active directorate is the proper environment for allowing personal initiatives and high sense of job commitment by youth supervisors to prosper.

In Both the administrative and financial systems YCs have no authority, decision-making capacity, or influence in all matters concerning administrative and financial systems. The lengthy financial and administrative process consume most of the youth supervisors efforts and working hours since every aspect of their work needs prior approvals from the field directorate and the Ministry. Officially YS cannot address any institution for planning or implementing an activity with out following proper channels. YS are obliged to follow proper channel to coordinate with other YC an activity. YS cannot purchase any item; he/she can send a list of needed materials, supplies and/or equipment through proper channels. All types of new activities, programs, or initiatives need proper approval through proper channels.

Interviewed Ministry officials and youth experts claimed that the financial constraints of the MoY in general and youth centers in particular is probably the most influential factor that hinders both from developing their role and services. Unfortunately, it was not possible to secure detailed budgets of the last few years from MoY; therefore it is not possible for this report to discuss this issue thoroughly. Yet the Ministry did provide the over all budget (Not Detailed) of the Youth Affairs Department for the last 5 years, these figures will assist in shedding some light on the issue.

Youth Affairs Department Budgets 1997-2001									
1997		1998		1999		2000		2001	
YC Yearly Plan Budget	118433 JD	YC Yearly Plan Budget	128627 JD	YC Yearly Plan Budget	141211 JD	YC Yearly Plan Budget	139985 JD	YC Yearly Plan Budget	172998 JD
Central Plan of Activity budget	122929 JD	Central Plan of Activity budget	129991 JD	Central Plan of Activity budget	130999 JD	Central Plan of Activity budget	139985 JD	Central Plan of Activity budget	93230 JD (not final)
Total	241362 JD	Total	258618 JD	Total	272210 JD	Total	279970 JD	Total	266228 JD (not final)

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In spite of the general nature of the listed figure yet a few points can be justified based on the illustrated table. (1) The total budget allocation figures are stable; Youth affairs Department budget did not suffer from any cut back or enjoy a significant increase in its allocations. (2) The located budget is nearly split in half between the implementation of the central yearly activities plan and the yearly activities plan of the 63 youth centers nation wide. (3) Roughly calculating the total budget of 63 YC yearly plans for the year 2001 the total is **99.750 JD**¹⁶. The table above suggests that the budget for that same item is 139985, which means the MoY has 40.235 JDs to finance new initiatives and upgrade certain aspects of its youth centers.

¹⁶ This figure was calculated by the Consultant based on the Ycs budgets classifications mentioned earlier in this report.

On the micro level the ministry finances annually a one-year plan of activities for all youth centers in its network. Yet the Ministry's financial obligations to the centers exceeds the financing of a yearly activities plan to the following items. (1) YCs staff salaries. (2) Electricity and water bills. (3) Telephone bills with a maximum limit of 12 JD per month, if the bill exceeds this amount it is deducted for the supervisors salary. Moreover all mobile phone calls made from the center are deducted even if the bill is under 12 JDs. (4) 7 JDs per month for stationary items. (5) 3.8 JDs per month for coffee and tea. (6) 5 JDs per month for hygiene materials.

Financially the yearly activities plan budget is considered the core financial support of the centers, other sources are regarded petty and insignificant. The main feature of this component is that the amount of money allocated for the centers activities plan is fixed. Yet there are three different budget amounts for financing the centers plans. The three budgets are classified as budget A, B, and C and in that same order the allocated amounts of money for these budgets are 2000 JD, 1500 JD, and 1250 JD. The three level classifications are based on the evaluation system that the Ministry follows to evaluate the conduct of the centers. And according to the classification of the evaluation system that also follows an A, B, and C system the budgets are allocated for each center. The Ministry's central staff did provide this Review with the evaluation form based on which it evaluates the rating of the centers, containing the number of tables for listing the number of activities carried out by the center according to the centers YP, and grading tables for the level of the centers members participation in Central Activities, and finally table to grade the centers administrative aspects such as the neatness and the accurateness of the centers files and registry systems (members, library, attendances...etc)

Annually the YCs supervisors draft the plan of activities and send it for approval through the proper channels before the end of the fiscal year. The plan is drafted according to the center's classification in the last Ministry evaluation. All plans go through a process of review by responsible central staff. At the central level the plan then approved and if needed is subjected to changes and amendments. Basically the main review that these plans are subjected to on the central level is of a financial nature; other technical aspects are not considered. At this point the ministry's main concern is that all plans comply with allocated budgets, and also the ministry's policy is strict towards allowing a certain activity consume significant amount of money of the allocated budget. After the Ministry approves the plan all changes or amendments to the suggested activities financing are not allowed. Field Youth Directors are not authorized to amend any financial item of the centers plan after the ministry approves it; therefore field directors inject their amendments and recommendation to the plans prior to sending them to the ministry. A proper and justified request is needed to explain any suggested amendments; this request is channeled through to the ministry for consideration.

Moreover and on monthly bases the YS are obliged to extract the activities registered under that month in the approved plan, and draft a detailed monthly plan. The monthly plan also needs clearance and approval by the ministry. Further more, and although the activities that are organized and carried out by youth supervisors were subjected to two processes of approvals, the allocated money is actually released after the activity takes place, and proper documentation are presented to the ministry to that matter. The activities money releases are famously known by the Arabic term “Mutalabat”.

“Mutalabat” is probably the most intense and touchy issue on the youth supervisors’ agenda. All the comments, complaints, and reservations made on this issue were identical and unanimous. The essence of the “Mutalabat” is that the supervisor is supposed to finance the center’s event or activity either from his\her personal pocket or by credit from local retailers. And after the conclusion of the activity a file is put together by the center’s supervisor containing all supporting documents to the expenses of the activity. This file proceeds through the proper channels starting from the field directorate to the central responsible departments to be approved for cashing the requested amount of money. Youth supervisors explained that this process is consistent of no less that 17 stages, between the field directorate and the ministry, and that at a minimum rate it takes 1.5 month to finish and that in some cases it take 2-3 months. Noting that all money compensation is subjected to this process, even when the requested amount is fewer than five JDs. Furthermore if an event actually costs more than anticipated and approved in the plan, the ministry is not obliged to cover the difference, even if the supervisors proves beyond doubt that the extra amount requested was needed to complete an activity.

The Supervisor’s main complaint is that less and less local retailers due to financial stress accept credit transactions, and therefore the burden of financing the center’s activities is leaning towards them. This burden is becoming unbearable especially in the current economic stress that is affecting all the country. Supervisors explain that in many cases they cancel an event or activity because they are unable to secure prior finance for it.

C. The Supervisors Role & Responsibilities.

One of the main findings of this Review is the crucial role that the supervisor plays in the YCs. Central Ministry officials as well as independent youth experts supported this finding. A ministry official described this role by saying, “ A supervisor is the center’s dynamo”. The importance of the youth supervisor’s role can be better grasped when we understand his\her responsibilities.

As mentioned in the last section the supervisor is responsible for all financial and administrative dealings and arrangements related to the center. A youth supervisor is also considered an administrative and financial supervisor. As the financial and administrative responsibilities were touched upon at other sections, this section will focus on responsibilities related to the youth. But before the YS responsibilities are displayed it was acknowledged by the MoY that YS do not have a technical job description, the Review was only able to find a generalized description of the Supervisors job in the 1993 “Youth Centers Management” Instructions, moreover, all points mentioned in the 1993 instruction are financial and administrative responsibilities.

Perhaps the first responsibly worth mentioning at this point is the supervisor’s responsibility in relation to the planning process of the center’s yearly plan. The

supervisor is responsible for all arrangements for the planning process of the center's yearly plan. It was evident that the level of commitment and orientation of the supervisor to the participatory approach affects to a large extent the level and quality of participation of youth members in this planning process. Moreover, the supervisor is a focal point in this annual process, his/her follow up efforts are crucial to channel the plan and secure needed approval on all administrative levels. Further more the input of the supervisor in the planning process is fundamental and in some cases exclusive. His/her previous experience, knowledge of the Ministry's expectations, and most importantly the realization of the financial limitations are elements that make the supervisors input irreplaceable. The same elements give the supervisor the authority to be the final decision-maker on the contents of the plan. At this point it should be noted that the supervisors in general dominates this process.

After the yearly plan of the center is approved the supervisor holds the responsibility of organizing, facilitating and implementing its content. Besides the financial and administrative arrangements needed for each activity, the supervisor is responsible to contact, coordinate, invite, purchase needed materials, and other organizational tasks.

A supervisor's presence at the center is essential to keep order and control unacceptable conduct by youth members. Especially since youth centers contain an extended age group 12-18 males and 12-24 females. This situation in many cases generates types of mild to severe bullying among the youth. The supervisor presence keeps the situation under control and makes sure that all have balanced access to the limited services at the center. For example having one or two tennis tables in the center creates a long queue of members' waiting to take their turn to play. Therefore unless the supervisor is active in ensuring equal access to the game, the older members dominate the tables. Other matters like smoking, bad wording, and fighting are also matters where the supervisor's presence is needed. Different approaches were detected in carrying out this responsibility. Yet it was evident that the majority of youth supervisors tend to use their authority at the center a manner such as a schoolteacher, direct orders and complete obedience by the members is expected, few follow an open dialogue approach with youth members.

A youth supervisor is a known figure in his/her local community, especially in the rural areas. Therefore the supervisor has a public relations responsibility for his/her center towards the local community. Interviewed supervisors said that an essential part of their work is to visit, improve, and consolidate relations with other official institutions and NGOs. Socializing with the local community and be present at social occasions is also expected. Adding that the more efforts are exerted in public relation activities, the more trust and support the supervisor enjoys from the local community. The community's trust and support are fundamental elements to secure the enrolment and participation of the community youth at the center and in the center activities. Yet in cases where the supervisor is working alone in a center this responsibility is neglected, since opening the center is the top priority. And when there is more than one supervisor, lack of incentives and compensation for any type of field work is a frustrating factor to carry out such a responsibility.

Finally the supervisor is responsible to encourage and facilitate members' creativity in art, literature, music, and/or sports fields, and interests. The supervisor is expected to train and teach the rules and regulation of sports such as table tennis, chess, and other available sports at the center to its members. Unfortunately, supervisors are unable to carry this responsibility even to the minimum acceptable level. Lack of specialized training and proper exposure of the supervisors is the main disqualifying element to fulfilling this responsibility. Also the poor level of equipment and materials topped with

weak budgets strike out all chances to seek outside expertise. Securing outside trainers is a hard task for many supervisors' elements such as lack of funds, central procedure complications, and scarcity of specialized trainers in many local communities obstruct supervisors to seek this type of out side support.

Youth supervisors do carry a significant load of responsibilities, central as well as field MoY administration acknowledged this fact. Unfortunately stated all interviewed supervisors that their job is not provided with any incentives financial, and/or moral. Adding that any administrative job at the central level or at the field directorate level is much more respected on the one hand and on the other the chances for better financial benefits are much higher. Youth supervisors do not have any financial incentive, bonuses, overtime work compensation, field work compensation, and for the supervisors who are responsible for the lose or damage of the centers contents do not have the financial advantage for (element of risk) which is enjoyed by employees of other official institutions that carry similar responsibilities. The following table was part of the questioner that was filled out with all interviewed supervisors at the 63 centers. These numbers are the average of all collected answers this Review received by all interviewed YS.

All Centers in Jordan										
On a scale 1-10 evaluate your level of satisfaction with you job as a YS in the following areas:										Average YS salary

Financially	1	2.8	3	4	5	6	7	8	9	10	137 JD
Technically	1	2	3	4	5	6	7.4	8	9	10	
Career ambition	1	2	3	4	5	6.4	7	8	9	10	
Job Security	1	2	3	4	5.2	6	7	8	9	10	

From the above table it is noticeable that financially YS are very dissatisfied with their jobs to a large extent. As for the high rating of the technical element interviewed youth supervisors' explained that their jobs as supervisors exposed them and taught them many new things and skills. Add that dealing with youth and their local communities and carrying out the types of responsibilities of their job gained them many positive skills, knowledge, and experience. (For more details see attachment 5,6,7 & 8)

E. Youth Center's Members.

This section derives its importance from the basic fact that it discusses issues related to the target group of the youth centers. In a previous section we discussed the number of membership and the level of attendance of youth to the centers, in this section will discuss issues of membership and attendance of rather a qualitative nature.

The level and types of the YCs members' active participation is the first issue raised in this section. It was evident that the 1993 official Youth Centers Management Regulations places a recognizable and structural role for youth in the center's service delivery process. According to the mentioned regulation each center should hold annual elections to select an Executive Board (EB) consisting of 7-9 members from the officially registered members of the center. Perhaps the EB member's role and responsibilities at the center is the most vigilant example of the youth participation in different matters at the center. This level of youth members' participation declines drastically when the Review investigated the participation of regular members.

EB members are expected to form and head six committees (cultural, social & Arts, sports, scouts, scientific, and voluntary & environment). The role of each committee is to oversee the organizing and implementing process of all related activities. EB members are also expected to offer basic administrative support to the supervisors; the level of this support increases and declines depending on the number of staff employed at the center. In one or two staffed centers EB members bear a significant amount of administrative and technical responsibilities. Yet the most significant contribution of the EB is its role in assisting the supervisor in organizing and carrying out all the center's activities and events. Moreover EB members are the main channel between the supervisor and the YC members, they play a key role in getting ideas, regulations, demands, frustrations, and other issues across from and to the supervisor and the center's members. The EB role in organizing and facilitating the members contribution and in-put in the drafting of the center's yearly plan of activities is of great importance. It was evident that the level and quality of YC members' participation in this matter relays deeply on the commitment and ability of the EB. Finally the EB members possess the prestige and authority to supervise the behavior and conduct of regular members, and in some cases they are authorized to recommend disciplinary actions against members.

The youth participation approach is noticeable by monitoring the activities and actions of the EB members at all visited centers. Yet assessing youth participation on a larger scale and scope the picture becomes vague. It was evident that the youth participation concept is conciliated in the participation of only the EB members at all levels. The supervisor and the EB are content to organize and carry out all types of responsibilities, tasks, and actions concerning the center, without considering facilitating a wider range of participation by other members to this matter. Moreover, the supervisors and EB members' lack of training and facilitation skills negatively affect the quality of YC member's participation when it is actually pursued. The participation process of youth members that is followed by almost all YCs nation wide in the drafting of the Yearly Activities Plan is poor, insufficient, and impractical. And according to interviewed YCs members and supervisors the drafting of the plan of activities is the sole event or activity where the participation of the regular members is pursued.

The second issue is the level of accessibility of the YCs to youth members. Accessibility is affected by a number of factors, the nature of these factors are both physical and mental. Moreover, it is considered that all factors that hinder and obstruct youth in a community from registering and/or attending YCs are an accessibility factor. The following were detected as factors that are behind the relatively low level of both membership and frequent attendance to the YCs.

Under the physical factors it is fair to start with the physical location of the center. This factor was previously discussed in chapter two section B, yet it is important to stress again on this factor and acknowledge its negative effect, especially on female youth

members of the community. The members living distance from the center at the local communities was also mention in the same section as a negative factor on the level of membership and attendance. Noting that during the youth discussion groups out of the 128 (71 males, 57 females) that attended only few came from a medium to far living distance from the center. It was explained that almost all frequent visitors of the centers live in a walking distance from the center. Moreover, weak public transportation in rural and remote areas contributes negatively to the situation. Yet it should be noted that the females and the poor of the local communities are worse hit by this factor. Since females are restricted to a tight mobility range and the poor cannot afford to pay the slight amount of money on transportation.

The second factor listed is the poor economic environment that is spread nation wide. The economic situation forces many parents to prevent their children from seeking recreational activities especially during the summer vacation. Although the center membership and activities are free of charge yet petty and personal expenses are needed to facilitate an active membership. Therefore, many families consider spending any amount of money on recreational activities a luxury they cannot afford. Moreover, a number of youth derived by their sense of responsibility or encouraged by their parent seek summer and seasonal income generating activity during the summer vacation leaving them with no extra time to join any other activities.

As previously explained in chapter two section B the level of infrastructure in general and equipment in particular is weak and out-dated. This situation had an immense and negative effect on the variety and quality of service delivery capabilities of the centers. Services provided by the centers are perceived as repetitive and unattractive, yet these services are for free and in many cases the only recreational activities available in some local communities. This situation encourages only a limited number of youth to join in, but its real effect is the short time cycle of the registered members. Supervisors explained that although they receive acceptable number of newly registered youth every year, yet the new members get exposed to the center's services limitation in a short time and cease from frequenting the center.

The availability of private sector recreational youth services in certain communities means unequal competition for youth interest and membership. This factor is exclusive to urban areas and Amman and its surrounding areas. The level of equipment services diversity, trainer and supervisors' qualification and training, and other advantages. The private sector institutions tick the balance in their favor in community where both types of institutes operate. Yet the poor financial situation at many local communities and even in Amman is a decisive factor to attend free government youth institutions instead of private sector institutions in spite of the noticeable difference in the services provided.

It was visible that a weak and/or uncommitted supervisor would effect negatively and to a recognizable level the membership and attendance of youth to his\her center. This factor affects both male and female centers. Taking into consideration the conservative nature of the Jordanian local communities where parents are hesitant in permitting their daughters to participate in any type of activities out side their household, unless the supervisors of the female youth center is energetic, well committed, and accepted in character, chances of the community youth females frequenting the center and participating in its activities drops to the minimum level.

F. Service Delivery Processes.

During the youth center's review fieldwork three types of services were identified as direct services provided for youth in their local communities. In this section the three types will be presented in adequate details, and other aspects of the services delivery process will be touched upon.

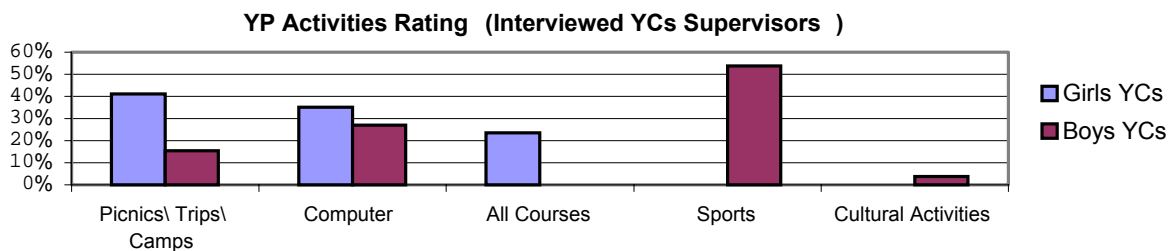
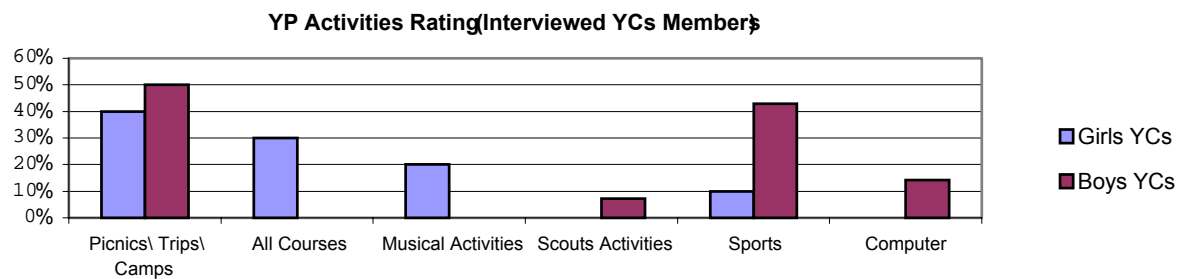
I: Yearly Activities Plan:

The first type of service delivered by YCs is the implementation of the Activities Yearly Plan (YP) of the center. Although certain aspects of this plan were touched upon in previous sections, at this point the content of the yearly plan is of interest. Adding that it was evident that through out the field interviews with concerned parties on the central staff, field staff, and YCs members' level this service was conceptualized as the main and most important YCs services. It is noted that the YP derives its importance based of the fact that the other two services suffer from fundamental deficiencies that limits their significance.

In general the YP is expected to contain cultural, sports, social, environmental and voluntary activities. More specifically the high lights of each plan are the trips and camps activities and field visits mostly with in the same governorate, sports competitions mostly chess, table tennis and soccer, voluntary works mostly clean up campaigns of local locations, and short term school curricular and extracurricular courses and workshops. Other activities such as lectures on all topics, in house celebrations and remembrance of national and religious occasions, and in house cultural contests, also consume proportionately the yearly plan. Yet it was noted that the first set of activities enjoy popularity and of more interest to youth on a wide and national scale.

During the group discussion sessions with YCs members it was registered that all types of trips\ camps\ and field visits rated as #1 activity in both male and female centers. Both male and female members stressed on the scarcity of chances and opportunities they possess to travel or go places other than friends, neighbors and relatives' houses, their school, and the center. Therefore they consider outdoors activities offered by the center as their main gate anywhere outside their tight circle. Realizing that male youth are restricted more by financial limitations where female youth members are restricted by social and financial limitation. Further more interviewed members stated that sports activities rated as the second best activity for male members, where females consider all types of course as well as musical courses and musical related activities as their second best activity. Noting that boys give this priority for sports since they are allowed to practice outdoor sports mainly soccer, where female members are restricted to in-house sports such as table tennis, chess, and fitness in some cases. Generally all types of courses are popular among female members since the nature of this activity (practiced in doors) is adequate to the conservative mode of the local communities in Jordan. Finally it was evident that the priority of computer related activities only appear in male YCs sessions and rated third to outdoors activities and sports. Although 5 (3 male, 2 female) out of the 12 centers visited centers during the youth group sessions did have computers sets at the center and members where exposed to computer related activities such as introductory computer courses, Internet courses and a number to advanced computer courses. Yet the limited and weak utilization of computer capabilities as a complete service provider affected negatively the sense of usefulness and practicality to computer related activities.

Interesting facts were revealed when asking supervisors to rate (in their perception) the activities according to its importance and interest to their youth members. As illustrated in the attached below charts that supervisors overestimated the importance of computer related activities in both male and female center, and underestimated the priority of outdoor activities to youth members of both sexes. It is evident that youth ratings were based on reality and availability where supervisors' ratings were influenced by the official promotion and prioritization of computer related activities.



Yet both supervisors and youth members agreed totally on the lectures activity, stating that although all types of lectures are one of the most common and frequenting activity at YCs, never the less it is the least popular among YCs members. Supervisors' claim that it is not their responsibility that this activity is rated so poorly since it is not in their power to attract interesting and qualified lecturers. They insist that this is the responsibility of the Ministry, adding that lectures can be turned into a community activity once you secure a good speaker and an interesting topic. An interviewed supervisor¹⁷ said that in last year plan a lecture on Computers was scheduled, he used personal contacts to secure media show equipment and so the lecturer gave a presentation using PowerPoint soft ware. The supervisors said that the center was packed with attendance and many more were not able to enter the center.

Generally interviewed youth supervisors and youth members described the yearly plan of activities as repetitive and limited. Supervisors claim that creativity and variation in suggesting, adopting and implementing activities in the YP is restricted by the limited and tight financial resources, adding that the budget limits their ability to explore new and creative ideas for activities. Given the limited training received by the supervisors

¹⁷ Busera Boys Youth Center, Tafiela.

repeating previous plans and activities year after year is a trend by most supervisors. After reviewing a significant number of yearly plans that were collected during the fieldwork it was evident that minor and surfaces changes were made to previous plans, and passed as new plans. Moreover, the YP do not follow a certain and structured format or standard. Information and data available in a number of plans is not registered in others, and in many cases needed details are not registered.

Interviewed youth claim that the Ministry is not always welcoming new initiatives and ideas for an activity, adding that new and creative ideas need money and flexibility in the planning and implementation process. Therefore unless the Ministry reconsider the center's budget allocation and reconsider the YP development process, they see no place for creativity and change. For example last year the ministry obliged centers not to include out of the country activity (mostly traveling to neighboring countries such as Syria, Lebanon, Egypt). The ministry claimed that such activities burden the center's budget to an unacceptable level; they prefer that the money is spent on several activities rather than just one activity that can only serve a handful of members in the first place. On the same issue in an interview with one of the female center's the members claimed that in their last YP draft which was sent to the Ministry for approval they suggested to the supervisor to include car driving lessons activity and their supervisor agreed. Unfortunately the Ministry's officials omitted this activity from the plan and did not approve it, when asked the members said the center did not receive explanation to that matter.

Finally, it should be stressed again that the YP activities are considered one of the main services provided by the center not only to the local community youth but also to the community as a whole in many of its open activities. And as mentioned in a previous part of this report youth attendance reaches its maximum during an activity time at centers nation wide and in both male and female centers. Moreover, interviewed supervisors complain that due to budget constraints only a limited number of members participate in an activity especially outdoors activities, and in most cases the list of registered names exceed by far the required number. Supervisors stated that selecting the names from this list is a tough job. Although a number of supervisors apply an unwritten code of behavior upon which the selection of members is highly influenced. Still the qualified members exceed the required numbers for an activity. Transportation

II. Day-to-Day Center Services:

The second type of activity presented in this section is the day-to-day services provided by the center to its members. During the course of the fieldwork it was evident that this type of service is vague and underestimated by both central and field staff. The perception from the field is that the centers main attraction and service is the implementation of the yearly plan activities. Distinction between the two types was not registered by any of the interviewed central or field staff. Perhaps the fundamental deficiency in the technical and financial structures caused the overloading of service perception of the YCs on the YP. Since the YP is fully funded and on a yearly bases by the Ministry, and the planning and implementation of the plan or parts of it is the only requirement and expectation of Ministry from the center in general and the center's supervisor in particular, noting that there is a sense of contentment at the Ministry that the YP is providing adequate and acceptable level of services to youth at local communities. This sense of contentment-prevented officials from realizing the weakness and lack of day-to-day services and furthers more prevented them from realization the significant and importance of such services to youth at local communities.

Day to day center services at the national level is limited to the availability of table tennis games, books library, and chess game boards. Yet at numbered centers youth have daily access to computers, fitness machines, musical instruments, and television. Unfortunately, all mentioned day-to-day services lack adequacy in quality and quantity. Explaining the matter further more, and from both direct observation and interviewee comments it was noted that available day to day service cater for a fraction of frequenting members. Such as table tennis, youth members wait for substantial duration of time to be able to play one or two games. Supervisors say that even if the Ministry decides to provide the centers with more tennis tables, there is simply no place to put them. In a number of visited centers although they did have table tennis there were no place to put, consequently it was folded and stored. Yet supervisors explain that the lack of other activities loads all the daily activity demand on table tennis.

As for Chessboards the problem was not in the availability but in the interest. Supervisors explain that youth members lost interest in Chess since it was the only available activity after table tennis, adding that Chess is a particular game and the majority of youth prefer activities of more amusing and active nature. The third widely spread day-to-day service is the book library, which is found in almost all centers nation wide. Again the concern to the deficiency of this service was expressed unanimously by both youth YCs members and supervisors and was confirmed by the consultant's own observations. The over whelming feature of the book library at YCs is the relevance of available books and magazines to youth interesting and needs. When asked supervisors and youth members explained that the majority of available books are totally irrelevant to youth interest, and the rest is out dated materials that has been mostly read by concerned members more than once.

During the field interviews both with you members and supervisors, expressed their frustration for not having access to relevant and updated reading materials, adding that youth at rural and remote areas still consider reading as a significant source of knowledge and exposure. Other source such as Internet, satellite TV, computer software and programs are scars and in some areas non-existing, therefore reading maintained its significance if these areas. Youth members stated that topics such as globalizations, modern literature, computer related topics and many other topics are of high interest to the majority of youth in their local communities. Adding that if YCs libraries provide and include updated reading materials on such topics it would be a major source of attraction for new members and an encouraging factor for old members to frequent the center.

As for the advantaged centers that are actually provided with computer sets, musical instrument, fitness machines and other unfortunately field observations lead to the conclusion that the provided equipment are not utilized properly as day to day service providers. Lack of training of supervisors, supporting equipment, and youth members' trainers limited the use of such equipment to the minimum. In many visited centers that were privileged to have computer sets, supervisors exclaimed that computers are used exclusively during a planed computer course activity, adding that such courses are not enough to qualify members to utilize available computers sufficiently. And if that was the case lack of relevant computer programs and software prevent such utilization even if the adequate level of training was accomplished.

As mentioned earlier in this section, interviewed officials and field staff, did not distinguish day-to-day services as a separate type of service. Yet when both youth YCs members and supervisors were asked about their opinion on what can be done to improve the services of the centers, and how can centers be more youth relevant and attract better membership. The majority of suggestions that were registered were improving and adding day-to-day services based suggestions. Providing computer sets, computer programs and software, Internet connections, outdoors sports equipment and trainers, musical equipment and trainers, pillared tables, access to

playing grounds, upgrading the center's library and updating its reading material, video and TV room provided with adequate films, and other. The mentioned suggestions indicate that exerting more and developed attention for day-to-day services would have significantly positive implications on improving the status and role of YCs.

III. Central Activities Plan:

Although central activities are exclusively the responsibility of central departments, yet youth centers play an important role in completing such activities. Mainly since the youth that are the center of focus of such activities are nominated from officially registered members of YCs nation wide. On another level of concern the Central Activities Plan (CA) enjoys an annual budget similar to the budget allocated for funding the Yearly Plan of activities of centers nation wide (see page 11). Interviewed Ministry officials and YCs supervisors stressed on the fact that CA enjoy high level of attention and focus by Ministry officials, adding that such activities are treated with high sense of seriousness and priority to field and YCs based activities. Based on the mention points it was decided to consider the CA as part of the services provided by the YCs at the local level. On the one hand YCs are the main channel through which participants to CA are provided and prepared. And on the other hand CA enjoy adequate level of resources both financial and moral, and it is foreseen that the improvement of CA would have direct positive implication of the statues of YCs at the local level.

Central Activities were sharply criticized by field and central staff, and most importantly by youth members. Static and repetitive are probably the most common points against CA, according to interviewed youth and officials. For a significant number of years experienced staff and old YCs members' claim that the Central Plan includes the same activities. The main features and activities that are repeated year after year are the sports competitions, literatures contest, and Al Hussein youth camps, noting that these activities were not developed or improved along the years. This fact was evident from the Central Plans of Activities that were provided to the consultant for the years 2001 2000, and 1999¹⁸, the provided CA plans were very similar, and the wording of the plans in many sections was identical.

Another issue of concern at this section is the administrative planning of CA, especially the timing on such activities and the grace pried given to supervisors to inform and prepare their center's members for adequate participation in central activity. This point was also commonly repeated against the CA, supervisors and members stressed that the Ministry implements their CA plan in total isolation from the needs and circumstances of the centers and youth. The Ministry does not provide centers with either a yearly schedule on the exact timing of the CA, or a monthly schedule for that matter. Supervisors are mostly informed in a hasty manner, and in most cases the ministry notice arrives with less than a week to prepare for their youth participation. Moreover, and during the second phase of the field work (interviewing YCs supervisors) the ministry was circulating the notice on its annual literature contest, the letters were arriving in many canthers the same time as the consultant was visiting the center. These

¹⁸ Although the consultant requested plans for at least the last 5 years, unfortunately the Ministry provided the consultant with three plans.

notice not only they were arriving almost 15-20 days (and in a number of places 15-10 days) before the final date for submission of the literature pieces by the YCs members, the timing of this notice circulation was during the end of year school exams.

IV. Monitoring & Evaluation Process:

This report and in previous sections cleared the fact that the Ministry does not possess detailed strategy, that are translated in plans, programs, or strategic and technical objectives that generally guides its work with youth. The central department of Youth Affairs working approach in relation to Youth Centers is similar to that of the Ministry lack of strategic planning resulted to not developing any strategic or technical objectives that steer the role and work of YCs. Ministry officials stress that the Youth Centers were established to provide recreational services to youth in remote and rural areas, stating that YCs are mainly there to help youth spend their free time in an appropriate manner.

Technically and based on the mentioned, the Ministry or the Youth Affairs department cannot conduct or implement an evaluation process of youth centers conduct. Since the core of any evaluation process is having a specified strategy that is translated in comprehensive programs and working approach that is detailed with strategic and technical objectives. Consequently and without having the mentioned above lead out in clear and detailed formats there are no basis what so ever to develop proper indicators to measure properly the YCs conduct, and pass an evaluation. Moreover, the monitoring process is fundamentally connected to having certain objectives that are being implemented through detailed action plan. Monitoring at this stage is crucial to follow up on the relevance of the action plan and that it is in coherence with the predetermined set of objectives. Once again this is not applicable in the Youth centers case.

Finally it should be noted that since the Youth Centers structural elements such as the budget, staffing, training, infrastructures, equipment and other related elements do not enjoy a minimum level of standardization its unfair and unjust to classify them in A, B, And C levels. Unless the Ministry succeeds in drawing and enforcing a minimum level of YCs structural elements standardization the classification system that the ministry adopts is misleading and a source of frustration to many supervisors and youth members. Especially since this trend in classification determines the allocated budget for the next year and as explained previously the range are 1250, 1500, 2000 JDs budgets.

Chapter Three

UNICEF Intervention “The Model Center”

A. Selection Process Justifications.

In light of the conclusion of the review’s four-staged field-working plan, justified and practical guidelines were drawn to advice the Review Team in the selection process of the model center. The guidelines were drawn based on the principle that the selected Model Center should qualify based on a certain set of standards. These standards are believed to be fundamental utilize UNICEF’s intervention to its maximum capacity. Following is the list of the mentioned guidelines:

- ❖ According to both the term of reference of the Adolescence project and the Youth Center Review, girls should enjoy a special focus and attention from both projects. Therefore, it was anticipated that a female youth center should be selected as the model center. To ensure balanced effect to the maximum possible level, it was decided that an active male youth center should be serving in the same geographic area where the model center is selected.
- ❖ The selected center should not be a one-staffed center. Since it is anticipated that the selected model center would be supported to undertake certain initiatives, consequently this demands an extra working force. This situation would definitely exceed the power and capacity of one supervisor.
- ❖ To the best judgment of the Review’s consultant and based on the interviews conducted during the second and third field work phases, the selected center supervisors should be active and enjoy a vigilant standard of commitment to their job and a high level of enthusiasm. Experience and exposure is a plus factor. The supervisor’s record for organizing and implementing high standard activities is also a plus.
- ❖ The center infrastructure should be of minimal expectable standard. Location and space should be of acceptable standard. Equipment available should also be of

minimal acceptable standard. Such as adequate furniture, reasonable sized book library, computers, musical instruments, and other. The importance of this element is that it would be impractical to spend UNICEF's anticipated budget for upgrading the technical capability of the center on basic items.

- ❖ Both the EB members and the regular members of the selected model center should enjoy a certain level of enthusiasm and exposure. And possess a fair record in participating in their center's activities as well as participating in central activities.
- ❖ In general the selected Model center should be a relatively active environment.

To end this section it should be noted that less fortunate YCs are very hard to upgrade out side a comprehensive ministerial plan. This plan should suggest an organized thorough and detailed basic upgrading of the entire YCs nation wide. The principle of this plan should be reaching a fair level of financial, technical, administrative, and human resource standardization of the YCs nation wide. And perhaps the guidelines that were previously suggested as a minimum accepted standard for the selection of the model center might form a starting point. It is believed that NGOs national and/or international initiatives will not realize their potential objectives without achieving this plan first. Moreover, the expectation of UNICEF's from its intervention should be realistic due to the same reasons.

B. Candidate Centers

In light of a careful and throughout review of all field interviews and discussion groups, the following centers were suggested as potential candidates for the model center. Yet it should be noted that the top four centers did have the advantage of being selected in the third fieldwork sample (youth group discussions). Therefore they were revisited by the consultant and consequently had the chance of not only meeting a sample of their EB members and regular members in a working session but also had the chance to informally meet, interview and interact with the center's supervisors a second time.

- ✓ Ajloun Girls Youth Center
- ✓ Madaba Girls Youth Center
- ✓ Wadi Musa Girls Youth Center
- ✓ Al Mazar Girls Youth center
- ✓ Irbid Girls Youth Center
- ✓ Zarqa Girls Youth Center.

C. Selecting the Model Center

After discussing the findings of the first and second phases of the Review with the UNICEF Review Team, a thorough discussion took place on the selection of the model center, leading to the selection of the *Ajloun Girls Youth Center* as the MODEL center of this project.

Later on the center was unofficially informed of its selection by the consultant. This took place at the two meetings held by the consultant with the Center's supervisors and executive board. These meetings were considered as the final stage of this review and based on the mentioned meetings the steps to build the capacity of the model center were identified.

D. Steps for Capacity Building.

I: Structured meeting with the supervisors of the Model center:

The center's three supervisors actively attended the meeting. Following are issues discussed in the meeting with adequate details.

- ❖ Explained the consequences of being selected as the Model Center.
- ❖ Explained to the YC administration, that they should realize that there are two levels of tasks and responsibilities for the Center. The first level is the planning and implementation of the YC yearly plan of activities. The second level is the day to day service delivery of the center to its members it was stressed that suggestions and discussion of the following points should take in consideration the improvement of both levels.

Explored Issues on needed technical support.

The most important point at this stage is that the three supervisors stressed on the fact that at this point the center does not need additional computers. Rather it needs supporting equipment to facilitate and improve the services of existing computers and also to improve administrative and center service delivery processes. Such as listed by a priority order:

Internet link: (Justifications) (1) this service will provide an unlimited source of information to the center's members. (2) The Internet will form a major attraction for new members. (3) Girls in Ajloun do NOT have access to any Internet service provider. Such places are strictly limited to male customers. This restriction is based on the conservative nature of the community, noting that the spread of the negative usage of the Internet and the unsupervised places that provides it turned the community against the Internet, especially for girls. **(Challenges)** (1) The MoY allocates a 12 JD monthly budget for phone bills. On this bases connecting to the Internet is a non-feasible move for the administration of the center, unless the phone line budget is increased to sustain the Internet connection. (2) An Internet usage supervision policy must be thought of and planned carefully before launching this service; a number of ideas were discussed at the meeting. Using a log-on sheet for all users was one of the ideas presented at the meeting. Moreover, it is technically possible to check on daily bases all the web sites that where logged to, and with the help of the log-on sheet it is possible to pin point any abusers. (3) Both the supervisors and the EB should be properly trained of Internet usage to instruct, train, maintain, and supervise this new service.

Computer Printer: (Justification) (1) the services of the computers are limited without the ability of using a printer. Especially those YCs members use the computers at the center to type school homework, or write a creative piece of literature. Such service is not completed by not being able to print the work. (2) The printer available at the center is not a heavy-duty printer. And the YC administration needs this printer maintained for its many administrative paper work tasks. **(Challenges)** (1) The MoY allocates seven JD monthly budgets for stationary, therefore providing a printer without adequate budget for sustaining this piece of equipment with ink, paper, and maintenance, will not serve its purpose.

Photocopying Machine: (Justifications) (1) Almost all administrative, financial and center activities procedures require a load of paper work, this paper work is addressed in many cases to

several parties. (2) Any photocopying expenses should be included in the budgeting of a certain activity. This situation imposes a financial stress on an already tight activities budget. (3) The ability and flexibility provided by this piece of equipment will boost the YC qualification to promote its activities, improve, restore the community's conception of the center, and attract new members. **(Challenges)** (1) The MoY allocates seven JD monthly budgets for stationary, therefore providing a printer without adequate budget for sustaining this piece of equipment with ink, paper, and maintenance it will not serve its purpose.

Organ: (Justifications) (1) Ajloun Girls YC succeeded to secure a part time music teacher (paid by the MoY field directorate). Therefore, if they can secure a new and up-to-date Organ they can utilize the music lessons to its maximum, especially that they have a potentially good Performing Group. (2) Music courses are very popular and attract almost all age groups among YC members. **(Challenges)** (1) This Organ should be selected to play mainly Arabic Music.

Camera: (Justifications) (1) Any activity carried out side the premises of the YC, the MoY evaluators request a photograph or a news paper clipping to prove the event actually took place. (2) Any photography expenses should be included in the budgeting of a certain activity. This situation imposes a financial stress on an already tight activities budget. (3) This situation imposes that every time they need an activity to be photographed they have to hire a photographer. **(Challenges)** NON

Explored the issue of needed training packages (capacity building):

Listed by a priority order

Computer Skills: (Justifications) (1) Out of the three supervisors only one is computer literate. This situation limits the utilization of the computer services to YC members to a minimum. Same situation is applicable to administrative and financial tasks. (2) Computer training courses to YC members can be exclusively executed in-house. **(Challenges)** (1) This training should be inclusive and comprehensive. It should cover thoroughly all windows programs. (2) This training should also be designed to enable supervisors' initiate new ideas for computer services in the YC. (3) A follow up policy should be considered to monitor the advancement of the supervisor's computer skills and that it is put to maximum use.

Internet Skills: (Justifications) (1) it is essential for supervisors to be Internet literate to enable them to monitor and supervise this service. (2) Internet training courses to YC members can be exclusively executed in-house. (3) Internet training package should include preliminary technical skills, such as the ability to block a certain web site, check web site visited previously, and any other skills that enable supervisors with appropriate knowledge and insights to discourage any abuses. **(Challenges)** (1) This training should be inclusive and comprehensive. (2) A follow up policy should be considered to monitor the advancement of the supervisor's Internet skills and that it is put to maximum use.

Participatory Planning & Evaluation Techniques: (Justifications) (1) the sole method used to acquire YC members participation in any decision or planning process is a direct (ask – answer) method. (2) Lack of training of the supervisors and exposure of YC members caused a low level of quality participation by YC members at all levels. (3) New and creative initiatives and ideas will not be able to surface with out proper training of YC supervisors. **(Challenges)** (1) This training should be tailored to YC supervisors' responsibilities, tasks, and needs. (2) A follow up policy should be considered to monitor the utilization of acquired techniques and that they are put to maximum use.

Facilitation & Problem Solving Skills: (Justifications) (1) Facilitation skill is essential to carry out any evaluation or participatory planning techniques. (2) Facilitation & Problem Solving skills are needed to carry out day-to-day responsibilities at the YC. (3) So far experience has been the supervisor's #1 trainer on this level. Therefore, proper training blended with experience can form a unique and effective combination. **(Challenges)** (1) This training should be tailored to YC supervisors' responsibilities, tasks, and needs. (2) A follow up policy should be considered to monitor the utilization of acquired skills and that they are put to maximum use.

Youth & Current Issues: (Justifications) (1) YC members' are eager to grasp knowledge and information on a number of current issues. (2) The idea of this training is to enable supervisors identify such issues, rather than be the source of information. (3) Moreover, this training should also expose supervisors to ways and means to provide this information, and work on making it accessible. (Such as rethinking the lecture activity subjects and type of lecturers, noting that on yearly bases each YC nation wide hosts five lectures minimum. And in-light that lectures rated the least interesting activity also nation wide, this activity can be targeted at this training to revive it, and explore new means and ways to provide interesting information to YC members) **(Challenges)** (1) This training is an advanced stage of YC supervisors rehabilitation. (2) This training should be tailored to YC supervisors' responsibilities, tasks, and needs. (3) A follow up policy should be considered to monitor the utilization of acquired skills and that they are put to maximum use.

Sports Instructions & Refereeing (Table Tennis, Fitness): (Justifications) (1) Although the types of sports available at YCs are very limited, yet it was notable that members are more involved in a certain sport, if the supervisors is informed of the rules and can preliminarily instruct them on the game. (2) One of the main attractive events is a tournament (mainly table tennis & Chess), good refereeing is an essential part for these events. (3) MoY should explore this training in-house since they are the official umbrellas for all sport clubs and leagues. (In-light of the recent changes this point should be discussed with officials from the newly establish Youth Council) **(Challenges)** NON

Financial & Administrative: (Justifications) (1) Fresh YC supervisors learn most administrative and financial procedures by duplicating previous work and forms. (2) Although experience is an important aspect for knowledge and skill development, yet proper training is essential especially with financial responsibilities. (3) Lack of proper knowledge especially of financial and administrative procedures, might result negatively on creative and positively aggressive work conduct. (4) Self-interruption of financial and administrative standers causes confusion and eventually can be negative factor affecting the overall outcome of the YC performance. **(Challenges)** This training should also open a forum to discuss much needed amendment of the administrative and financial YC system and procedures. (2) Official on the MoY field directorate should be actively involved at this training.

At this point, it should be noted that both the UNICEF and MoY should look at the previously mentioned training needs as a complete and complementary YC supervisors training package. Thus, they could consider developing a YC supervisor's training manual and gradually implement it nation wide, moreover provide this training package to all future supervisors.

II: Structured meeting with the Executive Board and a number of Members of the Model center:

The meeting was attended by a total number of 15 Members (6 EB, 9 members). The discussion was fruitful and very active. Following are issues discussed in the meeting with adequate details.

- ❖ Explained the consequences of being selected as the Model Center.
- ❖ Explained to both EB members and regular members that they should realize that that there are two levels of tasks and responsibilities for the Center. The first level is

the planning and implementation of the YC yearly plan of activities; the second level is the day-to-day service delivery to YC members. It was stressed that suggestions and discussion of the following points should take in consideration the improvement of both levels.

Issues explored on needed technical support

Similarly to the supervisors' stand, both EB and members and regular members stressed on the fact that at this point the center does not need additional number of computers. Rather that it needed other supporting equipment to facilitate and improve the services of existing computers. Such as, listed by a priority order:

Educational & Entertainment Computer Software: (Justifications) (1) The availability of unlimited number and variety of both educational & entertainment CD programs in the Jordanian market. (2) Such programs are feasible (no need for recurrent payments). (3) The center can become important information provided for its members by purchasing (encyclopedias on science, literature, politics, economics...etc). (4) Such programs can also provide day-to-day entertainment by purchasing (sports, educational, and action computer games). (5) This new service will enhance the quality and quantity of members' attendance at the center. **(Challenges)** (1) Both supervisors and EB should be technically trained and tutored of all available soft ware, to supervise, instruct, and maintain the usage of the soft ware. (2) A system should be development to organize the usage of the computers and available soft ware, in-order to enable equal access of the programs to all member from different age groups (it is likely that older members will dominate this new service).

Computer Printer: (Justification) (1) the services of the computers are limited without the ability of using a printer. Especially that YC members use the computers at the center to type school home work, or write a creative piece of literature this services is not completed by not being able to print the work. (2) YC members do NOT have access to the available printer at the center. **(Challenges)** NON

Internet link: (Justifications) (1) This services will provide an unlimited source of information to the center's members. (2) The Internet will form a major attraction for new members. (3) Girls in Ajloun do NOT have access to any Internet service provider. Such places are strictly limited to male customers. This restriction is based on the conservative nature of the community, noting that the spread of the negative usage of the Internet and the unsupervised places that provides it turned the community against the Internet, especially for girls. **(Challenges)** (1) Prior of providing this service at the center. Parents and community meeting should take place at the center. In-order to explain and clear misconceptions of the Internet to the community in general and parents in particular. (2) A MoY official and YC supervisors should address this meeting. (3) Both the supervisors and the EB should be properly trained for the Internet usage to instruct, train, maintain, and supervise this new service.

Books: (Justifications) (1) The available books at the YC library are 90% useless. (2) Reading activity can be upgraded to a practiced and desired activity by upgrading the library with youth related books, such as (contemporary Arabic and translated novels and short stories, contemporary and classical Arabic poets, modern children stories and books, modern and youth magazines (Sawa Sawa, Hateim, etc), books on modern topics (computers, internet, information technology, globalizations, new inventions), Bibliographies of interesting historians, clergymen, philosophers, artists, politicians, etc). (3) This new service will enhance the quality and quantity of members' attendance at the center. **(Challenges)** (1) A preliminary library system is needed, to

facilitate friendly library usage. (2) A book borrowing system can be considered if a tight out-going and in-coming books registration system is followed.

TV & Video Activity Room: (Justifications) (1) TV watching service should be allowed to certain programs (educational and entertainment) that are addressed to children and youth. (2) A video film showing service should be considered and implement as a regular and scheduled activity. (3) Both the MoY and supervisors can suggest appropriate films to be viewed at the video sessions. (4) These sessions can be publicly announced at the local community level for mothers and non-member girls to attend. (5) Video taped activities of the Center's Performing Group should be viewed in a special session for local community in general and parents in particular. **(Challenges)** (1) A clear MoY policy allowing film showing at the YCs should be announced. (2) The party selecting the films should be identified. (Ideas: supervisors, committee of supervisors and staff from the field directorate, a central committee). (3) Source of budget to purchase rent the films.

Board Games: Although the consultant at the meeting initially suggested this item, yet an over whelming enthusiasm was expressed in favor of the idea. **(Justifications)** (1) This service is a new and unprecedented form of service at the YCs. (2) It will be amusing, educational, and informative service. (3) Expose members to group performances. (4) Suggested list of games: (Monopoly, □□□□□, Othelo, Actionary, Make 7, Risk, Scrapple) (5) All the listed games are available at the Jordanian market and in Arabic versions. **(Challenges)** (1) Both supervisors and EB should learn all games instructions to instruct members how to enjoy the games.

Organ: (Justifications) (1) Music courses are very popular and attract almost all age groups among YC members. **(Challenges)** (1) This Organ should be selected to play mainly Arabic Music.

Explored the issue of needed training support.

At this level the discussion did not address training packages to EB of the center. The discussion focused rather on what knowledge should the EB acquires to improve their ability to serve and carry out their responsibilities. Such as:

- ✓ General computer training, including windows program, technical computer handling ability to provide preliminary guidance to new users.
- ✓ General Internet training.
- ✓ Basic Sports Instructions & Refereeing.
- ✓ Facilitation Skills.
- ✓ Participatory Planning & Evaluation Techniques.

Noting that at the meeting participants stressed most on the computer\Internet training, the rest of the fields were initially mentioned by the consultant. Moreover, it should be noted that due to the duration of the meeting these issues were only touched on, and were not discussed in a lengthy manner.

Never the less, the consultant stresses on the importance of exposing EB to all fields mentioned either by out-side (MoY \ UNICEF) training, or in-house (trained supervisors) training. Moreover, this training (all fields mentioned) should be conducted for all coming EBs in the future.

C. Model Center Action Plan.

At this point and before the realization of what steps has been implemented in the previous section. This section will restrict its content to ideas ready for consideration once actual steps from the previous section have been crystallized.

- It is suggested that the planning process of the 2002 AP is facilitated with newly acquired facilitation skills training by both the youth supervisors the EB members. More over it is suggested that UNICEF youth partners be involved in this planning session to receive and provide new ideas and experiences.
- In the 2002 AP new and creative activities should be the target, it is anticipated that at least 3-4 new activities be included in next years plan, and this should be the target of the planning session suggested in the previous point.
- It is suggested that the YP should be classified as *A Seasonal Activities Plan* (**Summer** May-August, **Fall** Sep-Dec, **Winter** Jun.-April). This type of classification would take in consideration and accommodate changes in attendance trends based on school and vacation basics.
- Improved & unified Plan Format should be developed. This format should inclusive to all necessary details and should be complete in participation with youth members, so that their involvement in setting the details of activities be on a higher level.
- The Ministry might consider easing the activities financing regulations so as to measure its anticipated positive effect and encourage comprehensive reconsideration of financial regulation to be implemented nation wide.

Chapter Four

Recommendations “Challenging Changes”

In Conclusion to this report and prior to identifying specific recommendations and actions that are believed to improve and upgrade the over all capabilities of Youth Centers to deliver their services on both quality and quantity levels. It is evident that the remedy should start from the foundation of the Ministry's working approach. Since it is believed that improving the Youth Centers statues process would be limited unless central and structural changes are considered, noting that this report would touch upon most of these changes to the maximum capacity of this project.

In general it is believed that the development of a detailed and clear strategy and working vision for Youth Centers is the perfect start for a comprehensive and inclusive restructuring and upgrading process of the Youth Centers role and statues. The development of this strategy is the foundation on which the working direction of YCs can be identified and translated in to practical and specific programs and objectives. Realizing that the development of a working strategy is a lengthy and stressful process, yet stressing on the urgency of this process since all actions, programs, and projects of technical nature will have limited impact on the status of YCs unless the whole working environment is improved and upgraded.

It is assumed that achieving and clear strategy, working vision, and consequently specific sets of objectives for YCs. This situation would upgrade the Ministry capabilities to develop, argue, and secure international and national funding for its agenda.

To the best capacity of this project listed below a number of recommendation and actions identified for the purpose of enhancing and improving the conduct of YCs. Noting that the recommendation are interrelated and of complimentary nature, although classified under different systems for clarification and practicality.

A. Administrative system improvements.

- ❑ The Ministry's field Youth directorate should enjoy higher levels of administrative decision-making capacities. An assessment should be made to list administrative process that should start and end at the field level. Similar experiences can be utilized and adopted such as the decision-making authority of the educational and health field directorate on the administrative level is a good starting point.
- ❑ The staffing policy for YCs should fundamentally reconsidered. In quilt and quantity. Certain educational and qualifications standards should be required in a youth supervisor. It is suggested that a high diploma should be the minimum educational level and in areas such as social sciences, physical education, and business. More over, a standard number of staff should be identified and implemented. More specifically the ministry should reconsider the one-staffed centers and exert efforts to upgrade all centers to the minimum of two-staffed centers. Since the working load in the first case is intolerable.
- ❑ The Ministry needs to develop administrative structures for the Youth Centers, supported with specific job descriptions. Lack of both administrative structure and job description is causing high level of frustration and job ambiguity among YCs staff, especially among supervisors.
- ❑ A standard training package should be introduced to newly hired supervisors, The features of this package were mentioned in the previous chapter. At this section it is stressed on the fact that newly hired supervisors need to be trained on administrative responsibilities.
- ❑ The ministry should implement an in-house campaign to upgrade the status of field youth supervisors by positively intervene in changing the inferior perception of this job. The suggested job status upgrading should not be inclusive to nonmaterial actions; on the contrary the material action would have an immediate effect. Leaving the financial aspects to the next section material action such as giving youth supervisors priority in participation in

international and national training, workshops, and representation of YCs in international and regional programs and conferences would give the youth supervisors job status a significant advantage and much needed experience.

- ❑ Systematic and periodical business meetings should be scheduled on both the governorate and central level with YCs staff. A predetermined agenda should be developed on all operational issues of concern. These meeting will open a much needed practical channel between the decision makers and field staff, which would facilitate and improve the over all operations of YCs.
- ❑ Quality documentation policy should be considered, such as received trainings by the YS, and other related issues to the centers activities to proved all types of evaluation process adequate data in the future.
- ❑ Expansion policy has to be developed based on specific standards.

B. Financial system improvements.

- ❑ Perhaps the issue of “Mutalabat” should lead this section, for it is believed that this issue is causing high level of frustration and work deficiency at the centers level. Parallel to this issue it is suggested the ministry should take in consideration delegating the funds of approved Yearly Activities Plans to be in-trusted and released on the governorate level. Each field directorate should receive the funds allocated and approved for centers in its jurisdiction. And the money release procedures should start and end on the government’s level.
- ❑ The activities Yearly Plan budgets should be standardized, to provide equal financial sources to all centers. This basic financial standard is crucial to facilitate assessment of center’s conduct based on a minimum level equality.
- ❑ Reconsidering and improving the amounts of allocation paid to support services at the center which were detailed in chapter three section B. These support expenses if not adjusted to the growing needs of the center will hinder to a significant level the ability and effort exerted to improve overall services.
- ❑ Overtime compensations, end of fiscal year bonuses, periodical salary raises, and other fieldwork related financial incentives should be consider at lease to the minimum rates. Such financial incentive would boast low moral and reenergize much needed efforts by youth supervisors in the improvement process of overall YCs operations.
- ❑ A clear and specific policy on fundraising should be developed and circulated to youth supervisors. On this issue significant level of confusion was registered which effected negatively the utilization of much needed and important financial and material resource.
- ❑ A comprehensive in-house evaluation by the MoY is needed, on the issue of local and national community financial and Tec. Support\sponsoring of YC activities. To explain and clarify its stand on this issue. Moreover to regulate this process if it supports it. The current situation is very confusing in terms of MoY stand on the issue more over the regulations are very discouraging for supervisors to pursue.
- ❑ Central budgets should be detailed and inclusive; to enable thorough assessment analysis and future improvement of allocated funds to activities, according a certain standard on impact and effect.
- ❑ An annual Bazaar is organized on the governorate level. Products of all the regional youth centers should be exhibited and put for sale in a collective, organized fashion. This bazaar should be a fund raising event for the participating YCs.

C. Service Delivery process improvements.

One of the main and general issues that need attention under this section is distinguishing between the three types of services that were mentioned previously in this report. The three types should be realized and acknowledged officially and on the central level then adequate work and plans be put and implemented to improve the three levels.

Further more and under this section the concept center standardization should be stressed on and detailed for it is believed to have a significant impact on the improvement of the overall operations and service delivery capabilities of the YCs nation wide. A comprehensive plan is put together to assist in the establishment of new center and avoid existing insufficiencies in relation of selecting the location and size of the centers. More over an infrastructure-upgrading plan should be considered; such as implementing much needed maintenance to a number of center locations. More over, a well studied equipment upgrading plan be consider, the purpose of this plan should be to set a minimum standard for equipment that is used to facilitate and improve day to day services and upgrade the ability of the center to carry out activities. Such equipment might be the number of computers sets, printers, TV sets and videos, youth relevant reading materials, Internet connection if not on permanent bases at least on prescheduled and temporary bases (seasonal), board games, art materials, musical instruments, and other facilities. This plan although expanded and costly can be drafted in full scale then broken down in phases and in distant duration, to enable practical implantation.

Moreover it is noted that Chapter Four is consider part of this section and details included in the mention chapter are applicable and worth mentioning in this section.

I. Quantity of participation:

- Assessing the activities included in the Yearly Plan of activities and including new and creative activities, different and updated on a yearly bases.
- Improving day to day services as previously mentioned
- Public relations activities.
- Securing transportation.
- Ideas to promote the center at school and community.
- Coordination with schools to use Play grounds facilities (which schools\ what sports\ what the MoY can do)

II. Quality of participation:

- Improving the planning process and procedures of the Yearly Plan of activities
- Training package for EB
- Certain advantages for EB members such as recommendation for advantage status for 2-3 exceptional EB members selected annually for University acceptance at government Jordanian Universities.
- It is suggested to consider canceling all curricula courses activities, scouts activities, and celebration activities. These ac

III. Gender sensitive policies:

- Direct and field feed back was week on this issue, which indicate that the suggested training packages should include a component by which it qualifies supervisors to spot and register needs of gender nature.

- ❑ The ministry should identify clear stand on the issue of mixed activities adjust its requirements and procedures to the gender sensitive issues. Such as insure and publicize the supervised and controlled environment of Central mixed activities, to support supervisor's efforts in recruiting female participates to such activities.
- ❑ Official appearances in favor and support of female participation in center activities would have an immediate positive effect in the quantity and quality of female participation at youth centers. Therefore officials on both the field and central level should plan and schedule periodical to field and local communities for addressing the issue.
- ❑ Public awareness campaign with special focus on female participation at the Youth Centers might change and encourage parents to enroll their daughters at YCs.
- ❑ Positive discrimination might be considered to provide and improve equal opportunities and access to certain activity for female youth members. Such as exerting more efforts for securing supervised playing grounds at near by schools or securing fixed times for females to access the ministry's facilities (sports cities and sports complexes). Moreover, female centers should be given priority in considering securing cheap or free transpiration for outdoor activities.

Attachment 1 Jordan			
Youth Centers Information			
63		Number of centers	
Administrative & Service Delivery Equipment and Infrastructure			
	Availability	Number	Item
	92%	58	Rented Locations
	6.2 per center	391	Number of Rooms
	95.2%	60	Telephone
	9.5%	6	Fax
	39.7%	75	Computer (25 Centers)
	88.9%	56	Tape Recorder
	100.0%	65	Television
	55.5%	38	Video (35 Centers)
	6.3%	4	Photocopying Machine
	0.0%	0	Internet
	9.5	6	Computer Printer
	1.2 per center	76	Tennis Table
	3.2 per center	202	Chess Boards
	0.2 per center	13	Musical Instruments
	0.07 per center	5	Sports Items
	0.17 per center	11	Fitness machines
	0.1 per center	6	Other
* Youth Supervisors Training Profiles			
152		Number of training courses	
2.4		Rate of courses per center	
Frequency		Training Topics	
4		Youth Guidance	
16		Administration	
7		Save the Children WS	
4		Income Generating Projects	
14		Landmines Awareness	
7		Human Rights	
51		Reproductive Health	
27		Scouts	
11		Computer and/or Internet	
4		British Council	
7		Communication Skills	

* Information provided cover training courses attended by YS in the last 2-3 years

Attachment 2 North Region			
Youth Centers Information			
26		Number of centers	
Administrative & Service Delivery Equipment and Infrastructure			
	Availability	Number	Item
	92%	24	Rented Locations
	5.6 per center	146	Number of Rooms
	92.3%	24	Telephone
	3.8%	1	Fax
	30.8%	22	Computer (8 Centers)
	84.6%	22	Tape Recorder
	100.0%	26	Television
	46.2%	13	Video (12 Center)
	0.0%	0	Photocopying Machine
	0.0%	0	Internet
	7.70%	2	Computer Printer
	1.1 per center	29	Tennis Table
	3.3 per center	86	Chess Boards
	0.1	3	Musical Instruments
	0.025	1	Sports Items
	0	0	Fitness machines
	0.025	1	Other
* Youth Supervisors Training Profiles			
63		Number of training courses	
2.5		Rate of courses per center	
Frequency		Training Topics	
2		Youth Guidance	
8		Administration	
1		Save the Children WS	
1		Income Generating Projects	
7		Landmines Awareness	
3		Human Rights	
19		Reproductive Health	
15		Scouts	
6		Computer and\or Internet	
0		British Council	
1		Communication Skills	

* Information provided cover training courses attended by YS in the last 2-3 years

UNICEF, Youth Centers Database 2001.

Attachment 3 Middle Region			
Youth Centers Information			
13		Number of centers	
Administrative & Service Delivery Equipment and Infrastructure			
	Availability	Number	Item
	85%	11	Rented Locations
	7.4%	96	Number of Rooms
	100.0%	13	Telephone
	15.4%	2	Fax
	46.1%	28	Computer (6 Centers)
	76.9%	10	Tape Recorder
	100.0%	15	Television
	46.1%	8	Video
	15.4%	2	Photocopying Machine
	0.0%	0	Internet
	7.7	1	Computer Printer
	1.3 per center	17	Tennis Table
	2.2 per center	29	Chess Boards
	0.23	3	Musical Instruments
	0.16	2	Sports Items
	0.23	3	Fitness machines
	0.23	3	Other
* Youth Supervisors Training Profiles			
35		Number of training courses	
2.6		Rate of courses per center	
Frequency		Training Topics	
0		Youth Guidance	
3		Administration	
3		Save the Children WS	
2		Income Generating Projects	
5		Landmines Awareness	
1		Human Rights	
9		Reproductive Health	
4		Scouts	
3		Computer and\or Internet	
1		British Council	
4		Communication Skills	

* Information provided cover training courses attended by YS in the last 2-3 years

Attachment 4 South Region			
Youth Centers Information			
24		Number of centers	
Administrative & Service Delivery Equipment and Infrastructure			
	Availability	Number	Item
	96%	23	Rented Locations
	5.6 per center	135	Number of Rooms
	96.0%	23	Telephone
	12.5%	3	Fax
	45.8%	25	Computer (11 Centers)
	100.0%	24	Tape Recorder
	100.0%	24	Television
	70.8%	17	Video
	8.3%	2	Photocopying Machine
	0.0%	0	Internet
	12.50%	3	Computer Printer
	1.2%	29	Tennis Table
	4.2%	101	Chess Boards
	.02 per center	5	Musical Instruments
	.035 per center	1	Sports Items
	.3 per center	7	Fitness machines
	0.04	1	Other
* Youth Supervisors Training Profiles			
54		Number of training courses	
2.25		Rate of courses per center	
Frequency		Training Topics	
2		Youth Guidance	
5		Administration	
3		Save the Children WS	
1		Income Generating Projects	
2		Landmines Awareness	
3		Human Rights	
23		Reproductive Health	
8		Scouts	
2		Computer and/or Internet	
3		British Council	
2		Communication Skills	

* Information provided cover training courses attended by YS in the last 2-3 years

Attachment 5,6 & 7

Middle Region	All Centers											
On a scale 1-10 evaluate your level of satisfaction with you job as a supervisor on the following areas:											Average Salary	
Financially	1	2	3.15	4	5	6	7	8	9	10		152.3
Technically	1	2	3	4	5	6.4	7	8	9	10		
Career ambition	1	2	3	4	5	6.5	7	8	9	10		
Job Security	1	2	3.6	4	5	6	7	8	9	10		

North Region	All Centers											
On a scale 1-10 evaluate your level of satisfaction with you job as a supervisor on the following areas:											Average Salary	
Financially	1	2.7	3	4	5	6	7	8	9	10		142.8
Technically	1	2	3	4	5	6	7.9	8	9	10		
Career ambition	1	2	3	4	5	6	7	8	9	10		
Job Security	1	2	3	4	5.8	6	7	8	9	10		

South Region	All Centers											
On a scale 1-10 evaluate your level of satisfaction with you job as a supervisor on the following areas:											Average Salary	
Financially	1	2.6	3	4	5	6	7	8	9	10		116.1
Technically	1	2	3	4	5	6	7	8.1	9	10		
Career ambition	1	2	3	4	5	6.8	7	8	9	10		
Job Security	1	2	3	4	5	6.3	7	8	9	10		

Youth Centers Review **Report References**
Promoting Life Opportunities for Adolescents in Jordan Project

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