



# Young Women Leadership Development (YWLD)



## FINAL REGIONAL REPORT

(Mid-July 2011 – June 2013)

Prepared and submitted by:

**Academy for International Development – Middle East (AID-ME)**

Submitted to

**The Swedish International Development Agency (SIDA)**

*September, 2013*

## TABLE OF CONTENTS

LIST OF APPRIVIATIONS.....	3
EXECUTIVE SUMMARY.....	4
PROGRAMME INTRODUCTION AND BACKGROUND.....	5
OVERALL PROGRESS/ACHIEVEMENTS.....	7
<b>PHASE 1: STRATEGIC PARTICIPATORY PLANNING AND COORDINATION</b>	
<b>(Starting the project for 08 MONTHS.....</b>	<b>7</b>
I. Laying the foundation of the project.....	7
II. Selection of Partner local NGOs in each country .....	8
III. Selection of the project target group.....	9
IV. Communication channels with the project partners, staff and beneficiaries.....	11
V. Establishing community resource centers (CRC) for local participating NGOs.....	12
<b>PHASE 2: PROGRAMME IMPLEMENTATAION (09-20 MONTHS).....</b>	<b>13</b>
I. Quarterly Regional Meetings.....	13
II. Formation of the initiative selection committee.....	15
III. Protocols of Cooperation with NGOs for the Initiatives' Implementation.....	15
IV. Capacity building.....	15
Achievements in figures.....	19
Creating Partnerships.....	21
Unplanned Outcomes.....	22
Community Outreach and mobilization.....	24
Community Behavior Change (CBC).....	26
Monitoring and evaluation.....	29
Program Mid-Term Review.....	29
Documentation.....	33
<b>Phase 3: INSTITUTIONALIZATION AND USUTAINABIITY (21-24 months).....</b>	<b>34</b>
I. Community Initiatives by Young women.....	34
II. Bridge Training as an unplanned activity.....	38
III. Institutionalization and sustainability.....	41
<b>PROGRAMME CHALLANGES.....</b>	<b>43</b>
End Notes.....	45

## LIST OF ABBREVIATIONS

AID-ME	Academy for International Development, Middle East
CBC	Community Behavior Change
CRC	Community Resource Center
FGDs	Focus Group Discussions
IPC	Inter-Personal Communication skills
LFA	Logical Framework
MTR	Mid-Term Review
NDEV	New Development
NGO	Non Governmental Organization
NDF	National Development Foundation
PRA	Participatory Rapid Appraisal
SIDA	Swedish International Development Cooperation Agency
WAY	Women- Adults - Youth
YWB	Youth without Borders
YWLD	Young Women in Leadership and Development

## EXECUTIVE SUMMARY

This is the final narrative report on YWLD programme that has been implemented in four countries in the region: Egypt, Lebanon, Jordan and Tunisia. The report is based on the final technical narrative report submitted by the team of each of the programme countries. The report is divided to various sections that shed the light on the processes and achievements of the programme in the four implementing countries.

The main sections of this report are presented according to the programme three phases so that the reader can relate the implemented activities to the programme phases. Furthermore, as the reader moves on in the report, more details related to the programme impact not only direct outcomes start to emerge and gather in a meaningful manner.

The report aims at handing on the core lessons learned throughout the lifetime of the programme; in addition to presenting the main challenges that faced the 4 main implementing NGOs in carrying out the activities of the programme phases. The information is presented and analyzed for the reader so that one can draw a holistic picture on the programme implementation in the four countries. The report is illustrative as it includes tables, graphs, pictures, examples from all countries and stories.

### Young Women Leadership in Development





## PROGRAMME INTRODUCTION AND BACKGROUND

Lack of cultural support, absence of social supportive norm, inaccessibility to accurate and comprehensive knowledge and information, weak civic society infrastructure and lack of strong foundation of civic pride attitudes, behaviors and skills contributed significantly over decades in hindering the young adults, particularly young women active participation in any significant social movements or civic activities.

For the preparation of young adults in general and young women in particular to be competent in undertaking leadership responsibilities in the future and to be changing agents and active advocates in their communities to initiate and support the civic participation and democratic promotion and endorsement activities, they should be equipped by a tailor designed mix of knowledge, skills and attitudes to actively fulfill this role in their respective communities.

Young Women Leadership Development (YWLD) Programme is a two-year regional Programme that is implemented in four countries in the Middle East and North Africa through local active organizations in Egypt, Jordan, Lebanon, and Tunisia. The Programme is funded by the Swedish International Development Agency (SIDA) and designed and regionally managed by the Academy for International Development- Middle East (AIDME).

YWLD Programme is a designed and implemented as a regional initiative to enhance the skills of selected women and young women with regard to political participation and civic engagement and build the capacity of 26 NGOs working on promoting women's civic participation in Egypt, Jordan, Lebanon, and Tunisia. Each main NGO in each country partnered with 6 local NGOs except for Lebanon that partnered with 8 local NGOs.

AIDME was established in Cairo, Egypt in 2006 as a regional organization that initiates and technically supports socio-economic, socio-political, democracy and good governance and community beavers change development Programmes and initiatives in different countries of Middle East. AIDME provided the required technical assistance, coaching and supervision to the Programme partners to ensure the Programme objectives are satisfactory fulfilled and maximize the impact of the different Programme's interventions on different front.

The agreement between SIDA and AIM-ME was signed in July 2011 for this two years Programme and ended in June 2013. AIDME implements the Programme by working through

four regional strategic partners in four countries Egypt, Lebanon, Tunisia, and Jordan Each partner has considerable successful history and solid experience in planning and managing community based interventions with different groups in its respective country. Each country partner is managing the Programme through approved Terms of Reference (TOR) and signed partnership agreements with six local NGOs in strategically selected geographical locations in each country to reach the Programme's beneficiaries and fulfill the Programme objectives.

AIDME, over YWLD's Year-one, worked on adjusting and upgrading its regional institutional and organizational capabilities. An automated financial and accounting system installed that has enabled AIDME and its financial cadres to more efficiently consolidate the quarterly/annual financial reports of AIDME and its four partners.

Also, during this year, AIDME developed and upgraded its financial, administrative and Human Resource Development (HRD) Bylaws and recruited a Monitoring and Evaluation (M&E) expert who worked with AIDME management and technical staff to develop a regional M&E logical framework, reporting process, methodology, tools and forms to monitor the progress of different Programme activities and assess their impact.

AIDME has conducted four regional partners' quarter meetings with the country strategic partners, one in each country but Jordan to introduce and discuss the Programme's objectives, activities and overarching strategies and develop in a participatory way regional Programmatic approaches and plans to be adopted and implemented through the operational plan of each country. Also, AIDME provided the country partners with several planning and management materials and tools to facilitate the implementation and monitoring of the Programme.

## OVERALL PROGRESS/ACHIEVEMENTS

<b>Goal: Young women (18-25) are actively engaged in leading democratic form and development in the MENA region</b>
<b>Strategic Objective 1:</b> Young women learn and apply basic skills of leadership & advocacy to engage in public, private, and civil society sectors (including media) through various projects tackling issue of political participation, leadership and advocacy.
<b>Strategic Objective 2:</b> Enhancing the skills of selected young women in regards to political participation and civic engagement.
<b>Strategic Objective 3:</b> Enhancing the capacity of the local partners toward more participation in social and political intervention especially that which is related to women's participation.

The YWLD Programme's operational plan was designed to be implemented through three major overlapping phases of development over the two year life span of the project. Each phase had a theme, activities and major outcomes:

### PHASE 1: STRATEGIC PARTICIPATORY PLANNING AND COORDINATION (starting the project for 08 MONTHS)

Phase one focused on building the required Programmatic infrastructure, setting the operational framework of the Programme, developing the country based action plans, identifying local country partners, initiating the partnership, understandings and networking, seeking local support and endorsement, and establishing the regional steering committee from the representatives of country partners.

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#### I. Laying the foundation of the project

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This stage included: the recruitment of the project staff in each country, the selection of target groups; and the identification and development of partnerships with local NGOs and partners in each country.

Each main implementing NGO in the four countries of the project independently hired a devoted team for the project to facilitate and manage the implementation of the project activities; to build partnerships with six local NGOs in the project implemented areas; and to monitor the progression of the project in order to ensure the achievement of the planned activities.

Accordingly, AIDME designed Terms of Reference (TORs) for the agreed upon number of staff emphasizing the job descriptions and qualifications required for each post, such as previous experience with women's empowerment issues, strong communication and organizational skills. Each main NGO has followed its recruiting process by posting the TORs on its website and sending it out to all its network and partners. In the period from January till July 2011, the required number of staff in each country was hired. Number of staff members varies from one country to another according to the organizational structural of the main implementing NGO and to their strategy in seeking interns and volunteers to assist in implanting some of the project activities. However, we claim that the most 3 common posts that were filled in all countries are the National coordinator, the Field Officer and the Accountant.

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## II. Selection of Partner local NGOs in each country

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Six local NGOs were specified as local partners in the programme countries. Nevertheless, the countries were encouraged to increase the number of partnerships and establish more relations with other parties. To back this achievement, In **Lebanon** 4 local partnerships were developed, some of them were with universities and in **Jordan** partnerships with 22 various organizations were developed. These organizations' belong to Governmental bodies, private/civil society sector, and media.

The selection criteria of the local partner NGOs were almost the same in the four countries. In **Lebanon** and **Jordan**, the main criteria were that the selected NGOs have to be diverse and to represent all sects in the country. So for instance, in Jordan, the selected NGOs represented the Chechen community, Circassia's, as well as Christian and Muslim communities. In **Tunisia**, the team was concerned with establishing a balance between coastal regions and major cities, as well as between urban and rural areas, with an emphasis on disadvantaged areas in the association's work, such as the north-western and southern regions.

In **Egypt**, the team stressed the a main selection criteria should be out of a sense of social responsibility, and its role in providing institutional support to other organizations, NDF selected somehow a weak local participating NGO in Greater Cairo in order to enhance its capabilities and provide it with a chance to operate actively.



In general, the 4 main organizations in all countries maintained a regular and well-organized communication with the 26 partner NGOs. Close contact and technical assistance helped solving many difficulties they confronted, such as: finding appropriate headquarters for training and the difficulty to communicate with young women electronically. This communication was maintained through the following media: e-mails, regular field visits, telephones and special Facebook group of participating local organizations. For instance, in **Tunisia** the Facebook group page is:

<https://www.facebook.com/groups/425237700835804>

*For more details about the other Facebook groups, refer to the attached media report.*

### III. Selection of the project target group

Each of the four countries selected the target group in accordance with criteria agreed upon by all the parties. Examples of the selection criteria for the target groups included:

*Screening and selection criteria developed to identify the potential audiences to be addressed by the program's activities.  
Indicator "1" of Objective "1"*

- Age category between 18 - 25 years old,
- Commitment to attend all training Programmes and 80% of the training days in each training programme ,
- Holds a high secondary school diploma or its equivalent as a minimum,
- Is an active member of her community for the betterment of the whole country, away from any directions, political beliefs or party,
- Has the willingness to serve the community, adopt issues and influence them positively,
- Has the ability to build and lead team work, making right decisions at the right time,



To sum up, the four countries worked on implementing all the aforementioned activities related to this phase. They all set specific criteria to choose the local partner NGOs, criteria to identify young women from each of the chosen NGOs to take part in the Programme , and criteria to hire the suitable staff for the project.

**Part of building the Programmatic infrastructure** was to announce for the YWLD programme among several groups and concerned parties so that the implementers of the project start creating additional partners and networks. This way of planning was adopted by the four partners though implemented in different ways. For instance Youth without Borders (YWB)-**Tunisia** decided to hold a press conference to announce the official launching of the Programme "Young Women's Leadership in Development 2011-2013" on Friday, the 16th of December, 2011. The event was attended by many passionate civil society activists and representatives of the partner associations, as well as a number of journalists and photographers from different audio-visual and written media organizations. Such organizations were credited for the proliferation of knowledge of the Programme in civil society and associative organizations throughout the entire territory of the republic, as felt by staff from the eager attitude of associations and parents whose daughters wished to take part in this Programme in the beginning. This event achieved media success in its publication, as experienced particularly by YWB receiving numerous calls from various Tunisian Arabic, French and English speaking media outlets more information about the Programme and its objectives.



Another way of promoting for the project and its beginning was in **Lebanon** where WAY signed several agreements with various academic, economic and official institutions to continue in cooperation within the Programme and to create a favorable environment for coming initiatives concerned with young women. In addition, WAY signed a protocol with the Environmental Committee in Northern Lebanon, which is involved in the administration of several National Environmental Preservations. WAY decided to establish the official website to help in serving Programme activities: [www.way-lebanon.org](http://www.way-lebanon.org) as well as an active step to present YWLD throughout the local media in Tripoli and Lebanon.

*For more details about creating partnerships and promoting YWLD programme, please refer to **Table 2** in this report.*

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#### IV. Communication channels with the project partners, staff and beneficiaries

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The main implementing NGOs in each country were keen to create and sustain regular communication with the six NGOs local partners and other stakeholders on one hand and with all the programme beneficiaries on the other hand. This was crucial to follow the progress of the various activities and plans of the programme as well as being able to provide them with logistic and technical assistances (especially in the early stages).

Periodical staff meetings with the Programme coordinators were carried out in all countries in order to achieve the following:

- To provide all of the information about the Programme, including
  - Programme overview, parties involved, Programme activities and the methodology that was to be applied,
- To discuss the roles and responsibilities of each employee and their weekly tasks, as well as coordination between various activities and discussion of the existing problems/challenges and offering solutions,
- To review and follow up task implementation according to the action plan and discuss any difficulties, challenges and reasons behind uncompleted or unimplemented tasks,
- To discuss financial issues related to project activities expenses in accordance with the Programme budget.



Furthermore, the communication channels were created with the project beneficiaries, young women, in order to ensure the smooth implementation of activities and the ability of women to comprehend what they learn in trainings and apply on ground. In that regard, refer to the Facebook group created by Young women in **Tunisia** (holding around 250 members to-date):<https://www.facebook.com/groups/196491720446378>

This group enabled leaders from various partner organizations and governorates to exchange their experiences, as well as to create online friendships among each other. It also enabled them to keep in touch with the Programme directors for recommendations and specification of Programme activities.



Another example of communication is from **Lebanon** where WAY took the lead in establishing social media for the Programme through creating and operating the following channels:

- Facebook Group: <http://www.facebook.com/YWLD/Lebanon>
- Facebook Group: <http://www.facebook.com/YWLD/BAU>
- Facebook Group: <http://www.facebook.com/way-lebanon>
- Website: [www.way-lebanon.org](http://www.way-lebanon.org)
- YouTube: [ywld-way](http://www.youtube.com/ywld-way)

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## V. Establishing Community Resource Centers (CRC) for Participating local NGOs

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Establishing the CRCs was one of main planned activities in the project that aimed at ensuring sustainable support for young women in the target communities. It was a crucial step too to enhance the technical capabilities of local participating organizations. The CRCs were implemented in the 26 NGOs.

*NGOs has established 26  
community resource  
centers.  
Indicator "2" of Objective "3"*

Some countries, like in **Egypt**, the main NGO NDF has conducted field visits to assess the needs of the local participating NGOs for equipment and computer sets to supply each organisation with everything necessary for preparing the CRCs within the allocated budget. The equipment had been purchased and handed over to the six participating organisations to establish 6 CRCs so that they might start training the young women. NDF was also responsible for paying all the required monthly fees for internet service to activate the role of those centers.





## PHASE 2: PROGRAMME IMPLEMENTATION (09-20 MONTHS)

Phase two focused on the launch and operationalization of the planned activities identified in the Programme proposal and action plan through the six major components of the Programme:

1. Strategic regional coordination and planning

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### i. Quarterly Regional Meetings

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Four regional partners' forums were implemented throughout the lifetime of the programme. The forums were attended by the four national coordinators of the four countries in addition to one selected member of the implementation team in each country, AID-ME management and executive staff, as well as a SIDA representative.

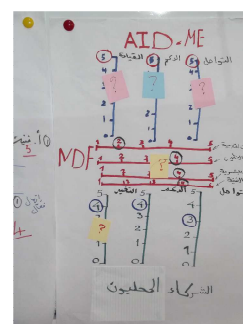


**The 4 forums were organized by AID-ME at quarterly intervals as follows:**

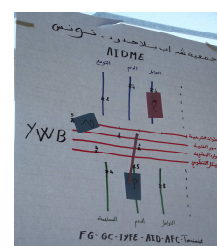
- The first forum was held on 28<sup>th</sup> – 30<sup>th</sup> July 2011 in Cairo, Egypt;
- The second forum was held on 19<sup>th</sup> – 21<sup>st</sup> December 2011 in Sharm El-Shaikh, Egypt;
- The third forum was held on 22<sup>nd</sup> – 24<sup>th</sup> March in Tripoli, Lebanon;
- The fourth forum was held on 10<sup>th</sup> – 12<sup>th</sup> July 2012 in Tunis, Tunisia.

### **The forums provided great opportunities for the four regional partners to:**

- Come to a consensus on the Programme's strategic framework, structure, selection criteria, major roles and responsibilities,
- Share experiences and lessons learned on a regional basis,
- Develop the Programme's monitoring and evaluation framework and the operational plan,
- Agree on the partnership agreements and contracts,
- Develop policies and rules to achieve effective communication and constant interaction among the four regional partners,
- Discuss the common understanding of the Regional Partnership which varied from one country to another with its expectations and challenges,
- Go through the basic financial management, procedures, and roles such as: organisation internal control, country laws including taxes, social security etc. –and the basic procedures to spend the fund,



- Agree on keeping the gender balance in all the regional partners' project staff as it is the key factor for project success and the possibility of getting new funds.
- Discuss the progress achieved and challenges with regard to streamlining the Programme 's activity outcomes in each country as a requirement for proper participatory planning,
- Discuss features of the sustainability plan,
- Agree on clustering Programme activities under the following five categories:
  - *Strategic directions and coordination,*
  - *Allies and partners partnerships,*
  - *Behavior Change,*
  - *Capacity building,*
  - *Monitoring and Evaluation.*



- Identify the criteria used to govern the relation between the four parties represented in SIDA, AID-ME, the regional partners, and the local participating organisations in each country,

As the regional parties realized the importance of having regional forums where they give time to sharing experiences, challenges, review the achievement track and agree on the next steps, some of the countries, such as **Egypt**, managed to conduct a workshop for the local partners. The objectives were:

- To enhance the understanding to the core activities of the project among the 6 local NGOs
- To set the tone for more unified and integrated activities among the 6 partners
- To review the implemented and unimplemented activities of Year I,
- To develop the action plan for Year II.

The strategic workshop NDF held by NDF-Egypt was attended by:

- 2 representative of each organisation ,
- 2 young women leaders from each organisation ,
- AID-ME representatives,
- NDF Programme Staff.

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## (ii) Formation of the initiative selection committee

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In light of the need to strengthen the institutional side of the local 26 NGOs in the four countries, each implementing organisation in each country formed an initiative selection committee to include:

- One of the Board members,
- The coordinator of the participating organisation.
- In addition to:
  - The Executive Manager of the main implementing organisation,
  - The country Programme Coordinator,
  - The Field Coordinator.

*For more details about the community-based initiatives, visit the **section on initiatives** in this report.*

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## (iii) Protocols of Cooperation with NGOs for the Initiatives' Implementation

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Where the local NGOs in each country were responsible for supporting young women leaders to manage the funds of their initiatives, a protocol of cooperation with the participating NGOs was signed organisations to determine the methodology of settlement and the payments that have been supplied to them. NDF-**Egypt**, for example, communicated with the NGOs the importance of signing this protocol to administer the implementation of the initiatives' activities and monitor all the financial aspects.

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## (iv) Capacity building

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### a) Curriculum Development

The process of designing the various curricula for the planned modules was not a linear process across the 4 countries; on the contrary, each main implementing NGO took over the task of curriculum design based on the resources, knowledge and networks it has. The ultimate agreed upon goal was to design curricula that suits the knowledge and awareness level of young women and assists in uplifting their current level of information and skills. The objectives were the same in the 4 countries; however the scope of training, sequence and the

training approaches were left for the implementing organisation in each country to decide on. It worth mentioning at this point that the 4 countries exchanged the training curricula they developed; the room was there for any country to integrate whatever they regard as useful from the shared training curricula. Furthermore, each implementing organisation relied on a pool of trainers who took the responsibility of designing curricula and/or reviewing already existing curricula and work with other trainers to share resources and learn about what has worked. Evaluation tools include qualitative feedback from trainees, and local NGOs and participation sheets for sessions and seminars were applied in each training module.

The above mentioned elements of the curriculum development process was demonstrated in the steps taken by NDF-Egypt where they cooperated with various experienced consultants and trainers who developed the curricula which covered all the skills needed to prepare successful and effective young female leaders.

➤ **The Curriculum of Leadership Skills Module which covered three main themes:**

- Leadership Skills
- Effective Communications
- Team-Building

➤ **The Curriculum of English Skills Module which covered the following topics:**

- Basic Grammar,
- Preparing CVs,
- Preparing an official letter head,
- Business English Writing,
- E-mail Writing,
- Development Terminology.

➤ **The Curriculum of the Computer module covered the following topics:**

- U Lead Visual Studio,
- Photoshop,
- Microsoft Office,
- FaceBook (as a resource and tool for leadership training),
- Twitter (as a resource and tool for leadership training).

➤ **The Curriculum of the “Towards Enhanced Civic Participation (A)” module,**

as prepared and developed by NDF Programme staff, was designed to address 6 main topics necessary for the young women to build their capacity and qualify them to assume leadership in the near future:

- Advocacy,
- Human Rights,
- Democracy,
- Decision Making,
- The concept of Gender Mainstreaming,
- Volunteerism as a tool for community mobilization.

➤ **The Curriculum of the “Towards Enhanced Civic Participation (B)” module**

(Which, according to the proposal, was supposed to be delivered in three days), NDF found that the topics to be covered needed more days to be taught properly and in a reasonable way to young women. Therefore, NDF modified the training Programme of the module and added 2 more days to cover the following topics:

*Development advanced training program on civic engagement and political participation.  
Indicator “2” of Objective “2”*

- Political participation,
- Women’s Rights,
- Management,
- Planning,
- Financial Management.

*70% of participating young women have increased their political knowledge and awareness by 40%.  
Indicator “3” of Objective “1”*

**b) Training implementation**

By the end of the project, young women in the 4 implementing countries had to acquire sufficient skills and information that would qualify them to be leaders in their communities through applying the following methodologies:

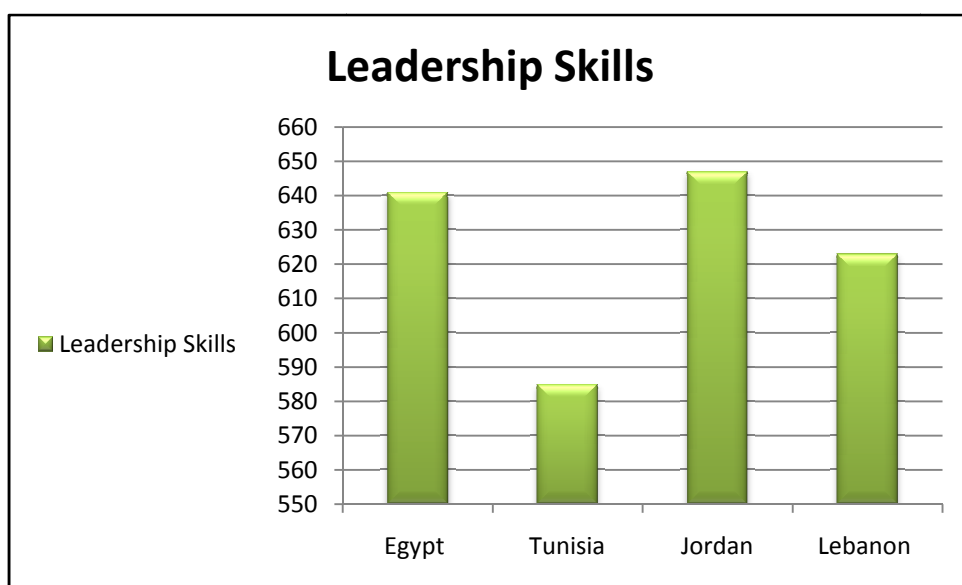
- a) Training on various skills such as leadership, computers, languages and civic participation,
- b) Peer education training,
- c) Participation in conferences and forums,
- d) Connecting with role models,
- e) Design and implementation of their own initiatives.

*Development of 24 month training program to equip young women with facilitation, leadership, advocacy and civic participation skills and Inter-Personal Communication (IPC) skills.  
Indicator “2” of Objective “1”*

### **An intensive 24-month training Programme aimed to:**

- 1) Equip young women with facilitation, leadership, advocacy and civic participation skills
- 2) Teach and apply advocacy and decision-making processes in their communities
- 3) Increase the self-confidence and enhance the Inter-Personal Communication (IPC) skills among trained women

**Chart (1): Number of trainees in the Leadership Skills Module in the 4 countries**



The training Programme was divided into four main modules, each including a basket of training topics delivered either inside the classroom or through on-the job and file activities. Each module was designed to seamlessly lead into the other. It is perceived that these the training modules are complementary as they ultimately lead to having well composed women leaders capable of undertaking the rest of the project activities and leading the processes of political and social change in their communities. It is worth mentioning that the Leadership skills and Towards Enhanced Civic Participation (A) module was designed for 600 young women participants, while the Civic Participation (an advanced module B) was delivered to 218 women who were regarded as the best out of the 600, who appear capable to carry the project's activities and teaching to another level of implementation, and who can also add value to activities related to political participation and sustainability.

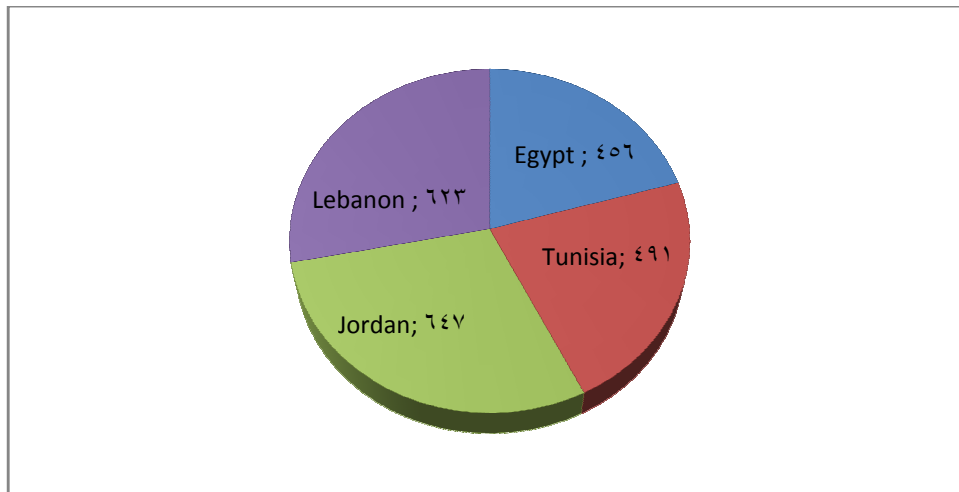
## Achievements in figures:

*Table (1): Number of trainees in each training module in the 4 countries of the project*

Training Module	Planned #	Achieved Egypt	Achieved Tunisia	Achieved Jordan	Achieved Lebanon
Leadership Skills	600	641	585	647	623
Computer Skills	if needed	322	106	220	*NA
Language Skills	if needed	332	35	** NA	*NA
Civic Participation "A"	600	456	491	647	623
Civic Participation "B"	200	178	203	218	223
Cascade trainings (1 to 4 peer education)	2400	1009	1402	2537	1200

- ❖ In **Jordan**, based on the assessment conducted in the early stages of the Programme, the target group did not need language training and they needed the computer skills only.
- ❖ In **Lebanon**, as for the computer and language skills modules, WAY asked the YWLD permission to replace these modules by "General safety "Module for its necessity .And we they got the YWLD go-on at the beginning of the YWLD implementation in Lebanon. Number of trainees for "General Safety" module in Lebanon is 300 trainees.

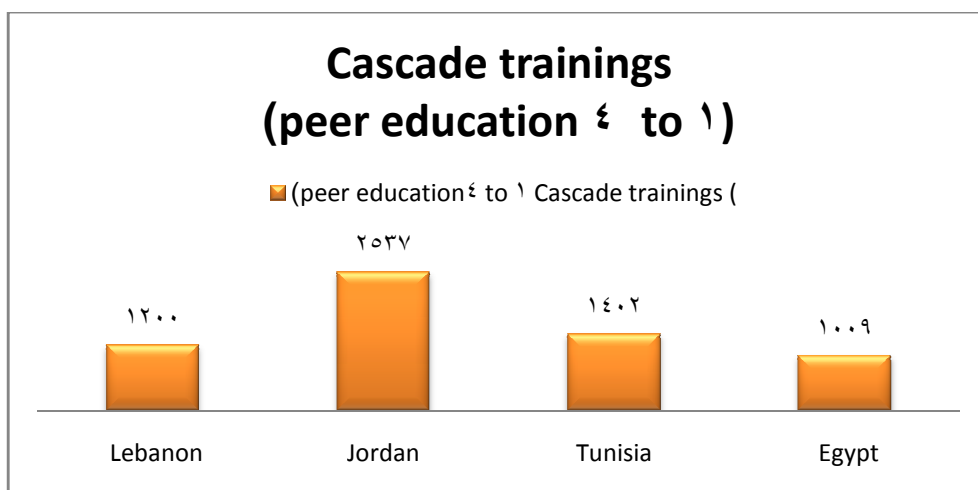
**Chart (2): Civic Participation Training (Module A)**



**Chart (3): Civic Participation Training (Module B)**



**Chart (4): Peer Education trainings**





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### a. Creating Partnerships

By looking at the partnerships that the main and local NGOs created in each country, one can claim that these partnerships are a blend of Governmental and Non-Governmental institutions and various community circles, such as the parents and the media. Examples of these partnerships are presented in the following table (Please refer to Table 2).

**Table (2): Events that created partnerships in the 4 countries of the project**

Events	Egypt	Tunisia	Jordan	Lebanon
Parents meetings	1	2	34	12
Press conferences	--	7	33	7
FB groups & use of social media	12	7	18	5
Meetings with the private sector	--	---	27	18
Meetings with universities/other NGOs /donor agencies	33	12	33	5

Some countries managed to create more partnerships and engage many elements of the communities, such as the parents of the girls and the media, more than others. Jordan did an outstanding work in creating the partnerships with diverse segments of the community and with various organisations. As shown above in Table 2, the meetings with the private sector organisations are 27 and the press conferences along with the use of social media 51 meetings/seminars.

#### ***With regard to conducting parents' meetings/conferences:***

The methodology of opening direct interpersonal dialogues with the parents' of young women varied from one country to another according to the social and political setting in each country. In some countries, such as **Lebanon** and **Jordan**, the communication with the parents took the form of semi-regular meetings to help in creating an enabling environment for young women to take part in implementing the project activities. Number of meeting conducted throughout the lifetime of the project reached 12 meetings where in Jordan it reached 34 meetings. Another approach was adopted by NDF-**Egypt** where communication

with parents was mainly via telephones and irregular small meetings. In Egypt, the focus, in terms of communicating with parents, came during the Conference conducted on 17th October, 2012 at Minia Governorate where 250 parents attended.



It is worth mentioning that the work done with regard to creating partnerships is closely related to the component of Community Behavioral Change (CBC) where the partnerships that allows for more communication is regarded as the vehicle for bringing about the community behavioral changes that eventually will improve the perception of the community and its members to the notion of women' leadership and participation in the social and political affairs of its community. In **Egypt**, another example, the achievements in the sphere of CBC involved partnerships and coalitions with national and regional organisations, such as Foundation For Future organisation based at Amman-Jordan, that helped in mobilizing resources and influence systems, change relationships among young women and their families, and served as catalysts for changing common community practices and ideas.

### **Unplanned Outcomes**

As noted earlier, a huge effort was done in the area of promoting YWLD objectives and activities; in addition to the effort exerted in networking with several organisations and relevant institutions, such as universities in the 4 countries. These opened collaboration and partnership channels and before it the capacity building programme that 600 women received in addition to the different opportunities for interaction among women in the same country and between women in different countries, all of these efforts resulted in realizing some additional outcomes/impacts that were not planned in the project proposal. *Examples of these unplanned outcomes* include:

#### **❖ Additional Trainings in some of the project countries**

Organizing additional trainings to young women by partners and stakeholders who are interested in the Programme. The additional trainings include:

- The First Aid training organized by Informatics Association of Djerid in Tunisia-May 2013
- The training on film photography techniques organized by the Future Generations Association in Tunisia -November 2012

- During the 1'st Arab forum for Young women leaders that have been held in Egypt during February 2013 Young women leaders raised and discussed 4 main topics that were regarded as main challenges facing them in their communities. The Egyptian young women raised the topic of "Empowering Marginalized Women in Social and Political life" and a pool of recommendations emerged during the debates and was presented in the plenary closing session of the forum. Based on that and further to this success, AIDME initiated a short term initiative called "Empowering Women for Political Affairs" EWPA to put into action some of the recommendations of the Forum. The initiative focused on women's representation in the political life and amending the laws related to women's rights in the Egyptian constitution. Around 15 Young women affiliated to YWLD programme and who had attended the first Arab Forum took part also in EWPA project.

#### ❖ Further Technical Collaboration with other Organisations

In the Community Development Association at Tour, Sinai in Egypt, it happened that the NGO signed a contract with Intel Company to take advantage of the hall of the Community Resource Center by training young people at discounted prices. Moreover, the association delivered many computer trainings in the hall of the community resource center, which contributed in increasing the revenues of the association and helped it to carry out the rest of its activities.

#### ❖ Responding to national needs that arouse in the political sphere in Lebanon

In Lebanon and through the main implementing organisation (WAY), young women decided to participate in Civil Acts to Protest the Civil War in Tripoli. As known, the city of Tripoli confronted a real crisis with multiple clashes that took place during end of May 2013, along with many clashes in the district of Akkar, which threatened civil peace in Lebanon. Young women trained through YWLD project felt it was part of its responsibility to participate in the civil act of protesting the war, and so decided to participate in a 'sit in' right after the clashes along with some WAY staff. During the demonstrations, they held significant slogans in our bare hands that communicated to the Lebanese people that they should stand against the renewal of the civil war.



## 2. Community Outreach and mobilization

Community outreach and mobilization encompassed a range of interventions and approaches in the 4 countries. For instance, the main implementing organisations along with the 6 local NGOs in each country were keen to conduct parents meetings (regular and irregular); community meetings; training or sensitization sessions with Governmental and Non-Governmental partners and authorities and community/public leaders in the project local locations. The integration of the mass media campaigns, especially those organized via diverse social media tools was crucial in the community outreach and mobilization in order to reach a wide segment of the target group as well as the community in general.

### **Other innovative approaches that can be effective in reaching diverse audiences include:**

Previous successful interventions with young people showed that using different mediums and innovative approaches to mobilize the community can produce positive change in the attitudes and behaviors of the community regarding the space given to women' participation in the different life affairs especially the political affairs. In the 4 countries, it happened that the implementing local NGOs, through the guidance given from the main NGO and through AID-ME, effectively combined the use of social mass media and the implementation of community-based initiatives by young women on ground.

One of the main lessons learned throughout the process of community outreach and mobilization that was presented and stressed by the team in the 4 countries is the element of community engagement where all members should take ownership and assume responsibility in the implementation of the project activities and become activists themselves. It was an inevitable mission to reach a result where women' awareness and participation in socio-political affairs framed as the entire community's responsibility, not only the girls' responsibility. All community members starting from the parents till the parliament members and decision makers were looked at as part and parcel of community mobilization which highly assisted in achieving the project goals.

The following are examples from the 4 countries that show the combination of approaches they used to achieve outreach and community mobilization:

**Example from Lebanon: Raising awareness and mobilization of the public opinion to induce qualitative change**

The implementation of initiatives by young leaders achieved a qualitative change and mobilized public opinion through the following:

1. Raising awareness to have a positive influence on public opinion about the definition of the environmental and social impact of any project that wants to bring about change in the country,
2. Raising the capacity of local partner institutions and their ability to manage local initiatives, including how to deal with Governmental institutions, and their effect on polarization and continuity,
3. Raising awareness and empowerment of civil peace concepts through the partnership with educational institutions in adopting the initiative of young leaders to help bring about civil peace. This resulted in positive civic education materials in Arabic and French, which carried the concepts of peace, citizenship, dialogue and recognition of the other that will be adopted in teaching within the annual curriculum for grades VII and VIII of the intermediate stage.

**Example from Jordan: An integrated Community approach to reach all players**

The project has been perceived well by participating NGOs, local communities and the media. Sensitization activities contributed significantly to the outreach and community support of project activities and subsequently supported the following advanced course and community project initiatives. One of the major successes related to the focus discussions was that of discussions with Jordanian Parliament members followed by each training workshop, which helped the young women to use the knowledge and skills gained in training to discuss major political and social strategy.

The following actions were a direct result of the activities:

- *Focus discussions with Parliament members,*
- *Interviews, and newspaper articles in major Jordanian newspapers (attached examples in annex 1),*
- *Meeting with Civil Society Organization (CSO) representatives to establish a YWLD support committee,*
- *Parent meetings for project orientation and support,*
- *Regular newsletters for NGOs published on the NGOs Facebook (attached in annex 1),*
- *A lengthy television interview with Jordan T.V morning show to talk about the program,*
- *Participation in the Earth Day event,*
- *Participation in most NGOs social and development events.*

## Community Behavior Change (CBC)

CBC as adopted and applied by NGOs in the 4 countries is about re-shaping the self-perception/image of the young women and creating new roles for this group to perform better within their families and their communities. CBC activities were central in this Programme and the themes along with suggested activities were addressed more than once in the regional meetings of the Programme.

Through different sets of activities and interventions implemented by the 26 NGOs along with the young women themselves in the local communities, we claim that families, institutions and the communities at large have developed positive behaviors and practices appropriate to their settings when it comes to giving young women leadership roles. This does not mean that a complete behavioral change process has occurred to the local communities or even to all women participated in the Programme but rather an enabling environment and a supportive positive social norm have been created through the CBC activities. This has been strongly demonstrated in the community initiatives component where young women were the planners and implementers of these initiatives with a great support from the local organisations and individuals. For example in **Lebanon**, a number of implemented initiatives developed into continuous and ongoing activities:

**a.** Health monitoring of classified institutions in the city of Mina under the supervision of the municipal authority,

**b.** Civil Peace Annual Award for Education, which was launched in partnership with the National Orthodox College in Tripoli. This is the first part of completion of the three adopted teaching classes on the concept of civil peace and recognizing the rights of the other,

**c.** Cinema Club in WAY's Cultural Youth Center under the supervision of a group of young leaders. *(Please refer to the community initiatives section in this report for more details.)*

### Story from Egypt

In an attempt by NDF to apply gender equality in the local participating organizations at all levels, NDF asked the Local Community Development Organization in Al-Tour (one of the local participating organizations in South Sinai) to consider the role and effect of gender within its Board of Directors as it was composed only of men and had no representation of women. The local participating organization responded to its community's request as soon as they received a resignation from a member in the Board of Directors. They called for an urgent General Assembly meeting and called Sinai women for nomination. One Bedouin woman ran for the election and won to become a board member in the Board of Directors of the organization. This act was a remarkable one in the Sinai community, which is not yet used to the participation of women in all fields. In addition, the local participating organization in Al-Tour took an action to amend its regulations and rules to be in line with gender equality and women's representation in the Board of Directors forever.



As noted by the NGOs in **Jordan**, the community engagement was clear and evident during the phase out event organized by each local NGO, which was attended by more than 2000 community members (averaging around 200 community members in each NGO). The message of behavior change was passed on and enforced throughout the events, which led to sustainable support for young women during the programme activities and is strongly anticipated to continue now that the programme has concluded.

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### Indicators to the application of NGOs to the elements of CBC included:

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- The long lasting relationships created among local NGOs, young women and the local community at large.
- The permission that local traditional communities gave to their daughters to participate in events that regarded as "Males' Events", such as regular attendance of training at the NGOs, participation within parliamentary election monitoring like the case in **Jordan**, and the daily discussion of major political issues between young women and their parents.
- The pursuit of excellence with partner organisations in all regions, where they became more able to intervene and network with the local community, as well as numerous public and private institutions,
- Achieving change in the behavior of the young leaders themselves that has been expressed by participants and measured via the impact of their initiatives, as well as how the media and local organisations reacted to them, and thus raised their ability to plan in discovery and intervention, implementation and evaluation
- Number of young women that the 26 NGOs reached out to them, trained and engaged in the initiatives' component. This number exceeded the planned one
- The quality of the training Programmes that have been delivered to young women and caused many other unplanned impact and outcomes (*please refer to the Unplanned outcomes section in this report*)
- A volunteering culture was effectively spread among the young women and increased their willingness to volunteer in various associations and bodies in Tour, Sinai, **Egypt**. More than 20 young women volunteered in various associations such as the Red Crescent Society, the Association of Combating Addiction, the Life Makers Association and the Association of Youth Without Borders.

*At least 10% of the 2400 young women actively engaged in the political process as volunteers for local council representative and or civil society organizations.  
Indicator "5" of Objective "1"*

CBC interventions in the 4 countries encompassed a broad range of activities and approaches, which focused on the individual, community, and operating organisations influences on behavior. One of the most important activities is the Peer to peer training as it enabled an effective change of behavior of an important and significant bracket of society - teenagers between 13 and 17 years old - who are experiencing the formation of their personality and seeking their positions in society. For this purpose, the raising of awareness of this specific category by the leaders themselves represented a positive, significant and repeated point in the Programme despite it presenting a challenge for most partner associations. Number of peers who were trained in **Jordan** reached **2537** and in **Tunisia** 1402. *Please refer to Table (1) in this report.*





### 3. Monitoring and evaluation

Many tools and mechanisms agreed on at the regional level have been implemented throughout the Programme's operational period, but became especially important during the second year when real behavior change started to be observed on young women and within the local community's behavior. The following M& E methods were used:

- Focus group meetings with the participants themselves, along with the chairpersons of local partners associations,
- Meetings with officials and socially responsible persons (from ministries, municipalities, syndicates, etc.),
- Evaluation forms to the trainings,
- Measurements of success and the impact of the initiatives,
- Regular field visits by the project coordinators joined by the programme manager at times of events, trainings and initiatives implementation
- Media interviews and articles on the Programme and implemented initiatives

#### ***Example from Tunisia***

On July 28th; 2012, a series of focus groups were organized to evaluate the impact of the program on various participating parties, and to monitor the participants' views and opinions on the different program stages. Assistance by a non-biased and independent adviser of Youth without Borders was necessary to ensure transparency, who asked a set of questions to those in attendance and who received their answers without intervention or comment. A general report was written regarding their answers and options.

The 3 focus groups were formed as follows:

- Young women leaders: comprised of a sample of 12 leaders from Tunis City, of which 5 from rural areas and 7 from urban areas,
- Leaders parents,
- Managers of 3 partner associations from Grand Tunis.

Focus groups discussions lasted for 45 minutes each, in which a written and vocal recording for answers from participants was made. The opportunity was given to all participants to show their opinions on the program, on the trainers in various training sessions, activities and also on the Youth without Borders Association in general.

### **Program Mid-Term Review**

The Mid Term Review conducted data collection in late July and early August 2012 by an external consultant who adopted the below **methodology**:

**First:** the development of a Logical Framework (LFA) which was missing in the program documents as a clear and unified document and which is regarded as an important analytical, presentational and management tool for the project implementers and partners. Fortunately, there was a unique opportunity for the consultant to share the LFA with the project regional partners in July during the forum meeting in **Tunisia**.

**Second:** the development an evaluation plan with each of the regional partners. The mid-term evaluation of the Young Women in Leadership and Development programme is geared towards learning about what one is doing and how one is doing it, by focusing on:

1. Efficiency
2. Effectiveness
3. Impact

**Third:** The mid-term review was carried out using a **Rapid Participatory Appraisal method:** This is a qualitative way of doing evaluations. It is semi-structured and carried out by an interdisciplinary team over a short time. It is used as a starting point for understanding a local situation and is a quick and useful way to gather information. It involves the use of secondary data review, direct observation, semi-structured interviews, key informants, group interviews, games, diagrams, maps and calendars.

Using this approach a number of focus group discussions were carried out in addition to analyzing and reviewing observations from the different regions in regards to success of a number of initiatives that came out as a direct result of this program from the young women. These success stories are a very important indicator on the impact of the program, as these initiatives happened on their own and prior to second component of the program that focuses on supporting these young women to take on such initiatives.

The FGDs meetings were held with various groups as follows:

- Coordinators of the organizations,
- Groups of young women who participated in the program activities,
- Some of the executive staff and board members.

### **Snap shots of the main recommendations delivered by the consultant as an outcome of the MTR**

- The project's concept and design appear to have been largely relevant to the needs of the participants and communities in which it was implemented, even if many of the young women claim to have held few expectations when they entered the project. However, many felt that the project should have included young men as well so that they could participate and also be aware of the efforts of young women.

- Many of the project participants that took part in the evaluation team's focus groups reported that the project's trainings have had important impacts on their lives, even prompting behavioral changes and providing opportunities to help build their CV's to gain better jobs in the future.
- Participants were pleased with the training and the trainers. However, project participants indicated that the end of the academic/school year affected a lot of their ability to participate in activities as it conflicted in schedule. For the majority, the training sessions in themselves were engaging and they enjoyed the level of participation.
- Although several NGOs agreed that the project was relevant to the needs of their communities, out of all the 25 local partner organizations in the region, none of them had previous experience in this field and had identified the project as a need in the community; most of the local organizations in the countries, with the exception of Egypt, were charity based organizations rather than development based.
- The largest challenge was finding the number of young women (around 100 per NGO) to commit to the project for the whole duration as it was a long commitment.
- In the area of personal and social/political skill development, the project had a strong impact on project participants, while its impact has been less strong in the area of creating leaders and participation in political processes.
- At the community level, the project has had a noticeably weaker impact due to the fact that year one focused on building capacity and in doing so there are many communities who are unaware of these young women and the project.
- At the time of the MTR, the project had not been successful in achieving its second objective, "Enhancing the skills of selected young women with regards to political participation and civic engagement." The activities of this component of the project at the time of the evaluation were not implemented. The evaluation was therefore not able carry out any assessments.

- The YWLD project has been able to successfully complete most of its third objective, “26 NGOs have the skills to implement a women’s civic participation program in Egypt, Lebanon, Jordan and Tunisia.” Most of the partner CSO’s staff that took part in the focus group discussions felt that the project had really helped their organization take on a new role in their communities.
  
- There is a need for improvement and rethinking in regards to the organization and management of the Community Resource Centers as they currently appear to lack an effective organizational structure or management scheme at this point in time. For most of the CSO’s there were no clear guidelines/mandate in regards to the community centers. This is something that will need to be developed in year two in greater detail as the vision of the community center is more than just a place for training for young women and women.

**There is a need for improvement in regards to:**

- The organization and management of the community resource centers,
- The mentoring program,
- The record keeping practices for the project,
- The reporting process.

**In year two more focus was to be paid in:**

- Building the strength of the network among the partners and getting the website up and running,
- Developing manuals with the curriculum used for training,
- Building sustainable partnerships.

## 4. Documentation

Documentation had several implications on the progress of this programme in the Four implementing countries. It was done through simple yet influential means, such as video and voice recording, written reports by young women, trainers, field coordinators and managers. Not all local NGOs and even the four main implementing NGOs had solid experience in documentation; however, all of them strived to maintain good standards in documenting the achievements and impact of this programme in their locations and countries. This has been manifested in the number of documenting tools they mapped in their reports and also in the quality of documents, such as the reports and the videos. The following are examples<sup>i</sup> from the documentation process that occurred in the four implementing countries:

### **Trainings of young women:**

- Training reports (recording the attendance, trainer notes and a copy of evaluation sheets)
- Peer education mentoring session reports
- Database that recorded all data on participating young women and each of the 6 local NGOs, such as the database named "Leaders Data Base" in **Tunisia** where the contact information of young women (phone, address, school, attainment level, e-mail, etc) exists.
- Training Manuals for all training modules
- Peer to Peer Training Manual
- Photographs documenting all the programme trainings

### **Programme Events:**

- Recording of the Parents' Conference in Minia, Egypt
- Recording of the Opening and Closing Ceremony of the First Arab Forum,
- Recorded shots of the Swedish Embassy Visit to Minia, Egypt,
- Different recorded shots of the implementation of the initiatives,
- The four Regional Partners' Meetings in Egypt, Lebanon and Tunisia
- Photographs documenting all events



### **Videos:**

- A documentary film was produced on the YWLD activities in **Lebanon**.
- A documentary film was produced on the YWLD Programme and its implementation in the four countries. The film was produced by YWLD's team in **Egypt**. It was a joint effort between NDF & the local Six NGOs.

[http://www.youtube.com/watch?v=a61eyF5T1\\_q&feature=youtu.be](http://www.youtube.com/watch?v=a61eyF5T1_q&feature=youtu.be)

### PHASE 3: INSTITUTIONALIZATION AND SUSTAINABILITY (21-24 months)

Although the sustainability and institutionalization process was a continuous and cross-cutting theme, phase 3 emphasized Programme continuity within the partnership and the building of institutional and systemic sustainability beyond the end of the 2<sup>nd</sup> year. As institutional/training needs were assessed and identified during Phase 1 and 2, national partners were therefore actively involved in action planning, training curricula and material development, as well as trained on leadership and planning skills at the onset of the Programme.

The YWLD Programme provided training opportunities for local partners and the transfer of knowledge and expertise, at both the local and regional level, through technical assistance to ensure their capacity to initiate maintain and evaluate activities. In addition, during this phase, efforts were focused on strengthening the organisational and technical capabilities of the selected community resource centers to be safe and equipped places for the trained women and young women to practice and exchange their skills, experiences and initiatives.



These centers also contributed in building supportive social norm for women and women involvement in leadership and civic participation Programme s and activities.

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#### i. Community Initiatives by Young women

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The component of designing and implementing community-based initiatives fully led by young women was carried out during the second year of the programme. It came to clearly reflect all the learning that young women acquired during the training modules delivered in year one of the project. For the young women as well as for the staff working in the programme across the four countries, the implementation of the initiatives' component was the peak of the programme and a real manifestation to all the past efforts exerted from the main implementing NGOs and also from the 26 partner local NGOs.



There was a clear process for the selection of the appropriate initiatives that the programme shall fund. The process was managed by a "section committee" that was formed in each country to identify and supervise the initiatives' component along with the program managers in each country. The agreed upon criteria for the selection of initiatives came as follows:

- The initiative has to fulfill a real social need,
- The initiative has to have a clear action plan not exceeding 3 months,
- The initiative has to be realistic,
- The initiative has to involve in its execution a set of 4 or more leaders;

In **Egypt**, the selection committee selected 25 initiatives to be funded by the programme and implemented by the young women leaders while in **Tunisia** 19 initiatives were selected. In **Jordan** and **Lebanon**, the number was 24 initiatives.

In each country, selected 200 young women out of 600 young women who attended the trainings of Leadership, Computer Skills, Language skills, and Civic Participation “A” attended the intensive training “Civic participation “B” which aimed at presenting sufficient information about the initiatives' design, implementation and management (especially the financial aspects). This training helped the young women to explore the ideas within their initiatives entirely, to plan the activities in more details, and to assess the budget accurately.

*160 women develop, design and implement a small advocacy and leadership community initiatives.  
Indicator “4” of Objective “2”*

### **Training on Initiative design and management:**

Training on initiative design and management was conducted to local NGOs in each country so that they can provide assistance to young women throughout the stages of planning and implementation to the initiatives when needed.

This training aimed at: (i) introducing the concept of initiatives and their relevance to the project to the participating NGOs; (ii) presenting the initiatives' design and demonstrating examples of initiatives' planned by women in their local communities; (ii) presenting and discussing themes of advocacy and community mobilization outreach in order to obtain a good impact for the initiative on a long term basis.

The positive point that was stressed by the teams in the four countries is that the local NGOs intervened slightly in the implementation of the initiatives. In other words, young women were the leaders in designing and implementing the initiatives in all countries.

*160 young women out of 800 will become leaders of change in their communities.  
Indicator “5” of Objective “2”*



The young women leaders who implemented the community-based initiatives have experienced direct contact with community members, various governmental bodies, and the public & private sectors. Through the implementation of initiatives, they directly applied the skills and knowledge they learned via the training programs. They practiced communication and negotiation with different individuals and bodies, faced various problems and tried to find alternative solutions, made important decisions, worked under pressure, committed to deadlines, tried to convince others of the importance of ideas within their initiatives, mobilized community members and organizations around their initiatives, received a lot of contributions and achieved a kind of sustainability for their initiatives and their local participating organizations.

### **Examples from community-based initiatives in the four countries:**

#### **EGYPT**

##### *"Women Political Participation"*

The initiative highlighted the importance of women's political participation and activating their role in society.

- Lecture on the Constitution and the rights of women.
- Lecture on Women and Political Participation.
- Lecture on citizenship, community participation, and development.
- Viewing a movie about women's political participation.



#### **LEBANON**

##### *"Week of Peace"*

Held on the occasion of the International Day of Peace, the "Week of Peace" was established due to the critical situation in the city of Tripoli and the need to face such dangers that encounter Lebanese society. An initiative was therefore launched by the YWLD young girls from the local partner House of Literature, Sciences and Development organization that included several activities during the week, including, a civil demonstration in the main square in Tripoli calling for peace and acceptance, lectures on the need for peace in the main culture center of the municipality of Tripoli, sports activities, etc. This initiative reflected many supporting actions in the incubator environment in Tripoli and many articles in the local media were written on these activities.





## JORDAN

*“Martyrs of university violence” initiative- and the target audience is **the university students***

The initiative aims at raising awareness of the dangers of campus violence that killed five students in one year through:

- Holding a workshop in Al-Balqa Applied University in partnership with the Salt Cultural Forum
- Performing a play on the dangers of violence
- Analyzing a questionnaire to determine the causes of campus violence and ways to combat it



## TUNISIA

### Informatics Association of Djerid – Touzeur

*‘Anti-drug forum in school environments’*

An Anti-drug forum was held in the school environment under the slogan “We will make them forget their addiction before their candle is blown out”. This initiative was launched in the presence of the Regional Director of Education, a psychiatrist and a lawyer, and was targeted to educate young people on how to avoid drug abuse and its health complications (psychological and legal).



A seminar was then held to answer such questions as the disadvantages of the drug addiction, which was attended from start to finish by local media. At the end of the evening, a play produced by the students was debuted to show the implication of youth drug addiction, culminating in all of the students signing an oil painting to symbolize their commitment in avoiding addiction and to produce awareness for their families and surrounding neighbors on the danger of drugs.

<https://www.facebook.com/photo.php?v=135725999887218&set=vb.357641224260523&type=2&theater>  
<https://www.facebook.com/media/set/?set=a.345118625523530.69739.304573866244673&type=3>

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## ii. BRIDGE Training as an unplanned activity

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BRIDGE is a form of training with the specific aim of enabling individuals to partake in the observance and monitoring of electoral processes. The term BRIDGE itself stands for ‘Building Resources in Democracy, Governance and Elections’ and is taught all over the world, working to accredit normal people that possess varying skills and levels of education with a knowledge of electoral processes. Furthermore, BRIDGE works to build a common understanding of the standards and fundamental principles governing the management of elections, so that such core principles can be applied to different political and electoral situations.



Although not included in the original proposal or work plan of the project, the opportunity to add this extra element to the YWLD program was realized in the fifth quarter of the project’s implementation by AIDME management. As national and local elections were executed in implementing countries and political unrest swelled continuously throughout the region, it became clear that enabling individuals in those countries and communities, youth in particular, to oversee elections and disperse knowledge of electoral processes on the ground was in great need. As such, AIDME management felt it would be greatly beneficial to the program’s wider goal of youth’s empowerment and civic participation to offer such training to some of YWLD’s most successful and committed young women.

Young women that signed up to participate in BRIDGE training had to fulfill a set of criteria to determine their ability, as well as formally commit to either using their knowledge locally on the ground during electoral events or being an election observer when, where and as needed. In addition to training the young women, it was decided that select staff from AIDME, each national NGO and most participating country CSO’s would also be allowed to apply for training. This would contribute to the capacity building and technical assistance goal of YWLD for participating organisation, ensuring that organisations throughout the four countries could actively contribute to supporting and creating free and fair elections.



When approval for BRIDGE training to become an additional element in YWLD was received, AIDME proceeded to meet with the BRIDGE team in Cairo and draw up a regional preparation and delivery plan for the training workshops. It was decided that four workshops on 'Introduction to Electoral Processes' would be conducted in each implementing country in the first quarter of 2013. Selected participants would then be chosen to partake in the second workshop, who would then become semi-accredited BRIDGE facilitators (able to assist in the training of others). Finally, a third workshop held in order to create a handful of fully accredited BRIDGE trainers. This work plan was designed with the aim of dispersing knowledge throughout implementing countries via the creation of a human resource in the form of participating individuals. As such, knowledge of electoral processes and election procedure could be dispersed both informally by participants from the first stage, and formally by participants from the second and third stages.



**The workshops were held during the following periods:**

**First stage**

- Egypt from 30 Jan – 3 Feb 2013,
- Lebanon from 21 Feb – 25 Feb 2013,
- Jordan from 15 Mar – 19 Mar 2013, and
- Tunisia from 27 March – 31 Mar 2013.



**Second stage**

- Lebanon – 16 – 25 May 2013

**Third stage**

- Jordan – 3-7 July 2013,

The following table reflects the number of individuals, according to country, that participated in each stage of BRIDGE training, and the qualifications that they received on completion:

	<b>Egypt</b>	<b>Jordan</b>	<b>Tunisia</b>	<b>Lebanon</b>
<b>First stage:</b> <i>Trained election observers</i>	25	24	22	22
<b>Second stage:</b> <i>Semi-accredited BRIDGE facilitators</i>	5	5	5	4
<b>Third stage:</b> <i>Fully accredited BRIDGE trainers</i>	1 Fully Accredited Trainer	20 Participant		1 Fully Accredited Trainer

The workshops were evaluated regularly during implementation and a formal evaluation form was distributed at the end of every workshop. The feedback given by participants in itself is enough to express the success of the BRIDGE training, for all that participated were very satisfied with the knowledge that they gained and the overall execution of the workshops. Some participants responded to the training by requesting to participate in other BRIDGE modules, as well as a request for an extension of the workshops, so that they may study the concepts more in depth. All individuals that participated in the first stage workshops were keen to show their interest in attending the second stage workshop.

All individuals that participated in BRIDGE and completed their respective stage of training has formally committed to using their knowledge and skills on the ground and for the benefit of their communities and country. Many of the young women were happy to receive training for such an important but rare skill set for something that is so central to their, and others', civic participation, for their commitment forms part of their civic duty. Organizational staff's participation now allows them to widen their horizons in terms of national and community development, as well as support and provide information to communities at times of election.

The team of individuals trained in Building Resources in Democracy, Governance and Elections hereby form an integral element of the Arab Federation for Youth and Civic Participation, which will be discussed in detail in the following section.

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### iii. Institutionalization and sustainability

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The Arab Federation for Youth and Civic Participation (AFYCP) is an organization that seeks to an accessible regional platform that blends various civic and political activities in an attempt to bridge the divide between thinkers and practitioners. In particular it aims to provide an open space for youth to speak freely of issues that they identify in both the public and private spheres, whether current or benign, and the practical solutions that they would propose to solve them.

The Federation was imagined by AIDME management after identifying a significant gap between government policy implementation and practical, locally supported solutions to important national issues across the Middle East and North Africa region. This, coupled with the severe neglect of young voices in high political and social spheres, despite numerous uprisings in the region, further entrenches incredibly unstable and turbulent societies.

This is a situation that the AFYCP would like to contribute to reducing by specifically bringing youth into the spotlight and allowing them a platform upon which they may easily participate in civil society.

The AFYCP has been formally registered with the Arab League, which is incredibly important for the legitimacy and longevity of the Federation. As such, it is now considered a reputable and genuine entity, ensuring that any and all output bearing the name of the Arab Federation for Youth and Civil Participation may be taken seriously at any level that it may reach.

All of the young women that have participated in the YWLD program, along with all organisations and staff in partnership with the program, have all been taken as a basis for the basic network of the Federation. While the Federation has a number of different functions and outputs, all participants and organisations may participate in the Federation as they see fit, and may do so on either the local, national or even regional levels.





Those participants that received BRIDGE training feed directly into the 'Election Monitoring' element of the AFCYP. This element is one of the main pillars of the Federations activity, for it offers election monitoring as a service to any and all electoral activity which is felt to require assistance by an international body of trained electoral supervisors.



Furthermore, as the majority of recipients of training were the young women leaders, this will continue to contribute to the empowerment and leadership of young women, whilst continuing to show all women that politics is a viable interest or career path.

The Federation in itself is a means by which the goals and aims of the YWLD program may be preserved and prolonged. It, and all that are in involved, will continue to work throughout the Middle East and North Africa region for political stability, governmental accountability, public scrutiny, as well as the empowerment and positive utilization of youth in civil society on a multitude of issues despite the YWLD project's end. YWLD and the Federation do in fact go hand in hand; one spurred the creation of the other, whilst the other will continue to work for the message of the former. For that, AIDME is thankful to SIDA.

## PROGRAMME CHALLENGES

### A. Challenges related to programme financial management:

"The management of cash and money transfers from Cairo-Egypt was another major challenge, which sometimes led to the need of borrowing from the Ndev account to cover necessary costs- **Jordan**"

"Due to country conditions and stagnation of the import process, the actual cost of the computer sets - needed to establish the Community Resource Centers - increased and exceeded the allocated budget that had been estimated in the previous period. This resulted in an additional burden on NDF that was not in the accounts-**Egypt**"

### B. Challenges related to programme technical issues:

"The number of activities in the programme was a main challenge, which is estimated to have been more than 200 days of actual trainings. This challenge placed pressure on the programme team in terms of follow up and monitoring-**Jordan**"

"Most local participating organizations faced a challenge in mobilizing young women and reaching the targeted figure due to the preoccupation of most of the young women with study or work and their inability to allocate enough time to attend the activities of the program-**Egypt**"

"The decrease of the participation rate in the second training phase from 97% to 83%. This was more complicated by the scheduling of the second training alongside end of year exams. To avoid such a problem in the third training session, YWB organized many meetings to encourage the youth in the beginning of the second year, which contributed to increasing the attendance rate to reach 94% in the third module--**Tunisia**"

"It was difficult for the target group in one of the local participating organizations to absorb and understand the training material in the short duration that was specified. They expressed their willingness to extend the duration for better understanding of the training materials- **Egypt**"



### **C. Challenges related to programme organizational issues:**

"The delay in receiving approval from the Ministry of Insurance and Social Affairs to start the program. This hindered NDF in acting freely with the implementation of activities and in dealing with the media for the program's publicity. This is in addition to the suspension of activities in South Sinai upon the request of the Directorate of Social Affairs until such permission was granted-**Egypt**"

"At Withdrawal of the Association for the Support of Self-development due to significant internal structural and administrative issues was a challenge. This NGO was then replaced by The Future Generations Association NGO which in a short period of time made up for the delay in implementing the first module- **Tunisia**"

### **D. Challenges related to culture and traditions in local communities:**

"Facing the difficulties of negative and belittling ideas and concepts from local culture and normal social conduct concerning the role of women in social and political life- **Lebanon**"

"The diversity of Lebanese society (different religions and different cultures) and the difficulty this sometimes posed to talking across religions and cultures or producing a unified space- **Lebanon**"

### **E. Challenges related to the capacity of local partner NGOs**

This is a well-known challenge in our communities where you find the technical and financial capacity of local NGOs poor and not up-to standards.

"The capacity of the local NGOs in terms financial management was weak; therefore, the effort exerted by the main implementing NGOs was large and essential to support all the implementation processes- **Jordan**"

### **F. Challenges related to political instability**

"The Syrian crisis reflected on the religious situation in Tripoli and the North, which produced another challenge which is it became more difficult to secure the participation of young leaders from the Alawite sect with other leaders because of security threats- **Lebanon**".

"In 2011, and during the first phase of the programme, the Association faced a difficulty in choosing partners. In fact, after the revolution, most of the present associations had been dissolved due to their allegiance to the former party. Those associations that then existed did not have the actual ability to implement the program or attract a sufficient number of young women, which contributed to the difficulty in addition to the political circumstances witnessed in Tunisia after the revolution and the elections which were held on October 23rd. All of the above mentioned factors made the task of choosing partners and young girls difficult, thus delaying the actual launch of the programme-**Tunisia**"

## End Notes:

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- (1) *For more details on the media coverage of the programme events and achievements, kindly refer to the Media Report attached to this document.*