

SEARCH FOR COMMON GROUND



QUALISUS
CONSULTING

FINAL EVALUATION

Promoting Constructive Relationships between Youth and Local Authorities in Jordan

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Contact:

Khalid Flieh
Project Manager
Search for Common Ground
Yarmouk Plaza, Al Kaswa St
kflieh@sfcg.org

Aya Abu Sitteh
Country Director
Search for Common Ground
Yarmouk Plaza, Al Kaswa St
aabusitteh@sfcg.org

Table of Content

Table of tables	3
Table of figures	3
Acronyms	4
Executive summary	5
Project Overview	9
Purpose and approach of the evaluation	10
Background and context	14
Presentation of key findings	18
Conclusions	41
Recommendations	43
Annexes	46

Table of tables

Table 1 Evaluation methodology	13
Table 2 Data collection phases	14
Table 3 The distribution of LYLP sample based on target geography and gender	15
Table 4 Key elements forming the National Youth Strategy (2019-2025)	17
Table 5 The National Youth Strategy (2019-2025)- Themes and strategic objectives	17

Table of figures

Figure 1 Project activities	9
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Acronyms

IPs	Implementing Partners
LA	Local Authority
LYLP	Local Youth Leadership Platform
MoY	Ministry of Youth
Search	Search of Common Ground
ToC	Theory of Change
ToR	Terms of Reference

Executive summary

PROJECT OVERVIEW

In line with the National Youth Strategy (2019-2025), outlined by the MoY in Jordan and its objective to increase youth civic participation, Search implemented a project titled “Promoting Constructive Relationships between Youth and Local Authorities in Jordan”. The overall objective of the project is to strengthen youth participation in local governance by developing their skills to collaborate and negotiate with local authority (LA) members in order to achieve positive change on community-level issues.

PURPOSE AND APPROACH OF THE EVALUATION

To evaluate project achievement and to capture lessons learned, a final evaluation was carried out using a mix of methods (quantitative and qualitative) with an outcome harvesting approach. The evaluation was centred around six interlinked evaluation criteria: relevance, effectiveness and impact, efficiency and value of money, sustainability, cross-cutting, and adaptability. With LYLP members, the evaluation conducted 61 surveys, three focus groups discussions (FGDs) and 12 In-depth Interviews (IDIs). 260 surveys were conducted with youth benefiting from the awareness sessions. 24 IDIs were carried out with LA. 12 Key Informant Interviews (KIIs) with Search staff and implementing partners (IPs). More details about the evaluation methodology are available below.

Context Overview

Youth continue to be amongst the most marginalised groups in Jordan with unemployment and exclusion from decision making being two major challenges. The importance of addressing youth needs and increasing their participation in local and national governance became a central concern for Jordan notably with the deterioration of the situation following COVID-19. The National Youth Strategy (2019-2025) and the Kings’ decree are two major steps taken to support young people and increase their presence in decision making.

The National Youth Strategy (2019-2025) outlines concrete steps to strengthen youth participation with a focus on increasing their presence in local governance. This is expected to be achieved through capacity building and offering opportunities for young people to directly work and intervene in public life affairs. In addition, to support young people, the King of Jordan commended local and national officials to engage more frequently and have youth participate in making decisions. The established royal commission for political reform was tasked with a job to come up with actionable recommendations to support youth participation and engagement in political affairs. Recommendations included decreasing the age of candidacy and working on a more decentralised decision-making process. This helped revitalise the political scene in Jordan granting people the opportunity to influence and participate in decision making.

Presentation of key findings

Relevance

- ⇒ Overall, the intervention was seen as relevant given that youth participation in local governance continues to be a challenge in Jordan despite the favourable contextual changes. The project’s two specific objectives are found to be essential. For instance, the insight collected shows that young people in Jordan are in need of capacity building with regard to their skills to participate in local governance (i.e., knowledge on the governing system in Jordan, communication skills, leadership skill, and advocacy campaign management). In addition, the data showed a high need to bridge the two groups as there are no communication channels linking LA and young people.
- ⇒ Despite its relevance and importance, the overall intervention is not aligned with the current priorities of young people in Jordan. Youth are prioritising securing employment opportunities overall taking part in local governance accounting for the high unemployment rate and the current financial struggles.

- ⇒ The project design was considered of high quality with sequential activities, contributing to the overall transformation aimed by the project objective. The project design utilises the learning by doing approach which, according to Hoskins et al. (2019), is essential to teach youth about participating in local governance.
- ⇒ Having the Ministry of Youth (MoY) as a strategic partner helped increase project alignment with the National Youth Strategy (2019-2025). The project and the National Youth Strategy (2019-2025) work on developing youth capacities related to participating in local governance and entrepreneurship utilising a similar approach that is learning by doing. In addition, the project has contributed to enhancing the capacities of MoY staff, particularly those working in youth centres to better support LYLP members.

Effectiveness and impact

- ⇒ The project resulted in improving the skills of LYLP members with regard to their ability to take part in local governance (i.e., communication skills, leadership skill, management skills). In addition, the project contributed to boosting LYLP members' confidence and self-esteem. This was found to be the result of all project activities. However, evidence shows that the round table discussions between youth and LAs were the most impactful. The vast majority of LYLP members confirmed that it was a new challenging experience for them. They saw themselves better equipped to lead fruitful conversations with LA.
- ⇒ The project contributed to improving LYLP members' and LAs' understanding of each other. LYLP members confirmed being more knowledgeable of the nature of LAs' job and challenges. LA mentioned that they became more aware of youth needs and potential in their communities. However, LYLP members believe that LAs do not address their needs and see working with them as challenging since they need capacity building.
- ⇒ The intervention has led to several unintended outcomes that were not accounted for in the

project log-frame. Diversifying LYLP members' network, especially with LA, was found to be the most important project outcome for LYLP members. They believe that it allowed them to access certain resources that are necessary for their professional and personal development

- ⇒ The contextual changes discussed previously were found as a key facilitating factor in achieving project objectives. The King's decree helped increase young people's willingness to take part in local governance and pushed LA to engage with young people. As such, the project was considered a vehicle for both LYLP members and LA to achieve their goals regarding local governance.
- ⇒ Not working on building the capacities of LA with regards to youth participation was found to be a major gap in the project design which poses challenges in achieving the second project objectives. LAs' capacities and knowledge about youth continue to be a major obstacle to youth participation which the project did not account for.

Efficiency and Value of Money

- ⇒ The design of the project and the subsequent activities allows creating synergies within the project as activities add upon each other increasing efficiency. However, this was hindered by delays in financial payments to the partners due to confinement to Search and donor's compliance policies and procedures. Having three IPs implement in different areas provided the opportunity to tailor the implementation according to the contextual needs allowing for a more efficient implementation.
 - ⇒ The evaluation found that there is a need to increase the number of employees within Search and IPs. The implementation was considered challenging since the number of staff supporting were insufficient. There is a need to recruit a financial officer and a senior M&E officer within Search Jordan team.
 - ⇒ The multiple delays in the implementation have significantly shortened the time allocated for each activity, hindering it from reaching its full potential.

Sustainability

- ⇒ Increasing the skills of LYLP members and diversifying their network were seen as sustainable outcomes produced by the intervention.
- ⇒ Regarding LYLP members, more effort should have been put in registering the platform as a legal entity. This helps ensure more sustainable relationships between LYLP members.

Cross-cutting

- ⇒ While gender parity was upheld during the entire implementation, no evidence shows that the project took concrete action to address gender inequalities and existing power dynamics when it comes to participating in local governance.
- ⇒ Conflict sensitivity was not clearly accounted for in the project design. However, some activities allowed to reduce possible tension mainly training LYLP members and LA to better engage with each other and limit confrontation.
- ⇒ Demographic diversity was upheld during the entire implementation phase. The project included different age groups, females and males, as well as minorities (Circassians).

Adaptability

- ⇒ The project was successful at adapting to the contextual changes related to COVID-19. Having three implementing partners facilitated access to the field during lockdowns.
- ⇒ The project was struggling to adapt with the delays related to donor approvals. This impacted the quality of the overall intervention.

Project Overview

In line with the National Youth Strategy (2019-2025), outlined by the MoY in Jordan and its objective to increase youth civic participation, Search implemented a project titled “*Promoting Constructive Relationships between Youth and Local Authorities in Jordan*”. The project was implemented, from June 2020 to November 2021, with the support of three IPs, each operating in

Conclusion

Overall, the evaluation brought forward the importance of building the capacities of youth through training and real-life experiences to increase their participation in local governance. As such, the intervention was a pivotal stimulus to push young people to take concrete steps towards becoming more involved in local governance and creating positive change in their community.

Recommendations

Based on the findings, the following recommendations are detailed in the corresponding section in the final report.

- In the future, revise the project design to accommodate the need of building the capacity and behaviour change of LAs
- Revise project design to become more inclusive, gender and conflict-sensitive.
- Adjust and revise training material to further cater to the needs of youth through consultation with them to increase project ownership and focus on enhancing social cohesion
- Reassess the allocation of project resources and partnerships established during the project. This includes looking at the number of personnel supporting the implementation and reassessing the capacities of implementing partners for a more adequate and smoother implementation.
- Further account for the sustainability of the outcomes produced in the project

one region: Al-Thoria in the Center of Jordan, Rafd in the North of Jordan, and Creativity Club in the South of Jordan.

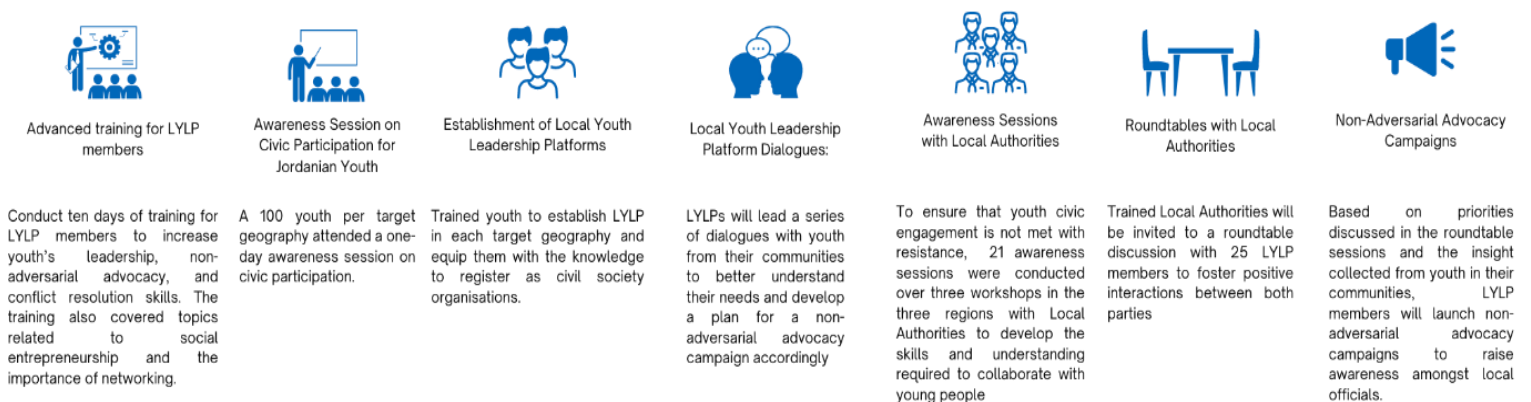
The overall objective of the project is to strengthen youth participation in local governance by developing their skills to collaborate and negotiate with local authority (LA) members in order to achieve positive change on community-level issues. Based on the project proposal, Search’s intervention does not emulate other interventions led in Jordan by other organizations as it utilizes a different approach to achieving its objectives. This is achieved by establishing a Local Youth Leadership Platform (LYLP) across seven Jordanian governorates located in the North, Center, and South, with high rates of youth vulnerability and unemployment (Zarqa, Madaba, Irbid, Amman, Karak, Al-Tafilah, and Mafraq).

LYLP constitutes a democratic and transparent channel where youth can communicate, collaborate, and negotiate with local decision-makers on priority issues in their communities, and help foster positive relationships between both parties. In addition, the project helps establish a roster of youth equipped with the required non-adversarial advocacy skills for potential youth interventions initiated by MoY. Below is the project Theory of Change (ToC), its two main objectives, and the key activities that were undertaken.

“If motivated Jordanian youth are provided with opportunities to acquire and practice advocacy, leadership, and communication skills, as well as engage with positive models of civic engagement with local authorities, then they will constructively work together across barriers and advocate for change at the community level.”

- ⇒ **SO1:** Equip young people with the skills and avenues to constructively engage in local governance
- ⇒ **SO2:** Strengthen cooperation between young people and local authorities through non-adversarial advocacy.

Figure 1 Project activities



Purpose and approach of the evaluation

Purpose of the evaluation

Based on the Terms of Reference (ToR), the evaluation scope and methodology were designed to:

1. Assess the extent to which the project was successful at meeting the essence of the Theory of Change. This will be achieved through making sense of the context and the factors that hinder or facilitate youth civic participation.
2. Assess if the project was relevant to the needs of youth, LA, and the different communities and the extent to which the needs of these various groups were identified and addressed. This will help capture the intended and unintended outcomes of the project on participants.
3. Assess youth's perception of their skills and ability to negotiate and lead effective communication with LA to establish change on key issues affecting them and LA's perception of youth civic participation and its importance and effectiveness.
4. Evaluate the extent to which the existing context facilitated/hindered the project outcomes.

Evaluation approach

To address the ToR, for this assignment, the consultants used mixed methods that are centered around the OECD evaluation criteria and outcome harvesting approach. As such, during the qualitative interviews, participants were asked to identify and discuss project outcomes, explain how the intervention contributed to these outcomes and suggest other key focus areas for the evaluation. To accommodate the outcome harvesting within the evaluation methodology, the data collection was carried out through three different phases. In each phase, the emerging outcomes of each phase were being consolidated in the following data collection phase. The table below provides a more detailed overview of the evaluation methodology and how outcome harvesting was integrated into each phase.

Table 1 Evaluation methodology

Evaluation phase	Description	Inclusion of outcome harvesting
Design of the evaluation - Inception	In this phase, the consultants carried out a desk review of all the documents that Search made available. This included the project proposal, log-frame, baseline youth mapping report, M&E data, regular reports, MoUs with IPs, and others. This allowed the consultants to understand the project, its objectives, the intended outcomes, and the key indicators. Based on that the inception report was developed which included the evaluation matrix, method, and data	OH was introduced in this phase through the identification of the main stakeholders, including the harvesters (evaluation team), change agents (Search and its partners), social actors (local and national authorities, LYLP and youth attending awareness sessions) and harvest users (also Search and partners). Outcome statements were defined at the initial stages, in alignment with the project's outcomes set in the logical framework, the

	<p>collection tools. Through multiple rounds of feedback with Search, the evaluation methodology was finalized. It included a mixed approach (quantitative and qualitative) tackling multiple project stakeholders.</p> <p>Stakeholders involved in the project evaluation were:</p> <ul style="list-style-type: none"> ● LYLP members (in-depth interviews/ focus group discussions/ and surveys) ● Young Jordanians who attended awareness sessions (Surveys) ● LAs who took part in the project (in-depth interviews) ● Search staff (key informant interviews) ● IPs (key informant interviews) 	<p>evaluation questions and considering intended and unintended factors.</p> <p>The formulation of the outcome statements based on emerging data included three parts.</p> <ul style="list-style-type: none"> ● Description of Outcome Statement: answers who changed, what changed (in them or their behaviour), where it occurred and when (based on project timeframe). ● Significance of Outcome Statement: this part addresses why the outcome is important to assess and can be linked back to: the reasoning behind the project, whether the change has been observed before and if it contributes to future impact beyond the project’s timeframe. ● Contribution of Outcome Statement: includes a mapping out of the different project activities and change factors that led to an outcome, on the social actors targeted by the intervention.
<p>Data collection and engaging with human resources</p>	<p>The consultants interviewed LYLP members, LAs, Search staff, IPs, and young people who attended the awareness session. The purpose of the data collection is to develop an understanding of who changed, what changed, when and due to what factors, both related to the project outputs and contextual factors. It also seeks to directly answer the evaluation questions fixed in the ToR and respond to the evaluation criteria.</p>	<p>Engaging human sources: To assure outcome harvesting is covered during data collection, the rollout of the diverse qualitative and quantitative data collection tools was done progressively in three phases, allowing the consultants and Search to discuss emerging findings at two different intervals. At these review intervals, initial substantiation took place allowing for the verification of preliminary outcome statements. As such, the tools were adjusted according to the identified outcomes allowing for a better unpacking in the next phase.</p>
<p>Analysis and interpretation</p>	<p>The quantitative and the qualitative data was analysed, following data collection. For quantitative data, descriptive analysis on participants was done using frequencies and percentages for categorical data and means and standard deviations for continuous data.</p>	<p>Following the initial substantiation during the data collection, the findings were used to substantiate and verify the developed outcome statements.</p>

	The qualitative analysis was done based on an orderly process of coding responses in accordance with the evaluation criteria. Emerging themes and patterns were categorized and disaggregated where possible by age groups, gender, and geographical area.	The analysis and interpretation of the outcome harvesting specifically included unintended outcome patterns and trends. Based on the harvested outcomes, the observed trends and the overall evaluation findings, the consultants produced actionable recommendations that support the use of the outcome harvesting in current and future interventions by Search.
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As stated previously, the data collection was carried out in three phases, the table below provides an overview of the targets that were set in the inception phase and the targets that were achieved.

Table 2 Data collection phases

Phase I	Modality	Target set	Target achieved
	Focus group LYLP members	3	3
	In-depth interviews LA	12	12

Phase II	Modality	Target set	Target achieved
	Surveys LYLP members	150	61
	Surveys with young people attended awareness sessions	260	260
	Interviews with IPs and Search	6	6

Phase III	Modality	Target set	Target achieved
	In-depth LYLP members	12	12
	In-depth interviews LA	12	12
	Interviews with IPs and Search staff	6	6

The data collection was carried out remotely through phone calls, Microsoft teams, and Zoom. It was considerably challenging, especially with LYLP members as the consultants had to target

almost all beneficiaries to reach the sample size. Below are some of the key challenges faced during the evaluation:

- Focus group discussions were shifted to in-depth interviews with LYLP members as the latter were not very cooperative and keen on participating in the evaluation. They explained that they are occupied and do not have the needed time to take part in a focus group discussion. Shifting to in-depth interviews allowed for more flexibility in terms of the timing of the interviews. As such, the interviews were set based on LYLP members' availability and preference, thus increasing their likelihood of participation.
- In addition to the lack of interest from LYLP to participate in the evaluation, the field teams encountered an additional logistics challenge related to multiple incorrect or outdated phone numbers. Field teams tried to overcome this by several means: 1) By verifying the phone numbers with Search teams, 2) Calling at different times of the day on several different days, 3) Reaching out to additional people outside of the original sampled population.
- When contacting LA, the vast majority were not interested in taking part in the evaluation claiming that they do not thoroughly remember the activities that they took part in and/or do not have time to join the interview. In addition, recall bias was a major challenge during the interviews with LA. Although many could not remember, additional time was invested in probing and re-explaining the main project overview, to stimulate recall. Yet, limited insight was collected.

The challenges faced during the data collection, mainly the limited number of surveys collected from LYLP members, did not allow for a robust analysis to be carried out at the level of gender, target geography, and age groups. Statistical analysis was run, yet several remained insignificant and thus were not included in the below findings section. In terms of content, this was compensated by the qualitative interviews which were focusing on gender, geography, and age groups (two youth age brackets).

Socio-Demographic Characteristics of the Sample

In total, out of the 209 LYLP members, 61 were enrolled in the survey, with 66% female participants. A random sampling approach was used to select participants. The average age of participants is 25 years. The sample was disaggregated into two age-groups: 18-22 and 23-29 years. Given the small sample size, 15 (24%) respondents were between 18 and 22 years compared to 41 (66%) participants aged between 23 and 29 years and 6 (10%) participants over the age of 30¹. The table below represents the distribution of the sample by geographical and gender.

¹ The project targets youth under the age of 30 years old. The ones interviewed might have turned above 30, during the project implementation.

Table 3 The distribution of LYLP sample based on target geography and gender

Target geography	Total sample	Number of males	Number of females
Zarqa	10	2	8
Madaba	11	4	7
Irbid	7	5	2
Amman	8	1	7
Karak	11	1	10
Tafileh	9	4	5
Mafraq	5	3	2
Total	61	20	41

Background and context

For years, Jordan has pursued a democratic environment, civil rights, accountability, and transparency. In 2011, King Abdullah Bin Al-Hussein II launched a political reform process that has a greater emphasis on citizen participation in decision-making. Ever since the Arab Spring in the early 2010's the need to implement a constitutional amendment for "sovereignty of people" and limit governmental regulations was highlighted as the most emerging concern in Jordan. Also, it stressed on establishing social justice and equality to overcome the instabilities. However, youth unemployment and youth participation continue to be the most pressing issues in the country.

Youth unemployment

According to [UNICEF](#), Jordan has one of the youngest populations in the world, with 63% of its residents under the age of 30, with 32% being unemployed. While this provides a unique advantage to develop the country by equipping these youth with the needed skills, these potentials are hindered by the economic situation ([UNICEF](#)). The situation for girls is even more challenging, as Jordan has the third-lowest female labour force participation rate in the world. As such, securing job opportunities is, currently, considered the main priority and challenge for Jordanian young people. Accounting for the fact that the number of job opportunities is not sufficient with around 100,000 Jordanian young people starting to look for job opportunities each year ([UNICEF](#)). According to the [World Bank \(2021\)](#), Jordan has managed to cope with the COVID-19 shock better than many other countries in the region. However, rising debt, low levels of investment,

unemployment, particularly youth unemployment continue to be a challenge for a thorough recovery.

Youth civil participation

During the past decades, governments' speech contents addressing the youth focused on health, sports, and education, whereas recently a shift has taken place with more attention given to political participation, economic and cultural aspects, as highlighted by most evaluation participants. Consequently, youth are encouraged to develop their innovative skills which require self-development and more empowerment efforts to integrate youth into public life.

Based on the findings of this evaluation, on a political level, young people are marginalized and are not given the opportunity to participate in local and national governance. This is connected to the dominance of the tribal values in the country. These values grant decision-making power for older men as they are seen as experienced and competent. As such, the number of young people occupying decision making positions in the country remains limited. In addition, the voices of young people are not reflected in decision-making as they are seen as reckless, incompetent, and inadequate to do so.

The increased focus on youth participation is consolidated by the establishment of the National Youth Strategy (2019-2025) and the King's decree in that regard. Both clearly focus on increasing youth presence in local governance and consider the lack of interest of young people to participate in decision making as a key weakness to work on.

National Youth Strategy (2019 – 2025)

In the National Youth Strategy (2019-2025), Jordan has come to recognize the importance of youth participation in national and local governance and building an environment of trust, transparency, and partnership to change the old perception discussed previously. It allocates great importance to capacity-building activities for effective civic participation of youth in their community. The strategy emphasizes the importance of promoting youth development by equipping youth with the needed skills and confidence to effectively communicate and negotiate with local authority members and national policymakers.

The National Youth Strategy (2010-2025) was established through consultation with youth while considering the sustainable development goals. It is led and implemented by multiple stakeholders divided into three categories: governmental partners (MoY, Ministry of Education, etc.), non-governmental partners (Crown Prince Foundation, Jordan Chamber of Industry, etc.), and international partners (World Youth Organization, Oxfam, Save The Children, etc.). The below table presents key elements forming the strategy, more precisely, its vision, mission, core values, and national objective.

Table 4 Key elements forming the National Youth Strategy (2019-2025)

Vision	Globally thinking Jordanian youth with a firm identity and sense of loyalty.
Mission	To promote youth work and the development of young people in an educational, skilful and valuable way, enabling them to innovate, create, produce and participate in political life and public affairs. Moreover, to deal with the latest developments and challenges, to look forward to the future and achieve sustainable development through self-reliant youth in cooperation and coordination with all partners.
Core values	Effective citizenship/ Respect for pluralism/Active engagement Teamwork/Tolerance/ Justice and equal opportunities
National objective	Building a generation capable of creativity and innovation with high productivity.
Sectorial Objective	The formation and development of a young generation, conscious of themselves and their abilities, with sense of belonging to their homeland and an interest in participating in its development in a real and effective manner.

The strategy covers multiple sectors including education, technology, health, livelihood, economy, social affairs, and politics. It is centred around eight key thematic focus areas, each of them is presented in the table below along with its corresponding strategic objective.

Table 5 The National Youth Strategy (2019-2025)- Themes and strategic objectives

Themes	Strategic objective
Youth, Education and Technology	Developing a safe, supportive and stimulating educational and scientific learning environment by using IT
Youth and Effective Citizenship	Promoting the concepts of culture and citizenship, national identity, and paying attention to the values of belonging, justice and engagement without discrimination.
Youth, Engagement and Effective Leadership	Empowering young people in the political, social and economic fields. Building the capacity of young people and their partners to establish and manage effective initiatives. Developing youth centres and the infrastructure to provide advanced youth services and to provide friendly spaces.
Youth, Pioneering and Economic Engagement	Developing the youth work environment to support creativity, innovation and entrepreneurship to advance social entrepreneurship and non-traditional coping with challenges.
Youth, Good Governance and Rule of Law	Promoting the concepts, values and practices of good governance and the rule of law.
Youth and Community Security and Peace	Disseminating the culture of tolerance and acceptance of others among the youth, thus promoting social security and peace, and rejecting extremism and violence.
Youth, Health and Physical Activity	Raising health awareness among young people and using sound health patterns.

When looking at the themes covered by the National Youth Policy (2019-2025), there is a clear focus on the civic, political, governance, peacebuilding sector, and increasing youth presence and involvement in governance. This is particularly emphasized in theme two of the strategy – youth and Effective Citizenship. This project was planned to contribute to this theme, by linking youth with public officials to increase their interest in local governance.

King Abdullah Bin Al-Hussein II's decree

In the last year, to support young people, the King of Jordan commended local and national officials in the country to engage more frequently with young people to support them in making decisions. The established royal commission for political reform was tasked with a job to come up with actionable recommendations to support youth. This was carried out through thorough consultation with young Jordanian from all over the county.

Increasing youth's presence in the parliament was a key focus for the commission given the small number of young, elected officials. As such, the commission lobbied to decrease the age of candidacy from 30 to 25 years old. For example, from 2016 to 2020, the number of elected officials under the age of 30 jumped from five to seven. In 2021, the number of young people participating in the election has increased in terms of voting and winning elected positions. In addition, the royal commission proposed action to decentralize the decision-making process. Currently, most decisions are taken in the capital with limited input from the local officials which limits effective participation.

The recommendations of the commission and the ongoing political reform helped revitalize the political scene in Jordan as more freedom was being granted to people. Youth feel more at ease to discuss and engage in politics, for example, more of them are joining political parties and expressing their concerns on social media.

The Jordanian government is taking concrete actions to support youth participation in national and local governance. As such, the contextual factors made the overall environment an enabler for interventions supporting youth participation in local and national governance.

Presentation of key findings

The key findings in this section are structured according to the six evaluation criteria: Relevance, Effectiveness and Impact, Efficiency and Value for Money, Sustainability, Cross-Cutting Issues, and Adaptability. An outcome harvesting approach was used to identify intended and unintended outcomes as well as the factors that have contributed to them. Furthermore, each evaluation criteria section is structured according to the section-specific evaluation questions set by the ToR. Each evaluation criteria section is initiated by an introductory paragraph that highlights the different sources of data and profiles of participants that were consulted. Consequently, the key findings per section criteria will be presented in blue, and further unpacked in paragraphs that follow using the sub-section question structure as per the ToR.

Relevance

Under this criterion, there were four evaluation questions whose findings are discussed below as sub-topics. Data collected under this criterion includes quantitative data from LYLP and qualitative insight obtained from LYLP, LAs, Search staff, and IPs. When relevant, this section accounts for the contextual geographic and gender differences, along with the relevant visible outcomes and trends.

Overall Section Finding

The findings indicate that the intervention's objectives and design respond to the needs of LYLP members, as well as having an alignment with the country's policies and priorities. This is particularly related to the fact the project was built on Search's past experience in the country and the region. However, many young people are preoccupied with the financial hardships and are prioritizing finding employment opportunities rather than political engagement. Thus, making the project's objective, despite its relevance, less a priority to the current needs of the majority of youth in Jordan. The selection criteria put in place allowed to have a pool of youth interested in learning about local governance and to whom the project is the most relevant.

Sub-section Findings

Responding to strengthening youth participation in local governance (EQ1): Youth participation in local governance continues to be a challenge despite the contextual changes discussed in the context section. Overall, intervention's objectives set in the log frame were found to be relevant as there is a need to increase and strengthen youth participation in local governance. The collected insight demonstrates that the project tackles two crucial needs: a) build the capacities of LAs and young people on the importance of youth participation in local governance, and b) the need to establish communication channels to create opportunities for collaboration to produce positive change in their communities. The project's objectives and activities were largely found to be relevant to the needs of LYLP members and LAs.

“Young people are frustrated in this country; they are eager for a better future and to produce change. They have innovative ideas, yet their voices are not being heard”

LYLP member, Male

- Young people in Jordan need capacity building to enhance their skills related to local governance. During the interviews with Search staff, it was reported that young people in Jordan need to be trained on communication, leadership, and negotiation skills. Young people would benefit from increasing their knowledge on the legal system and the decision-making process on the local and national levels. Lack of these skills is believed to be the result of a gap in the education system, given that such topics are not covered in the school curriculums.

“Young people are engaging in the political scene with limited to no knowledge. They do not know what politics means, in fact, they were never offered the opportunity to educate themselves about political issues. Working in politics without the needed skills does not work. It is that simple!”

LYLP member, female, Mafraq

With respect to the acquired skills, no major differences were observed in the quantitative data based on gender, age groups, and regions. This hints at the possibility that the “one size fits all” approach used by the intervention is relevant to all geographic areas based on equal needs. However, it is important to point out that the relatively small sample size might have affected the finding on this level. For instance, it was mentioned several times, during the interviews with LAs, that there might be some differences in terms of skills between young people living in urban and rural areas, whereby rural youth were perceived as more knowledgeable.

“I don’t see differences, in terms of skills, between youth from different regions or governorates. However, I do see that some of the young people residing in rural areas are more skilled than those living in the capital”

LA, male, Amman

- The second objective of the project “strengthen cooperation between young people and local decision makers through advocacy campaigns” was found to be of high relevance as this project provides a space for LAs to collaborate with young people. It provided an opportunity in response to the absence of meaningful and effective communication channels. Interviews with LYLPs highlighted that the majority of them had never interacted with LAs.

“We have seen a gap between youth and decision makers, there aren’t existing channels for them to interact in constructive dialogues. Social media has created this space to share their ideas and what they think about political matters. But a lot of that has been seen in a very negative manner due to the nature of the debate online, and it was not constructive”

Search staff

In addition to developing youth skills, significant investment is needed to enhance the skills of LAs, particularly in the areas of communication skills and youth participation in local governance. The need to build the capacities of LAs was clearly showcased during the interviews conducted with them as they are only familiar with the consultative needs assessment mandated by the government, as a means to engage with young people. However, it was found that LA’s interest in engaging with young people has significantly increased following the King’s decree. It was reported that engaging with young people

has become a necessity imposed by the King whom LAs are keen to follow. These findings clearly demonstrate a contradiction between what is being said and applied in practice by LAs, which is indicative of the need for behavioural change around the approach to engagement with youth.

“Based on the recommendations from the royal commission that focused on increasing engagement with young people, LA are requested to start communicating with young people and follow up on their demands”

LA, Amman

Also, during the interviews with LYLP members, it was reported that young people find it challenging to engage with LAs and have a negative perception of LA’s capacities and competencies to fulfil their roles. LYLP members were not satisfied by LA’s overall performance with regard to responding to the needs of youth in their communities. They consider that LAs need more training to fulfil their role mainly training on how to communicate and engage with young people.

“LAs do not understand their role. LA think that their job is to go listen to people, shake their heads without taking concrete actions to support people in their communities”

LYLP member, Male, Amman

- The project design is considered of high quality and relevance to strengthening youth participation in local governance. The project worked on enhancing LYLP members’ communication, negotiation, and leadership skills through advanced training and real-life endeavours and experience. The project design allows LYLP members to acquire knowledge on youth participation, advocacy campaigns, leadership, and entrepreneurial skills and to put them in practice during the community dialogue sessions, discussion in the roundtables, the design and implementation of the advocacy campaigns. According to Hoskins et al. (2019), While the design the Learning by Doing approach, was found that the biggest part of the implementation was focused on information exchange due to time-frame delays. For example, the period allocated for the advocacy campaign was cut down which hindered the activity's potential to reach the maximum in learning outcome. LYLP members confirmed learning more about organising and implementing advocacy campaign yet need more practice as their initiatives were downsized and shortened. This is further explained under effectiveness and impact. shortened. This is further explained under effectiveness and impact.
- The evidence collected shows no weakness in the selection criteria with regards to demographic characteristics such as gender and geographies. The project was largely

centred around including females and marginalised communities. At the same time, the selection was made according to youths' past experience in civil activism. This was shown to have increased project relevancy to the population it targeted. For instance, it allowed to enrol participants interested in learning about youth participation in local governance and to whom the project is in line with the needs. To mitigate the risk of excluding youth with limited experience, the project ensured the participation of youth from younger age groups (18-22) who do not have tremendous experience yet are keen on learning about local governance.

- Although the context provides an enabling environment for strengthening collaboration between LAs and young people, evidence shows it is not considered a priority for both parties. During the interviews with LYL P members, it was found that increasing youth participation in local governance is highly important, however, there are more pressing obstacles at the moment. For example, dealing with the current financial hardships and securing employment opportunities is considered a priority over engaging with local level authorities. The evidence confirms that most youth in Jordan favours governmental employment as they are seen as stable jobs and relatively well-paid. This was found to decrease youth's intention to take part in politics and local governance. For instance, young people believe that they might be alienated from governmental employment due to their political stands. Consequently, making the project's objective, despite its relevance, less a priority to the current needs of the majority of youth in Jordan, who are found preoccupied with securing employment opportunities rather than taking part in local governance.

“Young people in Jordan are now focusing on finding job opportunities, especially in the public sector as those are stable jobs. As such, they prefer not to take part in politics as it might lower their chances to securing such positions by being linked to a certain political group”

Search staff member

Alignment with national strategies (EQ2)- The project was found to be supportive of and consistent with the National Youth Strategy (2019-2025), since increasing youth participation, in general, is the main purpose of the strategy, with a specific focus on participation in local governance.

- Search's intervention shows several points of convergence with the National Youth Strategy (2019-2025). In fact, both utilize the same approach to increase youth participation in local governance through awareness campaigns, capacity building, and dialogues with LAs. In addition, National Youth Strategy (2019-2025) emphasizes on

building the capacities of young people with regards to peaceful methods to conflict resolution, social entrepreneurship, and non-adversarial initiatives. The same topics were reported to be covered by Search's advanced training. Furthermore, during the interviews with Search staff, consulting with MoY in the design phase was found to have increased the project's overall alignment with the national strategies on youth.

- The overall intervention was found to be aligned with the National Youth Strategy. Search's partnerships with MoY were seen as a key contributor to increasing project alignment with the national strategies in regard to youth participation. The evaluation acknowledges the overall contribution of the project to the country's vision about youth. The project supports the implementation of the strategy; however, it does not directly fall or feed into the strategy as Search is not a partner in its implementation. Some organisation such as Oxfam and Save the Children work directly under the strategies allowing them to benefit from synergies between each other and other project under the strategy

The project-specific barriers were considered (EQ3) in the design and implementation of the project. Search staff and IPs identified multiple potential project barriers related to social and cultural norms, in addition to institutional barriers. It was noted by Search staff members, that the dominant cultural norms belittle youth voices and dismiss their efforts to participate in decision making. Furthermore, female LYLP members highlighted that it is challenging for girls to get involved in governance due to traditional gender roles. The latter limits women's role to household chores and considers governance as an affair for elders and experienced men. However, an improvement regarding the role of women in politics has been observed, particularly due to social media.

“It is challenging for youth in general to take part in governance, particularly for girls. Girls used to fear getting involved in politics. This has changed recently thanks to social media that helped spread information and awareness on the importance of female participation”

LYLP member, female

- As for institutional barriers, Search staff reported two key barriers: 1. The lack of awareness among LAs about the importance of youth participation which was also confirmed by LYLP members and 2. The centralization of the decision-making process. Search staff reported that a lot of effort is required to develop the capacities of LAs to work with young people, as they have limited experience and have never done it before. As a result, Search staff felt that engaging with LAs to implement such a project is challenging, exacerbated also by the fact that the decision-making power in Jordan is generally centralized in the capital, with LAs having minimal contribution and impact on major decisions.

- The evidence collected showed that the project design accounted for the identified barriers by adding activities that directly tackle these barriers. Starting with the social and cultural barriers, the project incorporated awareness sessions targeting 700 youth to disseminate knowledge on the importance of youth participation. In regard to gender norms, the project design, selection criteria (quota 50% females), and log-frame accounted for gender parity with all data collected being disaggregated by gender which contributes to increasing equality between males and females in terms of access to project activities.
- Search staff reported COVID-19 was an emerging challenge that the project confronted before the initiation phase. The evidence collected showed that rapid amendments to the project design were made to accommodate the challenge. In fact, Search staff reported that instead of having one IP cover the entire country, three IPs were recruited with each tasked to cover one region (North, Center, South) facilitating access to the field considering lockdown measures. This indicates that the COVID-19 barrier was also accounted for in the initiation phase as it was not present in the design phase nor could have been expected. In addition, the logistics of the implementation were modified to abide by COVID-19 safety measures. For example, to hold an in-person meeting, LYLP members per governorates were split into two groups to avoid crowded rooms and reduce the risk of spreading COVID-19.

The quality of the project was improved using experiences from previous interventions (EQ4).

The project objectives fall within Search's area of expertise, and the project was successful at leveraging the organization's tremendous expertise in this sector to improve the quality of the design and the implementation. KIIs with Search staff revealed that the organization has a long-standing experience in establishing youth platforms in the region and the world (e.g., Iraq, Tunisia, Morocco, Timor Leste, Myanmar, Indonesia) with youth leadership and participation in governance being one of the main focuses of the organization. This experience and the know-how were leveraged for the current project.

- The evidence collected from Search staff indicates that during the initiation phase, meetings with Search Iraq were held to discuss challenges and exchange lessons learned since Search Iraq has already implemented a similar intervention. The low engagement and interest on the part of LAs was the most reported challenge. Based on these lessons learned, it was decided to recruit IPs with links to LAs rooted in each area. This approach was found to be successful at mitigating this challenge as Search leverages IPs network to increase LA engagement.

Effectiveness and Impact

As per the ToR, there are five evaluation questions under this criterion, whose findings are presented below as sub-topics. This section investigates the intended and unintended effects and impact produced by the intervention accounting for the contextual difference in each of the targeted geographies and gender differences.

To assess the extent to which the project equipped young people with the skills and avenues to constructively engage in local governance (Objective 1), the log-frame indicators were used. The areas evaluated included (1) the training on LYLP members' leadership and civic participation skills, (2) the impact of the awareness sessions on youth who have attended them, and (3) the impact of the local dialogues, roundtable discussion, and the advocacy campaigns on LYLP members. Similarly, to assess the extent to which the project strengthened collaboration between young people and local decision-makers (Objective 2), the assessment looked at the extent to which 1) the needs of LYLP members are effectively addressed by LA, 2) LYLP and LA members understanding of each other, and 3) LAs intend to set up a youth inclusion plans. The findings across these areas have been presented in this order following the same headings in the section below.

The findings under this criterion are based on the triangulation of the data obtained from LYLP members, youth who have benefited from the awareness sessions, LAs, Search staff, and IPs.

Overall Section Finding

The evidence collected shows that the project was largely successful in achieving its objective of developing the skills of LYLP members to effectively participate in governance. However, the project can benefit from improving the cooperation between young people and LA. Capacity building of LA in communication and collaboration with youth was not an area of focus during the project design phase, while it would support the overall objective attainment and sustainability. The project also produced a set of unintended effects, the most notable of which is the diversification of the personal networks of the LYLP members allowing them to access personal and professional development resources.

Sub-section Findings

Meeting the essence of the Theory of Change and achieving planned results and outcomes (EQ 5): The evidence collected shows the robust quality of the project design allowed it to achieve its planned objective by developing new and consolidating old skills of LYLP members with no major differences between gender, age group, and target geographies noted. Out of all activities, the roundtable was perceived by LYLPs to be the most impactful in terms of their skill development. The project impact could have been strengthened through consulting the LYLP members during the project initiation phase, and thus adjusting the capacity building training to better meet their needs. The project can further be strengthened through the development of LAs skills in responding to the needs of youth, improved collaboration, and setting up of youth inclusion plans.

The quantitative and qualitative findings confirm that the project contributed to increasing LYLP members' avenue to constructively engage in local governance by improving and developing their skills regarding civic participation. In fact, 74% of surveyed LYLP members agreed or strongly agreed that they can now lead constructive interactions with local authorities following their participation in the project.

The Impact of Skills Training

- The qualitative and quantitative findings show that the training helped improve LYLP members' leadership, organization, communication, and negotiation skills thus advancing their overall civic participation skills. LYLP members were asked to rate their skills before and after enrolling in the advanced training across four key areas². The Wilcoxon signed-rank test³ was used to compare the ranking of the median scores before and after the project. The result of this test showed that following the implementation of the project, there was a significant increase in the mean rank, from 3.48 to 4.62 for males and from 3.71 to 4.66 for females, in all four of the assessed areas. The difference between males and females is statistically insignificant.

The positive outcomes of the training on LYLP members were confirmed in the qualitative interviews. For instance, several LYLP members reported that the training opened their eyes on the importance of participation in local governance to yield a positive change. Others reported that the training allowed them to develop their skills in planning for and implementing advocacy campaigns.

“My participation in the project helped improve my ability to carry out a discussion in regard to any topics and how to present my opinion in a clear way. I also learned the importance of advocacy campaigns as a way to pressure authorities to amend laws.”

LYLP member, Male, Al-Tafilah

At the same time, the project could have created an even greater impact on LYLP members, had they been consulted ahead of the capacity- building training. The vast majority of LYLP members needed more advanced training material as 93% had pre-existing knowledge about youth participation in governance and possessed some of the required skills already. Several LYLP members had previously worked on communication, negotiation and advocacy campaigns through participating in training led by other organizations (e.g., Mercy Corps). In addition, many LYLP members reported having technical knowledge in multiple sectors such as youth, environment, gender, entrepreneurship, health, education, politics, and elections, due to the nature of their employment and volunteering work. LYLP members' pre-existing set of skills was confirmed by Search staff and IPs who attributed this to the recruitment criteria discussed previously. Furthermore, some IPs added that the Common Ground Approach was the only topic previously unknown to LYLPs as it is a unique approach only provided by

² 1. knowledge about civic activism; 2. ability to communicate with LA. 3. ability to lead a group of people to advocate for their needs. 4. the ability to plan and organize peaceful movements to bring attention to youth issues

³ The Wilcoxon signed-rank test is a non-parametric statistical hypothesis test used either to test the location of a set of samples or to compare the locations of two populations using a set of matched samples.

Search. There were no major differences captured between gender, age groups, and target geographies.

The Impact of Awareness Sessions

- 94% of young people who attended the awareness sessions reported increased awareness of their civic duties and 91% became more interested in being civically engaged. Furthermore, it was found that the awareness sessions had a positive impact on participants' overall standpoint on youth issues. Almost 92% of surveyed participants reported that they became more aware of youth needs with 90% reporting an increased interest in standing by youth issues, and 89% wanting to advocate for youth needs. In addition, the quantitative evidence also indicates that the awareness session had a positive impact on youth's skills. The vast majority of participants (75%) stated that the awareness sessions developed their communication and negotiation skills.

Impact of local dialogues, the roundtable discussion, and the advocacy campaigns

- Several LYLP members reported that dialoguing with youth from their communities made them more aware of the capacities of the youth, the untouched youth potential, and their eagerness for change. In addition, LYLP members noted that the local dialogues helped them better understand the needs of youth in their communities. For example, several LYLP members reported that youth in their communities were very interested in tourism and wanted to promote the landmarks in their cities. These findings were also confirmed by IPs and Search staff who added that the local dialogues were an eye-opening and enriching experience for LYLP members.

“My participation in the project, allowed me to better understand the needs of youth from different areas in the country and taught me how tailor initiatives and advocacy campaigns accordingly”

LYLP member, Male, Irbid

- The roundtable activity was the most impactful and skill enriching experience for LYLP members as it boosted their confidence and pushed them to re-examine their beliefs and existing approaches to having dialogue with LAs. Majority of the LYLP members felt that the roundtable allowed them to improve their communication and negotiation skills, especially when approaching LAs. For example, they learned to base their discussion points with scientifically grounded facts. The improvement in LYLP members' communication and negotiation skills was confirmed by Search staff, IPs, and LAs. Several LA were surprised by the ways LYLP members were conveying their messages supporting their statement with clear evidence. In addition, some Search staff reported that LYLP members were leading constructive dialogues with LAs, listening and considering their recommendations.

“It was the first time I dialogue with LA directly, its impact on me was huge, especially on my communication skills”

LYLP, female

Furthermore, LYLP members appear to have gained new areas of knowledge during their participation in the roundtable, particularly related to the complexity of local governance and its challenges. For example, several LYLP members reported that they learned about the complexity of the local level decision-making process, and that they were previously unaware of the number of entities involved and the challenges faced in the process. LYLP members felt that this helped them better understand LAs standpoints, the nature, and difficulties of their jobs. This finding was also confirmed by IPs and Search staff.

The roundtable was reported as a new experience for the vast majority of LYLP members and a challenge, which helped boost their confidence. Due to the absence of communication channels, most LYLPs had never imagined meeting and conversing with decision-makers and had never done so prior to the roundtable. The majority of LYLP members felt nervous and were doubting their capacity to carry out this task, however, the preparatory training provided boosted their confidence and gave them the right techniques to engage in the task (e.g., to support their argument with facts and statistics). In addition, several LYLP members reported that LAs showed a welcoming attitude which they found empowering, this was also confirmed by Search staff and IPs.

The vast majority of LYLP members reported that before the roundtable dialogue, they perceived LAs as unapproachable, distant, and intimidating, believing that aggressive communication is the only way to reach their objectives. These perceptions were largely shifted following the dialogue, aided also by LA’s warm attitude. LYLP members now see LAs as more approachable and less intimidating, and this experience has pushed them to rethink their own communication approaches. Being well-prepared, arguing with facts, and using the right choice of words are now believed to be pivotal for successful communication with LAs. This was confirmed by Search staff, IPs, and LAs who reported that youth were very calm in their interactions and showed a lot of commitment and professionalism.

“I always had good negotiation skills, however, after dialoguing with LA, I learned the importance of using adequate vocabulary and controlling my reaction. I also learned that I should listen to the person in front of me and not interrupt him when he is speaking”

LYLP member, male

- The impact of the advocacy campaign was visible through the reported improvement in LYLP members’ leaderships, organizational, and teamwork skills. Most LYLP members reported that they were autonomously leading the different aspects of the implementation which helped them develop their project management, planning and organizational skills.

The advocacy campaign also helped solidify team spirit and relationships amongst LYLP members, as they were required to work and coordinate together. This was confirmed by IPs who were supporting the implementation of the advocacy campaigns.

“I was assigned to be the coordinator of the advocacy campaign; this increased my sense of responsibility”

LYLP member, female, Irbid

On the other hand, the advocacy campaigns were designed to target and engage with LAs to strengthen collaboration between them and LYLP members. The participants of LAs was considered very important for the input that they can provide based on their experience and the logistical support that they can offer (e.g., securing licenses to implement). Some of the interviewed LAs confirmed being consulted and asked to provide input on the advocacy campaigns. However, the majority of the interviewed LAs stated that they were not heavily involved in the implementation of the campaigns.

LA meeting LYLP needs

- LYLP members do not believe that LAs account for their needs and respond to them, with 37.1% saying that they do. This was also confirmed in the qualitative interviews with LYLP members, Search staff and IPs, who stated that LAs continue to be uninformed of the needs of young people, and are not able to identify or tackle them. As such, LAs’ skills in identifying and responding to the needs of youth need to be enhanced, in order to improve the overall effectiveness and impact of the project.

LYLP and LA members’ understanding of each other

- The evidence shows that the project was somewhat successful in ensuring that LYLP and LAs have a better understanding of each other. In fact, 60% of surveyed LYLP members reported that they can better understand the point of view of LA following their participation in the project. During the interviews, LYLP members reported that they better understood the nature of LA’s work and how challenging it is. They added that this helps them better understand where LAs come from and their standpoint. For example, a few LYLP members reported they now understand why responding to some of their requests is challenging for LAs as the decision-making process is not entirely under their control.

“Our discussion with LA allowed to better understand their role and their points of views”

LYLP member, Female, Irbid

The majority of LAs reported that their interactions with LYLP members left them impressed by their skills and innovative ideas, and more aware of their potential. LAs also reported the project shed light on youth needs and interests (e.g., tourism). As such, the project increased LA’s awareness of the potential and needs of youth.

“The youth that were participating in this project were amazing, they proved that they are visionaries, we were not seeing this.”

LA, Zarqa

LAs and youth inclusion plans

- The findings of the qualitative interviews with LAs indicate that they do not have a firm understanding of the concept and the purpose of a youth inclusion plan, and were not able to clearly answer the questions posed to them on this subject. This was found to be the case despite the fact that LAs received thematic training on youth inclusion planning along with multiple tools and training materials. As such, it would be an added value to the project if this component was explored further, particularly to understand the barriers LAs face in the uptake of the youth inclusion planning concept.

Emerging positive and negative unintended project outcomes (EQ 6-7): Based on the evidence collected, the project produced unintended positive and negative outcomes on LYLP, LA, and IPs, that were not accounted for in its design and log-frame. The most significant unintended positive outcome was the diversification of LYLP members’ network. The most significant unintended negative impact was the absence of geographical sensitivity. In future interventions, the knowledge of the positive and negative unintended outcomes can be leveraged to enhance the effectiveness of the impact and outcomes of the projects.

- The qualitative findings indicate that the project contributed to ensuring horizontal cohesion among LYLP members from the same governorate, through the formation of strong ties and relationships despite varying age groups, cities, and communities. This was confirmed by Search staff explaining that these ties were the result of the collaborative nature of the project and its teamwork-oriented activities. According to Search staff, the LYLP members in the north are still working together even after the project has phased out, continuing to post about their activities on Facebook. This is a clear testimony to the longer-term sustainability of the project.

At the same time, the project could benefit from enhancing social cohesion between the different regions, since tension was noted among LYLP members from different geographies and governorates. Search staff and IPs explained that when joining geographically different LYLP members they interact and behave as members of independent groups and not as one unified entity.

“When joining LYLP members from the different governorates, you always feel like they are split based on the area they live in, for example, we are the group from Karak, they are from another governorate”

IP

Consequently, these LYLP members felt that the project is focused on the other areas and is not made for them. This indicates more effort should be invested in ensuring social

cohesion amongst the different target geographies and regions to reduce possible unintended tensions.

- The project has contributed to increasing LYLP members' popularity amongst young people in their communities. Several LYLP members reported that the interaction with youth from different communities increased their exposure amongst young people from different governorates. They added that some of the youth that they have encountered follow their news on social media and constantly reach out for updates about LYLP's activities. It is possible that the project has increased LYLP members' influence on other youth in their communities which is an area that Search can benefit from for advocacy and information sharing purposes.
- It was found that the project helped diversify LYLP members' networks by linking them to LAs, community-based organizations, private sector companies and other young people in their communities. Search staff and LYLP members said that this network has been progressively building throughout the project life as LYLP members engaged with more and more actors. Majority of the LYLPs are very fond of having diversified their networks, particularly their link with LA, citing this as one of the most important project outcomes. LYLP members also reported utilizing their new connections to advance their career prospects. For example, one LYLP member reported using the support of LAs that she engaged with during the roundtable to land an internship opportunity.

Whilst LYLP members are open to linking with LAs in order to advance their self-interests, they are still reluctant to collaborate with them. This was clear when discussing the advocacy campaign, most LYLP members reported referring to LA only when they need support in securing a license or a venue but not to collaborate with them. As reported previously, LYLP members perceive working with LA as challenging due to the inadequacy of their skills with regards to engaging with youth and responding to their needs.

- The project has contributed to developing the knowledge of LA about the importance of youth participation in local governance and the required skills to engage constructively with young people (e.g., communication skills and how to dialogue with young people). This was the result of the workshops conducted with LA, their exchanges with LYLP members, and their discussion with other LA during their participation in the project.

“My participation in the project and exchanges with the youth brought my attention to the importance of listening to other and benefit from their expertise to make the right decision”

LA, Amman

When discussing with LA the knowledge that they gained from the project, the vast majority emphasized the benefits of interactions with other LAs, mainly during the national youth forum. They particularly valued learning about how other LAs operate and overcome the challenges that they face. This shows that LAs are open to learning from one another, and Search can explore how best to capitalize on the LA to LA linkages to advance project objectives and impact.

“The project allowed me to talk to people occupying high positions and are close to national decision-makers like the director of education”

LA, Mafraq

- It was found that the project has contributed to developing the capacities of IPs, who reported that the project allowed them to get familiar with Search's tools which they have incorporated within their own procedures. For example, IPs in the south have begun applying Search's financial reporting standards across other projects. In addition, Search staff reported that the project helped develop IPs' project management skills as they were pushed to implement a challenging project in a complex context.

In addition to developing their capacities, the project contributed to diversifying IPs' network with LAs and youth which they can rely on for future projects. Furthermore, IP in the south reported that the project allowed them to expand their geographical coverage and work in a new governorate.

The internal and external factors facilitating or hindering the achievements of expected results (EQ 8): The evidence shows that the Kings' recommendations to support youth participation and Search's expertise were key factors that supported the project implementation and helped in achieving the project objectives. The ongoing political reform, more precisely the dissolution of the local councils, COVID-19, the lack of capacities of some IPs, gap in project design, and the time-consuming donor procedures were the hindering factors to be accounted for in future project designs.

External factors facilitating achievement

- The King's recommendation for youth participation, has significantly facilitated the achievement of project objectives and eased project implementation. All interviewed stakeholders confirmed that it has sparked the youth interest in local governance, as more young people in Jordan have become politically engaged and feel supported by their king. Furthermore, the findings also confirm that LAs have become more open to involving youth in decision making as they want to follow the recommendation of their King.

Looking at the project objectives, they directly respond to the interest of both young people and LAs. For youth, it is a means that facilitates their participation in local governance

and to develop the required skills. For LAs, the project is a way to put in action the recommendations of their king.

“The contextual changes were a buy-in to have LA engage in the project”

Search Staff member

Internal factors facilitating achievement

- Search’s expertise in the sector and flexibility in the implementation were key internal factors that facilitated the achievement of the objectives. The evidence shows that based on regional lessons learned, the organization was successful at designing a project that meets the needs of youth and LAs. Furthermore, the interviews with Search staff showed that the organization was very flexible and rapidly adapting to the contextual challenges that were emerging which helped the project reach its objectives. For example, rather than putting the training on hold due to COVID-19 restrictions, Search adjusted the logistics of the training to account for the lockdown measures.
- The evidence collected shows that the network of some of the IPs was a key contributor to the achievement of project objectives. It was noted by Search staff that the personnel connection that some of the IPs had with LAs was a key factor to ensure their engagement.

External hindering factors

- The evidence collected shows that the context was also a hindering factor to the project. To begin with, COVID-19 pushed the organization to re-assess the project implementation from a logistical standpoint which was deemed challenging as it reduces the possible impact that the project could have had on LYLP members. For example, to limit the spread of COVID-19, Search staff reported that each training session hosted 15 members instead of 30 as planned. They explained that this increased the number of training sessions and pushed Search to recruit new trainers. It was also mentioned that these logistical changes impacted the creation of team spirit between LYLP members as they were not offered the opportunity to interact with each other during the training.

In addition to COVID-19, the ongoing political reform was also a hindering factor. During the interviews with Search staff, it was reported that during the implementation of the project, the local councils, a key project target was dissolved. It was also mentioned that constant changes were happening on the level of the local councils with several members being replaced constantly which made establishing sustainable connections a challenge for LYLP members.

Internal hindering factors

- The evidence shows that the lack of capacities of some IPs was a hindering factor notably in Irbid. 20 out of 30 LYLP members drop out due to a disagreement over the role that LYLP members should play in the local dialogues. Some LYLP members

- wanted to facilitate the session, however, IP decided to recruit professional facilitators creating tension with LYLP members.
- There was a gap in the project design regarding ensuring social cohesion amongst LYLP members from different governorates and building the capacities of LAs were a hindering factor to achieving the objectives. IPs and Search staff explained that they could not proceed with forming a platform for each area (north, center, south) as planned due to some of the tension between LYLP members from the different governorates in the area. These tensions were mainly the result of a feeling that each area is independent of the other and youth not seeing any commonalities with youth from different geographies. Based on that, there is a high need for building a team spirit between LYLP members from different areas. Looking at the project design and log-frame, this was not accounted for which is an area that can be improved upon in the future.
 - Based on the project design, the project worked on developing the skills of LAs regarding the importance of youth participation through the workshops. However, looking at the project log-frame, there are no indicators to measure this, indicating that it was not a key area of focus for the project. The collected evidence shows that a lot of work is still needed to support LA's capacities to ensure meaningful youth participation in governance. Not considering LA's need for capacity building as a key factor in the project design, hindered the achievement of the project objectives, more precisely the second objectives.
 - The multiple delays in the project implementation due to delayed approvals on budget amendments by the donor were found to be a major hindering factor as it shortened the project timeframe and demotivated LYLP members. Search staff said that the initiation phase was delayed due to the required amendment to project design following COVID-19 which required donor approval which took some time. This shortened the overall implementation timeframe. It was also found that there were long gaps between the different project activities extending to several weeks and even months. IPs and Search staff explained this was due to delays in payments which pushed IPs to suspend activities. IPs confirmed not receiving the required funds to implement activities according to the project timeframe. This was mainly due to delays from donor. This resulted in the demotivation of LYLP members. This was confirmed by IP who reported holding continuous meetings with LYLP members to update them about the status of the project and boost their confidence.

Contributing to long term effects (EQ 9): The project contributed to creating long term effects on LYLP members and IPs. These effects are mostly related to capacity building.

- LYLP members reported that the project helped them gain new areas of knowledge and skills related to youth civic participation which they are utilizing in their endeavours past the project. For example, a few LYLP members noted that they are applying their

newly acquired project management skills in several new projects and initiatives. Furthermore, several LYLP members have remained in contact with LAs and refer to them for support. Finally, Search staff reported that the capacity of IPs has long term impacts, as they are utilizing Search tools and standards in their internal procedures.

Efficiency and Value of Money

This criterion was assessed by an evaluation question and a sub-question, whose findings are briefly discussed below.

Overall Section Finding

The extent to which the resources allocated have been used in an efficient manner to achieve value for money (EQ10): The project implementation approach had different facets. From one side, the approaches used such as subsequent activities, partner implementation, economic value, and human resources contributed to efficiency. However, some inefficiencies were noted, namely related to the project timeline, the lack of coherence in the IP implementation among others.

Sub-section Findings

- The project implementation approach had different facets. From one side, the project relied on subsequent activities which allowed the project to be efficient at the design phase as activities were planned to be developed upon each other. However, this efficiency was not fully translated in the implementation phase, as the subsequent approach was partially applied. The recommendations identified during local dialogue with youth were used to lead the discussion with LAs and later on feed into the advocacy campaign. However, the time gap created between one activity and the other, such as the round table with LA and the advocacy campaign, did not allow for this efficiency in the design to be translated on the ground.
- On the other hand, the project was executed through local partners. In fact, costs might differ from one area to other due to multiple factors. For example, in some areas, transportation is more costly as the area is significantly larger than other areas. Having three IPs rooted in each target geography helps finetune and adjust the spending according to the needs and specificities of each area. This was also an efficient approach because the partners are local organizations that have a strong contextual understanding of the dynamics of youth and local leaders in their respective areas. One of the main aims was to collaborate with local partners to ensure a greater outreach to the communities and particularly local authorities. However, this was proven to be the case with only one partner, Al-Thoria, who managed to successfully reach out to local authorities in Central Jordan. Furthermore, coherence was raised as the implementation was not mainstreamed between partners. Regular bi-lateral meetings were organized between Search and respective partners to discuss updates and challenges; however, these meetings did not take

place at the level of the overall management of the project to discuss overall programmatic challenges, lessons learned, best practices.

- In terms of economic efficiency, the evidence collected showed that there was no waste and the conversion of inputs into results was done in a cost-efficient manner due to adequate payment procedures. While the evaluation team did not review financial documents, based on input from Search staff and IPs, the budget set up for each activity was sufficient. Furthermore, they also said that the budgets were flexible which helped increase financial efficiency and ensure value of money. For example, an IP reported that, due to changes in planning, instead of conducting multiple LA workshops, they conducted one condensed session which saved them money. They added that they were able to allocate this money to other activities to improve the quality of the delivery. Additionally, no delays in the payment were reported. The payment method used during the implementation guided the spending. Search staff and IPs explained that at the start of each activity, IPs were receiving a sum of money to implement. IPs reported this approach to be highly efficient as it has allowed for more accurate financial planning.
- At the level of human resources, the findings indicate the need to revisit them and consider possible ways to increase efficiency. Two recurrent examples were used when highlighting the lack of efficiency in the human resources. The first example is related to Search's finance officer who is based in Tunisia. While this might be related to the overall organization structure to centralize support functions, in this case this has delayed financial processes and was described as time-consuming by Search employees and IPs.

The second example was the need for a senior M&E officer to guide the monitoring process during implementation. This would have allowed a stronger implementation of M&E processes, tools and tracking. Participants noted that they did not have the needed M&E experience to collect and interpret data, thus decreasing the possibility to measure and track changes during the project implementation. Additionally, outcome harvesting could have taken place as the project was being implemented allowing for a better understanding of the changes that the project was bringing to LYLP members and LA.

At the level of IPs, the evidence shows that IPs needed more human resources to support project implementation. During the interviews with Search staff and IPs, it was noted that the number of personnel working on the project differs from one IP to another. Some IPs reported having four employees supporting the implementation while others reported only having two full-time employees. Those who only had two employees working on the project reported a need to allocate higher budgets for human resources. This was also confirmed by Search staff with one of them explaining that the number of personnel working on the project depended on the capacities of IPs, those with higher capacities were capable of profiting from the synergies with other projects they had and allocate more personnel to support Search's projects.

“Some IPs had more resources and allocate for people to work on the project by relying on the fund from other projects”

Search staff member

- Finally, assessing the project timeline: The timeframe allocated for major project activities (local dialogues, awareness sessions, roundtable, and advocacy campaigns) extends from three to four months which seems to be sufficient for implementation. The findings show that the multiple delays, discussed previously, led to major reshuffling in the project timeline. The evidence shows that the adjusted timeline was not realistic and not sufficient for a thorough implementation. This was very clear when discussing the advocacy campaign phase. Search staff and IPs reported that the implementation of the advocacy campaign was reduced from four months to one. Several LYLP members, IPs, and Search staff reported that the period was not sufficient to implement effective advocacy campaigns. LYLP members in Karak reported that they had planned two campaigns, however, they were only capable of implementing one due to the restricted time. Based on the aforementioned statement, while the project did achieve its objectives on time, it was not completed in the most efficient way as the quality implementation was heavily impacted by the delays and the shortened time frame.

Sustainability

This criterion was assessed by an evaluation question, whose findings are briefly discussed below.

Overall Section Finding

The likelihood that the benefit of the project will be sustained in the long term (EQ 11): Sustaining the project results beyond the project is a mixed basket: on the one hand as a result of the project youth gained soft skills and developed a wide network, which will surely benefit them in the future, At the same time, the LYLP platform was never locally registered and as such limiting the possibility of the continuation post-project lifetime. Furthermore, the overall long-term link to LAs was rather weak, limiting sustainability. As a whole, the project would significantly benefit from establishing a clear exit strategy.

Sub-section Findings

- Sustaining the project results beyond the project is a mixed basket, because of the varying capacities of beneficiaries and stakeholders. The capacities among the stakeholders vary along a continuum ranging from little capacities to abilities to solely engage with local authorities or with youth. Looking at the project design, no exit plan was developed as this was confirmed by most interviewees. Also, when assessing the implementation of the outcomes, no clear sustainability or transition activities were implemented. One example

mentioned by Search Staff related to sustainability was the implementation of a second rendition of the project with more focus on LA.

- At the level of the objectives, as mentioned above, resource constraints and interest limits beneficiaries (youth and local authorities) in continuing with some project aspects such as training, workshops and meetings. Nonetheless, it was found that the soft skills remain sustainable. LYLP members reported that the knowledge gained from their participation in the project and the network established will last after the project phases out. This was also confirmed by Search staff and IPs. Although, the project did not intend to contribute to creating a network of youth and local authorities. This component was considered sustainable. The evidence shows that LYLP members are putting a lot of effort to maintain the established network as they perceive it to be of high value and importance. It is considered to facilitate access to resources (e.g., licenses from LA).
- Regarding LYLP members, more effort should have been put in registering the platform as a legal entity. LYLP members reported that they have the needed skills to manage the entity but do not have the technical skills and knowledge to legally register it. This was confirmed by Search staff and IPs explaining that the registration process was not discussed during the training and was not the focus. An IP reported that efforts were put into reaching out to LYLP members to support them in the registration process, however, LYLP members were not interested. As such, accounting for their enrolment within a legal entity increases the sustainability of the programme, and that emphasis is put on it during project implementation.
- Regarding the advocacy campaigns, given the short time provided for their implementation, the impact and sustainability cannot be assessed at this stage. Yet, interviewees had opposing views, while some considered the delivery of equipment to the rehabilitated schools in Marka (Amman) as sustainable. Others considered that the advocacy campaigns cannot be sustainable as they are dependent on the availability of funds.
- The project endeavoured to have a participatory approach, particularly with youth, yet engagement with local authorities was weak as discussed above. Should the engagement have been stronger, the sustainability angle of the second objective would have been enhanced. By stronger engagement, the consultants refer to design activities that seek to enhance and develop LAs skills to better engage with young people. While the workshop did allow LA to gain some knowledge and prepare them to work with LYLP members, the data shows that more effort was required. LYLP still believe that working with LA is challenging as they need capacity building. As such, by not supporting the capacities of LA, LYLP member will continue to believe that working with LA is hard and will not be encouraged to engage with them. Local authorities are key stakeholders in the youth-local authorities' dialogue. Strengthening cooperation shouldn't have been limited to round tables as they are not likely to continue after the project.

Cross Cutting

This criterion was assessed by an evaluation question, whose findings are briefly discussed below.

Overall Section Finding

The extent to which gender issues, Do No Harm, and conflict sensitivity accounted for in the design and implementation (EQ12): More attention should be given to gender, Do No Harm, and conflict sensitivity when designing the project. Gender, in particular, was interpreted from a perspective of ensuring equality in accessing project activities, rather than supporting young girls in participating in local governance.

Sub-section Findings

- **Gender:** Having separate consultations with boys and girls is considered a common practice to mainstream gender across any interventions. As such, no evidence showed that consultation with female LYLP members were conducted during the inception and the implementation phase. Such consultation would have benefited the overall intervention and increased its gender sensitivity, as it allows for a better understanding of the needs of girls and means to address them. Data was segregated by gender in the project log-frame. Gender parity was also upheld throughout the entire implementation of the project. A lot of effort was put in to ensure that the number of female LYLP members is equal to the number of males. However, no evidence indicated that a gender analysis was carried out to clearly identify the different roles and needs of girls and boys in relation to local governance. As such, a more articulated analysis of the differential needs of girls and boys was not accounted for. Thus, the implementation was unable to bring further attention to issues such as the unequal distribution of power and access to resources embedded in the social norms (i.e: local governance). Therefore, the project helped ensure equality between males and females in terms of accessing project services, yet it can benefit from a more tailored approach to addressing female needs in relation to participating in local governance accounting for social norms as a main barrier.
- **Conflict sensitivity/DNH:** No concrete actions were taken to account for conflict sensitivity and that project activities do not, unintendedly, cause harm to project beneficiaries and stakeholders. However, looking at the design, the project incorporates elements that seek to reduce the negative impacts that can result from the activities. For example, as reported by Search staff, one of the purposes of the training and workshops carried out with LYLP members and LA is to prepare them to dialogue in a constructive way and reduce possible tensions and harm that can emerge if any of the two parties are not robustly prepared. Yet, this was not reflected in the content and approach used during the training sessions. A lack of awareness regarding this matter turned out to be problematic during the implementation phase as it led to conflicts, frustration, and anger amongst LYLP members. For example, IP in the north reported that the elections that took place to select LYLP leaders led to

frustration and tension amongst members who were not satisfied with the results and decided to drop out. To avoid this, the implementation should have considered more time to clarify the accountability and transparency processes.

- **Diversity:** It is important to point out that the findings indicate that demographic diversity was accounted for. Project Teams were reaching out to youth from different geographies and different communities. For example, minorities such as Circassians were included in the project. Furthermore, local level dialogues took place in marginalized and hard to reach areas such as the Jordanian Badia.

Adaptability

This criterion was assessed by two evaluation questions, whose findings are briefly discussed below.

Overall Section Finding

The evidence shows that the project was constantly adapting to the contextual changes, mainly COVID-19 pandemic, which helped maintain the delivery of its activities. However, it was found that some of the adjustments made impacted the quality of the implementation due to a shortened time frame (as discussed previously).

Sub-section Findings

Adaptability to contextual factors and changes (EQ 13-14): the project was highly flexible and adaptive with the emerging changes, not only on the level of the project delivery but also on the level of its design.

- Search staff said that the project design was finalized before the onset of COVID-19 pandemic, therefore, it did not account for this unpredictable factor. However, the project was redesigned to mitigate lockdown measures during COVID-19. As previously mentioned, instead of one IP covering the entire country, Search partnered with three IPS, with each IP independently overseeing the implementation in one of the targeted areas (north, center, and south). From Search's side, three field officers were overseeing the implementation in each area. Based on the insight collected from Search staff, this significantly facilitated access to the field and helped finetune the implementation according to the needs of each area. As such, the evidence shows that the redesign helped mitigate the challenge related to COVID-19 and increased project adaptability with the contextual changes.

The evidence shows that not only the project design, but also the implementation was highly adaptable to the changing lockdown measures. As such, both online and in-person modalities were used during implementation as deemed suitable. For example, it was reported that LYLP members who test positive for COVID-19, online training sessions were carried out to ensure their participation, even though online modalities were not accounted for in the project planning. Additionally, the number of attendees in the training sessions was reduced from 30 individuals per session to 15, to limit the spread of COVID-19 among LYLP members. This has pushed Search to recruit new trainers accounting for the increased number of trainings to be conducted. Another example is when lockdown measures were eased, the implementation shifted from online to face-to-face. The local dialogues, the roundtables, and the advocacy campaign were all implemented in person showing flexibility in the implementation modality.

- The evidence demonstrates that the project flexibility and adaptability helped meet the needs of LYLP members, as it ensured the delivery of the project in an effective manner (as discussed previously) during challenging contextual changes. It is important to note that the COVID-19 pandemic was a new challenge that Search, and the entire world, were not familiar with. As such, the organization had limited experience on how to deal with it. Ensuring remote training shows that the organization benefited from the general proposed solutions and lessons learned to ensure the continuation of the implementation.

As discussed previously, delays in the approval of the project redesign impacted the project timeline which shortened the implementation period allocated for each project activity. The findings show that this impacted the quality of the delivery and did not allow each activity to reach its full potential. Yet, from an adaptability perspective, Search caught up on the delays and managed to implement all activities.

Conclusions

Search's interventions showed that young people in Jordan can effectively participate in local governance and advocate for their needs. However, the lack of interest in local governance due to the preoccupation with the financial hardships continue to be the biggest challenge. The intervention demonstrated that by spreading awareness, building the capacities, and offering chances to apply their skills in a real-life setting, young people's interest in local governance increases. As such, the intervention was a pivotal stimulus to push young people to take concrete steps towards becoming more involved in local governance and creating positive change in their community. This was aided by the contextual changes which made the political scene fertile for youth participation in local governance.

The evaluation shows that the project was largely successful in building the capacities of LYLP members. LYLP members showed enhanced communication, negotiation, and leadership skills. The quality of the project design was proven to be adequate in ensuring the achievement of its

objective. The project offered LYLP members real life situations where they were required to apply this knowledge and learn from their experience. For example, LYLP members utilized the information gained during the advanced training to design and implement their advocacy campaigns. In addition, the results obtained also showed that developing the skills of young people allows for better engagement with LA. In fact, during the roundtable, LYLP members were leading constructive dialogues with LA and exchanging information and lessons learned.

Diversifying LYLP members’ network was found to be an unintended outcome produced by the intervention strongly valued by LYLP members. The multiple engagements carried out by LYLP members allowed them to build connections with LA. LYLP members leveraged these connections for personal and professional development.

Despite its positive outcome on LYLP members, the evaluation identified multiple areas of improvement required to enhance the project’s impact. First, the project could have benefited from more consultation with LYLP members especially in the training phase. It was found that more advanced training was needed to effectively support young people and build their capacities. Second, more attention should have been given to building the capacities of LA with regards to youth participation in governance. In fact, working with LA continues to be a challenge for LYLP members as the former do not have the required skills to meaningfully support young people. Finally, the project suffered from multiple inconsistency in the implementation which impacted its ability to reach its overall objectives. For example, due to time consuming donor procedures and delays in payment, the timeframe allocated to each activity was significantly reduced hindering its ability to reach its full potential.

Reflecting on the overall project, significant work is still needed to increase youth participation in local governance. It is imperative to note that the project established a solid ground for youth participation in all seven governorates. This intervention can be considered as a starting point to build upon as it also offered lessons learned for future interventions.

Recommendations

Based on the aforementioned information, the following set of recommendations was formulated and are all directed to Search for future interventions:

Recommendation I	<i>In the future, revise the project design to accommodate the need of LAs in regards to capacity building and behaviour change</i>
Evidence that the recommendation was based on	The evidence shows that improvement can be made to strengthen the relationship between LAs and LYLP members. It was identified that LAs did not possess the needed skills to effectively engage with LYLP members. Looking at the project’s current state, the skills of LAs were

	not deemed as one of the main areas of focus, which was found to be a major gap in the project design.
Action points	<ul style="list-style-type: none"> ● Increase the number of workshops carried out to build the capacities of LAs. ● Develop a behaviour change strategy to strengthen LAs perception and engagement with youth. ● Assess the needs of LAs particularly around engaging with community members in general and more particularly with youth groups. ● Use the peer-to-peer approach to spread awareness amongst LAs on youth participation, since the data showed that LA values a lot of learning from other LAs. This could be done also through lessons learned workshops between LAs from different areas. ● Include indicators in the project log-frame to measure outcome on LAs

Recommendation II	<i>Revise project design to become more inclusive, gender and conflict-sensitive</i>
Evidence that the recommendation was based on	The project recruitment criteria were found to have excluded the youth who were less experienced in local governance making the project less inclusive to other categories. The project in its current state is not gender and conflict sensitive. Gender is only accounted for as gender parity in accessing project activities. Some project activities were found to have created unintended conflicts between LYLP members.
Action points	<ul style="list-style-type: none"> ● recruitment process, civil activism should not be prerequisite. Youth should have general competence and ability to participate in the project. ● ● Include gender related topics in the trainings and to spread awareness on the role and importance of females in local governance. ● Increase accountability and transparency towards participants to reduce unnecessary tensions. (i.e: LYLP elections)

Recommendation III	<i>Adjust and revise training material to further cater to the needs of youth through consultation with them to increase project ownership and focus on enhancing social cohesion</i>
Evidence that the recommendation was based on	The training material was found to be inadequate for the level of LYLP members as they required more advanced topics and training. The evidence also shows that more work is needed to enforce social cohesion between LYLP members from different governorates and regions.
Action points	<ul style="list-style-type: none"> ● Conduct a training needs assessment for youth prior to the training, in order to tailor the training content accordingly ● Support youth in the registration of the platform. Include the legal aspects of the registration of youth platforms as a key topic to be covered during the training ● Include team building activities within the training ● Organize joined training sessions where LYLP members from all governorates

Recommendation IV	<i>Reassess the allocation of project resources and partnerships established during the project</i>
Evidence that the recommendation was based on	The evidence showed that the number of human resources working on the project was considered insufficient and the capacities of some IPs were deemed inadequate. However, having three IPs supporting the implementation led to some positive effects (tailor implementation according to the context) and negative effects (some inequalities in terms of the quality of the implementation with implementation in the center being deemed of higher quality than in the north and south)
Action points	<ul style="list-style-type: none"> ● Create and mainstream a unified IP management approach ● Increase the number of personnel within Search working on the project (e.g., include a finance officer) ● Consider hiring IPs with similar capacities to cover local implementation in each area.

	<ul style="list-style-type: none"> ● Work on increasing collaboration between IPs to exchange lessons learned and best practices through the creation of an IP committee.
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Recommendation V	<i>Further account for the sustainability of the outcomes produced in the project</i>
Evidence that the recommendation was based on	The evidence collected shows that sustainability was not accounted for during the project design as no clear exit plan was established during the design or implementation phase.
Action points	<ul style="list-style-type: none"> ● Develop an exit strategy to ensure the continuation of some of the project effects. ● Include LYLP members in other similar interventions as mentors for other young people. ● Work on registering LYLP members as legal entities to ensure their continuity. ● Create stronger links between LYLP and public institutions and LAs ● Consider having longer time-frames for implementation of activities that might have long-term impact

Annexes

Annex A: Outcome harvesting table

Description of Outcome	Significance of the Outcome	Contribution of Search/IP	Verification
Increase the knowledge of 210 LYLP members about youth participation through the provision of advanced training	It helped set up for the following phases as several LYLP members reported referring to the training to complete the round tables and advocacy campaigns	Search organized the training and prepared the training material	LYLP member Key informants
Increase LYLP members' awareness of youth needs in their governorate through the dialogue activities	It guided the drafting of the advocacy campaigns, as the purpose of the advocacy campaigns was based on the discussed needs	Search facilitated the meeting with youth from different communities	LYLP member Key informants
Establish communication channels between LA and LYLP members during the roundtable phase	It helped set the ground for the relationship between LA and LYLP members inside and outside the project	Search invited LA to the roundtable and helped join them with LYLP members	LYLP member Key informants
Document touristic sites in Mafraq to promote tourism	As part of their advocacy campaign, LYLP members in Madaba worked on documenting touristic sites within their governorate with the help of a photography company. The campaign led to a lot of people talking and promoting tourism within the governorate.	Search secured the needed financial resources and guided the preparation	LYLP member

<p>Facilitate the recruitment of volunteers in local organizations in Mafraq by establishing "Hamzat Wasol" platform</p>	<p>As part of their advocacy campaign, LYLP members established an online platform called "Hamzet Wasol" for volunteers to post their CVs. It was reported that this platform was very helpful for local organizations that always request volunteers since it facilitated the recruitment process.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>
<p>Improve the psychological well-being of people with disabilities in Amman through the provision of psychosocial support services</p>	<p>As part of the advocacy campaign, LYLP members helped secure psychosocial support services for people with disabilities, reporting that this was reported crucial as their psychological well-being has seen rapid deterioration due to COVID-19 lockdowns.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>
<p>Support the inclusion of people with disability in the education system by rehabilitating schools</p>	<p>As part of the advocacy campaign, LYLP members reported supporting the inclusion of people with disabilities in the education system by supporting the rehabilitation of schools to become more suitable for children with disabilities.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>

<p>Increase the knowledge of young age groups in Zarqa about political participation</p>	<p>As part of the advocacy campaign. LYLP members hosted awareness sessions on the importance of participation in governance targeting young age groups to help spread information and educate participants about their political rights accounting for their age.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>
<p>Increase the knowledge of 140 women aged 18-35 in Tfaileh about participation in governance</p>	<p>As part of the advocacy campaign, LYLP members organized training sessions targeting women aged 18-35 about politics, participation in governance and political parties, and laws about women which helped them gain new knowledge which they lacked.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>
<p>Promote tourism in Irbid by filming a documentary showcasing the touristic landmarks</p>	<p>As part of the advocacy campaign, LYLP members reported filming a documentary about the touristic landmarks in Irbid, this was reported to be important as it shed a light on neglected and forgotten landmarks.</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>
<p>Increase the knowledge of young people aged 12-17 about politics in Madaba through awareness sessions</p>	<p>As part of the advocacy campaign, LYLP members organized awareness campaigns on political participation targeting young people</p>	<p>Search secured the needed financial resources and guided the preparation</p>	<p>LYLP member</p>

Annex C: Data collection tools

Interviews with LYLP members

Introduction

1 Could you please introduce yourself? Ask about age, academic background, professional background etc.

2 Can you walk me through your involvement in Search for Common Ground's project? How did you know about it? How did you join and when? What activities did you take part in?

3 During your involvement, did you have any major changes in your life? "Ask about academic and professional prospects.

Is it different for varying youth populations (i.e. female youth, refugees, rural youth, urban youth etc.)?"

Contextual Understanding

4 How would you describe youth your age's future prospects in Jordan?

5 How well do you think the current climate supports the participation of youth in government/politics? What are facilitating and hindering factors for youth's participation and engagement in government and political matters?

6 "During the project lifetime, from June 2020 till now, there have been many changes to the political environment, focused on empowering youth's engagement.

7 Wheel of emotions: Facilitator is to read a list of emotions, and the participants are asked to indicate what in the current socio-political climate triggers such feeling. Use a wheel of emotion supporting a graph. Can be shared as a picture with participants.

Engagement Component: Cognitive

8 What are some of the additional areas of knowledge and information you gained through your participation in the project? How are you implementing them in your daily life? Probe short and long term

9 To what extent do you think the needs and opinions of youth are considered by local authorities and national decision makers? Where has there been improvement? Where do gaps persist?

10 To what extent did the programme help you better understand the point of views of the local authorities within your community and lead constructive communication with them?

Engagement Component: Behavioural

11 What were some of the additional skills you learned through the project? How are you implementing them in your daily life? Probe short and long term

12 What were some of the things that were an entirely new experience for you (or for other peers) as a result of participating in this project?

13 Can you tell me more about some of the initiatives and activities that you completed in the project? What motivated them? Which topics did they cover? Who did they target?

14 How do you evaluate the initiatives/activities you worked on? Did they achieve their purpose? What were some successes and challenges faced?

15 To what extent do you think the project activities you took part in will have a sustainable impact? "What are supporting and hindering factors for the sustainability of impact?"

Engagement Component: Affective

16 After participating in the project, to what extent are you motivated to take part in public life and politics? And why? "What role do you think youth can play in politics and civic engagement in Jordan? Are they currently fulfilling this role and why?"

17 To what extent do you feel empowered by your community, and the political system to influence change? Within your community, who plays a key role in empowering and pushing you to become more civically involved?

To what extent has the programme helped you identify key issues that your community is facing and made you civically engaged?

Sustainability

18 With the help of Search, in the future, do you envision registering your established LYLP as a legal civil society organization that advocates for youth concerns within your community? "If yes, when?"

What are the required skills to do so?

To what extent did the programme prepare you to take this step?"

Closing

19 In general, what would be your recommendations for future projects like this one? Is there anything else which I did not ask about that you would like to discuss or add?

Interviews with LA

Introduction

- 1 Could you please introduce yourself?
- 2 Can you walk me through your involvement in Search for Common Ground's project?
- 3 During your involvement, were there any major contextual changes at your local area?

Contextual Understanding

- 4 How would you describe youth's future prospects in Jordan?
- 5 How well do you think the current climate supports the participation of youth in government/politics?
- 6 "During the project lifetime, from June 2020 till now, there have been changes to the political environment, focused on empowering youth's engagement.

Knowledge, attitudes and practices

- 7 What is your perception on the role of local authorities, in hearing the voices and meeting the needs of youth?
- 8 What is your perception on the role that youth should play in politics and government?
- 9 What were some of the topics covered during the sessions you attended with Search for Common Ground?
- 10 What were some of the new information and skills you gained from the sessions?

Collaboration with Youth

- 11 "Before the project, what efforts did you, or the local authority agency you work with, take to ensure the involvement of youth in politics and governance? If yes, please elaborate (with who, when, main activities etc.) "
- 12 "During the project timeline, did you take part in any other project related to youth's involvement in politics and governance? If yes, please elaborate (with who, when, main activities etc.) "
- 13 Can you tell me more about the discussions and activities you had with youth, through the project?
- 14 Did you attend the National Youth Forum? If yes, can you tell me more about the National Youth Forum you took part in through this project?

Closing

15 In general, what would be your recommendations for future projects like this one?

Interviews with Search staff and IPs

Introduction

1 Can you please introduce yourself?

2 What is your role within the project?

Contextual Understanding

3 "During the project lifetime, from June 2020 till now, there have been changes to the political environment, focused on empowering youth's engagement.

Relevance

4 How were the community needs, specifically that of youth, integrated in the design and implementation of the project?

5 Based on our understanding, this is not Search's first project of the sort in Jordan, were you personally involved in any previous similar interventions?

6 What were the main risks/challenges identified during project inception, and what mitigation measures were put in place?

Effectiveness

7 The project had two main outcomes/ results. Based on your involvement, how would you rate their achievement?

8 The outcomes outlined for the project are influenced by a variety of factors under and out of search's control.

9 To what extent do you think the targeting and outreach method allowed for different populations to take part in the programme?

Adaptability

10 Going back to the main contextual developments during the project's timeframe, that triggered adaptation in the project design/implementation?

11 As the project progressed, what observations were made with regards to implementation that triggered adaptation in the project design/implementation?

Partnership approach (IPS)

- 12 How do you describe your partnership with Search?
- 13 How involved was your organization in the decision-making process?
- 14 How beneficial were these partnerships to your organization?
- 15 What would be your recommendation to improve this partnership?

Impact

- 16 Did you witness any unexpected positive or negative consequences/effects on the beneficiaries as a result of this program?

Efficiency

- 17 Do you think resources have been used efficiently for the proper implementation of the project? Please give examples.

Sustainability

- 18 To what extent do you think the assistance provided to people through this project is creating a lasting change?
- 19 How was sustainability taken into consideration throughout the project?
- 20 What has been done/could anything be done to improve sustainability of the project?
- 21 Is there an exit strategy put in place to ensure the sustainability of the project outcomes?
- 22 To what extent is it important to design and implement similar interventions in the future?

Closing

- 23 In general, what would be your recommendations for future projects like this one?

Surveys with LYLP members

Question	Options
Biodata	
Name	Text
Gender	1) Male 2) Female
Age	Number
Geographical Locations	1) Zarqa 2) Madaba 3) Irbid

Final Evaluation: Promoting Constructive Relationships between Youth and Local Authorities in Jordan

	4) Amman 5) Karak 6) Tafileh 7)Mafrag
City	Text
Project related questions	
How did you hear about LYLP project	a) On social media b) Word of mouth c) I was referred by one of search's partners d) Other
If other, please specify	Text
Have you ever participated in volunteering, charity work, advocacy efforts (activities related to civic engagement)	a) Yes b) No c) Refuse to answer
If yes, what were you doing?	a) Volunteering activities b) Part of an organized group (political party, youth groups, etc.) c) Leading and taking part in protests d) other
If other, please specify	Text
If no, why weren't you civically engaged?	a) I had no time b) I didn't see myself skilled enough c) I didn't trust such movements d) others
If other, please specify	Text
How engaged were you with LYLP activities?	a) Highly engaged b) Moderately engaged c) Not engaged at all
Below statement related to project and its impact, on a scale of one to five, to what extent do you agree or disagree with these statement	
Being part of the LYLP made more aware of my civic responsibilities	Disagree/Agree 12345
Being part of the LYLP equipped me with the required knowledge to become more civically engaged (leadership skills, negotiation skills, etc.)	Disagree/Agree 12345
Being part of the LYLP helped me coordinate with other youth to advocate and bring forward out concerns	Disagree/Agree 12345
Being part of the LYLP made me more aware of the struggles of youth in my community	Disagree/Agree 12345
LYLP fosters positive communication between youth and the local authorities in my community	Disagree/Agree 12345
LYLP made the local authorities in my community more aware of youth needs	Disagree/Agree 12345
LYLP changed my community's perception of the role that youth play in society; youth participation is now considered important and essential	Disagree/Agree 12345
Understanding of Local Authorities	
On a scale of one to five how would you rate the following statement	
I can now better understand the point of view of local authorities in my community	Disagree/Agree 12345

Final Evaluation: Promoting Constructive Relationships between Youth and Local Authorities in Jordan

I can now lead constructive interactions with the local authorities in my community	Disagree/Agree 12345
I think the local authorities in my community play a key role	Disagree/Agree 12345
I value the role of the local authorities in my community	Disagree/Agree 12345
I think that the local authorities understand the importance of involving youth play in decision making	Disagree/Agree 12345
I think the local authorities in my community value the voice of youth	Disagree/Agree 12345
I think the local authorities encourage youth to voice out their opinions	Disagree/Agree 12345
I think the local authorities in my community try to listen to and take into account the needs of youth	Disagree/Agree 12345
Personal responsibility	
On a scale of one to five how would you rate the following statement	
It makes me angry when I think about the conditions some people have to live in	Disagree/Agree 12345
It is important to donate time or money to charity	Disagree/Agree 12345
It is important for me to help those who are less fortunate.	Disagree/Agree 12345
I believe that I can make a difference in my community	Disagree/Agree 12345
Being concerned about state and local issues is an important responsibility for everybody	Disagree/Agree 12345
Doing something that helps others is important to me.	Disagree/Agree 12345
I often think about doing things so that people in the future can have things better	Disagree/Agree 12345
Being actively involved in community issues is my responsibility.	Disagree/Agree 12345
I'm concerned about poverty	Disagree/Agree 12345
Thinking about your future, how meaningful are the following goals in your life? Becoming a leader in my community.	Disagree/Agree 12345
Being actively involved in state and local issues is my responsibility	Disagree/Agree 12345
It is important to participate in community events	Disagree/Agree 12345
Equality for all is important	Disagree/Agree 12345
I think people should assist those in their lives who are in need of help.	Disagree/Agree 12345
I have a responsibility to improve my community.	Disagree/Agree 12345
Civic Engagement Scale -Attitude	
I feel responsible for my community	Disagree/Agree 12345
I believe I should make a difference in my community	Disagree/Agree 12345
I believe that I have a responsibility to help the poor and the hungry	Disagree/Agree 12345
I am committed to serve in my community	Disagree/Agree 12345
I believe that all citizens have a responsibility to their community	Disagree/Agree 12345

Final Evaluation: Promoting Constructive Relationships between Youth and Local Authorities in Jordan

I believe that it is important to be informed of community issues	Disagree/Agree 12345
I believe it is important to take part in political and governmental discussions	Disagree/Agree 12345
I believe I am heard when I voice my opinion and needs to the government	Disagree/Agree 12345
Civic behaviour	
I am involved in structured volunteer position(s) in the community	Disagree/Agree 12345
When working with others, I make positive changes in the community	Disagree/Agree 12345
I help members of my community	Disagree/Agree 12345
I stay informed of events in my community	Disagree/Agree 12345
I participate in discussions that raise issues of social responsibility	Disagree/Agree 12345
I contribute to charitable organizations within the	Disagree/Agree 12345
In a typical month, about how many hours do you spend volunteering or engaging in activities for the good of the community	[Number of hours]
if answer not “Zero”, What were you doing?	Text
Civic-related skills and character traits	
Leadership skills and team work	
I try to think before I say something	Disagree/Agree 12345
I feel confident in my ability to address a letter to the local authorities about my concerns	Disagree/Agree 12345
I have the ability to create a plan to address the problem	Disagree/Agree 12345
I’m good at finding fair solutions to problems	Disagree/Agree 12345
When I hear news about politics, I try to figure out what is really going on.	Disagree/Agree 12345
When I see or read a news story about an issue, I try to figure out if they’re just telling one side of the story.	Disagree/Agree 12345
Attitudes toward citizenship	
Being a good citizen requires that you volunteer in your community.	Disagree/Agree 12345
An adult who is a good citizen votes in every election	Disagree/Agree 12345
An adult who is a good citizen takes part in activities promoting human rights.	Disagree/Agree 12345
Attitudes toward the nation and its leadership	

Political efficacy	
People in the government care a lot about what all of us think about new laws.	Disagree/Agree 12345
I have great love for my country Jordan	Disagree/Agree 12345
I trust the government institutions (courts, municipality, etc.)	Disagree/Agree 12345
Newspapers should not criticize the government.	Disagree/Agree 12345
Political efficacy	
I know more about politics than most people my age.	Disagree/Agree 12345
I consider myself well-qualified to participate in politics.	Disagree/Agree 12345
I enjoy talking about politics and political issues.	Disagree/Agree 12345
Refugees should have the rights that everyone else in a country has	Disagree/Agree 12345
Women should have the same rights as men in every way	Disagree/Agree 12345
PWD should have the same rights as other citizens every way	Disagree/Agree 12345
In a typical week, how often do you access information about politics and current events on TV, the radio, in the newspaper, or on news websites?	a) Never b) Rarely c) Sometimes d) Often e) Always
Where do you usually get your news?	a) TV b) Radio c) Newspaper d) social media
Do you follow on social media account for social activist?	a) Yes b) No c) Don't know d) Refuse to answer
if yes, who do you follow?	Text
I participate in a rally or protest for a cause	Disagree/Agree 12345
I boycott companies and groups that offend my value	Disagree/Agree 12345
I'd like to join an organized political group (e.g. political party)	Disagree/Agree 12345
I participated in advocacy effort and awareness campaigns	Disagree/Agree 12345

Young people attending awareness sessions survey

Secure Consent (Y/N)	
Question	Options
Biodata	
Name	Text

Final Evaluation: Promoting Constructive Relationships between Youth and Local Authorities in Jordan

Gender	1) Male 2) Female
Age	Number
Geographical Locations	1) Zarqa 2) Madaba 3) Irbid 4) Amman 5) Karak 6) Tafileh 7)Mafraq
City	Text
Impact of awareness sessions	
The sessions made me more aware of my civic duties	Disagree/Agree 12345
The sessions encouraged me to become more engaged civically (volunteering, doing charity work, etc.)	Disagree/Agree 12345
The session encouraged me to join an organized group to advocate for key issues that I'm facing	Disagree/Agree 12345
The sessions encouraged me to follow up on the political scene and youth issues in my community	Disagree/Agree 12345
The session made me more aware of the need of youth in my community	Disagree/Agree 12345
The session made more aware of the importance of standing with the youth in my community and voice out their concerns	Disagree/Agree 12345
The sessions encouraged me to advocate for the need of youth within my community	Disagree/Agree 12345
The sessions pushed me to develop my communication skills so that I can better communicate to local authorities my concerns and those of youth in my community	Disagree/Agree 12345
The session pushed to develop my negotiation skills so that I can better negotiate issues that are important to me and to the youth in my community	Disagree/Agree 12345
Before the sessions, have you ever participated in volunteering, charity work, advocacy efforts (activities related to civic engagement)?	a) Yes b) No c) Refuse to answer
If yes, what were you doing?	a) Volunteering activities b) Part of an organized group (political party, youth groups, etc.) c) Leading and taking part in protests d) other
If other, please specify	Text
If not, why weren't you civically engaged?	a) I had no time b) I didn't see myself skilled enough c) I didn't trust such movements d) others
If other, please specify	Text