The Internship Report

Picture 1: Photo taken in one of the Implementing Partners Centers while observing youth activities (GAM – June 2016/Courtesy of Sandra Shaban and Emily Ruskin)

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### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>GAM</td>
<td>Greater Amman Municipality</td>
</tr>
<tr>
<td>QRF</td>
<td>Queen Rania Foundation</td>
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<tr>
<td>GFP</td>
<td>Generations for Peace</td>
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<tr>
<td>Jeel962</td>
<td>“Generation”962, an online youth portal for civic engagement</td>
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<tr>
<td>JRF</td>
<td>Jordan River Foundation</td>
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<tr>
<td>JOHUD</td>
<td>Jordanian Hashemite Fund for Human Development</td>
</tr>
<tr>
<td>NRC</td>
<td>Norwegian Refugee Council</td>
</tr>
<tr>
<td>INGO</td>
<td>International Non-governmental Organization</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>FGD</td>
<td>Focus group Discussion</td>
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<tr>
<td>PSS</td>
<td>Psychosocial Support services</td>
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<tr>
<td>WASH</td>
<td>Water, Hygiene and Sanitation</td>
</tr>
<tr>
<td>MENA</td>
<td>Middle East and North Africa</td>
</tr>
<tr>
<td>CO</td>
<td>Country Office</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td>JOD</td>
<td>Jordanian Dinar</td>
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</tbody>
</table>
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Introduction

The Context of Jordan

On borders with Syria, Jordan is one of the many countries that is hosting Syrian refugees today. Although reports unofficially indicate that there are more than one million Syrian refugees in Jordan, UNHCR officially registered 655,990 Syrian refugees in Jordan since the beginning of the conflict in 2011. The Syrian refugees in Jordan are scattered across the country, 20% of which live in one of the five Syrian refugee camps while the rest are living among the Jordanian community in the various governorates across Jordan. Za’atari Refugee Camp is one of the five Syrian Refugee camps, is now the 3rd biggest refugee camp in the world and the most populated in Jordan hosting approximately 79,800 refugees. Azraq Refugee camp is the newest of them all and hosts 54,422 Syrian refugees, while Emirate, Cyber city and King Abdullah Park refugee camps host much less than Za’atari and Azraq camps (UNHCR, 2016). In addition to the refugees living across Jordan, there are 75,000 who are currently living in no man’s land between Jordan and Syria waiting to be moved to refugee camps in Jordan with minimal humanitarian. This is due to the security measure that the Jordanian Government is taking as a result of an incident that took place at the Syria-Jordan border in July.

The refugee situation in Jordan was proven to be a burden on the Jordanian Government and the people of Jordan, specifically because Jordan suffers from the scarcity of resources such as water. The international community has been generous with the Jordanian Government as well and the INGOs/UN working with the refugees, allowing them to provide many services in the camps and in the hosting communities such as psychosocial support (PSS), WASH, education and employment services. However the pressure on the Jordanian Government is still very high and the situation is expected to exacerbate in the coming months as a results of the continuous violence in Syria and enormous number of refugees on the Syrian-Jordanian borders waiting to be granted access to Jordan.
Although many of the humanitarian services are focusing on the Syrian populations, Jordanian families are targeted by the humanitarian organization in most of their programmes in the host communities. One of the reasons humanitarian organization target both communities is to ensure impartiality in their work and because the Jordanian community in certain location have been highly affected by this crisis and are in need of humanitarian services such as PSS, WASH and education.

**Internship Searching Process**

In the recent years, the reputation of the INGOs and the UN in Jordan has been very good. However there is great pressure on INGOs and UN agencies to continuously improve the quality of their programmes and services. Accordingly, they are required to be innovative in the way they provide services. In order to do this, INGOs and UN agencies in Jordan are putting more emphasis on quality improvement through innovation. One of ensuring this is by bringing in fresh humanitarian workers who have new ideas and recommendations to offer. This and my interest in the Middle East and North Africa (MENA) led me to apply to various INGOs and the UN where I can put my knowledge and skills into good use. Having decent knowledge in the local language, in the current refugee crisis and the Jordanian context increased the chances for me to join one of the organizations that are working with the Syrian and Jordan communities.

After a long process of internship searching and applying, which lasted approximately two to three months, three organizations contacted me for Skype interviews. These organizations are the following:

1. Queen Rania Foundation;
2. Questscope and
3. UNICEF

After going through the interviews, QRF and UNICEF requested for ‘written tests’ to assess my knowledge in humanitarian action. They later asked for three references from my previous employer and/or university professors. Both Questscope and UNICEF granted me with internship opportunities from June until August 2016. Both organizations were looking for interns to conduct a review of their on-going programmes and to highlight good practices, trends, and lessons learned to inform current and future programming.

My interest and passion for Children and for its good reputation among the humanitarian organizations in Jordan, I choose to join UNICEF Jordan CO, more specifically the Knowledge Management summer Internship Programme along with 20 other graduate students from across the world. I was assigned to join the Youth and Adolescents Section together with another intern to conduct a review on their
current programmes and to highlight their best practices and develop recommendations that could help the section improve the quality of their current programmes and their future ones. The internship programme lasted for approximately 10 weeks beginning in June and ending in mid August. I was expected to conduct an evaluation of the section’s current programmes and to highlight several components (i.e. Best practices, gaps, recommendations) that could contribute to UNICEF Jordan institutional knowledge. This data collection would then be part of a larger Knowledge Management project undertaken annually by the UNICEF Jordan Monitoring and Evaluation team. The tasks required excellent communication, research, analytical, presentation and writing skills in addition to a very strong understanding of the current refugee crisis and Jordanian context. I was expected to conduct this review in the ten-week period and to produce a well-written report that could be shared with UNICEF Jordan CO, donors, partners, and stakeholders. At the end of the internship period, I was expected to present the work that I have done to the heads of section and the Country Director and to justify my work and discuss future improvements.

The Internship Organization

UNICEF Globally

UNICEF is a leading humanitarian and development agency working globally for the rights of every child. Child rights begin with safe shelter, nutrition, protection from disaster and conflict and traverse the life cycle: pre-natal care for healthy births, clean water and sanitation, health care and education.

UNICEF has spent nearly 70 years working to improve the lives of children and their families. Working with and for children through adolescence and into adulthood requires a global presence whose goal is to produce results and monitor their effects. UNICEF also lobbies and partners with leaders, thinkers and policy makers to help all children realize their rights—especially the most disadvantaged.

UNICEF promotes the rights and wellbeing of every child, in everything we do. They work in 190 countries and territories through partnerships to translate that commitment into practical action, focusing special efforts on reach the most vulnerable and excluded children, to the benefit of all children, everywhere. Jordan is on the many countries where UNICEF works to provide various services to the vulnerable children and their families.

1 http://www.unicef.org/
UNICEF in Jordan

UNICEF Jordan works closely with the Government of Jordan and civil society partners in strengthening the country’s national institutions to ensure that vulnerable and disadvantaged children continue to access basic services for the survival, development and well-being. UNICEF Jordan has five key priorities in its work and are the following:

1. Adolescent and Youth participation
UNICEF supports the government and the civil society in providing opportunities for active civic engagement and leadership development programmes for adolescents and youth. Empowering youth and adolescents with skills for positive civic engagement and employment

2. Quality Education
UNICEF supports the Government and partners in providing education to over 160,000 Syrian children in camps and communities, and alternative learning for children unable to access formal schooling. Providing all children access to quality inclusive education for them to reach their full potential through learning.

3. Child protection
UNICEF works with the government and partners in promoting positive practices and behaviors among families and communities for better protection of children against violence, abuse and exploitation. Protecting all children from violence, abuse and exploitation and providing appropriate care and support.

4. Health and Nutrition
UNICEF supports the government in ensuring that children get the best start to life through supportive policies, and quality health services and information for children and families. Immunizing against vaccine preventable diseases and promoting mother and child nutrition to ensure all children have the best start to life.

5. Water, Sanitation and Hygiene
UNICEF support ensures that children and families access safe water and sanitation services and vital information on hygiene and water conservation in refugee camps and in host communities. Provide clean water, safe sanitation and promoting hygiene and water conservation to ensure a safe and healthy environment for children.

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2 http://www.unicef.org/jordan/
Tasks and Responsibilities and the Actual Activates of the Internship

A number of tasks and responsibilities were provided prior to the internship period in the TOR along with the research questions, which were the basis of the overall work. However, all the tasks and responsibilities were modified and additional ones were introduced in the beginning of the internship period. Discussing the tasks, responsibilities and the main deliverables with the my assigned supervisor (Head of Youth and Adolescents Section) in the beginning of the internship was beneficial in the sense that it clarified the whole process of the review and gave the internship organization a better outlook of the skills and abilities that I have. In fact, discussing the TOR again during the beginning on the internship allowed me to put all my skills and knowledge into use throughout the internship. For instance, my supervisor only became aware of my knowledge in the Middle Eastern context and the local language when we met in person. Accordingly, many changes were made to the TOR (i.e. conduct FGDs, Interviews).

My main responsibility was to deliver a comprehensive review of overall work of the UNICEF implementing partners under the Youth and Adolescent Development Section. In order to conduct this review, the following tasks were undertaken:

1. Develop the necessary tools (Interview and FGDs guides for partners, beneficiaries, UNICEF staff) to collect data; See annexes: Interview and FGD guides.
2. Conduct a comprehensive review of programme documents and reports, both external and internal, as well as literature reviews of online youth portals for civic engagement;
3. Conduct comprehensive interviews and focus group discussion (FGDs) with UNICEF partners, youth participants and UNICEF staff;
4. Conduct multiple site visits per implementing partner to understand programme implementation and to gather data through observation and informal discussions with implementing partners and youth;
5. Additional interviews and focus group discussions with community members and organizations which offer youth programmes but are not currently partnered with the UNICEF Jordan Youth and Adolescent Development Section;

6. Develop best practices and recommendations for the Youth and Adolescents Section to improve the quality of their on-going programmes and future one.


The review was conducted over the course of ten weeks in June, July and August 2016. Diverse settings and activities were chosen for review to reflect the dynamic context of modern Jordan. The utmost care was taken to ensure sensitivity to youth rights and needs, political and cultural sensitivity, impartiality, and accurate representation of contributing voices. Every effort was made to triangulate and validate information gathered, including information gathering through programmes documents, FGDs, interviews and observations.

The table below indicates the total number of FGDs and interviews conducted throughout the review period, and the total number of youth and staff member participants reached. As indicated in the table below, a total of 20 interviews and 19 FGDs were conducted in both host communities and Syrian refugee camps, reaching a total of 124 youth participants, and 45 staff from implementing partners. All efforts were made to maintain balanced representations of participant genders and nationalities (Syrian/Jordanian). Youth participant ages ranged from 13 to 32 years.

<table>
<thead>
<tr>
<th>Partner</th>
<th># of Interviews</th>
<th># of FGDs</th>
<th># of Youth Participants</th>
<th># of Staff Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOHUD</td>
<td>3</td>
<td>4</td>
<td>22 Males</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6 Females</td>
<td></td>
</tr>
<tr>
<td>GAM</td>
<td>3</td>
<td>5</td>
<td>10 Males</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>12 Females</td>
<td></td>
</tr>
<tr>
<td>GFP</td>
<td>1</td>
<td>1</td>
<td>3 Males</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3 Females</td>
<td></td>
</tr>
<tr>
<td>Oasis500</td>
<td>4</td>
<td>0</td>
<td>2 Males</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Males</td>
<td>Females</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>---------------</td>
<td>-------</td>
<td>---------</td>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>Tech Tribes</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>NCCA</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>NRC</td>
<td>8</td>
<td>12</td>
<td>32</td>
<td>39</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>19</td>
<td>124</td>
<td>69</td>
</tr>
</tbody>
</table>

This review was conducted together with another intern who did not speak the local language (Arabic); therefore, all the interviews and FGDs were conducted by me and were later transcribed and translated to English for the Arabic non-speakers and for analysis purposes. However, the interviews with UNICEF partners (i.e. NRC, Oasis500, JOHUD, Tech Tribes) were conducted by both of us. As mentioned earlier, all the Arabic lead interviews and FGDs were transcribed to English for the use of the organization and for analysis purposes. Almost all the field visits were undertaken mainly to conduct the interviews and FGDs, but also to observe some of the activities that youth are part of and to assess the level of engagement the youth in programme activities.

It was necessary to have a good understanding of the programme and its activities prior to any field visit. This allowed me to better assess and analyze the collected data and to pinpoint apparent gaps and impacts. A good understand of the programme surely lead to an effective field visit, helping me to answer the research questions. Knowledge in the ongoing activities and its timelines was what I focused on before any field visit in addition to revising the programme budget and log-frame, which outlines all the activities the partners are expected to implement. Therefore, it is highly recommended to ask for access to these documents during any internship.

**Supervision of the Internship**

The Knowledge Management Summer Internship programme is organized by the Monitoring and Evaluation team in UNICEF Jordan mainly to contribute to UNICEF Jordan institutional knowledge. Around 20 interns are selected annually, each of which is assigned to a specific Section with a specific
task. Although the M&E Section organizes the summer internship programme, it’s the responsibility of each ‘Head of Section’ to supervise the work of the intern throughout the ten weeks internship period. Weekly and monthly feedback regarding the intern’s experience is provided to the head of M&E Section. The reason they asked for the intern’s feedback is to ensure there is an ongoing learning experience and to ensure that the intern’s skills and knowledge are effectively put into good use. It was also an opportunity to communicate with different staff members and to voice any inconveniences or issues, if there were any. Similar to all the interns, my main supervisor was the Head of the section that I was assigned to, which as mentioned was the Youth and Adolescents Development Section.

Fortunately, my supervisor acquired a modern management and leadership style, making the supervision process very smooth and flexible. She provided enough guidance throughout the internship period. The minimal guidance and flexibility in her supervision allowed me to be creative in the way I was working and in implementing the assigned activities. It certainly strengthened my problem solving skills by giving me the space to think of innovative way to overcome challenges in the office and in the field. In addition, the Youth and Adolescents team members provided me with tips and information about partners that smoothen the data collection process. At the same time, I provided them with some support in the field as well as in reporting when requested. The two-way communication channeled that was naturally built and the support among the team showed that there is a high level of trust in my quality of work, which made the whole internship a learning experience. Although I have previous experience in an INGO, it was only when I started working with UNICEF Jordan when I started to learn more about my preferences at work and how much I prefer teamwork over individual tasks. Working closely with the other intern as well as the other team members made the internship much ore effective and beneficial on an individual level.

I believe that the supervision and management style preferences differ from one person to another. The supervision at UNICEF Jordan suited my working style and allowed me to develop my interpersonal skills. My only concern was that I did not receive official/written feedback about the quality of the work until the very end of the internship, however sometimes the supervisor as well as the team members informally mentioned that the work that I was doing of great quality and an added value to the work of the section.
Living Conditions

Social Environment
Jordan has a dynamic context and a big expatriate community as a result of the current refugee crisis in Jordan. This brought more diversity to the Jordanian society, which to a great extent makes living in Jordan much more interesting. Jordanians are very hospitable and easy to deal with. Almost everyone you meet is friendly and is willing to help in case an issue arises. There are so many things that one can do, beginning with the daily outings to local cafes and local markets to having drinks with colleagues and friends in Irish pubs during the weekends. It is very easy to meet locals when you are walking around the city or visiting the local markets in the old city. It is important not to limit yourself to being around expats only. Jordan has many touristic sights that are fascinating and a must-see! Sunsets in Jordan are too beautiful.

Living Condition and Security
Jordan is overall a safe and a secure country. It is however important to take precautions and cultural differences that you are not aware off. Read about the culture and context of the country you moving to prior to your arrival to avoid any challenges and possible misunderstandings. Sometimes verbal sexual harassment can occur to girls walking on the streets but the situation never escalates. You can stay safe by not responding and by making sure to walk in groups at night.

Cost of Living and Housing
Jordan is an expensive country. In fact, Amman is one of the most expensive cities in the Middle East. The internship organizations circulate a list of the most convenient markets and shops to go to. Local people are very good at giving advice when it comes to cheap markets and shops.

The housing can be quite expensive. The rental can range from 300 to 500 JOD, depending on the chosen area/location. UN agencies and NGO head offices are located in west Amman, which is the most expensive part of Amman.
Tips and Advices

For Future students coming to Jordan

• Make local friends to better understand the dynamic context of Jordan. Don’t limit yourself by sticking to the expatriates.
• Learn some Arabic words and sentences that you could use when buying things and at the markets.
• Prior to your arrival, learn about the context of Jordan in order to avoid surprises and misunderstandings.

For future students joining NGOs or UN agencies in Jordan or elsewhere

• The key to a successful experience is proper communication. Speak out when you have inconveniences. Communicate with your supervisor, team members, fellow interns and colleagues from other departments. The work of all the departments is interlinked. To have a full image of their programmes, you need to properly communicate with them.
• If you are not satisfied with the assigned tasks and responsibilities, ask for more!
• If you feel lost, ask colleagues for guidance. People are always happy to help you out.
• Always keep in mind that the internship is a learning experience, thus make sure to learn new things about yourself and about others throughout the internship period. You can learn from people’s experiences as much as you learn from doing a task. Work in teams and keep an open mind when discussions occur.
• Keep professional relations with colleagues, as you will need them along the way.
• Be prepared before any meeting, interview, and field visits. Apparent lack of understanding of the context you are working in and programmes you are working on can lead to ineffectiveness and inefficiency in the work. Therefore, read and understand the context of Jordan and its political system as well as the current refugee crisis and its impact on Jordan. Also, study the programmes proposal, log-frames, and budgets prior to any review or field visit. In many cases, the budget can help you find gaps that are important to increasing efficiency.

Conclusion

Learning Experiences

• The process of comprehensive review of programmes and activities prior to field visits has taught to be very attentive to details and its importance in identifying programme related issues. Through this review I was able to develop my analytical skills in humanitarian action and
to build a new skills and knowledge. It also allowed me to look at things from different perspectives rather than merely one perspective. The internship activities that I undertook throughout the internship period allowed me to realize the importance of having concise and realistic programme activities and targets, which will help me in my future career if I ever decide to be involved in the programmes and technical work in humanitarian organizations.

- I learned about the importance of working in teams. Brainstorming and collectively analyzing the information gathered throughout the internship period allowed us to develop a much better review and developing stronger recommendation on how the section can develop and improve its programming in the near future.

**Summer Internship Lessons Learned/challenges encountered**

- Timing during the month Ramadan (June-July 2016) makes the whole internship very difficult for anyone who has to do fieldwork, especially interviews and FGDs that require participants.
- Jordan CO needs to focus more on seeking interns who speak Arabic and understand the local context if they wish to glean truly insightful feedback.
- More guidance is needed throughout the course of the internship at the managerial level to ensure interns create the products sections need, want and will use.
- It would be beneficial for each section to inform partners about their interns’ arrival as well as inform staff members about tasks and responsibilities of the interns prior to the start of the internship. This would keep both the interns and partners well-prepared and informed to make the overall planning process easier and smoother for both parties.
- One of the main challenges encountered was the lack of cooperation that partnered showed throughout the review period. It was not easy to get in contact with them when needed, especially because they are always busy with implementing activities. Because some of the partners were uncooperative, some activities required more time that it initially planned, which caused us to delay some other activities and later the whole outcome as affected.

**SWOT Analysis**

The table below identifies the SWOT analysis providing organization as well as the internship programme.

Table 2: SWOT Analysis of Internship Provider and Internship Programme

<table>
<thead>
<tr>
<th>STRENGTHS (S)</th>
<th>WEAKNESSES/LIMITATIONS (W)</th>
</tr>
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<tbody>
<tr>
<td>⇒ Strong Monitoring and Evaluation efforts</td>
<td>⇒ Weak coordination between departments and in M&amp;E</td>
</tr>
<tr>
<td>⇒ Strong technical capacities available</td>
<td>⇒ High turnover of staff</td>
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</table>
Both the theoretical knowledge I gained during the first two semesters as well as my previous experience working with an INGO helped me better perform in the internship programme. A great amount of knowledge that I gained from NOHA courses was practically used, when applicable. The most beneficial courses were Management from my first semester in RUG as well as Transition Issues and Strategies from the second semester in UCD. However, it would have very beneficial for me if more focus was put on M&E theories and practices in the NOHA first and second semesters. I believe that the multidisciplinary background that NOHA provides is of great value to any humanitarian.

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**Theoretical knowledge and future plans**

<table>
<thead>
<tr>
<th>OPPORTUNITIES (O)</th>
<th>THREATS (T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>⇒ Strong good national and international reputation</td>
<td>⇒ In some cases, government restrictions and lack of political will</td>
</tr>
<tr>
<td>⇒ Structured programmes and activities.</td>
<td>⇒ Political restrictions affecting implementation of programmes</td>
</tr>
<tr>
<td>⇒ Presence in all governorates in Jordan (12 governorates as well as refugee camps).</td>
<td>⇒ Cultural barriers</td>
</tr>
<tr>
<td>⇒ Strong relations with the Government of Jordan</td>
<td>⇒ Power control issues.</td>
</tr>
<tr>
<td>⇒ Support from donor agencies and other governments.</td>
<td>⇒ Lack of cultural understanding of internship participants.</td>
</tr>
<tr>
<td>⇒ Strong national and international recognition of internship provider as well as internship programme</td>
<td></td>
</tr>
<tr>
<td>⇒ Increases employment opportunities for intern within UN organization as well as INGOs.</td>
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</table>
However, more focus should be put on issues that are trending in the field today such as innovation in humanitarian action as well and accountability and M&E.

The internship programme to a great extent clarified for me what I want to focus on when I complete the NOHA masters degree. Certainly, I want to focus on evaluation programmes in humanitarian action and/or work in organization that focuses on research and development. Finding the challenges and gaps in programmes and then the development methods and recommendation to improve the gaps is something that I am very much interested in. Therefore, I plan on taking this path in the near future. I was only able to discover this through my internship and my performance through out it.

*Picture 4: Photo of some of the Summer KM Internship during the final workshop – All interns had To present their final products to the Heads of Sections and Country Director*
Annexes: Interview and FGDs Guides

Annex 1: Interview Guide with Partners

1. What are the main challenges that youth and adolescents face in Jordan? Why?
2. What impression do you want your participants/participants to leave with? If there were only one takeaway, what would it be?
3. What do you think is the image of your center/programme? What do you think might contribute to that image? Do you feel that image is attracting certain participants and not others? In what ways do you target the most marginalized youth in your areas? (Outreach activities).
4. Are there other youth you wish would apply but do not? How do you think we can reach them?
5. What are common traits you notice among participants who complete/take up the training and those who don’t finish/don’t implement? Are there barriers you’ve noticed?
6. Have you noticed any changes in your participants since starting the programme? How do participants link what they learn to their lives?
7. What behavior changes were easy and what were difficult? What else needs to be done to sustain these changes/their learning?
8. Do you feel that there have been any unanticipated outcomes from the programme?
9. How would you describe the interactions and relationships between participants?
10. If they are aware of the JEEL962 network, what do you think about the network? Based on your experience, what can be improved? Do you think there’s anything that’s keeping participants from signing up?
11. How can JEEL962 be incorporated into other programmes in your centers?
12. What do you like about your programme? Is there anything that makes your job fun/rewarding? Difficult? Is there something that would make your job easier?
13. Looking back at the programme so far, is there anything you wish you could have done differently? If you could change anything, how would you change the programme?
14. What do you think of the Bayanti System? Do you think it can be improved?
15. Try to find out in non-confrontational way if programme is youth centered.

Partners (in addition to general questions above):

1. Tell me about the life skills trainings. How have they been going?
2. Can you tell me more about the radio/media initiative?
3. What part of the UNICEF collaboration has been the easiest/most successful to implement? Why?
4. What part of the UNICEF collaboration has been the most difficult to implement? Why?
5. In your experience, is there any difference in implementing the programmes in Makani vs. other JOHUD centers?
6. Can you please tell me more about the non-formal and informal education initiatives?
7. How have the social cohesion and youth-led initiatives aspects of the programme been going? What other support do they need to be sustainable?
8. Can you please tell me more about the community committees (CC) and what they do?

Annex 2: FGD Guide with Youth

1. What do feel are the biggest challenges you face in your life? What are the biggest challenges you think are facing your friends in their lives?
2. How did you learn about this programme? What made you want to come here? Do you think there’s any reason that other youth in your neighborhood might not come to this programme?
3. How has this programme been going? How do you feel about it? [What do you like most and least in the programme? Why?]
4. Thinking back on your experience here, is the programme what you thought it would be? Is there anything about it that you wish could be different? Is there anything you wish you could have done differently? [In their opinions, how can programmes be improved? What comments should be added?]
5. Would you recommend this programme to your friends? Do your friends know you participate in this programme?
6. Can you briefly describe yourself before and after the programme? Have you noticed any changes in your friends before and after the programme?
7. What would your ideal neighborhood be like? Is there something in your community you wish you had or that you wish was different?
8. Are you or any of your friends planning any activities that you learned about from the programme?
9. What do you think about the JEEL962 network? What is it? What is it used for? Would you use it?
10. (for girls) Do you feel - as a female - that your experience in this programme was different from your male peers? Why?
11. (for boys) Do you feel - as a male - that your experience in this programme was different from your female peers? Why?

Annex 3: Oasis500 Questions

Youth
1. Tell me about your project.
2. Tell me about the first bootcamp. How do you think the first bootcamp prepared you for the next stage of the competition? Is there anything you wish was different?
3. How has the programme prepared you to succeed with your business? Are there things you still wish you knew more about that could help you?
4. Tell me about the mentoring programme. Is there anything you wish you could say to your mentor, but can’t?
5. In your opinion, what could’ve been done in a better way? Are any any missing components that should be part of the process?

Partners
1. What are the main challenges that youth and adolescents face in Jordan? Why?
2. What do you think is the image of your center/programme? What do you think might contribute to that image? Do you feel that image is attracting certain participants and not others? In what ways do you target the most marginalized youth in your areas? (outreach activities).
3. Are there other youth you wish would apply but do not? How do you think we can reach them?
4. Why do you think some of the participants who didn’t make it to the next round may have been unable to complete the programme? [Did there seem to be trends in barriers participants faced?] Alternately, what are common traits you notice among participants who succeed in the programme?
5. Have you noticed any changes in your participants since starting the programme?
6. If they are aware of the JEEL962 network, what do you think about the network? Based on your experience, what can be improved? Do you think there’s anything that’s keeping participants from signing up?
7. How can JEEL962 be incorporated into other programmes in your centers?
8. What do you like about your programme? Is there anything that makes your job fun/rewarding? Difficult? Is there something that would make your job easier?
9. Looking back at the programme so far, is there anything you wish you could have done differently? If you could change anything, how would you change the programme?

Additional Questions
1. The PCA annex p15 (applicant screening) says marginalized youth are treated fairly but how is this achieved?
2. The PCA says they use newspaper/radio ads to try to reach marginalized youth, but wouldn’t those media still give the impression that the programme isn’t for everyone?
3. Could needing to speak English well be too high of a barrier to entry for underserved youth?

Annex 4: Tech Tribes Questions

Partners:
1. Can you please tell me about the formation of the group of core youth leaders? How is going?
2. Can you give us an overview of Jeel962 and the work you are doing?
3. Can you tell us a little bit more about your partnership with JOHUD?
4. What do you envision for the 6 youth projects? Can you please elaborate?
5. Can you tell us more about the online and offline marketing strategies? I’d like to learn more about your outreach and marketing strategy.
6. Can you tell us more about your future interventions and how you are planning to expand the network?
7. What are the main challenges that you think might face this network in the future? And how are you planning to overcome those challenges?
8. Do you know of any similar online portals for youth that have been successful (either in Jordan or elsewhere)?

**Annex 5: GAM Questions**

**Partners:**
1. How does the Child Municipal Council (CMC) differ from the Higher Council for Youth (HYC)?
2. How has the launch in Zarqa been going? How does the launch for Madaba look?
3. Please tell us a little more about U-Reporting. How has it been in your experience?
   - Who develops the questions? How? Is the data used for anything other than UNICEF?
   - How are participants recruited? Have you had any difficulty getting representative samples?
   - How has it been working with Tech Tribes and integrating U-Report into Jeel962?

**Annex 6: GFP Questions**

**Partners:**
1. GFP’s theory of change is based on arts and sports. Can you please explain to us how you understand the impact of sports and arts on youth and social cohesion in society?
2. Now that the programme has been ongoing for a while, what are some reflections you have? Anything that went really well? Anything you would change?
3. How are programme participants reached? Do you face any issues related to female/male participation? Has meeting the 50/50 Jordanian/Syrian M/F demographic composition been a challenge? If so, why?
4. Can you please tell us a little more about the selection process for delegates and how the cascading works? Same with GFP’s idea of a “tipping point”. How is it reached? How do you know when it is?
5. How does GFP measure “inclusiveness” of an activity?
6. How does GFP determine local priorities/make it “demand-driven”?
7. How in your opinion can your programmes be scaled to reach a larger number of people?
8. Can you please share with us a success story of a youth-led initiative?
9. What measures do you take to ensure a long-term effect of your activities on youth?
10. Can you give us examples of ways to ensure quality, impact and sustainability of your programmes?
11. How has it been working with JOHUD?
12. Are there any upcoming activities where we could meet some of your participants?

**Annex 7: NRC Questions**

**Partners:**
1. The target completion rate is 70% for the life-skill and post-basic trainings. What is the real attrition rate? [What are some of the common attrition factors?]
2. For the females who participate, how many of them are married? Does this hinder participation?
3. The PCA plans an NRC/UNICEF exit strategy for mid-2016. How close are we to that goal?

**Community mobilizers:**
1. Please tell us about your outreach plan.
2. What are the biggest difficulties you face in conducting your outreach?
3. What reasons to youth give for not wanting to/be able to participate?
4. Are there certain groups within the camp that are more difficult to reach than others?
5. What are the biggest challenges facing your students/youth in the camp?

**Youth:**
1. What are some ways in which you wish you could change the programme? Are there any other vocations you wish you could learn?

*Annex 8: NCCA Questions*

1. Have you had any difficulty implementing the gender-mainstreaming component of your plan?

*Annex 9: Human Interest Story Questions*

**Partners**

1. When did you first become involved with NRC?
2. What attracted you to this kind of work? To working with NRC?
3. Can you please give me an overview of your role?
4. What do you consider your most important task?
5. What is an achievement or contribution you’re most proud of?
6. What do you consider NRC’s greatest strength or contribution to the community here? How does UNICEF fit into that?
7. What do you hope NRC can achieve long-term?
8. Is there anyone who inspires you to stay in this job or gives you hope?
9. Do you have any good practices (personal or NRC) you think would be useful for other partners?

**Students**

1. Name, age
2. Do you live in Zaatari with your family? Which family members do you live with?
3. May I ask how long you have lived in Zaatari?
4. Marital status
5. Formal education level or previous occupation
6. When did you start coming to NRC? (How long?)
7. What made you decide to come to NRC?
8. Do you remember your first day at NRC? Can you tell me about it please?
9. Which training programme did you do? Can you please tell me about your experience in the course?
10. Are you involved in any other NRC activities? Other agency activities?
11. If it’s ok, can you please tell me a little about your life before coming to NRC?
12. Have you noticed any changes in yourself or your life since attending NRC courses?
13. How do these changes make you feel?
14. Of the things you’ve told me, what would you consider your biggest success?
15. Is there anything you wish you could change about the programme?
16. If you could write this story instead of me, is there anything you would want to add or say?

**To add for Mo’ath:**

1. Tell me about Boston and the competition?
2. What makes you interested in technology and filmmaking?
3. What do you hope to study/do later in life? Do you think being in the innovation lab programme will help to prepare you for that?
4. Who inspires you to work so hard and to commute the long distance every day?

**For partner about the student:**

Do you remember the first time you met ________? (What were your first impressions, etc.?)

How - in your opinion - do you think the programme has impacted ______’s life? Have you noticed any changes?

**For students about the partner:**

Do you remember the first time you met ________? (What were your first impressions, etc.?)

How - in your opinion - do you think the programme has impacted ______’s life? Has ______ impacted your life?

How?