

OPPORTUNITIES FOR CO-OPERATION BETWEEN INFORMAL YOUTH  
GROUPS AND INTERNATIONAL NON-GOVERNMENTAL  
ORGANISATIONS

A CASE STUDY OF AMMAN AND ZARQA IN  
JORDAN

by

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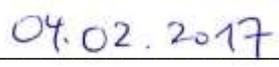
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## **ABSTRACT**

The study focuses on the interaction between two structures in development co-operation: the bottom-up approach of Informal Youth Groups (IYGs) and the top-down approach of International Non-Governmental Organisations (INGOs). These are considered in the theoretical context of the capability approach.

In the empirical study, conducted in the cities of Amman and Zarqa in Jordan, the researcher interviewed eleven key members of IYGs to analyse their work mechanisms and criteria for co-operation. A Focus Group Discussion with members of INGOs about challenges and opportunities in co-operations with IYGs was conducted, to complement the literature review of INGO perspectives.

The study provides insights into the work mechanism and co-operation criteria of IYGs. The interviewees mentioned trust between the parties and sharing vision and motivation as key requirements. Recommendations for INGOs in their work with local partners and practical steps for supporting IYGs are given.

## **KEY TERMS**

Youth, Informal Youth Groups, International Non-Governmental Organisations, Bottom-up approach, Top-down approach

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## LIST OF ABBREVIATIONS

CA	Capability Approach
CVA	Citizen Voice and Action
DAC	Development Assistance Committee
DFID	Department for International Development
DoS	Department of Statistics
EP	Empirical-Practical cycle
FGD	Focus Group Discussion
GT	Grounded Theory
IBP	International Business Publication
ILO	International Labour Organisation
IMC	International Mercy Corps
INGOs	International Non-Governmental Organisations
IWF	International Monetary Fund
IYGs	Informal Youth Groups
MDGs	Millennium Development Goals
MENA	Middle East and North Africa region
NGOs	Non-Governmental Organisations
OECD	Organisation for Economic Co-operation and Development
UN	United Nations
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNRIC	United Nations Regional Information Centre
UNRWA	United Nations Relief and Work Agency for Palestine Refugees
WHO	World Health Organisation

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# **CHAPTER 1: ORIENTATION OF THE STUDY**

## **1.1 INTRODUCTION**

Today's generation of young people is the largest in history. Over 3 billion people are under the age of 25. Almost 90% of all young people live in developing countries. Young people are a valuable asset to their countries and investing in and empowering them brings social and economic changes and benefits (Department for International Development (DFID) 2010:vi).

A great challenge in development work occurs when different structures and opposing approaches operate together. These so called approaches include working with the community with the aim of making an impact on the decision-making layers such as policies (bottom-up approach) or working with given structures in the government and international agencies to impact the community (top-down approach). The strengths, weaknesses and cooperative benefits are outlined in chapter 2. From this context, the question of how Informal Youth Groups (IYGs) and International Non-Governmental Organisations (INGOs) can cooperate in order to use resources efficiently emerges. The outcomes of the research will be discussed to outline how resources of IYGs and INGOs can be invested more efficiently through inter-agency co-operation.

The study begins by outlining and contrasting the structures and mechanisms of informal youth groups and INGOs, compare the needs and ways they approach their objectives, and look at how they operate in Jordan specifically. The study will then analyse the strengths and weaknesses of both systems, before focusing on potential for greater collaboration, engagement and support between IYGs and INGOs. It thus aims to encourage sustainable planning processes and engagement in long-term projects between these two groups. In addition, through interviewing leaders and key members of IYGs, a platform was created for them to voice their opinions on their own work as well as their needs. This chapter further exemplifies on the problem statement, the research question, key terms and provides an overview of the methodology and research design, both are outlined more detailed in chapter 3. Further, importance and limitations of the study are examined in chapter 2.

## 1.2 RESEARCH BACKGROUND

This study is based on the human development, and the capability approach (CA) which asks for and seeks the well-being of each person (Nussbaum 2011:18). Amartya Sen had a key role in developing capabilities into measurable areas (Nussbaum 2011:17). Development can be seen as a process of expanding a person's/community's access to resources, thereby increasing their wellbeing and freedom. Sen (1991:1) split the concept of freedom up into two "reasons": the evaluative reason and the effectiveness reason. The former is used to assess the progress of freedom in people's lives, and the latter reason states that the achievement of development is dependent on freedom of people (Sen 1999:1). Freedom aims to provide and improve the quality of life for people defined by their capabilities (Nussbaum 2011:19). To fulfil the central capabilities, which chapter 2 outlines in more detail, social justice is a required condition (Nussbaum 2011:40).

Human development is empowerment of a human being's potential in relation to their social and physical environment (Hamilton 2004:1). According to United Nations Development Programme (UNPD), there are three foundations for human development: "to live a long, healthy and creative life, to be knowledgeable, and to have access to resources needed for a decent standard of living" (UNDP 2015:1). Youth development, as a part of human development is a growing process for a young person to understand and participate in the context which can be social or political (Hamilton 2004:1). This growing process also includes the development of the personality. Development goals for youth in terms of personality can be divided into five areas: competence, character, connections, confidence and contribution (Pittman, Irby, Tolman, Yohalem & Ferber 2003:11). In many cases, no single agency, community or family is able to provide the support of young people to achieve the five goals, mentioned above. Therefore, youth development requires collaboration between agencies/organisations and the private sector, in the shape of, for example, IYGs (Whitlock 2004:3).

There is a growing momentum of youth participation in the development community. Globally, governments are beginning to support youth ministries, youth policies and youth programs, and there is now greater recognition that young people are the

future of their countries' development (DFID 2010:1). In this context, the importance of participation becomes relevant (explored under heading 2.4).

The Paris Declaration on Aid Effectiveness calls for improvement of efficiency through partnership commitment and utilization of given structures in development (Organisation for Economic Co-operation and Development (OECD) 2005:3). The co-operation between INGOs and IYGs creates the opportunity for participation and enhance capabilities. The partnership commitment is subdivided into ownership and alignment (OECD 2005:3). The aim of ownership is defined as leadership of partner countries in matters of development policies, strategies and coordination of actions in development. Alignment is defined as orientation of the overall donor based support towards national development strategies, institutions and procedures of partner countries (OECD 2005:3).

There may be a great benefit in linking these two types of Organisations, as they can complement each other. Together, they can bring together and strengthen existing formal and informal structures in Jordan that aim to empower youth and provide access to resources such as education and social networks (Górak-Sosnowska 2009:6). The IYGs benefit from resources (finances and capacity building) and the INGOs benefit from access to information, which can influence the development of new programs.

. The study uses a developmental perspective to explore the mechanisms and structures of IYGs and INGOs, in order to outline routes of co-operation between INGOs and IYG to invest their resources more efficiently.

### **1.3 PROBLEM STATEMENT**

This study focuses on possibilities of co-operation between IYGs and INGOs in Jordan. It aims to increase an understanding of the potential of youth participation in development practice through co-operation with INGOs and to explore key issues and approaches. In order to develop sustainable ways of engagement it is important to understand different systems, approaches and operating styles of both IYGs and INGOs. INGOs differ in terms of engagement with global programs, size, geographic reach, access to funds and grants. INGOs have a large-scale global programmatic reach and impact, through being part of a global network of donors and United Nation (UN) agencies (Tomlinson 2013:326). Due to this factor, INGOs are more likely to

receive core grants from donor governments (Tomlinson 2013:327). These structures feed into a top-down approach, which interlink and ensure that – with the cooperation of other agencies and governments – essential laws, policies and capacities are fulfilled (Wessells 2015:8). Bottom-up approaches, for example IYGs which work from grassroots level upwards, emphasize community action, build on existing community strengths and aim to stimulate community-government collaboration (Wessells 2015:8).

INGOs aim to fill gaps in the civil society and to contribute and facilitate identified needs and problems. Therefore, it is necessary to clarify their role in civil society in order to determine their effectiveness (Lehman 2005:2). IYGs are self-organised and established and aim to address needs and serve their society. Their approach is bottom-up due to the fact that these groups are involved with the locals and have first-hand experience of their needs (Festinger, Schachter & Kurt 1963:3).

To work within informal structures is a challenge for INGOs. This is because of their complex structure of internal policy, and the obligation to connect and collaborate with donors and partners as well as to follow certain guidelines it is more difficult to work in informal structures (Malena 2004:5).

INGOs and IYGs have different ways of approaching their work and target groups – this is examined under heading 2.8. Of all the kinds of NGO structures that exist, INGOs were chosen because they often have limited access of information from local structures and their needs and IYGs remain largely isolated and unaffected by this development, which leaves their potential unused, and thereby preventing INGOs from receiving any benefit. Summarized the problem statement contains that opportunities and routes for co-operation between IYGs and INGOs are not clearly identified because of insufficient knowledge and information of the structure and their work mechanisms are available

#### **1.4 RESEARCH QUESTION AND OBJECTIVES**

As outlined in the research background each side, INGOs and IYGs, contribute different strengths to development work, and when combined may have even greater potential.

The primary objective of the study is to identify opportunities and routes of co-operation between IYGs and INGOs in Amman and Zarqa, through understanding their respective structures and work mechanisms.

The secondary objectives include:

- 1) Study the capability approach as a theoretical framework for the co-operation between INGOs and IYGs.
- 2) Explore the structures and operating styles of IYGs and INGOs in order to evaluate opportunities for co-operation.
- 3) Explore needs, challenges and criteria for a co-operation between INGOs and IYGs
- 4) Propose guidelines for a co-operation of INGOs and IYGs in human development of Jordan to improve ways of sharing resources.

Based on the background of the research and the outlined challenges, the following research questions emerged.

**How can INGOs and IYGs cooperate in Jordan to invest their resources more efficiently?**

1. What differences emerge when comparing characteristics and work mechanisms of IYGs with those of INGOs?
2. What challenges and gaps do IYGs identify in the process of co-operation with INGOs?
3. What do IYGs need in terms of resources (financial, capacity, coaching etc.) and what can they offer?
4. What are the criteria for INGOs to consider a partnership with IYGs?
5. What can INGOs gain through a partnership with IYGs?

**1.5 DEFINITION OF KEY TERMS**

The study uses the following key terminologies which will be discussed further in chapter 2.

*Youth:* The United Nations defines as youth, all people between the age of 15-24 years but without limiting other definitions by Members States (United Nations Educational, Scientific and Cultural Organisation (UNESCO) 2015).

*IYGs:* Groups which emerge naturally due to common interests and initiative of the members, who identify more easily with the goals or activities of the group (Flesher 2012:3).

*INGOs:* INGOs are non-profit Organisations organized by citizens who work in local, national or international contexts. INGOs aim to support and work within development and humanitarian scenarios, to advocate for the needs and rights of people (United Nations Regional Information Centre (UNRIC) 2016).

*Bottom-up approach:* Bottom-up approach is initiated and organized by local people, in order to improve their social or economic wellbeing, by overcoming cultural, social and physical boundaries (Kleymeyer 1994:4).

*Top-down approach:* The top-down approach focuses on lobbying and bargaining with the decision-making authorities such as government agencies, building up pressures through various campaign mechanisms and advocacy activities (Biswambhar 2007:257-273).

## **1.6 METHODOLOGY AND RESEARCH DESIGN**

The background of the study is covered through secondary literature such as articles, reports, pamphlets and published books. The empirical part of the study is covered by qualitative data research.

### **1.6.1 Methodology**

The research methodology is closely interlinked with the research problem in order to evaluate the objectives of the study.

The research problem will be examined through interviewing youth members of initiatives. Hence the main method of this study focuses on field research with a qualitative approach. A theoretical framework is given through a brief literature review of the nature, characteristics, work mechanisms and resources of INGOs, because this field provides many sources through reports, studies and literature. To complement the

theoretical framework, a Focus Group Discussion (FGD) with INGO staff working in the youth sector was conducted.

The methodology of this study builds on the “three worlds” framework. This framework was first developed through understanding social research by Mouton in 1996. It exemplifies different levels of analysis in scientific reasoning to understand “the interplay between the world of scientific research and everyday life better” (Mouton 2004:137). The methodology will be outlined in more detail in chapter 3.

This study employs the Grounded Theory method (GT) and the Empirical-Practical cycle method (EP). GT has two objectives; firstly, to widen the academic approach so that the study is methodologically grounded, and secondly, to systematically develop a theory of the data (Hülst 2012:279). The empirical-analytical process allows for an experimenting process within the methodology. Through the ongoing process of observing, experimenting, sampling and evaluating, the research develops dynamically rather than a linear and rigid procedure (Faix 2007:64). A more in-depth description of the empirical-analytical process is given in chapter 3 methodology.

### **1.6.2 Research design**

The research questions regarding the IYGs are answered through qualitative research of semi-structured interviews with key members of IYGs. The questions based on INGOs are explored through a FGD with INGOs staff working in the youth sector and further supplemented by a literature review. The research methodology is more specified defined in chapter 3.

The fieldwork was conducted in two steps. First, IYGs were identified and sorted according to social, religious, political and cultural activities or interests. This involved research on the internet, as well as using networking connections of people who are involved in social activism and movements in Amman and Zarqa. Given that the researcher has lived in Amman since September 2014, she has the benefit of knowing people in different groups and Organisations who could provide information. The IYGs are mapped according to name, number of participants, place and emphasis of work. The process of searching and identifying IYGs took place from November 2015 to March 2016.

The second step was to select interviewees from among the identified groups in order to find out and understand more about their perspectives. This information was necessary to answer parts of the research question. IYGs with the following characteristics were selected for interviews: IYGs groups had:

- Collective or joint actions, non-institutional
- Change orientated goals
- An emphasis on social, cultural or political change
- A membership age-range of 18 to 30
- A core team of at least two people
- Were self-Initiated.

Criteria for selecting the key persons for interviews were:

- Experience and knowledge about the development of the IYG,
- Equal representatives from the IYGs interests, and,
- Equal mixture of men and women.

Technical details about language, translation and the software tools for data analysis are examined in chapter 3. Furthermore, the researcher conducted a FGD with INGOs members working with youth in order to incorporate their perspective and cooperation possibilities beside the literature review. The discussion focused on ways and challenges in a collaboration between IYGs and INGOs. In terms of the INGOs chosen were the following INGOs: Questscope, International Rescue Committee, ActionAid, Save the Children International and Mercy Corps. The method FGD, its strength and limitations are outlined in chapter 3.

## **1.7 IMPORTANCE OF THE STUDY**

This study focuses on IYGs because youth are not only one of the most vulnerable, but also one of the most powerful groups of a population. Through youth initiatives such as forming groups, hopes, visions and concerns are shared amongst the community and they thereby find a place in society, regardless of their lack of involvement in social, cultural and political processes.

The study will outline how both INGOs and IYGs can use their resources more efficiently to evaluate and improve grants, finances, programs, and staffing. For the IYGs the importance of this study is to increase their capacity through the support

and resources of the INGO. The INGO will benefit from access to the voices and perspectives of youth in these groups.

It is hoped that the conclusions and recommendations of this study will have positive long-term effects on INGO programs and initiatives. Therefore, this study will help uncover ways in which to link top-down and bottom-up approaches to maintain sustainable human development in Jordan. Furthermore, this study aims to improve the existing structures as outlined in the Paris Declaration on Aid Effectiveness, 2005 in point 2 Partnership Commitments and to facilitate ownership for the participants.

### **1.8 LIMITATIONS OF THE STUDY**

The study focuses on urban areas and, therefore, the field research was conducted in the capital city Amman and nearby Zarqa. These cities are both important research sites and are easily accessible to the researcher. However, this geographical restriction of two cities limits the range of IYGs available for interviews.

For this qualitative study the researcher assumed that the participants and interviewees will mostly be males. The reason for this is that in Jordan mobility and access to public events and governmental structures are primarily defined by gender, with young women being significantly more restricted in their mobility than young men. Female youth tend to be more engaged in household responsibilities. Women thus have a significantly lower ability to access public places such as markets or youth facilities, and have fewer opportunities to be part of social networks (Higher Council for Youth 2004:7). Be that as it may, if a woman is present in an IYG, she will be automatically selected to aid in achieving greater gender equality in the selection. However, during the field work phase, the researcher discovered that this hypothesis was untrue, and found that most IYGs had an equal ratio of male and female members.

The researcher set a further limitation in the age range. Even though the UN defines youth as persons from 15 to 24 years, the researcher decided to utilize the definition used by the Higher Council of Jordan for Youth, which defines the ranges as 12 to 30 years of age. The selected age of the target group is 18-30 years. The reason for not including younger youth, is that volunteers are seldom under the age of 18 when they join an IYGs.

Further limitations of the qualitative research were that, due to the emphasis on semi-structured interviews with IYGs, only one FGD with INGO members was conducted, as the researcher had limited time. This allows only a small insight of the INGOs, their criteria and expectations of a co-operation with IYGs.

### **1.10 SUMMARY**

This chapter demonstrated the importance and role of youth and presented a hypothesis of the benefits of a co-operation between IGYs and INGOs. Linkages between the problem statement and development approaches as the capability approach or key documents as Paris Declaration were illustrated in the overview of the methodology. The chapters that follow will explore the theoretical frameworks and methodology in more detail. This will then be consolidated and be completed by the data analysis and findings.

## **CHAPTER 2: THEORETICAL FRAMEWORK AND HISTORICAL CONTEXT OF THE STUDY**

### **2.1 INTRODUCTION**

The theoretical framework of the study is the human development approach (also called capability approach), which aims to promote freedom and choice to members of a community, to improve their quality of life. This chapter explains the capability approach, the meaning for human well-being and explores the conditions required to improve quality of life. The study presents a reflection on the role of participation, the ways in which it is interpreted and implemented in order to outline the roles of actors in terms of their responsibilities, challenges and accountability mechanisms. This framework leads to the understanding and impact of positive youth development. The chapter concludes with the role of INGOs and IYGs within the theoretical framework and the nature, structure and operating style of INGOs, and analyses their strengths, weaknesses, needs and capacities.

### **2.2 KEY TERMINOLOGIES**

As briefly outlined in chapter 1, this section defines the terms youth, Informal Youth Groups (IYGs), International Non-Governmental Organisations (INGOs), and the top-down and bottom-up approaches.

#### **2.2.1 Youth**

Youth is a significant period in an individual's life. During this time attitude, competences, values and social connection develop and – in turn – influence the future path of both the individuals and his/her society at large (Eccles & Gootman 2002:42). Youth as a term in itself varies in its definition through culture, context, social status and/or gender (Lowicki 2000:3). The United Nations defines youth as all people between the ages of 15-24 years, but without limiting other definitions by Members States (UNESCO 2015).

In terms of age, the definition of youth varies from organisation to organisation. The National Youth Strategy, submitted by the Higher Council of Youth in Jordan,

defines youth as aged between 12 and 30 years (Higher Council of Youth 2004:4). As the study takes place in Jordan and its socio-cultural context, the definition of the Higher Council of Youth in Jordan is used for the thesis.

The table below provides an overview of international agencies and their definition of youth.

<b>Entity/Instrument/Organisation</b>	<b>Age (ranges from 10 to 35)</b>
UN Secretariat/UNESCO/ILO	Youth: 15-24
UN Habitat (Youth Fund)	Youth 15-32
UNICEF/World Health Organisation (WHO) /United Nations Population Fund (UNFPA)	Adolescent: 10-19, Young People: 10-24 Youth: 15-24
UNICEF /The Convention on Rights of the Child	Child until 18
The African Youth Charter	Youth: 15-35
Higher Council of Youth Jordan	Youth: 12-30

Table 2.1: Definition of Youth, United Nations Department of Economic and Social Affairs (Source: UNDESA 2008)

Alternatively, the period of youth can also be defined as “a process of transition from childhood to adulthood, marked by certain rituals or physical changes.” (Lowicki 2000:3) Youth is then recognised as a stage of social development and a time of life stretching from puberty to the acceptance of the responsibilities of employment, marriage, family, community engagement and so forth (Dybdal & Tengnäs 2015:12).

Youth have to be recognised as a diverse group with unique needs, genders, education backgrounds (e.g. in-school versus out of school), social status (married/ unmarried or social background), household situation (e.g. one parent headed, single youth, etc.), health status (e.g. healthy, sick, etc.), and living situation (e.g. indigent, well-off, etc.). Youth have the power and ability to bring about changes in their environment and community (Dybdal & Tengnäs 2015:12). Changes in the youth period can be divided into four main areas as follows: identifying the social role among the community, exploring personal, social and sexual roles, deepening peer friendships and social networks, and lastly taking on an active role in creating and deciding future economic steps (Eccles & Gootman 2002:47).

### **2.2.2 Definition Informal Youth Groups**

IYG are groups which emerge naturally due to the initiative and common interests of members, who can identify with the goals or independent activities of the group (Aliyev 2013:109). These groups have different terms such as social movements, networks, initiatives, informal youth groups, civic activist groups and so forth. To unify these terms, the study uses IYGs as its main term.

Key reasons and motivations for youth starting their own initiatives are life experience and the desire to be actively engaged in their environment and receive constructive attention through their efforts and involvement (Larson 2000:172). IYGs are initiatives that serve the community or society (Flesher 2012:3).

### **2.2.3 International Non-Governmental Organisations (INGOs)**

INGOs can be divided into two categories: Profit Organisations and Non-Profit Organisations. They have three key functions: implementation, functioning as a catalyst, and cooperating with partners. First, implementation mobilizes resources to create access to the people in need. Second, the function as a catalyst is to accelerate processes of changes through mutual inspiration. The third function is being a partner, to collaborate in challenging and successful phases, and to monitor and evaluate the process (Lewis & Kanji 2009:13). The UN (2004:13) has defined INGOs as follows:

“All Organisations of relevance to the United Nations that are not central Governments and were not created by intergovernmental decision, including associations of businesses, parliamentarians and local authorities. INGO has become formally constituted to provide a benefit to the general public or the world at large through the provision of advocacy or services. They include Organisations devoted to environment, development, human rights and peace and their international networks. They may or may not be membership-based. The Charter of the United Nations provides for consultations with NGOs.”

### **2.2.4 Bottom-up approach**

This approach implies that, in order to improve their social or economic wellbeing and overcome cultural, social and physical boundaries, local people should take the initiative. The approach focuses on self-help projects and representing the group's common interests above those of governmental agencies and political bodies (Kleymeyer 1994:4). The long-term objectives of the bottom-up approach are sustainability, productivity and partnerships with local Organisations to maintain ideals and initiatives (Kleymeyer 1994:6). These strategies include: comprehensive community

participation, motivating local communities, expanding learning opportunities, improving local resource management, increasing communication and interchange, and localizing financial access. The sense of empowerment that comes with knowledge is the necessary precursor to accomplishing the stated and implied goals of the bottom-up approach often used in community development (Larrison 1999:68).

### **2.2.5 Top-down approach**

The top-down approach focuses on lobbying and bargaining with decision-making authorities such as government agencies, building up pressure through various campaign mechanisms and advocacy activities (Biswambhar 2007: 257-273). The top-down approach is mainly conducted through externally imposed structures. This approach may develop the tendency to neglect or underutilise the cultures, infrastructures and/or strengths of their potential beneficiaries (Kleymeyer 1994:6).

The top-down approach is problematic when there is no clear policy by the government, and there is, instead, a multitude of governmental directives or actors which do not take local structures into account (Sabatier 1986:30). The initial focus of the top-down approach is steered by government decisions whilst the bottom-up approach focuses on implementing local structures in a policy area (Sabatier 1986:33).

In practice, meeting both sides of interests is a great challenge. Often the interest of one group or party is not served by the other group or by society (White 1996:15).

## **2.3 THE HISTORY OF DEVELOPMENT APPROACHES**

The emergence of the concept of development and the conception of UN occurred after the Second World War (Haines 2011:31). Countries joined together to define and create ways to impact and increase material well-being, social justice, economic growth, progress and personal blossoming collectively dubbed 'development' (Rist 2010:8). The theory of development appeared around 1950 as a defined term. It was based on the development theories of economics and society in Europe and North America. Until now the theory of development is strongly influenced by a Global North perspective (Sangmeister & Schönstedt 2009:65).

Theories of development were constructed out of external categories. They were created through a process of analysis bound to a certain social context and period. These theories might best be suited to the context of the societies that spawned these theories, but they are insufficient for societies that are situated in different contexts. The main aim of development theories was to create a path for the Global South to wealth and prosperity (Sangmeister & Schönstedt 2009:66).

The theory of modernization began in the 1950s and 60s and put emphasis on economic change and growth as key to providing aid and technical assistance through large-scale projects (Haines 2011:31-32). Two criticisms of this approach is that the local context is not fully considered and it functions through a macro theoretical paradigm (Haines 2015:36). The theory builds on certain change of cultural dimensions and perceptions of the worldview of the people who developed the theory (Sangmeister & Schönstedt 2009:67).

In the 1960s and 70s the dependency theory was developed as a critique to this theory (Haines 2011:38). It outlines that economic dependency of the Global South on the Global North leads to underdevelopment (Haines 2011:42). A major criticism of this theory is that development cannot exclusively focus on the economic growth of the North in hopes of a trickle-down effect (Haines 2011:44).

In the 1970s the basic needs approach was emerged. The focus of this approach was to improve the rate of economic growth and equal income distribution (Emmerij 2010:1). The approach built on the macro-economic framework and aimed to strengthen the global market in order to facilitate a trickle-down effect. The weaknesses of this approach was that it made inadequate provision for gender-based inequality, deprivation related to environment factors or the socio-economic hardships that followed the implementation of structural adjustment programs (Emmerij 2010:2).

Neo-liberalism, which emerged in the late 1970s and 80s chiefly aimed to advocate free enterprise (Emmerij 2010:47). A key component here is market regulation. The aim is to maximize the material interests in terms of private business and heavy slant policies in favour of free market capitalism (Emmerij 2010:48-49).

The 1980s and 90s, known as the lost decade of development, alternative approaches were established. A major paradigm shift occurred between environment, development and sustainability and brought them to international prominence. A key document here is the Brundtland Commission report which highlights sustainability as

“meeting the needs of the present without compromising the ability of the future generations to meet their own needs” (Brundtland 1987:16).

In the year 2000, leaders of 189 states gathered for the 55<sup>th</sup> meeting of the United Nation General Assembly (Kroeck 2015:26-27). Out of this Assembly a working group of the UN, World Bank, International Monetary Fund (IMF) and Development Assistance Committee (DAC) developed eight Millennium Development Goals (MDGs) which were intended to be achieved by 2015 (Kröck 2015:27). The UN, with its partner agencies, developed the Sustainable Development Goals, after 2015 as the MDGs were not met. These seventeen new goals built on the MDGs, but recognised that poverty – in every shape and form – is a great global threat and a challenge that has to be overcome through sustainable development. These goals, seek to achieve their 169 targets by 2030. The goals are balanced in three dimensions of sustainable development, namely economic, social and environmental development (UN 2015).

One lesson that can be learnt from the history of development is that defining some countries as developed and others as developing, harms more than it helps. Developed and developing is a matter of perspective and measurement, which are closely interlinked and defined according to culture and values (De Beer & Swanepoel 2000:12).

In the last two decades, the development approaches shifted to aspects of the alternative development approaches such as equity, gender, sustainability and participation (Haines 2011:53). This led to the capability approach which aims to improve the well-being of individuals, enhance freedom, and fulfil human rights.

## **2.4 HUMAN RIGHTS AND THE CAPABILITY APPROACH**

The United Nations International Children's Emergency Fund (UNICEF) standard of human rights outlines a minimum number of entitlements and freedoms, which should be respected by individuals, communities and governments. “They are founded on respect for the dignity and worth of each individual, regardless of race, colour, gender, language, religion, opinions, origins, wealth, birth status or ability and therefore apply to every human being everywhere” (UNICEF 2012). Youth under 18 years old have the right to express their views freely and without prejudice and are allowed

to have a say in decision-making, in accordance with their age and maturity, as set out in the Convention on the Rights of the Child, Article 12. The greater autonomy and participation rights of older youth (18 to 24 years of age) are perhaps less visible, in civil, political, economic and social rights frameworks (DFID 2010:7).

The CA aims to evaluate human well-being in terms of quality, freedom and rights (Unterhalter & Walker 2007:1). In order to focus on and evaluate capabilities rather than resources and outcomes, this approach shifts the perspective of analysis onto establishing conditions that would enable individuals to take decisions based on what they value (Unterhalter & Walker 2007:3). The core focus and motivation of the CA is that people's well-being or the level of development of a community should not primarily focus on resources, but rather on opportunities which give value to the life of people (Robeyns 2006:351).

The CA cannot only be used to analyse aspects of individual and collective well-being, but also as a framework to develop and evaluate policies (Robeyns 2006:352). It does not attempt to explain poverty and inequality, but rather provides concepts that support the conceptualization and evaluation of these phenomena.

In the development of human and children rights the CA has become extremely important. The focus is on social resources and a person's ability to use the entitlements or resources of others. Through this approach, one can identify diverse ways in which people participate in society, and highlights the fact that those without or limited access to resources still need to live dignified lives (Bonvin & Stoecklin 2014:184).

Capability is defined as the freedom to choose and to act on all opportunities (Bonvin & Stoecklin 2014:184). Five distinguished types of freedom are identified as: political freedom, economic facilities, social opportunities, transparency guarantees and protective security (Sen 1999:5).

Amartya Sen and Martha Nussbaum provided important work regarding the CA. They distinguish between internal and combined capabilities (Nussbaum 2011:21). The latter not only includes internal capabilities, but also political, social and economic conditions (Nussbaum 2011:22). The approach maintains areas of freedom and strengthens the capability by focusing on more areas than utilitarianism or a person's functionality in a society (Nussbaum 2011:25).

Nussbaum (2011:33-34) defines the following ten central capabilities:

- 1) *life*, to be able to live with dignity and a 'normal length'
- 2) *bodily health*, to be able to ensure proper shelter, adequate nourishment and to have access to healthcare
- 3) *bodily integrity*, to have freedom of movement, freedom of sexual practices and choice in pregnancy and to be secure against violence (physical, sexual, domestic etc.)
- 4) *senses, imagination and thoughts*, to make one's own choice in access to religion, literacy, music, scientific training etc. and the ability to artistically express one's self
- 5) *emotions*, having the ability to form attachments, express emotions such as joy, grief and justified anger
- 6) *practical reason*, having the ability to critically assess and alter the planning of one's life – this implies the liberty of conscience
- 7) *affiliation*, to be able to show and feel empathy, to engage in social interaction, have the capacity for compassion and friendship, and to have a sense of moral justice
- 8) *other species*, to respect and care about nature and animals
- 9) *play*, to enjoy recreational activities
- 10) *control over one's environment*, to participate in political choices, to be able to hold property and seek employment.

The CA perceives people as an active part in development (Unterhalter & Walker 2007:5). Sen highlights that people have the ability to help themselves (Unterhalter & Walker 2007:245). Sen purposely keeps his framework vague in order to give each community a voice to decide on their capabilities and to be valuable (Unterhalter & Walker 2007:13). The CA highlights that in order to enjoy one's rights, one has to discover one's capabilities and understand how one's rights can be accessed or exercised (Unterhalter & Walker 2007:240). The approach thus recognizes plurality (Unterhalter & Walker 2007:244).

Nussbaum (2011:6) points out the challenge of possessing an equitable right of access to resources and opportunities (called functions). Subjective preferences and

choices are shaped and influenced by society (Nussbaum 2011:6). Unequal social and political circumstances lead to unequal chances and capacities.

Sen (1999:5) emphasizes that it is necessary not to focus only on the given resources itself, but rather on the particular challenges each person and/or community faces, thereby discovering their needs and ways to support them. The outlined CA, which strengthens the approach of people's well-being and the level of development of a community has been applied with great effect to youth. This applies also to approaching and cooperating with IYGs as each group should have the freedom of choice to decide what they consider to be their particular capabilities.

## **2.5 PARTICIPATION**

Participation has numerous definitions, for example in 1994, the World Bank defined participatory development as "a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect the community" (DFID 2010:11).

Another definition of participation was put forward by the Department for International Development (DFID) in 2000 and is linked to a rights-based perspective: "Enabling people to realize their rights to participate in, and access information relating to, the decision-making processes which affect their lives." (DFID 2010:11).

In the UN Declaration on Right to Development 1986, *participation* in development is a main theme (UN 1986). The declaration mentions and aims to include participation in all spheres as an important factor in development in contributing to economic, social, cultural and political development.

Participation, often seen as an instrument for greater effectiveness and can be separated into three aspects. The first aspect is knowledge and insight, which is linked to the context of the 'field reality'. Through participation, new knowledge can be revealed. The second aspect refers to a supportive network of ongoing projects and long-term engagements and through participation opportunities are created to access these networks. The third aspect deals with the co-operation of the local Organisations and given structures to carry out developmental activities (Rahnema 2010:131). These three aspects build together the foundation of transformational development.

Bryant L Myers speaks about different 'stories' coming together in the transformational development, to raise awareness of the question "who participates with whom?"

"The transformational development story belongs to the community. It was the community's story before we came, and it will be the community's story long after we leave. While our story has something to offer to the community's story, we must never forget that, at the end of the day, the program is not our story" (Myers 2011:174).

Participation has always been a key principal of development, its key question being: what do the parties aim to gain by participating with each other? (Mohan 2014:132).

Participation often occurs in two different ways: top-down participation approaches centre on the interests of those who design and implement programs, while bottom-up approaches focus on how the participants themselves see their participation, what they expect and how they aim to benefit from this participation (White 1996:7). Furthermore, there are four distinct "types" of participation: nominal, instrumental, representative and transformative, each using different approaches.

Nominal participation focuses on the legitimization of projects and empowering vulnerable groups. Practically speaking, groups or activities are initiated by the government. Through this action, the government demonstrates its involvement and engagement with local people, which justifies their right and need for support and for financial and human resources. Therefore, the interest of participation and investment is motivated for legitimization (White 1996:8).

Second, instrumental participation implies governmental support for communities by providing infrastructure or services. This creates a situation where people are pushed to contribute to the community by investing their resources (labour, time, etc.), but receive limited government support in exchange (White 1996:8).

Thirdly, representative participation is where the voice of locals are taken into account. Typically, Organisations aim here to cooperate with the local people to assist in their programs of sustainability. Through the principles, procedures and by-laws of the Organisation, the selected people develop their project idea. Even though the people are allowed to articulate their ideas, the frame and concept is driven by the Organisation (White 1996:8).

Lastly, transformative participation aims to empower locals and/or communities. The local people are encouraged to reflect on their practical experiences and ob-

servations within their community in order to develop and create their own enrichment projects. The local people control all aspects of the project (idea, planning, decision-making, etc.) (White 1996:9).

In order to build meaningful participation, the relevant parties have to be equally involved in the process of assessing services, decision-making, development of goals, activities, and finances (Ebrahim 2003:819). Participatory tools and methods have to be selected by reflecting differences in power and perspective. Additionally, this must further be combined with offering advice and a research strategy (Ebrahim 2003:818).

Ebrahim (2003: 819) defines four levels of participation:

- Sharing information through meetings, assessments and surveys
- Public involvement in activities
- Civic engagement which has influence over local resources and their use
- People's initiatives acting independently from NGOs and state-sponsored projects.

The first two levels of participation are common approaches used by INGOs and donors, bringing about change by increasing local access to resources and services. Both of these levels have limited space for the participation of communities and beneficiaries, as many objectives and activities are already defined by the donors and INGOs before any interaction with the community takes place (Ebrahim 2003:818).

Critics argue that the inclusion of the community in situations of low-level participation is only a matter of pretence. The whole process is primarily symbolic (Ebrahim 2003:818).

The other two levels of participation focus on the fact that issues such as poverty are embedded in social and political relations. Therefore, new ways of participation have to be found which would enable the issue of unequal power relations to be addressed (Ebrahim 2003:819).

For INGOs to get an insight into the youth's needs and experience, it is necessary to provide a meaningful collaboration and participation with IYGs (Lewis & Kanji 2009:211).

Among the challenges faced by young people in Jordan, participation is a key issue, both in private and public spheres. Jordanian culture, society and tradition are

patriarchal and hierarchical, and decisions are usually imposed by elders (Górak-Sosnowska 2009:17). Participants of Jordan in the RAND study<sup>1</sup> expressed that they do not know how to reach out to political parties or other organisations in power and that these parties do not reach out to them either (Brown, Constant, Glick & Grant 2014:24).

The lack of participation within the Jordanian society and its structures amongst youth highlights the importance of INGOs providing and creating opportunities for youth participation (Górak-Sosnowska 2009:8).

## **2.6 YOUTH AND DEVELOPMENT**

The period of youth is described as a time of experimentation with roles and identities and also of experiencing the tension of social and cultural norms, and a time for discovering the dependence on the obligations of a respective society. The process of selecting and identifying with social and cultural norms, history, social demands, hopes and future prospects, is essential to build a coherent picture and foundation for the life of a youth life (Henze 2015:5).

Young people aged below 30 years make up over 60% of the populations of countries of the Global South, but their needs are being insufficiently addressed or resourced (DFID 2010:7). The stage of adolescence is a critical phase in development of human beings when patterns of interpersonal, social and civic behaviour are shaped and solidified. In a period of crisis there is an increase in risk behaviour, which can influence cultural patterns and also alter the role of youth in the life cycle, resulting in problems such as increased rates of youth crime, adolescent pregnancy or unemployment (Sommer 2001:5).

Although youth are often highly skilled with academic degrees, youth unemployment in the Middle East and North Africa region (MENA) ranges from 20-35%. (Schäfer 2015:1). The lack of access to career or employment opportunities creates difficult situations for youth, who often struggle to support themselves and their families, whilst also feeling increased powerlessness and frustration. These experiences

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<sup>1</sup> The RAND Initiative for Middle Eastern Youth is conducted within the RAND Centre for Middle East Public Policy (CMEPP). CMEPP brings together analytic and regional expertise to address the most critical political, social and economic challenges facing the Middle East today.

can lead adolescents to act in ways which are harmful to themselves or their community (Sommers 2001:8).

The transition of youth to adulthood is prolonged or stagnated in many contexts. Young people increasingly experience obstacles to attaining the social and economic status of adulthood through structural exclusion and lack of opportunities. To change this situation, there is a need to increase accountability mechanisms within civil society so that youth get more responsibility in a community (DFID 2010:7).

These factors and phases of youth mentioned above need to link up with positive youth development, which includes supporting, strengthening and empowering youth in their development process. Positive youth development fosters resilience, self-determination, spirituality, self-efficacy, identity and trust in the future, whilst also providing recognition for positive behaviour and opportunities for prosocial involvement (Catalano, Berglund, Ryan, Lonczak & Hawken 2004:101-102). The following quote summarizes the potential and meaning of positive youth development well:

“Features which promote and strengthen positive youth development are physical and psychological safety, appropriate structure, supportive relationships, opportunities to belong, positive social norms, support for efficacy and mattering, opportunities for skill building and opportunities for integration among family, schools and community efforts” (Eccles & Gootman 2002:43).

These components have to be taken into consideration and affect ways of engagement and co-operation in general activities (Schulte 2011:1). Understanding the particular needs and risks faced by different groups of youth is necessary for working and participating with youth (Kobayashi 2004:14). Youth have the power to bring change and share new perspectives.

Initiatives driven by youth are a core component for strengthening positive youth development as well as leadership, creativity, altruism and civic engagement (Larson 2000:170).

A key linkage of positive youth development is to the post-2015 agenda which emphasises the importance of engaging young people, in order to strengthen formal and informal accountability mechanisms as well as address their needs and challenges by engaging with youth-led Organisations and initiatives that develop sustainable pathways (Davis, de la Harpe Bergh & Lundy 2014:17). However, even where formal structures or youth engagements are set up, e.g. youth parliaments, some literature suggests that this can create class structures and still exclude those most marginalized. An accountability framework, which includes formal and informal struc-

tures and marginalized groups is needed to ensure that the post-2015 agenda of the MDGs can be implemented. This necessitates meaningful participation of young people, who are not considered as beneficiaries, but active participants and partners who are considered, informed and involved (Davis *et al* 2014:11).

The post 2015 agenda aims to facilitate and strengthen co-operation between government, services and citizens, in order to engage stakeholders and showing transparency of data (Davis *et al* 2014:17). The role and task of INGOs is to bring important issues to the attention of the government and to advocate for the needs and rights of local people through co-operation with communities, institutions and local Organisations (Lewis & Kanji 2009:32).

An example of strengthening social accountability, collaborative and participatory monitoring is the Citizen Voice and Action (CVA) approach. A key element of the CVA approach lies in creating space for improved dialog between community members, service providers and governments (Davis *et al* 2014:13). Current studies, which analyse and address political, social and economic challenges in the Middle East reflect the current issues and needs faced by youth.

RAND Corporation, a research Organisation that develops solutions to public policy changes, published a study on youth development in Jordan solution (Górak-Sosnowska 2009:33). This study outlines support mechanisms that INGOs can implement in order to promote youth development in Jordan, such as funding projects and searching for grant opportunities and through influencing policy. Often the two must go hand in hand. For instance, United Nations High Commissioner for Refugees (UNHCR) and UNICEF provided grants to enable Syrian refugee children in Jordan to access education, but the government needed to give permission for these children to go to Jordanian schools. Dialogue and negotiations between UNHCR and the Ministry of Education were necessary in order to find a solution (Górak-Sosnowska 2009:33).

## **2.7 INGO AND NGO STRUCTURE**

This study refers to and builds on the terms INGOs and NGOs. Both have a similar structure and have a similar vision, but differ in one main aspect. NGOs are registered under the local government and can only work in the country they are registered in. INGOs can work in their own country and globally (Tomlinson 2013:326).

The history of NGOs in the Global North begins with the growth of a range of national-level-issue-based Organisations during the late eighteenth century focusing on slave trade and peace movements (Lewis & Kanji 2009:31).

The founding of International Labour Organisations (ILOs) in 1919 was an important step in recognizing the importance of NGOs (Lewis & Kanji 2009:32). Beside the local community and the government, NGOs are the third actor in development. NGOs often contribute support in organizing local communities and contribute financially. An acknowledged aspect of NGO work is acting as a catalyst to influence government policy (Monaheng 2000:129).

A strong part of the NGO sector in Jordan are royal NGOs which aim to demonstrate the royal family's concern for the welfare of its people (Lewis & Kanji 2009:37). In Górak-Sosnowska (2009:7) Jordanian NGOs have been categorized into four groups by the Studies on youth policies in Jordan:

- 1) Royal NGOs (often with strong capacities)
- 2) National, secular NGOs
- 3) Religious Organisations
- 4) International Organisations

All of the above Organisations are active in a wide range of fields including: performing basic services such as delivery of non-formal education, organising the community through community service or volunteering and advocacy, to which promotion of active participation can be linked (Górak-Sosnowska 2009:7).

Generally speaking, INGOs are – at least in their approaches – complex structures, which work with different partners, such as donors (both private sector and governmental), other NGOs, and local communities. They operate in multifaceted systems often dependent on grants and involving many different partners before making decisions. NGOs play an important role in the development sector, but face challenges due to their complex operating style, which includes selecting suitable partners to implement programs, allocating funding to continue with programs, etc. (Nelson 2007:26).

A report outlining INGO work in Jordan, conducted 2013 by the WHO, The Ministry of Health Jordan, International Mercy Corps (IMC), UNICEF and UNFPA, defines

various challenges and outcome of youth activities. One challenge INGOs face is to participate in activities beside their regular program, including coordination of activities with other partners. Mentioned reasons are, for example, that INGOs are occupied with requests of proposal development, monitoring and evaluating plans and other reports. Another issue examined in this report is that many agencies receive only short-term funding for their programs (WHO *et al* 2013:19). These challenges play a significant role in a co-operation between INGOs and IYGs, as IYGs seek for sustainable support and a less complex procedure in the partnership and implementation.

## **2.8 ROLE OF INGOS AND IYGS**

The role and task of INGOs is to bring important issues to the attention of the government within international standards linked to societal norms (Lewis & Kanji 2009:32). Aspects which increased the popularity of INGOs included focusing on environment, gender issues and social development (Lewis & Kanji 2009:40). Through the years INGOs have orientated themselves more and more towards results-based-management, which aims to provide quantitative results (e.g. the Millennium Development Goals) rather than the qualitative aid approach.

INGOs conduct analyses and assessments on context, people groups, development situations and impact to share this information with governments and other Organisations. They further support international agreements through observation and implementation. The role of INGOs is to advocate within the public sphere and to strengthen new voices and perspectives, as well as to share and provide detailed information to stakeholders whilst developing a new path of communication between Organisations (Lehman 2005:4).

Accountability within INGOs is an important issue to be raised in development, as INGOs often aim to fill gaps in civil society and to contribute and facilitate ethical standards for living. Therefore, it is necessary to clarify their role in civil society in order to determine their effectiveness and responsibility (Lehman 2005:2). In order to clarify the term accountability, the following definition is used:

“A relationship between two or more actors, which involves negotiating commitments, reporting performance and restitution. These elements allow one actor to influence another’s action” (Jacobs & Wilford 2010:799).

This understanding of accountability leads to an enactment of power. INGOs responsibility towards stakeholders and actors exist in order to maintain trust, support and involvement in the work and activities (Jacobs & Wilford 2010:799).

The accountability mechanism of INGOs has been under theorized (Lehman 2005:3). Accountability principles include openness, transparency and community closeness (Lehman 2005:4).

Accountability is a give and take process, which implies the responsibility of all parties and operates on an external and internal level. Reports and evaluation mechanisms are primarily used for/within an external/internal accountability approach, from NGOs to the donors (Ebrahim 2003:824). Accountability implies external and internal responsibility towards actors and involved communities (Ebrahim 2003:826). The same is true for INGOs. The internal level is the work and relationship to the members, who are the institutional strength and source to achieve the aims and work. Developing membership is a key aspect of internal accountability as members carry the vision of the NGO, interact with beneficiaries, and also fund and support the organisation (Wapner 2002:201). The external path is often the chosen approach among the Organisations. Sometimes there is competition in attracting members, funds and support. Differences can occur in ideology and operations which manifests itself in policy and political settings. An advantage of the external pathway for an INGO is that it can create cross-boundary networks (Wapner 2002:202).

As INGOs play an important role in development, accountability for their operations and implementations is a crucial part. INGOs are often most accountable to their most powerful donors and to politically powerful systems (Wapner 2002:199).

The following quote exemplifies the distinction between “upward accountability” and “downward accountability”:

“Upward accountability is associated with relationships that face ‘up’, to existing power relationships, which are more powerful actors (such as a beneficiary towards an implementing NGO). Downward accountability is associated with relationships that face ‘down’ against existing power relationships, where a less powerful actor (such as an intended beneficiary) uses accountability mechanisms to influence the actions of a more powerful actor (such as an implementing NGO). These issues are of real practical importance, as they influence how funds are used and what NGOs do” (Jacobs& Wilford 2010:799).

The paper “Accountability in Practice: Mechanisms for NGOs” published by Alnoor Ebrahim (2003:813) identifies five categories of accountability mechanisms used by NGOs: reports and disclosure statements; performance assessments and

evaluations; participation; self-regulations; and social audits. Ebrahim identifies each mechanism as either a 'tool' or a 'process' and analyses them along three binary dimensions of accountability. These are: upward/downward, internal/external, and functional/strategic. He concludes that upward, external and short-term functional approaches focus on accountability to donors and funders rather than beneficiaries.

The challenge for INGOs is to balance the commitments and responsibilities towards different actors, some with limited power but directly affected by the work, and others who have significant power but are detached from the fieldwork and implementation process. In addition, NGOs have to align this with their own internal policy and bureaucracy (Jacobs & Wilford 2010:799). The discussion for NGOs and donors revolve around the levels/types/forms of measurement and relevance of the implementing process. This includes balancing quantitative data and tangible results with quality of participation and empowerment of individuals and communities (Ebrahim 2003:817).

Therefore, INGOs need to be aware what kind of accountability approach they want to apply. In order to engage and cooperate with IYGs the downward accountability approach has to be the focus, as argued above with the CA, which emphasized the importance of actively involving the actors in the decision-making process as well as jointly developing objectives and activities.

In the past, accountability mechanisms of INGOs have been given too little attention (Lehman 2005:3). Accountability principles include openness, transparency and community closeness (Lehman 2005:4).

IYGs, on the other hand, are not governed by any external accountability structures or regulations. Instead, their aim and interest is to serve their community and to strengthen and encourage its ambition and engagement in society. These groups attempt to achieve this by means of a wide range of political, cultural, religious or social activities.

Among the various informal groups that exist, IYGs were chosen for this study given the importance of the role of youth in any society but particularly in Jordan, where they constitute such a dominant part of the population.

Factors related to age and phase of social development also shape IYGs. Such factors include young people's sense or need of belonging, to have a status group or

simply to express themselves. Social movements such as IYGs provide participation and the means of being active (Flesher 2012:3).

The main characteristics of IYGs, identified by Flesher (2012:2), are:

- Collective or joint actions, mainly non-institutional
- Change-orientated goals
- Emphasizing and targeting a particular area (social, cultural, political, with the State, public etc.)
- Some degree of Organisation
- Some degree of temporal continuity
- A basic understanding of a shared solidary or collective identity.

Target group in the context of this study are self-initiated groups. Their common interest is to serve or bring change to their community and society through developed goals. These goals, developed either intentionally or through a gradual process, raise the attractiveness of the group but also increases its power and impact. These motivations that are active within an informal group enable it to influence and set free dynamics in its members (Festinger, Schachter & Back 1963:3).

## **2.9 HISTORY AND SOCIETY OF JORDAN**

This section provides an overview and outlines necessary background of the history, legal framework, and research context in Amman and Zarqa as well as the situation and perspective of youth in Jordan.

In the beginning of 2016, official statistics of the Jordanian society were published (UNICEF 2015). The kingdom of Jordan has a total population of 9.5 million. Out of this number, 47% are female and 53% male. Child population below the age of 18 years is 4.02 million (42%). From the 9.5 million, 6.6 million are Jordanian citizens. Out of the Non-Jordanians, the 1.3 million Syrians (30%) are the major foreign people group followed by 0.6 million Egyptians, 0.6 million Palestinians, 130,000 Iraqis, 31,163 Yemenis, 22,700 Libyans and about 200,000 from other nationalities (UNICEF 2016). Jordanian are Arabs, except for small communities of Circassians, Armenians and Chechens who have been assimilated into the culture. Approximately 1.7 million registered refugees and other displaced people (such as Iraqis) reside in Jordan. At the end of World War I the territory of Israel, Transjordan and West Bank

was a mandate to the United Kingdom. In 1922, Great Britain spilt off the mandate of Transjordan, ruled by Prince Abdullah, while continuing to rule Palestine. The mandate over Transjordan ended 1946, allowing it to become independent (International Business Publication (IBP) 2015:24).

In 1950 Transjordan was renamed as the Hashemite Kingdom of Jordan. Jordan was in control of the West Bank. The 1967 war led a huge refugee wave of 700,000 Palestinians to Jordan (IBP 2015:24).

Jordan is a monarchy based on a constitution that was written in 1952. Executive authority is entrusted to the King and his council of Ministers. The King signs and executes all laws. His power of veto may be used to override a two-third vote of both houses of the parliament (IBP 2015:25). Legislative power rests with the bicameral parliament. The lower house of parliament is elected for a 4-year term. The King nominates the 55 member upper house (IBP 2015:21). King Hussein ruled Jordan from 1953 to 1999, managing challenges though instability and wars in the region and supported stability in the East Bank and Palestinian communities in Jordan. After King Hussein's death in 1999, his son Abdullah II acceded to the throne (IBP 2015:26).

Jordan is member of the UN and other international agencies. In 1994, Israel and Jordan signed a historic peace treaty (IBP 2015:30).

Jordan's economy has been growing at an annual rate of 7% and has maintained this rate for a decade. The main obstacles to Jordan's economy are limited water supply, dependency on oil imports and regional instability. Jordan's main economic resources are phosphates, tourism, overseas remittance and foreign aid (IBP 2015:28). Further it focuses on strengthening areas such as education, access to water, energy, youth support and poverty alleviation programs (IBP 2015:31). The government placed its focus on promising growth sectors such as information technology, pharmaceuticals and tourism. The World Bank classifies Jordan as a "lower middle income country" (IBP 2015:29).

Jordan was affected by the crisis in Iraq and since 2011 it has been affected by the civil war in Syria (IBP 2015:35). The ongoing situation of hosting refugees in Jordan is also a challenge for the youth sector (Chatelard 2002:2). Near the end of the Gulf War, in 1991, Jordan received up to one million people of different nationalities, mainly from Kuwait and Iraq. Jordan hosts the largest number of registered Palestini-

an refugees and has the highest ratio of refugees to indigenous population of the world. In 2000, Jordan hosted 1.6 million Palestinian refugees out of a population of 5 million which included the 800,000 displaced Palestinian after the 1967 war (Chate-lard 2002:4). The current situation in Jordan has been greatly affected by the civil war in Syria and by the newly growing insecurity in Iraq since 2014. Jordan hosts 656,400 registered refugees from Syria (UNHCR 2016).

To address social and economic issues, Jordan developed a National Agenda, the 'Jordan Vision Strategy 2025' focus on improving infrastructure, enhancing education and health services, strengthening the role of the private sector and civil society insti-tutions (Ministry of Environment 2016:5). The official document '*National Agenda of the Jordan Vision Strategy 2025*', released by the government in 2015 represents a pathway for reformation for future growth and development of Jordan. This was intro-duced in 2005 and aimed to create a strategy for social, political and economic trans-formation which would lead into economic growth and social inclusion (IBP 2015:79).

To illustrate the role of youth in this National Agenda the following section outlines the challenges, needs and situation of youth in Jordan.

## **2.10 YOUTH IN JORDAN**

Jordanian society is one of the youngest in the world – people under 30 constitute 74% of the population. Jordan has the fourth highest youth unemployment rate among MENA countries, standing at 30% (Higher Council for Youth 2004:4) despite the fact that youth attain a higher level of education than their parents. Much political attention has been given to this and policies have been developed by the govern-ment to promote youth employment (Barcucci & Mryyan 2014:1).

The Jordanian youth sector is shaped by two factors: the government's youth poli-cy and projects of NGOs working with youth. Key points for understanding the youth policy in Jordan include:

- Implementation of the existing plans and strategies
- Role and responsibility of external actors in the development of youth policy
- Development and structure of the non-governmental youth sector;
- Legal and socio-economic framework for the conditions of young people in Jordan (Górak-Sosnowska 2009:6).

The most important socio-economic challenge is the gap between educational accomplishment and the situation of the labour market, which frequently results in unemployment among university graduates (Górak-Sosnowska 2009:6). Graduates represent 40% of the population (Higher Council for Youth 2004:4).

The National Youth Strategy also identified other key challenges of youth, such as health or lack of participation in decision-making (Górak-Sosnowska 2009:17).

Many initiatives aim to raise awareness and enhance active participation, but they face challenges in creating a process in which youth play a meaningful role (Górak-Sosnowska 2009:17). Youth are diverse - while some are in school, others have completed their education and work or are searching for work. Some live in rural areas, while others live in urban areas; some live at home with their parents, while others are parents themselves (Higher Council for Youth 2004:4).

The RAND study (see 2.4) in particular, outlines the frustration of youth that political parties or other actors, such as INGOs, do not reach out to them. However, regarding issues such as leisure time, education, employment or the economy, not many youths commented on gaps in the support and co-operation between INGOs and informal youth groups (Brown *et al* 2014:xi). This indicates that most youths are not even aware of this important issue.

The Higher Council for Youth, established in 2001, has the task of formulating and developing a youth policy for Jordan. It has an important role in the legal framework to advocate for youth (Górak-Sosnowska 2009:20). It aims to provide a framework to meet the needs of young people and promote their development. The National Youth Strategy, prepared jointly by the Higher Council for Youth, UNDP and UNICEF, identifies and explores nine central themes which affect the lives of youth in Jordan (Górak-Sosnowska 2009:6). The identified areas are: participation, civil rights and citizenship, recreation activities and leisure time, media, culture, globalization, education and training, employment, health and environment. The strategy developed operational objectives for each area (Higher Council for Youth 2004:3).

The National Youth Strategy is implemented by the Higher Council of Youth, which is in charge of the overall coordination as well as evaluation, monitoring and review of the policy (Górak-Sosnowska 2009:6). The National Youth Strategy is perceived ambivalently by stakeholders, who appreciate the design and vision, but criticize its inefficient implementation (Górak-Sosnowska 2009:7).

## 2.11 RESEARCH CONTEXT: AMMAN AND ZARQA

This section describes the study area and context of the cities Amman and Zarqa in Jordan and the ways in which they are linked to the research problem.

In 1921, King Emir Abdullah declared Amman the capital city of Transjordan, which became the Hashemite Kingdom of Jordan in 1952. Through Jordan's political stability, migrants from Lebanon, Syria, Palestine, Egypt and Iraq (among others) came to work and live in Jordan. Further religious and ethnic minorities, such as the Kurds and Armenians, came to Amman. In 1948, a wave of Palestinian migrants and refugees came to Jordan, particularly to Amman, and resided mainly in five camps (Potter, Darmame, Barham & Nortcliff 2009:84). According to the United Nations Relief and Work Agency for Palestine Refugees (UNRWA), in 2002, the number of registered Palestinian refugees after the war of 1948 were 1,698,271. From these refugees, many moved between the West and East Bank of Jordan. Other wars and crises such as the Six Day War (1967), the Gulf War (1990-1991), the war in Iraq (2003-2011 and 2014) and the Syrian civil war (2011 until the writing of this study) brought more refugees to Jordan (Potter *et al* 2009:84). Amman hosts 175,426 registered Syrian refugees, while the city of Zarqa hosts 47,632 (UNHCR 2016). Today Jordan has 6.6 million inhabitants of which 2.17 million live in Amman (World Bank 2015). Amman, with its industrial and service activities, represents the main economic centre of Jordan (Potter *et al* 2009:89).

Through the rapid growth rate and the influx of several waves of refugees and migrants the country faced challenges, including a developing social division in residential quarters in Amman (Potter *et al* 2009:84). Amman is, from a socially perspective, divided into Eastern Amman, with a strong orientation towards traditions and Islamic beliefs, and hosting a higher refugee population, and Western Amman, which is orientated towards modern values, moral views and cultural behaviour and also hosts many bars and cafés (Potter *et al* 2009:89). The governorate of Amman has an unemployment level of 11% (Department of Statistics (DoS) 2016:3). It has one public university and six private universities (Ministry of Higher Education and Scientific Research 2016).

The city of Zarqa, with a population of 513,060 (in 2011), is located about 20km north of Amman and belongs to the governorate of Zarqa. Zarqa hosts around 50% of Jordan's industry and is, along with the neighbouring city, Russeifa, considered to

be the most polluted area in the country (World Bank 2011:1). Even though it is one of the larger cities in Jordan, the inhabitants of Zarqa are strongly connected to their traditions, Islamic beliefs and conventional lifestyle. The city has one public and one private university (Ministry of Higher Education and Scientific Research 2016) and the unemployment level in the governorate is 8,6% (DoS 2015:2). Zarqa has a diverse population where five main ethnical and religious groups are resident, namely: Christians, Muslims, Circassians, Chechens and Druze (The Hashemite Kingdom of Jordan 2001).

Amman and Zarqa are both economically and socially important cities in Jordan which reflect ethnical diversity and a high percentage of youth (32%) (Potter *et al* 2009:85).

## **2.12 SUMMARY**

This chapter provided an overview of development approaches with focus on the capability approach and the role of youth, which experience a phase of experimenting and finding their identity. The CA supports this phase through approaching people as active agents and strengthen their ability to help themselves. Engaging youth strengthens accountability pathways through openness, transparency and a dialog between key players of society and community.

The interrelation between CA and participation outlined in this chapter are cross-cuttings of the CA focus on social resources which enables participation in the community. CA is based on participation as both concepts aim to involve people as actors in development and provide space for people's views and actions in economic, social, political and cultural spheres. Participation sets free knowledge which enables and strengthens the nine types of freedom of the CA. Based on this theoretical framework questions for the interview guide were chosen which involves the aspect of participation.

Youth are actors of change and transformation. They have an important and significant role in society and community. Through searching and exploring their social, cultural role and also taking responsibilities and bringing new perspectives into the community. Youth are catalyst for change through seeing and addressing social issues. Therefore, through the CA strengthens and involves youth from the community,

who are aware of the context and culture, the needs and resources which allow them to discover the human well-being in terms of quality, freedom and rights (Unterhalter & Walker 2007:1).

Aspects of valuable and effective development work include ownership of ideas and activities of local people and to understand and build on their priorities. To fulfil this aim and reach effective interventions one part is a relationship between bottom-up and top-down structures, as in the context of the studies of IYGs and INGOs.

To ensure that the relationship between actors is protected and no party abuses the partnership, accountability is a key aspect. Accountability implies trust, transparency and close engagement with the community. As outlined above the 'upward accountability' and 'downward accountability' mechanisms, impacts significantly the work with partners. In order to develop a healthy relationship with the community which contain trust the main focus and approach should be the downward accountability.

Latter the chapter outlined that the Hashemite Kingdom of Jordan managed many challenges while being a relatively young country (only gaining independence in 1946). Jordan faces a lack of resources such as water and suffers from regional instability.

Jordan's strength and potential lies in its population, as over 74% people under 30 years of age. The Department Higher Council of Youth developed in 2005 the National Youth Strategy to outline challenges but also development potentials of youth. It emphasizes the engagement of youth through participation, civic rights and citizenship, education, environment and further topics related to their living situation. The lack of participation in decision-making was outlined in order to show the importance of creating opportunities for decision-makers at policy changing levels.

## **CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY**

This chapter describes and demonstrates the research design, the methodology, and the empirical analytical process. Furthermore, the ethical procedure for the interview process is outlined and the data collection and methods of data analysis is explained. It provides an overall plan for connecting the conceptual research problem to the empirical research. Finally this chapter outlines the methodology, ethical aspects of data collection and methods used for data collection as mapping, semi-structured interviews and FGD.

### **3.1 RESEARCH DESIGN AND STRATEGY**

As outlined in chapter 2 the thesis builds on a literature review. The main sources for the review were development literature, online platforms of INGOs and UN agencies and further online platforms and online libraries. Beside to the literature review the main research of the thesis was conducted through an empirical qualitative method.

The researcher decided to apply a social empirical study to collect data of IYGs as little data was available in literature. Through qualitative research it is possible to have a dynamic data collection and analysis process as it is open ended. The researcher hopes to capture results that present the reality of the current situation.

The researcher decided to use three methods to collect the data. First a mapping process in Amman and Zarqa was used to identify IYGs. This process was guided by previously developed criteria which were outlined in chapter 1 (see 1.5.2). Mapping this out provided the researcher with a list of IYGs arranged by work, location, group size and activities. As this mapping is a practical tool for INGOs and IYGs to connect with each other.

Second, data was collected through semi-structured interviews with key members or founders of the IYGs. A reason for choosing semi-structured interviews is that face-to-face interviews allows the researcher to garner deeper insights by asking more detailed questions or tailoring questions to suite particular situations. Furthermore, semi-structured interviews were preferred over open interview, because the researcher developed a hypothesis which was tested by deductive categories and

questions in the interviews. However, the process shall be open and flexible adding further categories during the interviews.

Third, the method Focus Group Discussion (FGD) was chosen in order to collect the data from INGOs, as the researcher did not have the time or capacity to conduct one to one interviews in this setting. The FGD gives the opportunity to gather the input of several interviewees at the same time and through the discussion, create a dynamic space to build new opinions among the participants.

The collected data was analysed through the program "MAXQDA 11"<sup>2</sup>, a software tool which analyses qualitative data. Interview transcripts and audio data can be analysed, systemized and interpreted. Based on the collected data, for example the needs, work mechanisms and structure of IYGs were analysed and a conclusion was drawn.

### **3.2 METHODOLOGY**

The methodology of the research builds on the grounded theory (GT) developed by Amseln Strauss and Juliet Corbin in the 90s. Characteristics of the GT are to allow data gathering from the field in order to ensure that the data is truer to 'reality'. The GT develops a basis and practical guideline for interpersonal action. It acknowledges and allows complexity of phenomena, which are key topics developed out of the data of human actions. GT strengthens and views people as active participants in responding to problematic situations and underlines that every human action has a reason and a meaning but that this meaning can defined and redefined through interaction (Strauss & Corbin 1998:9).

"The Grounded Theory raises awareness of the interrelationships among conditions (structure), action (process) and consequences" (Strauss & Corbin 1998:10).

GT views data collection, analysis and eventual forming of a theory in close relation to each other. The researcher is not conducting the research through a preconceived theory, but is rather guided by the data and conclude a theory from the data sample collected of the 'reality' (Strauss & Corbin 1998:12). The analysis in GT is an interplay between the researcher and data (Strauss & Corbin 1998:13).

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<sup>2</sup> <http://www.maxqda.com/products/maxqda-base>

A method of the GT is theoretical sampling which was used to collect the following empirical data. Theoretical sampling is an academic method and develops a theory systematically out of data. This theory is applied when, prior to the start of the research, an empirically well-researched hypothesis has already been formulated. In this case, hypotheses are a form of prior theoretical knowledge (Kelle & Kluge 1999:47).

"Theoretical sampling refers to the data collection process aiming to generate theory, during which the researcher collects, codes and analyses his data in parallel, whilst also deciding which data will be collected next and where it is to be found" (Glaser & Strauss 1967/1998:53 in Kelle & Kluge 1999:48).

In theoretical sampling, the focus is on the comparison of important features in the research field that are examined in terms of relevant differences or great similarities (Kelle & Kluge 1999:48). Theoretical sampling is terminated when a so-called theoretical saturation is reached, that is no more theoretically relevant differences or similarities can be discovered (Kelle & Kluge 1999:49).

### **3.2.1 Three Worlds Framework**

Karl Popper, the founder of critical rationalism, developed the "three worlds" theory of social learning to make a clear distinction between subjective and objective knowledge (Pies & Leschke 1999:15). The framework distinguishes between "three worlds": 'World one', the social and physical reality (pragmatic interest), 'World two', science and scientific research (methodological approach) and 'World three', meta-science (epistemological paradigms) (Pies & Leschke 1999:138-139). 'World three' develops meta-disciplines, such as philosophy, research ethics, and sociology. It reflects the nature of science (Pies & Leschke 1999:138-139).

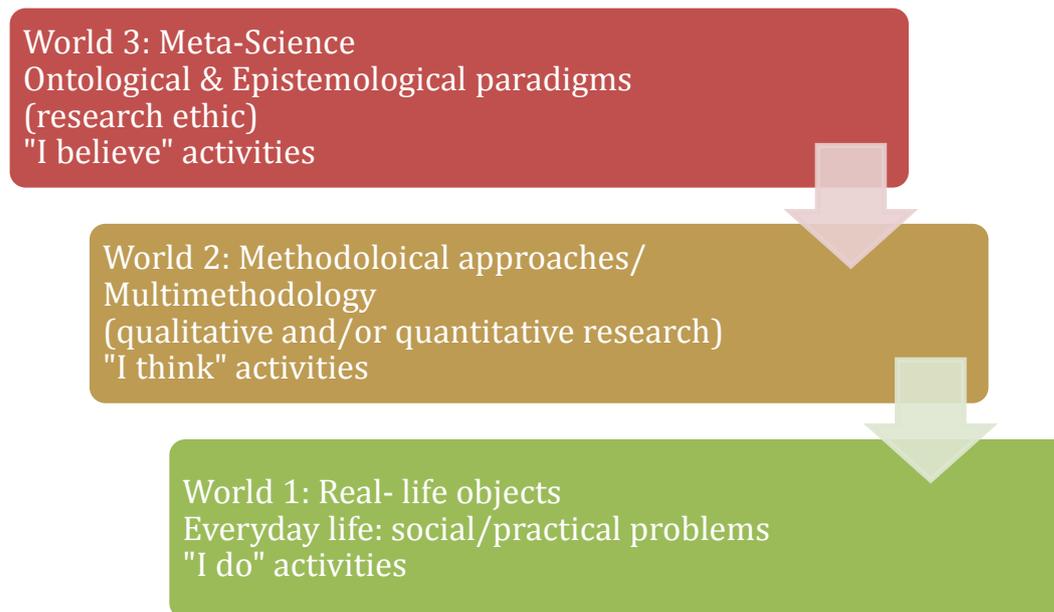


Figure 3.1: Model of the Three Worlds (Source: Mouton 2004:141)

For this study the qualitative social research is selected, rooted in 'World two' as an inductive approach and aims to outline the meaningful context and analyses the subjective reality of 'World one'. This happens through building on the subjective reality of 'World one' and the qualitative social research aims to discover and build a theory of 'World one' (Faix 2012:6).

'World one' focuses on occasions and issues taking place in the experience and daily life of people. This identified issue is the starting point of the research itself (Faix 2012:2). In the context of this research, the issue is lack of co-operation mechanisms in the development landscape for groups with different work approaches, as e.g. INGOs and IYGs to collaborate efficiently. This links to 'World one', which describes life factors of youth within their context such as: family, school, and social networks it emphasizes the reality of people's lives, as, for example, an identified a challenge of youth in Jordan is participation in their own society. This is one example which pushed youth to initiate IYGs, to find ways of being part of society and share their perceptions. Young people face difficulties in reaching out to political parties or other Organisations in power and vice versa: those parties do not know how to involve them. In World one, in the context of INGOs, the aim is to identify gaps and needs of the community and to address these issues. Out of these experiences and self-reflective, pragmatic knowledge is developed.

This leads to 'World two' reflecting on the nature of things and searching "truthful knowledge". 'World two' describes the implementation of the research process, including its methodology and methods. In discovering 'World two', a precise research question, reflection and application of 'World three' play central roles (Faix 2012:2). In the context of the research, 'World two' builds on the GT as a methodology and selected qualitative methods through the theoretical sampling as semi-structured interviews with IYGs and a FGD with INGO staff.

'World three' creates the epistemological frame of the research and seeks the nature of reality to outline the linkage and relationship between 'World one' and 'World three' (Faix 2012:2-3). 'World three' builds on subjective knowledge. It perceives and advocates that "truth" and "knowledge" develops and gains through different perspectives. Therefore, 'World two' selects and builds on a qualitative research in order to gain different perspectives. The impossibility of objectivity on both sides, researcher and interview partner, is not seen as a deficit but rather as an opportunity to pursue an adequate handling of subjectivity (Helfferich 2009:155).

### **3.2.2 Empirical analytical process**

Following this methodology, the study is structured in three parts: discovery, clarification and application.

The context of discovery, the research design or field of practice, is applied to the situation and context of IYGs and INGOs in Amman and Zarqa. The underlying development theory is the CA.

The context of clarification (conceptualization, data collection and data analysis), is completed through semi-structured, one-on-one interviews with key members of IYGs which were identified through the mapping. The data analysis is done through the GT.

The third part, application (research report), includes conclusions and recommendations based on research outcomes. The research process takes place in two cycles. The main, broad cycle, engages with the whole research process, while simultaneous internal cycles of abduction, deduction and induction analyse parts take place as, for example open coding (Kelle & Kluge 2010:93).

The strength of this design is the ability to constantly evaluate newly discovered information and adapt the research design accordingly. Limitations of this design can be the dynamics of maintaining a balance between avoiding over-interpretation of small details while still reviewing and incorporating new information (Kelle & Kluge 2010:112).

For data analysis, it is important to highlight that all statements of the interviewees and also of the FGD are subjective views and perceptions. The researcher will present them, but these are not objective facts, but rather observations, experiences and views.

### **3.3 ETHICAL PROCEDURE FOR THE INTERVIEW PROCESS**

Research with human beings must take possible harm to participants into account and take steps to avoid it. Therefore, an ethical consent form (see APPENDIX A) was developed to ensure that the rights of the interviewee were clear. Each interviewee was informed about the research project and its context. Moreover, the researcher made sure that all interviewees took part voluntarily and did not feel pressured to be part in the interview or give certain answers. For example, the researcher conducted eleven interviews instead of twelve because the last interviewee was hesitant to commit to an appointment and postponed it several times. The researcher sensed this person's reluctance to participate and decided to pursue them further. The voluntary aspect extends beyond participation in the interview itself and includes answering individual interview views related to their IYG and perceptions of the research topic. Most of the interviewees were open and shared their views and opinions freely. One of the interviewees was hesitant over some questions related to details of cooperation with INGOs. The researcher reiterated that the interviewee was free to not answer questions. All interviewees were also informed that they could withdraw any of their statements and information, though no interviewee made use of this right.

Interviewees were also notified that all statements and responses would be handled anonymously and confidentially. The process of anonymizing is explained later in this thesis. The researcher also made it clear that any names or Organisations mentioned during the course of the interview would not be revealed or mentioned directly in the research material. This policy ensured that no harm would be done to

any parties or persons mentioned during an interview. The interviewee was informed that the interview was part of the study and that all data collected would be made anonymous before use.

Lastly, only IYG members older than 18 were selected for interviews since youth under 18 are even more vulnerable to harm and have further rights which must be taken into consideration.

### **3.4 DATA COLLECTION**

#### **3.4.1 Mapping process**

The researcher conducted field work to identify and meet IYGs and visited youth centres to understand the situation of IYGs in Amman and Zarqa. These results and findings of IYGs fitting to the developed criteria are listed in the tables 4.1-4.5. This mapping gives a brief overview of the emphasis and activities of the IYGs.

The practical steps of this mapping process were as follows: the researcher connected with people working in the youth sector through INGOs, churches and local Organisations, consultation with these contacts in order to understand the way in which IYGs develop, what their motivations were, activities they implemented and, finally how to contact them. During the fourth month mapping process of IYGs the researcher met roughly 40 people, including members of IYGs, people connected to IYGs through support or partnerships in the past or present.

An initial step was to meet with each IYG to ascertain key information on the vision, aim, activities, self-perception, size, etc. of each group. This was a necessary process, as it added the researcher in understanding the context in which the youth in the IYGs see themselves.

The researcher met 30 groups, and out of these, 20 IYGs matched with the developed criteria for IYGs (listed in chapter 1).

#### **3.4.2 Semi-structured interviews with IYGs**

The main technique of data collection, as explained in the methodology, was semi-structured interviews with key members of IYGs in Amman and Zarqa. The research-

er chose semi-structured interviews to gather significant information which did not limit the input of interviewees – in the way a closed structure might.

The semi-structured interview builds on the understanding that the interviewees have complex components of knowledge about the topic under study. For example, people have a subjective theory of participation, what participation is, what different types exist and possible consequences of participation. This knowledge includes assumptions, which interviewees can express spontaneously in answering open-ended questions (Flick 2009:156). Further through the complex structure of different subjective theories from the interviewees, the challenge of how to group these theories and to develop generalizations arose (Flick 2009:161).

For the semi-structures interviews, out of the 20 recorded IYG members, twelve were selected for an interview, though one interview did not take place, as the interviewee did not find time to attend the interview.

Therefore, the total number of the interviewees was eleven. The interviews were conducted as one-on-one interviews, most in English, some in Arabic with the aid of interpreters.

The criteria developed by the researcher after the mapping process for selecting the candidates of the interview were:

- Emphasis of the IYGs (Social and cultural development, art and cultural awareness, human rights, health and environment, youth development)
- Organisation age: new (under 4 years) to old (5 years and above)
- Location: Amman (divers, tendency liberal), Zarqa and suburban (conservative)
- Size of core group: small (under 5 members)/ large (6 or more members)
- Gender of the interviewee: female/male.

The researcher tried to select interviewees out of the 20 IYGs according to these criteria and tried to maintain a balanced research sample. In the table below an overview of the selection is provided. More IYGs were identified in Amman than in Zarqa. The reason is that Zarqa is a more conservative area with fewer opportunities for IYGs to develop. Most of the IYGs the researcher mapped developed between 2010-2012. The groups had diverse focuses, such as social and cultural development, health and environment, art and cultural awareness, human rights and youth development.

	<b>Emphasis</b>	<b>New/ Old</b>	<b>Amman/ Zarqa</b>	<b>Size</b>	<b>Gender</b>
IYG 1	Art and cultural awareness	New	Amman	Small	Female
IYG 2	Social and cultural development	Old	Zarqa	Big	Male
IYG 3	Human rights	Old	Amman	Small	Male
IYG 4	Youth development	New	Amman	Small	Female
IYG 5	Health and environment	New	Amman	Small	Female
IYG 6	Health and environment	New	Amman	Big	Female
IYG 7	Art and cultural awareness	Old	Amman	Big	Male
IYG 8	Human rights	New	Amman	Big	Female
IYG 9	Health and environment	New	Amman	Big	Male
IYG 10	Social and cultural development	New	Zarqa	Big	Female
IYG 11	Art and cultural awareness	Old	Zarqa (suburb)	Small	Male
Total	Social and cultural development: 2 Art and cultural awareness: 3 Human rights: 2 Health and environment: 3 Youth development: 1	Old: 4 New: 7	Amman: 8 Zarqa and suburb: 3	Big: 6 Small: 5	Female: 6 Male: 5

Table 3.2: Criteria of interviewed IYGs

The criteria gender, emphasis and size of the IYGs were almost equally selected. The challenge was that there were less IYGs older than five year, therefore the amount of 'old' IYGs is lower. Further the amount of IYGs in Amman and Zarqa is not equal as the environment in Amman. The capital city is more conducive to the establishment of IYGs, as, for example, transportation and communication networks are better established.

### **3.4.2.1 Interview process**

The interview questionnaire was developed to closely link to the research question and its sub-questions. The researcher developed categories which have to be considered in order to provide an answer to the researcher questions – interview questions were formulated accordingly. The researcher conducted one test interview before the interview process to ensure that the interview questions were clear, facilitated data collection, and were understandable in English and Arabic. The time needed for an interview was also tested (approximately 1 hour and 20 minutes). As a result of this testing process, the researcher decided to remove three questions as the answers were already covered through other questions or clarified through the mapping process. The following questions were removed:

- 1) What activities does your group implement?
- 2) How many people are part of your group/initiative?
- 3) How do you advertise activities?

In order to remove any language barriers each interviewee had the choice of conducting the interview with the aid of an Arabic translation. The researcher had two Arabic-language interpreters available for interviews. They were chosen because they were proficient in English, committed to the study, and flexible in terms of their availability. Since both interpreters did not have much experience in interpreting, the researcher gave them an introduction to the research topic and its content and made it clear that the questions had to be translated without changes. The same was true for the interviewee answers they were to translate into English. The interpreter should not ask question nor make any comments during the interview, with the only exception in case the context was not clear or one of the parties did not understand something. The researcher is aware that an interpreter changes and influences the dynamics of an interview. Further, the researcher noticed that, in several cases, the interpreter was not able to translate all information mentioned by the interviewee. Equally, the researcher is aware that, even in the interviews conducted in English (without an interpreter), information got lost as the interviewee sometimes was not able to describe or explain the exact situation or statement in English. Out of eleven interviewees, six chose to hold the interview with an interpreter, while the other seven were conducted in English. Interviews took between 45 minutes and one and a half hours;

with the average length being one hour. All interviewees allowed the interview to be recorded with a mobile phone.

The following is the questionnaire used in the interviews. It was titled: *How can INGOs and IYGs cooperate in Jordan to invest their resources more efficiently?*

<b>Category</b>	<b>Lead questions</b>	<b>Contingency/ follow-up questions</b>
1. Context and Background	Tell me, how did the idea of your group develop?	
	How many people are part of your group/initiative?	
	Can you describe more the context your IYG is working in?	How did you decide where to implement your activities?
		How did you choose the target group?
	How did the work focus/emphasis in your IYG develop?	How did you select the activities?
2. Characteristics and work mechanisms	How do you mobilize/activate around your work?	
	What is your main way of communication within your group?	
	How do you advertise activities?	
	How do plan and organize your work? (team responsibilities and roles division of tasks)	How to you identify tasks?
	What is your way of implementing activities?	
	How do you follow up and monitor?	
3. Challenges and learned lessons	What challenges or failures did you experience in the group?	
	What changes do you see through your work?	What achievements developed?
	What did you learn from these experiences?	
4. Differences between INGOs and IYGs	What would you say are the main differences between your IYG and NGOs?	

5. Expectations and criteria for a co-operation with partners		What challenges and gaps do you identify while cooperating with others?
		If there is a co-operation: What are the pros and cons of working together with INGOs?
		What could INGOs change to improve a co-operation?
		If there is no co-operation, are you planning to cooperate or what are the reasons not to cooperate?
	Which INGOs do you know of?	
	If you think of a co-operation with an INGOs, what expectations do you as IYG have?	
6. Support pathway	How to you identify the needs and resources of your group?	
	How do you seek support?	Who is supporting you?
		What are the criteria when seeking support?
		How do the supporters make sure that the support your group receives sustains?
7. Resources and needs	What are your strengths through your activities and work?	
	What ways do you have to evaluate your strengths and weaknesses?	And how does it influence your planning?
8. Future	If you think of the future what would you wish people say about your IYG? Or What is in your IYG the hope and wish thinking of the coming years to reach or fulfil?	

Table 3.3: Interview questionnaire for IYGs

### **3.4.2.2 Transcription of the interviews**

After conducting the interviews the researcher transcribed all eleven interviews. This was done by writing down every spoken word of the conversation. Situations or other utterances during the interview such as pauses, laughter, gestures, unsolicited information, or mentions of content unrelated to the research topic were written in brackets.

Example 1:

Researcher: So you kind of thought together in a group like what can we do differently what other ideas do we have? Nice. [Asked if the interviewee still has time, she confirmed]. Zein, line 173

Example 2:

Zein: The experience of the person who are part of us. So also from person who can help me in my ideas for example Nouraldin [Leader of the centre]. Zein, line 184

Furthermore, the researcher anonymized all names of the interviewees and also redacted the names of centres, NGOs, INGOs and other partners or mentioned networks in order to ensure confidentiality.

### **3.4.3 Focus Group Discussion**

A further method of data collection was chosen with the Focus Group Discussion (FGD). A group discussion gives participants opportunities to share and discuss opinions among other members of the discussion. A positive aspect is that views which are not socially shared or extreme can be corrected by the group but also statements validated. (Flick 2009:197).

“Thus the group becomes a tool for reconstructing individual opinions more appropriately” (Flick 2009:197).

A further aim of the FGD is the analysis of common processes through shared opinions and problem solving related to the study. The group discovers, through discussions, alternatives or new strategies (Flick 2009:197).

Group discussion have different forms, for example, there is a distinction between a homogenous and a heterogeneous group. In homogenous groups, members have comparable knowledge of the research questions and a similar background. In heterogeneous groups, members have a range of characteristics which are relevant for the research question (Flick 2009:198).

Limitations of this method are the challenges to formulate a pattern of the process in the discussion and to have a clear and defined role for the moderator. It is difficult to design common conditions for the data collection in different groups. The challenge is that the researcher faces in mediating between the course of the discussion and the topical input of the participants, which is also relevant for the discussion (Flick 2009:201).

The researcher has to observe the dynamics and make decisions in situ. Moreover, interviewing a group limits the possibility of understanding each statement and opinion in a comprehensive manner (Flick 2009:201).

The FGD was conducted with a homogenous group of seven participants from INGOs. The researcher contacted and invited twelve INGOs working with youth to participate in the discussion. Seven INGO members were able to attend the FGD, as well as one person from a local Organisation. The reason inviting a member of a local NGO was made by the researcher during the mapping process, as she recognized that many IYG members mentioned local Organisations which supported them during their establishment and projects. The researcher therefore decided to invite one member of a local Organisation to add their perspective and experience to the discussion. Out of the seven participants the following INGOs were present: Save the Children International, Questscope, Action Aid/Global Platform, International Rescue Committee and Mercy Corps. All of the INGOs work actively in the youth sector. The local NGO will remain anonymous because its responses would be easily linked back to the Organisation, as it was the only local group present at the FGD.

### **3.5 METHODS OF DATA ANALYSES**

In this section, the researcher will describe three coding methods based on Grounded Theory, namely open coding, axial coding and selective coding.

GT methodology can be summarized in three points: analysis (coding), collection of new data (sampling) and systematic development of concepts and categories, from which interpretation theories are generated and reflection processes are controlled (Hülst 2012:281).

In the coding process, there are three consolidation steps, which will be briefly discussed here, as the interviews were coded with this particular method. The first step is open coding, with the aim of creating a conceptual classification of the data, which leads to the formation of categories. The second step is axial coding, whereby content-based connections are drawn between the categories and, where possible, a ranking of the categories is formed (Hülst 2012:281). The final step is selective coding, through which data can be determined specifically and in more detail. Through selective coding a key or core category should emerge. This key category might reform or rearrange existing categories. Thus, the central theme is clearly exposed, and linked to the existing categories (Breuer 2009:92).

In the following step, open coding, axial coding and selective coding are described and explained in greater detail.

### **3.5.1 Open coding**

Open coding is a method by which key messages of an interview are carved out through categorizing terms into categories. This is done in two phases, which are referred to as deductive and inductive (Breuer 2009:76). In the deductive phase, the statements in the transcribed interviews are assigned to the categories determined in the guide. In the inductive phase, by contrast, new categories or subcategories are formed based on non-assigned statements (Breuer 2009:76). As a technical aid for this coding process the software 'MAXQDA 11' was used.

### **3.5.2 Axial coding**

Axial coding aims to establish contextual links within an individual interview and the categories. The analysing tool, which is used in the axial coding, is coding paradigm (Breuer 2009:85). Hereby the aim is to identify a phenomenon and to put it into context. Ideally, the phenomenon has a strong link with the target question. In order

to connect the phenomenon with the statements of the interview, the coding paradigm is used. The phenomenon lies at the centre, and closely linked to it are the context, the cause, preconditions, the strategy and consequence (Breuer 2009:84). The categories and codes formed in the open coding are thus linked. Through this analysing step a portrait of each interview develops.

### **3.5.3 Selective coding**

This analysing step is the last one and reunites the preceding analysing steps. It unifies the portraits of the last analysing step and creates a core category, which is the main key message of all interviewees (Breuer 2009:92). In this step the results of the interviews through the previous analysing steps are interlinked and key categories highlighted.

The researcher used three tools with the software program 'MAXQDA 11' to summarize and view different dimensions of the data. The first tool, lexical analysis aims to calculate the amount of a term, searched by the researcher e.g. passion, to figure out the frequency mentioned by the interviewees. This illustrates what words are key terms and it can bring a new perspective on a thematic. In this example the term '*passion*' was used by all interviewees 30 times. Notably, Abdullah (name anonymized) used this word eighteen times, while three other interviewees used it the other instances. The use of this tool did not help the researcher identify new aspects or gain any useful insights, as a result, it was not used any further.

The second tool, a code-relation browser aimed to illustrate intersections of selected codes. Through this process connections and eventual relations between codes can be identified effectively.

## CHAPTER 4: DATA ANALYSIS

### 4.1 INTRODUCTION

This chapter provides the analysis and findings of the three previously explained steps of open, axial and selective coding. For the benefit to answer the research question the choice was made, through the freedom given by GT, not to pursue further findings as e.g. typologies of types of co-operation. First the open coding of the IYG and the FGD are presented, followed by the axial coding of the IYG and the FGD and concludes in the selective coding.

### 4.2 MAPPING OF IYGS

The results of the mapping are as follows.

<b>Emphasis: Social and cultural development</b>	
<b>1. IYG: Merciful father</b>	
<b>Location</b>	Zarqa
<b>Establishment</b>	2006
<b>Size of IYG</b>	Core group: 10 Volunteers: 70
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Initially selected 2 families (Zarqa, Amman) to visit them once a month and distribute food packages (3JD). Now it's 30 families</li> <li>- Grants for scholarships (funded by the group)</li> <li>- Back to school</li> <li>- Winter campaign</li> <li>- Maintenance</li> <li>- Zero interest loans (support 52 students)</li> </ul>
<b>2. IYG: Volunteers (Arabic: 'Mutatauaa')</b>	
<b>Location</b>	Zarqa
<b>Establishment</b>	2014
<b>Size of IYG</b>	Core group: 5 Volunteers: 25
<b>Activities</b>	- Discuss values, traditions and observations raise awareness through: events, trainings, trips and art projects

Table 4.1: IYG mapping: Social and cultural development

<b>Emphasis: Art and cultural awareness</b>	
<b>1. IYG: Humans of Amman</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2013
<b>Size of IYG</b>	Core group: 2 Volunteers: 25
<b>Activities</b>	- Capture daily glimpses of strangers in Amman and all over Jordan through taking a person's picture and asking for their life story
<b>2. IYG: House of my grandfather (Arabic: 'Bet jidi')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 1 Volunteers: 15
<b>Activities</b>	- Story telling through puppet shows, theatre, drama with children - travels to many places in Jordan - trains volunteers in locations visited who continue the work
<b>3. IYG: Our small garden (Arabic: 'Hakoritna')</b>	
<b>Location</b>	Amman and Zarqa
<b>Establishment</b>	2016
<b>Size of IYG</b>	Core team: 4
<b>Activities</b>	- Cultural place to support local talents - Dance, music, arts, classes, events
<b>4. IYG: Sketshow</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2011
<b>Size of IYG</b>	Core group: 7 Volunteers: 50
<b>Activities</b>	- Develop talents (act, sing) - Change the negative view of youth about cultural events and theatre - Implement shows and give room for discussion (political, cultural, education etc.)
<b>5. IYG: Did you accept it for yourself?</b>	
<b>Location</b>	Russeifa
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 8
<b>Activities</b>	-Creating video clips about environment and community issues

<b>6. IYG: Arabic: 'Kawareer'</b>	
<b>Location</b>	Russeifa
<b>Establishment</b>	2011
<b>Size of IYG</b>	Core group: 6 Volunteers: 25
<b>Activities</b>	-Interactive theatre focused on gender based violence, early marriage etc. to raise awareness. -Started in Russeifa, now in all districts of Jordan. -The topics depend on the needs and topics of the community

Table 4.2: IYG mapping: Art and cultural awareness

<b>Emphasis: Human rights</b>	
<b>1. IYG: Dream (Arabic: 'Holom')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2004/5
<b>Size of IYG</b>	Core group: 3
<b>Activities</b>	- Explore with a group of children their community/neighbourhood - Conduct discussion of positive and negative observations. - Connect children and youngsters in traditionally marginalized neighbourhoods, empowering them to use their own creativity to discover their life dreams.
<b>2. IYG: It's time (Arabic: 'Sarwaatha')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 12 (people with disabilities-PwD) Volunteers: 40
<b>Activities</b>	- Advocate and implement rights for PwD in the university context. - Focused on five areas: deaf, blind, physical and mental PwD and people without disability (PwoD) - Access to venues, rooms, bathrooms etc. structure of campaign: monitoring, events, media and demanding rights
<b>3. IYG: Hide and seek (Arabic: 'Cumstair')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2014
<b>Size of IYG</b>	Core team: 9 (PwD and PwoD) Volunteers: 22
<b>Activities</b>	- To encourage people with disability to volunteer - Connected with 9 other initiatives to support and volunteer with them

Table 4.3: IYG mapping: Human rights

<b>Emphasis: Health and environment</b>	
<b>1. IYG: Track (Arabic: 'Masar')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 3
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Discover and change their own country (visited more than 36 places with groups-people with and without disability).</li> <li>- Local empowerment and involvement, using local resources</li> </ul>
<b>2. IYG: My city and I (Arabic: 'Medineti')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: started with 10 now 5
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Let people know about their identity and history</li> <li>- Doing research about places in Palestine, Lebanon, Jordan and Syria</li> <li>- Hosting interactive sessions about these places, visiting places, listening to elder people and their stories and knowledge of this place/city</li> <li>- small videos are produced</li> </ul>
<b>3. IYG: Leave it to us</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: started with 10 now 2 Volunteers: 20
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Initiated agreement with a hospital in Amman to support the patients in the procedure of requesting documents, going to different departments or simply standing in the queue.</li> <li>- 2013 a member started the same initiative in Kerak</li> </ul>
<b>4. IYG: Green snowball</b>	
<b>Location</b>	Zarqa
<b>Establishment</b>	2010
<b>Size of IYG</b>	Core group: 8 Volunteers: 20
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Raise awareness in environmental topics through: <ul style="list-style-type: none"> <li>* Outreach and awareness sessions (for women)</li> <li>* Trainings (nature, agriculture)</li> <li>* Distribution (plants)</li> <li>* Create an environment committee</li> <li>* Created gardens</li> </ul> </li> <li>- Have programs in Zarqa, Jerash and Amman. Children are the target audience</li> </ul>

<b>5. IYG: Your device is my life (Arabic: 'Jehazak Hayati')</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 7-9
<b>Activities</b>	<ul style="list-style-type: none"> <li>- Awareness and technical support for people with diabetes</li> <li>- Connected medical partners (which support with donated technical material)</li> <li>- Awareness sessions</li> </ul>
<b>6. IYG: Giving without expectations (Arabic: 'Lamset ata3')</b>	
<b>Location</b>	Zarqa
<b>Establishment</b>	2008
<b>Size of IYG</b>	Core group: 4 Volunteers: 35
<b>Activities</b>	<ul style="list-style-type: none"> <li>-Partnered with three schools in Zarqa to support and improve the building and facility.</li> <li>- Collected information and practical needs (in co-operation with Ministry of Education) and in the school breaks the renovated</li> </ul>

Table 4.4: IYG mapping: Health and environment

<b>Emphasis: Youth development</b>	
<b>1. IYG: Arabic: 'Sharek'</b>	
<b>Location</b>	Amman
<b>Establishment</b>	2012
<b>Size of IYG</b>	Core group: 4 Members: 20
<b>Activities</b>	- Strengthen life skills of children through events, creativity days, videos to raise awareness (Zarqa, Jerash and East Amman- Jabal Nadif)
<b>2. IYG: Blue tie</b>	
<b>Location</b>	Zarqa and Amman
<b>Establishment</b>	2015
<b>Size of IYG</b>	Core group: started with 7 now 10 Volunteers: 60
<b>Activities</b>	-Work with youth (15-17 years) to strengthen values through trainings in leadership, life skills, time management, project management etc.
<b>3. IYG: Radio to Radio</b>	
<b>Location</b>	Zarqa
<b>Establishment</b>	2015
<b>Size of IYG</b>	Core group: 4

	Volunteers: 25
<b>Activities</b>	- Discuss topics through the radio as culture, science, politics, philosophy etc. - Online book discussion

Table 4.5: IYG mapping: Youth development

### 4.3 OPEN CODING

The open coding process proceeds in two steps, deductive and inductive. The software, 'MAXQDA 11', inserts all interview transcripts and allows for the coding of the text into important paragraphs. When a paragraph in the transcript is found as valid, it is marked as a code by the 'mark and drag' segment in a category in the code tree. By clicking on a category, a new window opens and shows all codes with the particular key segment.

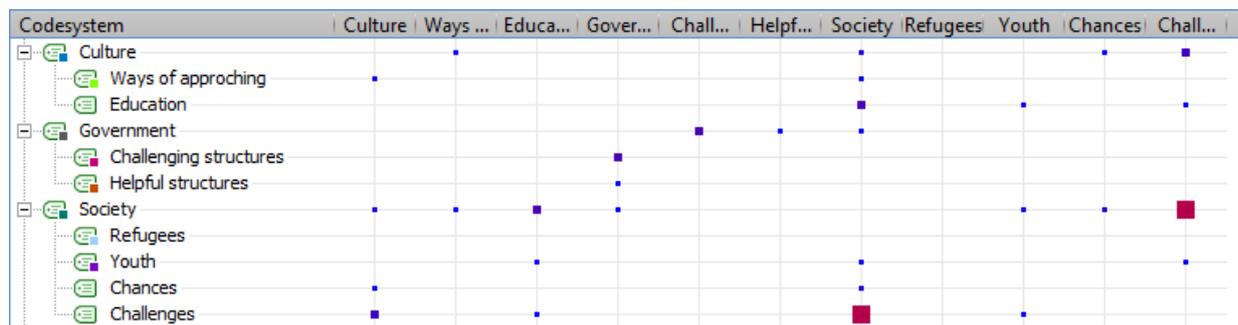
#### 4.3.1 Process of open coding IYGs

The deductive step begins with the developed categories of the interview questionnaire. The transcript of the interviews is coded with the developed categories (shown below). By coding the transcribed interviews, matching statements were categorized and coded. For the deductive coding process the researcher identified statements connected to the semi-structured interview and its categories. These statements are inserted as codes into the program. The following code-tree shows the deductive findings and the amount of codes in brackets:

- Background of IYGs (101)
- Characteristics of IYGs (40)
- Work mechanisms of IYGs (218)
- Resources of IYGs (77)
- Needs of IYGs (35)
- Challenges of IYGs (116)
- Expectation of co-operation (85)
- Criteria of co-operation (50)
- Differences between NGOs/IYGs (71)
- Future (30)

In conducting the deductive coding, it became clear that many aspects and statements did not fit into the predeveloped categories. Furthermore, some categories needed to be diversified. Therefore, the inductive coding was conducted soon after data collection. This process helped the researcher identify topics that do not fit the initial research design, but turn out to be important issues nonetheless. Inductive analysis allows the researcher to change or divide existing categories. Some observations, which influenced inductive coding, (e.g. the categories ‘Work mechanisms’, ‘Challenges of IYGs’ and ‘Background’) had too many codes and therefore subcategories were developed to differentiate between topics and better demonstrate.

The findings of the code-relation browser will be briefly highlighted here as more time will be spent on inductive open coding, which explains the categories in greater detail. One finding was the link between the category ‘Society’ and its subcategory ‘Challenges’ which has a closer relation than the original categories ‘Culture’, ‘Government’ and ‘Society’. This close relationship was due to the fact that many interviewees mentioned challenges they face in society through their work or activities



with an IYG.

Figure 4.6: Code relation browser: IYGs

A further finding was the close relationship between the category ‘Expectation of co-operation with partners’ and its subcategory ‘Criteria of co-operation’ which highlights that these presuppose each other - similarly with the category ‘Needs of IYGs’ and the subcategory ‘Practical support’.

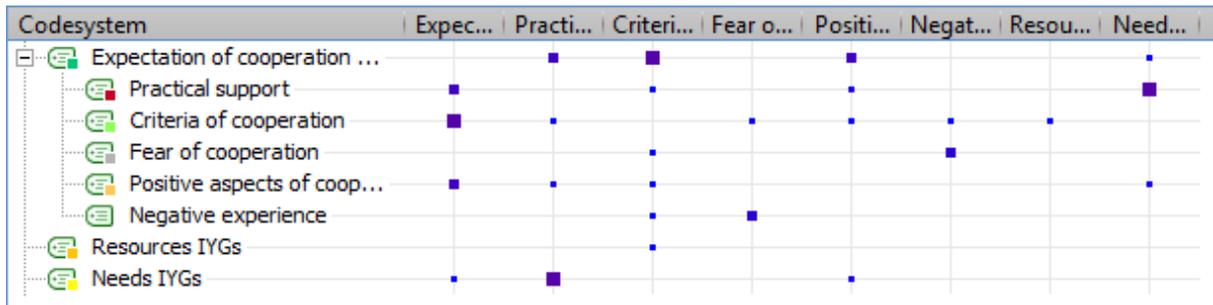


Figure 4.7: Code relation browser: IYGs

The third tool used by the researcher was the tag cloud which illustrates the most mentioned words. The larger the word, the more times it was mentioned. The tag cloud, unlike the lexical analysis, illustrates the frequency of mentioned words.



Figure 4.8: Tag cloud IYGs

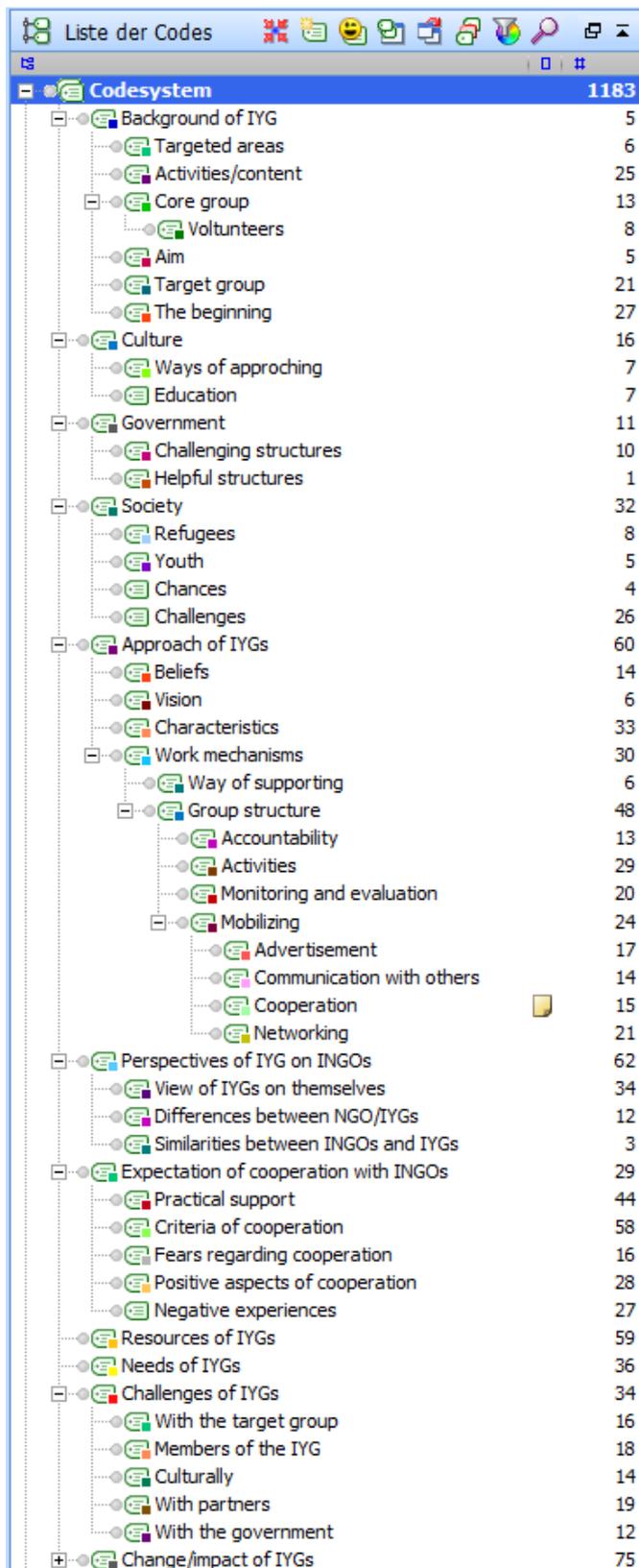


Figure 4.9: Code tree of open coding IYGs

As mentioned in the observations, it was necessary to create more distinct differentiations in the process of deductive analysis of categories. This was achieved by creating subcategories and entirely new categories where appropriate. Figure 4.2.4 illustrates these.

During the inductive coding process, the number of main categories changed from 10 to 11 as some of the main categories changed into subcategories and new main categories developed. For example, the previous main category 'Characteristics' changed into a subcategory of 'Approach of IYGs' and a new main category, 'Culture' developed.

Overall, five new main categories were created, namely: 'Culture', 'Government', 'Society', 'Perspective of IYGs on INGOs' and 'Change/impact of IYGs'. Four previous main categories 'Characteristics', 'Differences between INGOs and IYGs', 'Criteria of co-operation' and 'Future' were changed into subcategories. In addition, many further subcategories were developed which can be tracked through comparing the deductive and

inductive code-tree.

### 4.3.2 Findings of inductive coding process of IYG

In following the main categories, its content and relation to the subcategories are explored. As the code tree is very detailed not every piece of information and sub-code is presented.

#### *Category 'Background of IYGs'*

IYGs developed in the period from 2005 to 2014, but the majority emerged between 2011 and 2014. The age ranges of the members and volunteers of IYGs are between 15 and 30 years. Many became involved in these groups due to the influence of friends. Many interviewees mentioned that, in the beginning, their IYG was disorganized, but this situation soon improved as members became more experienced. Many of those interviewed were often those who had conceived and launched initiatives with their groups. For the most part, the target group of the IYGs are children and youth, but each IYG targets a somewhat different group of people – determined by the group's aim and purpose. Nevertheless, target groups are commonly chosen from among those less privileged and in need, as well as on the basis of wanting to welcome different nationalities. Nine out of the eleven IYGs interviewed stressed that they focus on Jordanians, while they feel that INGOs pay a lot of attention to Syrians due to the crisis in that country and the influx of displaced people.

“But ah we are trying our best for help even refugees but we are focusing on Jordanian since they are still here, the refugees somehow there are many churches and international NGOs working with them.” Bashar, line 131

The main activities and aims of the IYGs are: improvement of circumstances through education, raising awareness (e.g. issues of culture, health, environment, social issues), building relationships in the community (e.g. visiting families and developing projects such as zero interest loans), refurbishment of schools, and other projects.

The structure of IYGs consists of a main core group, which has between 2 and 9 members. The members of the core group are quite diverse (in terms of social and geographic background), or have different levels of volunteer experience, or, in some cases, include people with disabilities. Usually there is a volunteer group of 10 to 50 people, which supports the core group in carrying out activities. The places where the IYGs were started are Amman, Zarqa and Russeifa, but they target many places all over Jordan. Out of eleven IYGs interviewed, seven were founded based on members' their own experiences, and four groups developed through local Organisation or courses which aimed to start an initiative or IYG.

### *Category 'Culture'*

The IYGs mentioned several topics which influences their work and that their approaches are often rooted in culture. Some centres partner with either exclusively female or male volunteers depending on the gender of the target group, for example. Another aspect linked to Jordanian culture is the importance of family names as they include much information such as religion (Muslim, Christian), area of origin and so forth.

“So let's say the majority of the families, coming from well-known families in Jordan so it's somehow sensitive to have someone from a family visiting a needy family from the same last name.” Bashar, line 107

Furthermore, an important value for families in Jordanian culture in general is achieving a good level of education and earning university degrees. Because this forms part of gaining social acceptance, it is highly valued and prioritized, meaning that youth who want to spend time volunteering often experience restrictions imposed by their parents, who prefer them to focus on their studies instead.

“Part of our culture didn't accept this thing ah the other things is that ah in Jordan, ahm parents taking, studying in university very serious so we use to say ok you can start this when you finish your studies...” Bashar, line 401

Many IYGs mentioned facing taboo topics in their culture such as drugs, dealing with the other sex or dealing with people with disabilities.

“...we had girls who do the rap thing, they are music and in this culture, community yeah, society it is difficult. And ah in our culture it is not so and in our society, it's not so accepted that the art can change and we can change through art.” Mohammed, line 118

### *Category 'Government'*

Many of the interviewed IYG members explained certain governmental structures that influence the work of their group. The structures in public hospitals or schools are often difficult to access for IYGs. The institutions often want formal or official letters which explain the aim and work of the IYGs before they are allowed to proceed. It is difficult for IYGs to access or work with governmental institutions. A further aspect affecting the challenge is that employees in the public sector cannot be dismissed, which in turn affects the attitudes and behaviour of some towards their work and patients (Sarah, line 31-45).

“...any ah ministry or any public you see the same because the, the employees that work ah in the public sector they abuse, no one can say go away or to get fired or something.” Sarah, line 43

### *Category 'Society'*

In Jordanian society, the community and family system is very strong and influential. The family effects how their children spend their time, and parents focus on dedicating time to the education of their children. The interviewees mentioned that the family has a high influence on decisions making in their lives (e.g. approving or disapproving of how, with whom and where they spend their time). Several members of IYGs experience restrictions from their parents in terms of not being able to attend the IYGs after a certain time in the evening, or, if the group is mixed (female and male), their parents may have certain reservations. Furthermore, some interviewees observed a limited awareness in areas of health, education or environment from the community and the government.

“My personal view is that the problem is with our education as kids because in our curriculums there is no ah talking about people with disabilities and even in society...” Huda, line 138

Some interviewees stated that the society itself does not believe in youth and there is a need to change this perspective.

“What is taking time from us is like to change the way people view the initiative so that is taking a lot of time...” Huda, line 107

Another aspect which was raised by three interviewees is the influence of Syrian refugees on Jordan. In their work with Syrians, the IYG of Yasmin discovered that they are affected by the events and violence that occurred in Syria. Sometimes this challenged the IYG as they feel sad and overwhelmed by the situation. They try to make Syrians feel welcome – not just as visitors or refugees. They treat Jordanians and Syrians equally in order to prevent future problems, which they believe would otherwise arise.

Bashar’s IYG observed that INGOs and churches work a lot with refugees and stated:

“...a huge amount of fund to work in Jordan so now they have like all these amount for they reallocated this amount of money to emergency fund working with refugees.” Bashar, line 137

Also, Tareq raised that INGOs in Jordan work with refugees rather than with the local community or vulnerable Jordanians (Tareq, 420).

#### *Category ‘Approach of IYGs’*

Out of the eleven IYGs interviewed, nine focused on children and youth. Yasmin stated that this is because they see them as the heart of the generation and that they would benefit the most from positive influences. Most IYGs interviewed try to set up networks of communication with partners, such as youth centres which do not receive a lot of support. The type of support IYGs offer depends on the need of the partner and what the IYGs observes. For instance, some partners raised the issue that there is a need of more creative activities – something which some IYGs aim to provide.

All groups are dependent on volunteering and thus they are structured around the care and motivation of these members. As the activities undertaken by the IYGs is rigorous and nonstop, volunteers should be hard working and highly motivated. IYGs believe in sustainability and want to be accountable, committed and human-centred.

“...we are dealing with human beings we are not dealing with numbers  
...” Bashar, line 533

Some members of IYGs describe their groups as being like a family. They have passion, are adaptable and have support systems. The aim is to provide a stable environment for youth, while maintaining a zero cost initiative that has the potential to change society for the better.

“...we really believe in the thing that you are doing it does not matter so much what you, the fund [money] as much as the idea and the believing in it...” Mohammed, line 208

The IYGs work community based and let people participate in order to give them a chance to share their opinion (Zein, line 33).

#### *Subcategory ‘Work mechanisms’*

The subcategory ‘Work mechanisms’, part of the main category ‘Approach of IYGs’, contained recurring aspects and therefore the researcher will highlight the specific outcomes of the following subcategories: ‘*Group structure*’, ‘*Monitoring and evaluation*’ and ‘*Mobilizing*’.

Typical work mechanisms of IYGs include partnerships, networking and building relationships with stakeholders (people who have influence over the project). They cooperate with many other initiatives, in particular those which they are closely in touch with. Zein mentioned that in the beginning they worked with every kind of group but after some time they discovered more what they want and began to choose their partners more specifically (Zein, line 17-18). Bashar stated that they believe in partnership (Bashar, line 521).

The IYGs work with people among whom they have observed and experienced a need. But before starting any activities they research and analyse the identified gaps. They set goals, make a financial analysis to know what they need and brainstorm ways to collect money (Tareq, line 117-119).

“...so you collect people around and start something they love.” Zein,  
line 23

Participation of the community and target group is a key element of the work mechanism for IYGs.

“...so they can participate and they can tell their opinion and they really can discover at the end like they solve this kind of, the problem.” Mohammed, line 63

In this context, several IYGs mentioned that they work in culturally sensitive ways. Three groups stated that they challenge cultural norms and want to overcome some barriers in the society.

“...we decided to also bring men in these situations not only women to give them the information.” Mohammed, line 47

On the other hand, some other interviewees mentioned that they separate tasks appropriately according to culture.

Zein explained that in her group, tasks connected with the government were often delegated to male members, while more creative tasks were the responsibility of female members. They try to assign tasks culturally sensitive so they separate in the above mentioned examples (Zein, line 75).

Yasmine stated that giving children a creative space is an important agenda for her group; this is intended to teach children to think outside the box (Yasmine, line 188).

In order to ensure sustainability of the work of the IYGs, they train others in the community, partners and youth, so that the idea of the group is independent of the IYG itself and continues.

Of the eleven IYGs interviewed, all use the same structure of having a core group who drive the main ideas of the IYG, and the volunteers or members who help implement the activities and support the IYG. The groups described their leadership style as shared management.

The aim of the activities is to deliver a useful message in a fun context, to strengthen discussion and talk about their visions for the future. The activities are planned and prepared beforehand, i.e. the tools and number of volunteers needed. Two interviewees mentioned that they usually prepare a plan B. The internal communication in the IYGs happens on E-Mail (x6), WhatsApp (x4), Twitter (x2) and Facebook (x22); in addition to regular meetings. Furthermore, all groups distribute tasks in

very similar ways. Either people who are interested in taking responsibility for a certain task are put in charge, or the handling of responsibility is related to their talents. The core group also monitor the volunteers in order to determine who has the passion and commitment necessary to join the core group in future. One interviewee stated that they “do not go with the flow”, that is given restrictions in the culture like not involving and working with women in certain activities as theatre (Mohammed, line 136). Another interviewee spoke about the commitment to ethical conduct the group made to their beneficiaries.

“...we do promises between our team, we write it and sign it if we see some child he has been beaten (tracks of violence), any causes we should if we can't fix it we should talk to the police and take the parents to fix the situation because there is some situation there is punishment. Yes, and this is the important thing of the promise we do because the work is more ethically.” Abdullah, line 155

There were several situations where the IYGs suffered from limited resources and/or capacity. When this was the case, the group set projects aside or postponed activities until the required resources became available. This also led some groups to work on a smaller scales and to avoid including too many activities to ensure quality (Bashar, line 27).

“...we focus on one centre. Because we say that, if we have all our abilities and our focuses on them, we can build, ah, a generation with, ah, good knowledge and good education. If we are scattered our abilities, we will not focus on our goal...” Yasmin, line 71

They stated that they are realistic and honest about the resources they have and select affordable targets.

#### Subcategory '*Mobilization*'

A further subcategory of the subcategory 'Work mechanisms' is '*Mobilization*'. As already mentioned above, connecting with stakeholders is one key way of mobilizing resources in IYGs. In order to do so they use personal connections or contacts and networks. They approach Organisations in order to get them to support them, by, for example, granting the group access to places or to provide a legal framework. Fur-

ther practical ways of mobilization are awareness sessions, centre visits and attaining information about the needs of the children. The IYGs advertise through social media, mainly Facebook and Twitter, where they promote their activities, post motivational clips and share success stories.

The monitoring and evaluation of their work is an important aspect for interviewees, as reflection on their work and its impact forms a big part of their values. In order to do this, they asked different people and parties for feedback to evaluate them from different perspectives. Feedback is very important for the IYGs, whether it happens through the questionnaires they distribute or through mentors. They also conduct meetings where they reflect upon lessons learned.

“...we have a meeting we sit and discuss what we success and what we fail and what we can do for next time and we do something we have a notebook what we learned in this month so if we have mistakes we take all these mistakes to learn and we try to fix it for the next time...”  
Abdullah, line 108

#### *Category ‘Perspectives of IYGs on INGOs’*

The practical view of INGOs mentioned by IYGs is that they are formal (registered). INGOs have a vision, a clear plan, they are structured and organized by a schedule and a timeline. They cooperate with and receive funds from governments. They have to promote themselves actively to donors while continually finding more donors. Sarah stated that INGOs are depend on donors and are used to large amounts of money (Sara, line 358). INGOs are often project focused and their activities depend on the funding. INGOs have a strong position, are respected and attract good sponsors or support to allow them to operate at a higher level, like for example with the government. INGOs have connections, capability, resources such as premises, experience and funds, but at the same time they are very busy. IYGs observe and experience that INGOs have a high bureaucracy with many internal procedures and everything is agreed through contracts and has to be reported. When cooperating with another group, INGOs are often highly focused on the details and are often inflexible with their procedures and the approaches of their work. IYGs stated that the training sessions conducted by INGOs are “very good and valuable”. INGOs are able, through their resources and connections, to open doors and opportunities for IYGs. When cooperating with IYGs they sometimes do not have a long-term perspective.

Many INGOs work with refugees rather than with communities or other vulnerable people in Jordan.

“...some NGOs very powerful but they don’t reach the communities. They are very powerful they just, they reach their target...” Tareq, line 417

Work is like a business to the INGOs, after all it is their employees’ daytime job and therefore they sometimes lack the passion to really want to bring about change (Zein, line 308). They have their own goals, some of which are somewhat related to politics. Some IYGs stated that they feel that INGOs move away from their vision.

Bashar stated that he does not want to say that INGOs do not do anything good, but he thinks that they waste money and effort because they need much time to understand the problem and context (Bashar, line 710-714). Similarly, Mohammed mentioned that INGOs are not good in evaluating problems. They never experienced the problem, they have only heard of it (Mohammed, line 365).

“...they are not ah so good at evaluating the problems or knowing exactly what, to put their hands on the right place or on the problems.” Mohammed, line 347

INGOs have an outside perspective and they are open-minded in their approaches. However, several interviewees mentioned that most INGOs tend not to trust IYGs. They are suspicious of the fact that it is youth who are volunteering and want nothing in return.

In the interview process examining the question of how IYGs see INGOs, some aspects of ‘*View of IYGs on themselves*’ were also raised. Some will be presented in the following paragraph.

IYGs emerge from a need, they see the problem and want to solve it.

“I’m from this society and I can really know what the thing that we need it and I experienced it...” Zein, line 200

IYGs have a passion to work and the freedom to choose the path they want to take. When they have an idea, they are able to apply it immediately, though often without a clear plan. IYGs often do not have resources such as logistics, but they share their experiences (Bashar, line 579). They lack the support they need and are dependent on the motivation of the members who do the voluntary work. Because of this lack of material support Bashar indicated that they are open to working with other Organisations and they are honest about what they do (Bashar, line 595). Aysha raised that they act and work with the people (Aysha, line 136). Bashar stated that their amount of money is little but their impact is bigger than that of INGOs (Bashar, line 698).

“We are locals, we know much better about our country, we know much better about our culture, we know much better about our tradition, we know much better about the needs.” Bashar, line 702

Tareq stated that IYGs might not work professionally but they work from their heart and for the community and are passionate about their own IYG (Tareq, line 430).

Further, the interviewees highlighted differences and similarities between INGOs and IYGs. They described that INGOs are more structured and organized than IYGs, that they have a clear plan, as opposed to IYGs who sometimes work without a plan. The whole procedure itself is different, as INGOs go through a long process to achieve what they aim for, while IYGs are more flexible (Mohammed, line 337). INGOs operate in more formal ways and cooperate with governments more than IYGs. It is easier to rely on INGOs as they do the work professionally, whereas the members and volunteers of IYGs often leave after they graduate and start looking for jobs. Zein stated that the target, result as well as the motivation differs between INGOs and IYGs (Zein, line 306). She also claimed that INGOs are more open-minded than IYGs.

#### Subcategory ‘*Similarities between INGOs and IYGs*’

Mentioned were the fact that they both have a vision, message and goals (Abdullah, line 286). Mohammed stated that both want to see and bring about change (Abdullah, line 361)

“...if you want to success it’s not different between these two. No dif-

ference because you should be planning, you should have a timeline you should have all thing but in the small things.” Abdullah, line 281

### *Category ‘Expectation of co-operation with INGOs’*

This main category shows what expectations the interviewed IYGs have when considering a partnership or collaboration with INGOs. Some aspects they mentioned were not specifically linked to INGOs but also to other partners such as youth centres, local Organisations etc.

The main expectation of co-operation is that INGOs provide practical support, such as equipment needed (x 8)<sup>3</sup>, financial support (x 52), human resources (x 4), logistics (x 10), support in connecting and networking (x 5), transportation (x 22), offering premises to the IYGs themselves but also for the activities (x 27), opportunities to have access to legal cover (x 8). This also includes capacity building through guidance, advice, coaching, trainings and sharing knowledge and experience. The IYG’s expectations are to gain and grow in experience and knowledge through co-operation and to increase the quality of their work. This is perceived as a mutual process, whereby the IYGs also share their experience and information. The expectation is to implement sustainable programs together and to multiply the work.

“We have to share the same values that we believe that we are dealing with human beings we are not dealing with numbers...” Bashar, line 533

INGOs can be a bridge (Tareq, line 7) to give the youth space to express their ideas and create more opportunities (Zein, line 272). But this requires that the INGOs take a look behind the scenes (Tareq, line 408), take time to interact with the IYGs and make themselves available. Another condition of co-operation is that the INGOs do not misuse the IYGs for their own work and goals.

“...not just collaboration for the sake of collaboration.” Sarah, line 364

Linked to these expectations; yet more criteria to be met for IYGs to consider co-operation with INGOs were mentioned in sub categories.

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<sup>3</sup> The numbers in brackets, analysed by the lexical analyses are the frequency of the mentioned term in the interviews.

An important criterion is cooperative rather than competition in a collaboration (Yasmine, line 295). This includes partnership and achieving goals together, therefore it is necessary to have shared goals, values or ideas and common interest, as well as to agree on the main purpose.

“Believe in the cause and have to have the compassion to work with us.” Huda, line 310

Certain key principles and a respectful attitude towards the culture should be shared. The INGO should be honest about what it does and not have a hidden agenda.

“The NGO they have to have the ahm - like a clear way to tell us what they do. I know many NGOs but I don't really know what their plans are, what they have in mind, what they want to succeed in, so that's the difficulty.” Huda, line 352

The IYGs must have the right to share their opinion so that both parties are aware of the work mechanisms of both, and that this does not result in structural changes that would fundamentally alter control of a group.

It is about the passion and not about the money (Abdullah, line 263). This criterion that Abdullah mentioned applies to all people or Organisations that the IYG is thinking of working with, not just exclusively to INGOs. It takes trust and responsible volunteers who can contribute to the IYG and strengthen it in a certain field.

“...I do believe INGOs doing something also but they need to trust the informally groups and invest in the informal groups.” Bashar, line 741

The INGOs must have a good reputation and should already have experience in collaborating with IYGs in other fields of work. Another point often highlighted by the interviewees was that INGOs should not brand their name on the project and that agreements should be written down in contracts.

In this context, *‘Negative experiences’* and *‘Fears regarding co-operation’* were also shared. This included practicalities such as that INGOs were not even interested in co-operation or the IYGs could not get their attention. But there were also issues related to previous experience in cooperating, such as the demand for many specifi-

cations, e.g. the INGO's insistence that the partnership first needed approval regarding how to use the money (Huda, line 258) and the fact that each donor comes with many rules and restrictions.

Abdullah expressed the fear that he does not fulfil the expectations of the INGO in how to use the funding (Abdullah, line 202).

"...I'm scared all the time that the money is not spend in the right way that they want it and also with the taxes and accounting and all these things. This is the problem." Abdullah, line 206

Zein mentioned that the INGOs are very detailed and that maybe trust is missing (Zein, line 288). This feeds into Mahmoud's statement that there is a lack of trust from both sides (Mahmoud, line 299).

A reason from the IYGs' point of view is that INGOs have had negative impacts on the community (Sarah, line 358). Therefore, the fear is that INGOs would do something which is culturally inappropriate.

"...they are more opened than us. For example, if they, if they put, ah ah, because they are open societies we were scared that they will bring their own idea, their thinking in the society we are not..." Zein, line 230

Furthermore, the IYGs fear that they will be controlled and that the INGOs will interfere and change the programs. The issue of INGOs sometimes copying the idea and taking the credit was also raised.

On the other hand, positive aspects and experiences regarding co-operation were also mentioned. Bashar stated that part of their success is partnership (Bashar, line 512). IYGs received important help such as legal support by, for example, being registered under an NGO or getting access to places they could not reach without the INGOs. Through gaining experience and opportunities there enrich each other. "Also, to perceive something from different perspectives brings change." (Zein, line 198). This affects the work positively as less time and money is being wasted.

"Exactly and even not to waste time or money because if you do something perfectly why I have to try it you know what I just give it to you and ahm you do it your own way." Bashar, line 541

A significant positive impact of co-operation is that the IYGs feel that they play an important role and the partners believe in them and their abilities.

#### *Category 'Resources of IYGs'*

A key resource for IYGs is partnerships with NGOs, other initiatives, local/national institutions such as the Higher Council of Youth, youth centres or churches, in addition to people who are interested to guide and mentor the IYG (Bashar, line 309). The interviewees also mentioned that there are resources received on a personal level, such as support from their friends, parents, relatives and professionals they are acquainted with. The volunteers have passion for the community and motivation to bring about change. Further resources mentioned are their creativity, diversity and the fact that they are young and know the context. Through living in the area, they know the needs and problems (Mohammed, line 29).

“We are locals, we know much better about our country, we know much better about our culture, we know much better about our tradition we know much better about the needs.” Bashar, line 702

Through relationships with the target group they know their needs and concerns (Bashar, line 101). Another resource mentioned are the volunteers in the groups who donate their talent and time. Additional resources such as good relationships with stakeholders, experience, trainings and courses received and a small amount of money further support them to reach their aim.

#### *Category 'Needs of IYGs'*

The needs of IYGs in some areas overlap with the resources. Some interviewees mentioned that a need they face is for more volunteers to implement their activities. They also need new creative ideas for the activities, as well as professionals who share their expertise. Other needs mentioned several times were financial support in order to cover the costs of equipment, having access to a free space or platform to meet, support in logistics and transportation and trainings or courses which are certified. It was often highlighted that IYGs have a need for support with legal issues as often formal letters or approvals are requested by the government. As IYGs are not registered, a legal cover opens up opportunities. It was also mentioned that they need to be more organized.

### *Category 'Challenges of IYGs'*

Many challenges were raised by the interviewees, some related to partnership, some more general. Related to partnerships, the issue of limited support from Organisations was mentioned by Yasmin (line 156). Sometimes a centre the IYG worked with imposed certain restrictions, like, for example, to only have female volunteers when the target groups were female only. This, however, puts the IYG in a challenging situation as they often already struggle to find enough volunteers (Yasmine, line 41). Yasmin's IYG partners with a centre which sometimes does not provide them with the requested equipment for the activities and have little appreciation for their work. In the beginning, when Yasmin's group cooperated with another centre, they experienced a sudden termination of the co-operation as a bigger NGO partnered with the same centre and there was no space for the IYG anymore (Yasmin, line 27).

Other challenges mentioned by the interviewees were that many INGOs focus on Syrian refugees and not on the Jordanian community. Another challenge experienced by Yasmin's IYG is a highly competitive attitude between the IYGs themselves (Yasmin, line 295). Sabreen faced the challenge of not even being able to cooperate with an INGO as getting their attention or finding ways of reaching them proved difficult. They either did not respond or asked what the IYG can give in return (Sabreen, line 262-264).

Challenges raised by IYGs, in a general sense, were transportation, finding donors and ways of funding themselves. A funding-related concern raised by both Bashar and Abdullah was the question of whether or not anything related to money might not somehow create a sensitive situation (Bashar, line 168) as donors bring with them many restrictions. Also, the situation of not being registered and not having legal cover brings with it a challenge. Often formal or official letters are requested by governmental institutions.

“...even if we want to do something ah good for the society or the people, we need to have some kind of formal you know letters.” Tareq, line 223

A further challenge is that a registration is hardly possible if the member of the IYG does not hold Jordanian nationality (Mahmoud, line 183-190).

IYGs also experience challenges from their environment, as parents as well as teachers do not always give their children or students the permission to attend the IYG's activities or to volunteer. The parents do not quite understand what the project is about or cultural issues interfere, such as being in a mixed group or meeting after dark (Sarah, line 264). Furthermore, the local community does not listen to or take youth very seriously (Bashar, line 163-166), and even partners do not always have confidence/faith in the youth (Sarah, line 258).

“...one of the challenges was ahm yeah as I said the trust of the patient, trust of the management and also practical ahm challenges.”

Sarah, line 260

The IYGs often have new ideas that people around them often do not share (Huda, line 51). Therefore, the challenge is to change the way people view certain ideas or topics that the IYGs address. For example, the fact that people with disabilities can volunteer and contribute to the community (Huda, line 107). Some other topics are seen as taboos in society or with the government because they are political (Mahmoud, line 169-171).

Practical challenges IYGs face are that some perceive volunteering as something fashionable and do not understand the real meaning of it (Tareq, line 79). The IYGs are not able to have one full-time person dedicated to and responsible for the organizing and structure, which would be helpful as organizing the group itself is a key challenge. Many things have to be managed by the volunteers, such as their jobs, family lives etc. Sometimes they are challenged by not having a space to meet or by the fact that these spaces are not accessible to everyone.

A further challenge is addressing the needs of the target group as they have different cultural and educational backgrounds. Also, two groups mentioned that by including Syrian refugees in their activities, the volunteers realized that the children are affected by traumatic past experiences and they did not know how to deal with this (Yasmin, line 174+178).

Some mentioned that young people and students had much anxiety over their futures. After completing their studies the volunteers start a job and become busy, and thus they lack time to further invest and be involved in the IYGs (Tareq, line 217).

### Category 'Change/impact of IYGs'

The interviewees shared that they saw a difference in the children. They shared their dreams with their parents and the children became interested to volunteer (Yasmin, line 202). Relationships grew over time and the work made a difference within families (Researcher/Bashar 433434).

“...when we asked the parents, he say the first time my child is calm and sharing some problems. He have it and ah and he say he is standing and talk, whether he is free this is the first time. I see this is from the some places we hear it from the parents and some parents come and say, when you come back to do this work another child because ah we our child has new knowledge ...”Abdullah, line 149

Other youth in the activities perceived the IYG members as role models in interacting with family members and also changing cultural mindset.

“So I have friend that I invited him to also participate ah so he came to me: *When I saw how you treat your sisters and how you appreciate and really respect them ahm so I, I really changed how, the way how I used to deal with my sisters and act them because I touched how you, the difference.*” Mohammed, line 154

Bashar stated that he saw a difference in people’s lives through talking about God and His love and mercy (Bashar, line 763).

There was also a perceived impact on the co-operation between IYGs and their partners. In the beginning, there was mistrust, but during the partnership trust grew and the IYG experienced acceptance and a better collaboration was possible (Sarah, line 242).

IYGs saw changes of ideas and perceptions in the society, for example regarding the approach of interaction between men and women (Zein, line 131).

“...we learned how to deal with each other for to achieve something, not just how to talk ...” Zein, line 131

Cultural barriers and prejudice were countered (Mohammed, line 57) through women and men participating and acting in drama plays (Mohammed, line 118).

Members of IYGs felt that they made a difference in people's lives in some way (Mahmoud, line 91).

One IYG managed to make the way to a place accessible for people with disabilities (Aysha, line 109). Others stated that they grew confident in approaching people (Sabreen, line 122) and that they experienced others believing in them and realized they had a role to play in the community (Zein, line 141).

In terms of the '*Future*' and '*Hopes*' the IYGs mentioned different ideas and plans. Yasmin stated that she wishes that the children and youth they work with begin to independently implement what they have gained from the IYG and to see that the work of the IYG has an impact on the community (Yasmin, line 390). Abdullah wishes that children gain new energy for their lives and know how to change their environment (Abdullah, line 147). The wish that the problems addressed in the project will eventually be solved were also expressed (Mohammed, line 372), so that there is no longer a need for the IYGs (Huda, line 358-360).

Some more concrete thoughts and dreams about the future were linked to the education system, that is, they hope that themes such as volunteering or respect for people with disabilities are added to the curriculum in schools. The IYGs further mentioned the wish to reach all places in Jordan and to become registered as an NGO and open a centre.

“...we make something that it needs in our culture...” Zein, line 315

#### **4.3.3 Process of open coding of FGD**

The analysing process for the FGD was conducted in the same structure as the interviews with the IYGs. The aim of the FGD is to explore structures and key operating guidelines of INGOs working or aiming to work with IYGs, to outline principles for co-operation with IYGs and to explore their perspective on opportunities and challenges for co-operation with IYGs.

The FGD hosted six participants from different INGOs and one participant from a local NGO that is strongly engaged in youth initiatives. The characteristics of the INGOs are described in more detail in the attachment.

The four deductive categories of the FGDs were as follows:

- Criteria for forming a co-operation

- Gain through a co-operation
- Support tools
- Operational guidelines

Similar to the deductive coding process with the interviews with the IYGs, this showed that many aspects and statements could not be inserted into the pre-developed categories and some categories had to be split-up or re-developed. Therefore, the inductive coding was conducted immediately afterwards.

The main change was done in the category '*criteria for forming a co-operation*'. Subcategories were developed in order to better differentiate between criteria.

#### 4.3.4 Findings of inductive open coding of FGD

Through analysing the categories, several subcategories were developed, as illustrated in the graphic below. The category 'support tools' was changed into a subcategory. A new category of 'personal experience' was developed.

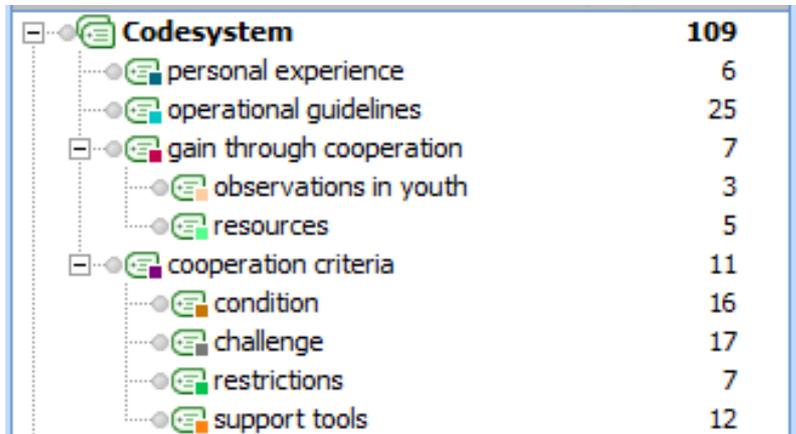


Figure 4.10: Inductive code tree FGD

##### *Category 'Personal experience'*

Some INGO workers shared their own experiences from their youth. Their motivation for changing and investing in their society and the wish to participate came out of wanting to identify and be part of the society (Lana, line 33). In her youth, this interviewee also experienced rejection of partnerships or project approvals by the government (Lana, line 33).

“...we felt like this is our society, we will not let anyone to change it, we want participate in that. The second thing was nobody is listening to us, our voice isn't heard and even when we wanted to make partnerships or approached the government we had so many difficulties or ah approval...” Lana, line 33

#### *Category 'Operation guidelines'*

The desire to work closely with youth without shaping them into a clone of an INGO was mentioned (Tim, line 5). This includes supporting the IYGs in what they are doing, working with them through their vision and empowering them. Lena mentioned in this context that her INGO does not partner directly with IYGs, but rather provides them with trainings to improve skills for developing their own initiative (Lena, line 15).

“...do practical work in terms of facilitating their kind of legal frame works, so the whole youth groups can exist...” Tina, line 29

Tina continues to advocate for IYGs in governmental structures and procedures, aiming to create a space to make sure they can exist (Tina, line 29).

Mohammed stated (in terms of operational guidelines) the importance of identifying with the ideas of IYGs and working with more donor-free agendas (Mohammed, line 32). Mohammed further stated that for a functioning co-operation INGOs should trust the IYGs they partner with and give them the right to fail (Mohammed, line 12).

#### *Category 'Gain through Co-operation'*

The participants of the FGD mentioned many essential aspects of what they would gain from co-operation with IYGs. Mohammed highlighted that if you want to start social change based on root causes it is necessary to work together with youth groups (Mohammed, line 6). Youth are the thriving scene in society and are open to alternatives. Young people come from the core of the society and are positive agents of change (Mohammed, line 32). Dana stated that she experienced how IYGs can amplify work and their activities, with a small amount of money, much more than INGOs with their big amount of funding (Dana, line 23).

“...why working with youth because these people who can find alternatives ...people coming from you know the core of - of the society its people who can drive as a change...” Mohammed, line 32

#### *Subcategories ‘Observation of youth’ and ‘Resources’*

The INGO members mentioned that they experience and observe much frustration among young people (Tina, line 39). Tina shared that youth do not feel seen or that their opinion is taken into consideration.

“...they (INGOs) don’t wanna hear my (youth) voice they (INGOs) didn’t want to listen to what we wanted to say...” Tine, line 53

Lena and Tina mention that they see youth as a resource, that youth are agents of change.

Furthermore, Lana highlights that youth are opportunity makers, in a sense that they can think of new and innovative ideas and open new doors (Lana, line 56) and that it is important to discover what talents they have (Dana, line 23).

#### *Category ‘Criteria for INGOs for co-operation with IYGs’*

In engaging with informal groups, INGOs need to be aware of how to work sustainably (Lucy, line 21). Tim mentioned setting a frame and doing what was agreed on, as well as to have clear criteria for opportunities and limitations in their co-operation (Tim, line 28). In addition, there must be a transparent agenda regarding what donors expect and using simple language and information about the time frame of support (Tim, line 28).

“...actually doing what we are saying, like having clear criteria for: how far can we work with you, what are our agenda’s, what do our donors expect in reality not only fancy words about change...” Tim, line 28

Conditions for a co-operation Lana highlighted are the importance that INGOs themselves have a good reputation, show solidarity and have process-orientated funds to create a mechanism for financial support (Lana, line 35).

Tim mentioned that in his point of view one of the important aspects is to get youth groups to trust INGOs. This includes reassuring them that INGOs are not trying to turn IYGs into small INGOs (Tim, line 28).

“...that we’re not making them into a small institutions for us...” Tim, line 28

Tina raised the issue that there is a need for INGOs to change their narrative, to shift perception (Tina, line 53) and start to work with families, who are the core of society (Dana, line 68). This also includes understanding the culture, working patiently with the IYGs (Lana, line 69) and working on the fund mechanism with the donors to have more flexible funds (Dana, line 91). Furthermore, it is important to advocate for IYGs and influence policies on a higher level to create space for them to work (Tina, line 29). Another key factor is involving the youth and discovering where there is a need for change (Lea, line 102). Dana also mentioned the need to reflect upon the experience in working with IYGs and to give them more layers of intervention, in the practical work but also in the planning (Dana, line 97).

#### *Subcategory ‘Challenge’*

A challenge identified by the members of the INGOs themselves is that they come from the outside whilst creating and implementing programs for the local people (Mohammed, line 6).

“...INGO coming from outside and tell these people what to do...” Mohammed, line 6

Tina adds to this point that this situation often leads to the fact that INGOs institutionalize youth and their IYGs (Tina, line 11).

INGOs start to implement their programs, engage with IYGs and invest funds. But they expect IYGs to keep accountants, write detailed reports and follow many other regulations (Tina, line 11). Tina continues that supporting IYGs without institutionaliz-

ing them is very difficult for INGOs and that maybe INGOs should not cooperate directly with IYGs (Tina, line 22).

“...I mean, I am talking about true- truly supporting without institutionalizing them and maybe we shouldn’t do it...” Tina, line 22

Another challenge is that youth groups do not trust INGOs because they are afraid of consequences related to donations (Tim, line 28). He further stated that youth do not believe in the illusion of development, they say that the term was created by INGOs (Tim, line 28). Mohammed added that youth are suspicious about INGOs’ agendas. He raised the point that INGOs give many trainings but their impact is unclear. He wondered what impact INGOs have on society in general (Mohammed, line 32).

Tim mentioned in this context that INGOs come and give young people a dream but often crush them with the harsh reality (Tim, line 38). Dana felt that INGOs often create a dependency culture (Dana, line 42), and raised the question as to how INGOs can use their power to be a bridge between the bottom-up and the top-down level (Dana, line 8).

#### *Subcategory ‘Restrictions’*

INGOs have numerous regulations, especially regarding their funds. Dana mentions that the reality is that the funding comes from certain donors and INGOs have to follow their guidelines (Dana, line 14). Many details and politics stand in the way of freely using the finances. Dana stated that INGOs feel restricted by the type of donation and related bureaucracy (Dana, line 49).

#### *Subcategory ‘Support tools’*

Ways in which INGOs can support IYGs that were mentioned are offering facilities where the youth can meet, creating opportunities to develop a network and connect them with each other (Dana, line 101), and opening space for young people to interact, learn and grow (Dana, line 8). Lena added that INGOs can focus on capacity building through providing trainings (Lena, line 15).

#### 4.4 AXIAL CODING

The second analysis step of the Grounded Theory is axial coding. As mentioned above, this phase focuses on each interview separately and creates a portrait with the following categories: phenomenon, context, cause, needed/given condition, strategy and consequence. With the program 'MAXQDA 11', the researcher examined each interview in the mentioned categories by Strauss and Corbin in order to outline the key message of each interview related to the research question. In the axial coding process the researcher decided to apply the coding paradigm, a variation of Strauss and Corbin who developed following categories to systematically analyse data. The Phenomenon builds the core category, and further categories are linked to the Phenomenon. Names of interviewees are anonymized and in each portrait mentioned organisations or networks are anonymized and not related with other portraits e.g. Portrait Zein mentioned INGO 1 and Portrait Abdullah mentioned INGO 1 which are not the same.

##### Description of the categories

**Phenomenon:** The phenomenon refers to the key topic which develops through identifying relation of interactions to the given situation. These interactions are closely linked to the research question (Faix 2007:92). The phenomenon and its connected categories related to the research are in the case of this study the possibility of co-operation with INGOs.

**Cause:** The cause leads to the root of the phenomenon, i.e. it is linked to different dimensions of the phenomenon of the possibility of co-operation with INGOs, e.g. the need of technical and practical support to bring sustainable change (Breuer 2009:86).

**Context:** The context describes the frame and background of the phenomenon and its characteristics in a specific and concrete way, e.g. the IYG form part of the society and know what is needed, while the INGOs have a different mindset, come from the outside and add a different perspective (Strauss & Corbin 1996:81).

**Intervening conditions:** This refers to factors and conditions which have to be present in order to consider the phenomenon and the planned strategy, e.g. trustful relationships or the passion to bring about change (Breuer 2009:86).

Strategy: Certain actions taken and characteristics which are process and aim oriented, e.g. sharing resources, experience and information with each other (Breuer 2009:86).

Consequence: Planned or unplanned results and consequences of the action which was taken, e.g. that the IYGs and INGOs complement each other (Breuer 2009:86).

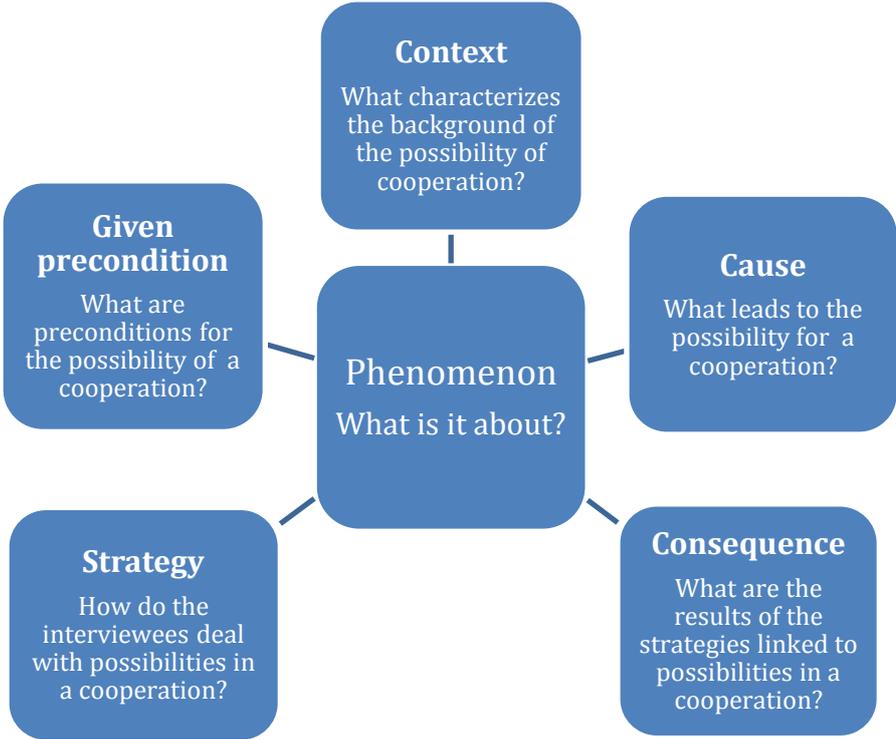


Figure 4.11: Categories of axial coding

The table 4.24 below presents the significant findings of the 11 conducted interviews with members of IYGs and table 4.25 the FGD with INGOs. To find the central theme within the paradigm codes, the respective categories are now closely compared. In addition, the main findings from Open Coding are brought together. The outcomes from the FGDs are a fruitful contribution to ‘action strategies’ and ‘preconditions’ in particular.

## Key overview of axial coding of IYGs

Interviewees with IYG members Phenomenon: Possibilities for a co-operation with INGOs					
Name	Cause	Context	Intervening precondition	Strategy	Consequence
Zein	A desire to attract resources through financial, logistical and legal support in order to bring about sustainable change	We are from here and know what is needed, INGOs come with a different perspective from the outside	Passion for the cause and to bring about change in a culturally appropriate way	Build trustful relationship with different parties and share resources	Complementing each other and opening opportunities to transform the mindset of the community
Mohammed	The IYG cannot do everything by itself and needs support in legal and technical issues	Are partnering with an INGO and are under their legal umbrella	Passion for the work and that the INGOs are experienced and have a community based approach	Share knowledge and networking	Improvement of quality in the programs and open opportunities for networking; later provision of practical support such as legal cover
Abdullah	The IYG does not have the power to do all the work by themselves	Have a good partnership with an NGO but are careful in dealing with funds	To have the same passion and love for the work and to be sustainable	To carefully select partners and share resources e.g. facilities	Shared technical resources and added value to the community
Aysha	To get technical support and human resources	They see a high value in partnership but have not cooperate with an INGO so far	Passion for the idea of tourism and not seeing the partnership as business	To approach proactively capable partners	Shared experience and opportunities
Sarah	To get practical support such as legal advice, guidance and human resources	They view partnership as a sensitive process but are connected with several organizations	That the INGO has interest and passion for the work of the IYG, and that there is trust between the parties	Connecting and networking with organizations	The IYG has a legal umbrella and learned to organize itself better
Mahmoud	To receive practical support such as facilities, transportation and experience	The IYG is connected with INGOs	The INGO should have expertise, build capacity in the IYG and be flexible in the co-operation	Building relationship between the partners and receiving trainings and guidance from INGOs	The IYG received capacity building, support in terms of facilities, and legal cover

Huda	To get practical support such as transportation, and to reach the aim of the IYG	The IYG is careful and suspicious towards co-operation with INGOs as they have heard negative things	The INGO should have experience, a relationship with the IYG and passion for the work	Connecting and networking with other groups through social media	Are connected to other organizations and have reached their aim in making places accessible for people with disability
Tareq	The IYG needs financial support for equipment and seeks support in expertise to implement more effective	The IYG cooperates with different organizations and is familiar with their vision and thoughts	The INGO should believe in the vision and idea and be committed	Being honest about the resources and share them with each other	The program has improved in the quality and multiplied and the IYG has received capacity building
Sabreen	The IYG cannot work completely by themselves as they need legal support	The IYG trying to approach INGOs but facing challenges how to get their attention	That the INGO has experience and not seeing the co-operation as business	Uses different approach to reach and approach INGOs through social media	The IYG were able to make facilities accessible for people with disabilities and the co-operation made it possible to expand the work
Bashar	The IYG believes in specialization as they know they cannot do everything by themselves	The IYG cooperates with different organizations, it is challenging with INGOs as they focus on work with refugees	The INGO need to have a good reputation, expertise and passion for the work	Share resources: the INGOs on practical side (financial, transportation) and the IYG shares cultural knowledge	The IYG gain skills and the work quality improves and is specialized
Yasmin	The IYG wants to leave an effect in the community but needs practical support as e.g. human resources	The IYG has less time to invest in the searching for partners but are in the selecting process	The IYG and INGO have to share the same vision and idea and work sustainable	The IYG shares resources and focus on few partners to invest with a focus	The IYG gains experience and knowledge

Table 4.12: Key overview axial coding of eleven interviews with IYGs

<b>FGD with INGO members: Phenomenon: Possibility of forming a co-operation with IYGs</b>				
<b>Cause</b>	<b>Context</b>	<b>Intervening precondition</b>	<b>Strategy</b>	<b>Consequence</b>
INGOs believe that to change and impact a community. This process implies to identify the problems and its causes in the community to be able to address them through co-operation with IYGs, as they find alternatives to current techniques and approaches in development work	INGOs have good tools and experience but often institutionalize IYGs	Building trust and communicating clear the boundaries and limitations	Offering technical support and advocating for IYGs within a legal frame	INGOs can support local NGOs to act as a bridge between INGOs and IYGs

Table 4.13: Key overview axial coding of FGD with INGOs

#### 4.4.1 Axial coding of IYGs

##### Interview: Zein

The IYG has the emphasis to raise awareness in the community and bring social change. Their main activities are with children and they work e.g. in schools with and lead discussions on values and traditions of the society. Further they plan and implement events e.g. creativity day for children, trainings, trips and art projects. The core team has 5 members and 25 volunteers supporting in implementing the activities.

Phenomenon: The phenomenon of the IYG is the possibility of co-operation with INGOs. In the beginning, the interviewee mentioned that they form co-operations with every kind of group that they possibly can and find strength in this. During the interview, Zein mentioned three times (line 11, 198-202) that she sees possibilities for a co-operation. The restrictions and obligations connected with this phenomenon will be exemplified in the other categories.

“Yeah, the NGOs maybe yeah kind of that the NGOs will open more opportunities and to let them feel ah, ahm feel free or take the place that we can give ideas.” Zein, line 198

Zein mentioned that without support from others, for example INGOs, their power is limited, whereas through co-operation more resources are mobilized and used. Thus, they can see possibilities of co-operation.

“So I see possibilities because maybe we complete each other because they have like also the thing which is accepted they have capability, places, money they have all the thing that already also experience some idea that other countries that we can use it here.” Zein, line 202

Cause: The cause related to the phenomena ‘possibilities for cooperating with INGOs’ is raised by Zein, to change the society sustainably (line 33). Zein mentions that she and her group see the problems in their environment and community and feel the necessity to act and do something. They are aware of

the main things which need change but they do not see people in their environment who make a difference (line, 11).

“So because we saw that there is many problems but we have to do something. So, we really know that, we see the problems and we sure that there are problem. But we don’t know, like we don’t see any differences that there are no people who do anything, but we have to do something for this problem.” Zein, line 11

The IYG wants to improve things and bring change. The term ‘change’ is mentioned by Zein 22 times. But to reach this wish to improve society Zein explained that they seek help in implementing their ideas (line 184).

Zein mentions that NGOs are effective and that they aim to be sustainable. Therefore, it is seen an asset to cooperate with people or INGOs who have experience.

“...but if I really do something sustainable and I can do it like NGO last effectible, last more...” Zein, line 21

Zein states that INGOs bring diverse and valuable perspectives to their work (line 198). Shen stated that viewing the same situation from different perspectives and thus complementing each other is a strong reason to cooperate with each other.

“...because we saw something even if we look at the same thing from a different perspective.” Zein, line 198

Context: The context of the phenomena mentioned is that in the beginning the IYG went to many places and worked with several informal groups or other Organisations. The IYG of Zein initially tried working with different Organisations and groups to figure out what they want, whereas now they are more specific in choosing partners. The self-perception of youth and IYGs raised by her, is that they know the needs in their community and environment. Coming from the society they work with and knowing the culture, unlike the INGOs

who tend to come from the outside, they have a better grasp of their needs and can, thus, better help to bring about change.

“And I’m from this society and I can really know what the thing that we need it and I experienced it. Like ahm way more than people who look from outside and everything because I’m in this and I know what is needed.” Zein, line 200

Zein shares her observation and experience that the community perceives youth as less serious agents in the society.

Further she mentions that they collaborate with many different groups or parties, including an INGO that works in a youth centre by, for example, using their facilities.

Zein provides an interesting analysis of the differences of INGOs and IYGs and the challenges this brings. She also raises points showing how the two can benefit from their differing strengths and weaknesses and complement each other through perceiving the same situation from a different perspective. INGOs, coming from the outside, are often more culturally liberal than IYGs and the local community, which can cause the latter to fear that INGOs might bring their own ideas and traditions that do not fit into the society. As she explains, IYGs are thus afraid that INGOs will do something which is culturally inappropriate. On the other hand, she also stated that NGOs are very effective and have important resources that IYGs could greatly benefit from. However, Zein’s IYG experience has often been that INGOs do not trust them which influence the context of possibilities for a co-operation as she describes that this mistrust from INGOs developed through negative experiences with other partners in the past. This has made INGOs overly cautious, mistrustful, and worried about simply being used by an IYG and influences the background and context of further possibilities for a co-operation. As a result, INGOs often tend to be very controlling and focus on many small details, which can, in turn, be frustrating for the IYGs they cooperate with. Another challenge is that INGOs often have a clear and strong agenda, and try to make the IYG fit into this agenda, meaning that they sometimes have to adjust or compro-

mise their ideas. To sum up, Zein stated that INGOs and IYGs differ in terms of their targets, motivation and results they achieve.

Intervening precondition: Related to the phenomena “intervening conditions from IYGs’ side”, Zein frequently mentioned sustainability, mutual sharing and acceptance of the same idea or vision (line 149). Furthermore, the INGO’s reputation and motivation must be positive, and that they must really want to bring about change (line 109). INGOs have to believe in IYGs and their roles and to cooperate in a culturally appropriate way (line 89). The IYG expects someone who can help them develop their ideas, someone who is experienced and has previously been in a similar situation (line 190). In a co-operation, independence and trust are necessary foundational prerequisites (line 240). Trust must exist on both sides, otherwise a co-operation would not be p

“...so for example if I have an idea they just took it and it’s theirs right now, they took my name of it not me.” Zein, line 228

Zein emphasizes in this statement the importance of their right to and ownership of their own original ideas, and strongly expresses that INGOs should not copy them.

INGOs have to be sensitive and not implement their own ideas or mentality in the society when it does not feel comfortable with something.

“Because they are open societies we were scared that they will bring their own idea, their thinking in the society we are not...maybe they just put ideas that are not ours that is not us, not our society, traditions.” Zein, line 230

INGOs have to be open and flexible and make space for the ideas of the IYG.

Strategy: The strategy connected with the phenomena includes IYGs and INGOs being flexible in working together, and, in the case of INGOs, not fo-

ocusing too much on details. Often INGOs already have their agenda and ideas

“...it’s something we do it with passion. With passion but anything (anybody) else, it is their work and after that, they (INGOs) will be asked about it and it’s like business...” Zein, line 308

if the IYG has a different idea they adapt it in a way that fits them. The IYG tend to want to support local communities and are founded based on something they love. Zein’s IYG started offering creative activities in schools.

The IYG wants to work sustainably to build and maintain good relationships not only with INGOs, but also with people in positions of influence. This leads to the strategy of building relationships with INGOs having influence or people in high positions e.g. the mayor, and to deal with the community in an appropriate way. This includes that for cultural reasons they often do not deal directly with the leaders. This cultural knowledge is used and shared with INGOs to implement the work appropriately. Out of these strategies for work, the community can develop. They use local capacities such as a youth centre run by an INGO to meet and also to conduct or receive trainings. A further strategy is that the IYG set cultural priorities according to the context of the community which can be achieved through dealing with the community in an appropriate way e.g. not dealing with the leaders directly or using local capacities. Furthermore, she believes that including the community and stakeholders in collecting views and opinions is a necessary strategy.

The IYG seeks the aid of different parties, partners, Organisations and institutions in their area. The co-operation is needs-based, thus whatever the need is they seek to meet it. They share how and what they think and build on the experience of INGOs. For Zein, building on mutual experiences and sharing expectations as well as thoughts is another crucial strategy. She finds it important to prepare for the worst and to have a plan B, if agreements are not working out. This includes that the IYG regularly monitors and reflects upon its partnerships in order to improve and not lose track of its vision, which includes clear communication with its partners.

As in the preconditions already mentioned, the importance to have trust between the IYG and INGO, a strategy is to build mutual trust through being transparent in the entrusted resources, given by the INGOs. A practical way for the IYG to be transparent is to buy needed materials or items for an event from their own funds in order to demonstrate need of the materials and how they utilized them.

“So we prefer to buy the things for example and then after that show them the all things so they can believe what we that we use it for the right things.” Zein, line 252

Thus, the IYG demonstrates that it gives time and human resources voluntarily. This is part of the strategy of being transparent as the basis for networking.

Consequence: Consequences of a positive collaboration are that INGOs and IYGs complement each other through sharing resources such as facilities to meet or financial support and in the understanding of the matters of the community. Work and activities improve in their quality; ‘people with energy’ where able to make better use of their time or talents. Through relationships and the involvement of stakeholders and the community some ideas in the society change, e.g. learning how to deal with gender issues.

“We can break some ideas in our society about ah for example have to deal with male and women. We really know how to, like we learned how to deal with each other for to achieve something, not just how to talk. So we like kind of we focus on something that we want to do and we, we know and we touched the change and this society by this.” Zein, line

She goes on to state that members of IYGs have learned how to deal with others and express themselves in order to achieve a goal and to voice their opinion regarding what they want. Stakeholders in the community observe a change through the IYG and begin to believe in the potential of youth, thus helping the society through bringing positive thoughts like raising awareness

about their environment. INGOs create space and give opportunities for IYGs to implement their ideas and bring about change in the society. At the same time IYG volunteers provide INGOs with support to implement their ideas culturally appropriate and according to the needs of the community, as they know what is appropriate to do in the community and how to reach the people (line 308).

“...we say our opinion, we describe ourselves what we want and without being ashamed...I feel like I have a role.” Zein, line 131+133

The co-operation with INGOs and other stakeholders, such as the mayor, creates opportunities for IYGs to gain and grow in experience and look at the same things from different perspectives. Zein stated that she feels something has changed in the society around her. Through support of the INGOs such as by trainings and courses, they improve themselves.

Some IYGs want to develop into an NGO, to address the needs of the society, to bring positive ideas into their society and to work continuously to be sustainable.

However, a fear of Zein is that through cooperating with INGOs a possible negative consequence might be that INGOs bring their own ideas into the society and might harm. Therefore, they check in beginning of a co-operation carefully the passion and motivation of partners like INGOs. In the meantime, a fear of the INGOs, as stated by her, is that IYGs might misuse the resources they provide. Therefore it is clear that the need for trust, as highlighted in the intervening precondition, is a key element for co-operation.

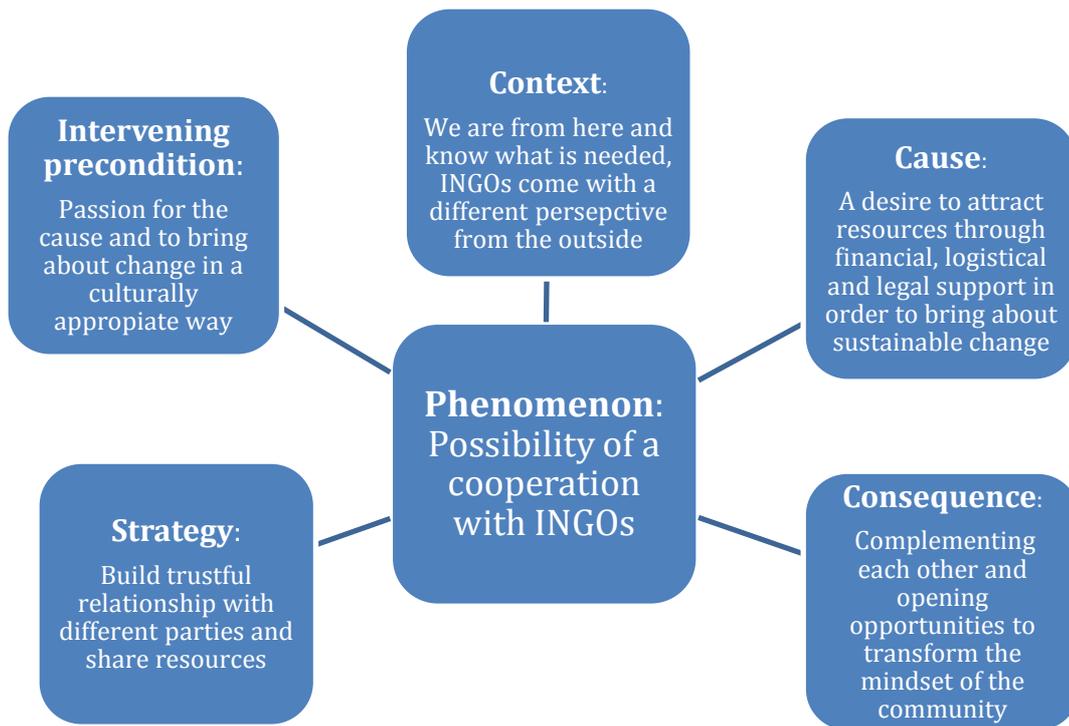


Figure 4.14: Axial coding: Zein

Interview: Mohammed

The IYG emphasis is raising awareness in the community and bringing about social change. The IYG mainly conduct and implement interactive theatre focused on social issues in the community, the topics depend on the needs and interest of the community. All their activities build on a participative approach. The core team of the IYG has 6 members and 25 volunteers supporting implementing the activities.

Phenomenon: The phenomenon of possibilities for a co-operation with INGOs for Mohammed’s IYG practically takes the form of them already working and cooperating with INGOs (line 265+ 297) as well as other community based Organisations. They are part of platforms (line 228), cooperating with centres and networks but also through a local NGO.

“We are participating with another organization, local organization called NGO 1, ahm that works, it’s kind of community like here who work with youth initiative and support them...” Mohammed, line 246

These existing partnerships show that the IYG is open for co-operations with INGOs whilst also partnering with further groups and Organisations.

Cause: The reasons why they see possibilities for co-operation with INGOs raised by Mohammed are that they realize that they are unable to do everything alone (line 166).

“It was not easy for us to take acceptance from other parties what they want to approve that, we cannot do everything alone.” Mohammed, line 166

He continues that they cannot achieve everything alone and need support with – for example – legal aspects as they are not registered and many activities need the approval of different governmental bodies (line 324). The IYG needs facilities and material to be able to implement its activities, and therefore work with an INGO, as they have more power to support them in finding these things (line 181). A further cause for co-operation is that the IYG knows what the needs and problems of the community are because they are part of it (line 29), and can in turn contribute to the work of INGOs through this knowledge. Mohammed mentions that INGOs are not very strong in identifying the problems of the community (line 347).

Mohammed stated that they want to achieve their vision and improve their programs, which a co-operation (line 341) would support in practical ways (e.g. by providing a ‘legal umbrella’). Because both the IYGs and INGOs want to see change, a co-operation based on the reasons mentioned above is seen as a benefit for the IYG (line 361).

Context: Mohammed describes the context of a successful co-operation as needing to involve participation. The IYG works and interlinks with INGOs as they focus on supporting IYGs and strengthen their capacity. Further the IYG works with local Organisations and other networks or centres and experience good communication and interaction (line 226). The members of the IYGs consult with the INGO and use them as a legal umbrella because INGOs have a strong and respected position vis-a-vis the government (line 322). The

IYG is registered under their name but still acts as an independent group (line 246).

Intervening precondition: The intervening conditions for the possibility of co-operation mentioned by Mohammed are that the INGOs must have passion for the work and it has to come from their heart (line 210). They have to believe in what they do and need to be experienced in their field (line 208). The fact that their partner needs to be experienced or having expertise was mentioned six times by Mohammed.

“...someone in a main topic that we choose someone who is really in contact- connected with this topic.” Mohammed, line 242

The INGOs must have a participative and community based approach, as well as good communication with the IYG (line 69). The IYG has to trust the INGO and they have to feel accepted in their culture (line 132). The INGOs have to be flexible in terms of their policies and processes (line 337). A further intervening condition is practical support in helping the IYG with transportation and a legal cover. Mohammed highlighted that in the co-operation it is not about money but much more about sharing the same ideas, values and principles, and to believe in the cause (line 208).

Strategy: The way in which Mohammed’s IYG creates possibilities for a co-operation with INGOs is to actively seek support through information collection and meeting with Organisations (line 85). The IYG shares its knowledge and networks to build and improve their work, know more people who do similar work, exchange experiences, and consult with each other (line 289). The IYG seeks advice on how to do things and aim for participation.

“People who are special in like main topics that we want to ask...” Mohammed, line 242

They only ask people they really trust and select their partners carefully (line 240). Further practical strategies are to practice good communication and to share facilities with one INGO they cooperate with and to use their resources (line 303). Further strategies are courses and trainings the IYG receives from INGO 1 (line 297). Mohammed highlighted that their IYG does not just 'go with the flow' but rather does its activities with passion. The IYG observed that itself and INGOs both want to solve similar problems in the community, but in different ways.

"We saw a problem, we want it to solve but they, they didn't see the problem, they heard of the problem but they didn't like live it like us ask..." Mohammed, line 365

Consequence: Consequences of the impact of co-operation with INGOs are that the IYG improved the quality of its programs (line 148) and expanded its activities to further cities in Jordan. The volunteers received advice on how to implement activities and how to be a part of a network which connects initiatives in the Middle East. INGOs opened opportunities for networking and connecting the IYG with others, further they provided a legal cover for the IYG. This greatly supported the IYG in practical terms as governmental institutions often asks for official letters by registered Organisation which explain the purpose and role of the IYG if e.g. the IYG wanted to rent a space for their activities or searched for further local partners to cooperate with (line 246). Through a co-operation, the IYG can use facilities to conduct meetings and activities for free, and they further receive support with transportation.

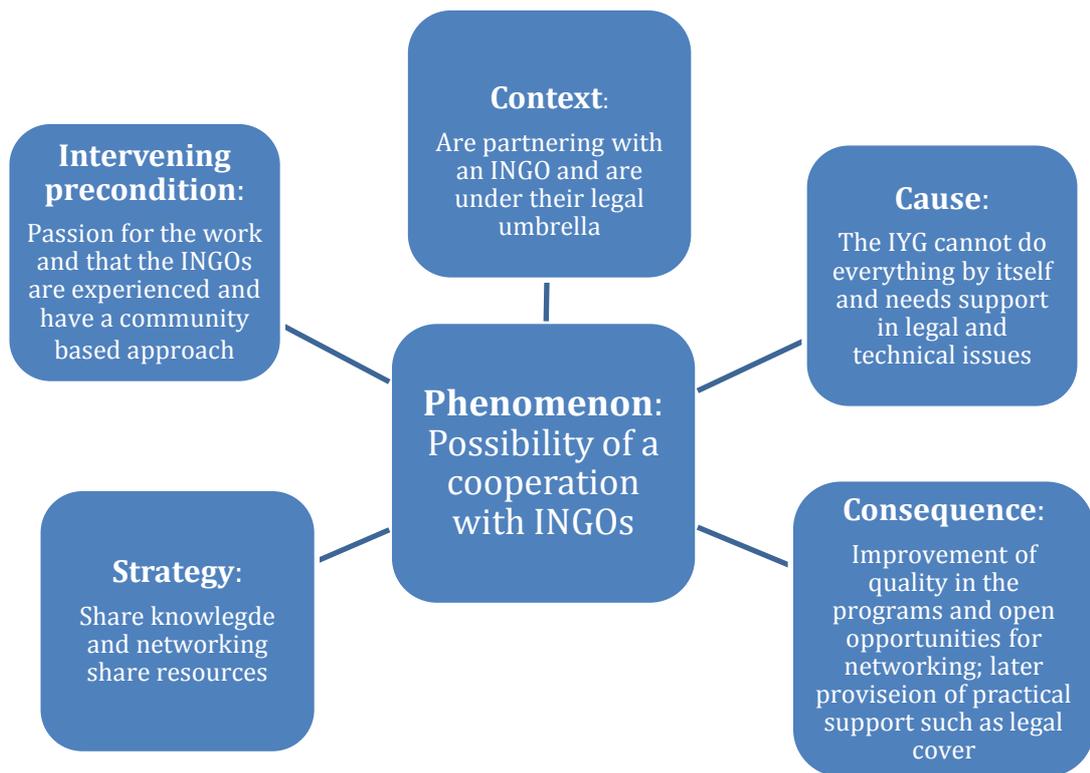


Figure 4.15: Axial coding: Mohammed

Interview: Abdullah

The emphasis of the IYG is to bring social empowerment and change through recreational activities focusing on the target group children and youth. This is amplified by the group exploring and observing their own neighbourhood and discussing what changes can be made. Moreover, they aim to empower and encourage developing visions for the life of the children and youth. The core group of Abdullah’s IYG has three members.

**Phenomenon:** The IYG that the interviewee, Abdullah, represented, has a measured approach towards co-operation with INGOs. The IYG does partner with an NGO, although they have contacts to other Organisations and have worked with many Organisations in the past (line 192). However, Abdullah stated that currently they are not looking for anyone to support them (line 82).

**Cause:** Causes which might make co-operation with INGOs desirable raised by Abdullah are that they currently work alone but do not have enough

power to do all the work by themselves (line 22). Another reason they might consider co-operation is that this would make their work more professional and offer them access to facilities. He mentions that he will simply do his work and if any INGO notices the work and wants to support his IYG, he would not be opposed to it, but they are not actively seeking a partnership (line 82).

“Because if you believe about something and you should pay and in the future you never know, maybe some people will care what we do and they will support us. But now we don’t ask anyone to support us and I don’t go because you know ah. He would control us. I think that.” Abdullah, line 82

Context: Abdullah explained the context of an existing partnership with a local NGO that has similar approaches to his IYG. The IYG receives a small budget from the NGO to be used on their activities and work. The IYG can use the premises of the NGO and in return they support it in educational campaigns (line 184). The IYG has had positive experiences with the NGO and are very satisfied by the co-operation, which has been their first official partnership (line 208). He stated that both sides are aware of how the other party works and is structured. He worked with many Organisations before and experienced that each has its own politics and policies (line 192). As already highlighted in the Cause, which interlinks with the Context, the IYG does not actively ask for support. Abdullah mentioned several times that they are not looking for money, and that in fact he is careful about this topic (line 194). In this interview, not many information or observations were shared about the characteristics of the context from the INGO side.

Intervening precondition: Abdullah mentioned many intervening conditions, most importantly that the values and the passion have to be clear, and that any INGO they might cooperate with must have a passion for working with children (line 143). He raises the point that the work has to be sustainable and that the INGO must have experience with field work (line 124). It should not just be a trend or fashion to cooperate but rather a serious commitment. Furthermore, to Abdullah it is important to have a vision of serving the community

and to work culturally appropriate, as he dislikes how some Organisations work (line 236). Abdullah also stated that he wants to work on his terms and not according to anyone else's policy, and that the INGO should not try to control the IYG or to change the whole concept of their work (line 253). The INGO needs to support the main vision and work of the IYG and should not control how they implement activities.

Abdullah also raised the issue of trust, thus the INGO must have a pure perspective of their vision and passion and has to bring value by improving the work of the IYG (line 194). He stated that if he would cooperate than he would need to know that the INGO works in a way that is accountable to the community they support as he has seen many Organisations that spend a great amount of money in a wrong way (line 236).

Strategy: Abdullah mentions several strategies and mechanisms they use when dealing with other people or Organisations besides INGOs. But as these strategies are general and do not differ substantially from their INGO co-operation model.

One main strategy is to connect to each other in order to reach an aim. This mainly occurs through the use of social media platforms such as Facebook, but also through personal networks (line 34). The IYG chooses willing workers from among the people and partners who approach them. Because one typical characteristic of IYGs in general, including this IYG, is that their main resource and strategy are the volunteers, they pay attention to ensure that their volunteers work ethically correct (line 155). Thus, it is also important to them that a potential partner INGO also works based on a similar code of conduct and ethical guidelines. A further strategy of co-operation between the IYG and INGOs is that the former can use the latter's facilities and in return offer support for the INGO's programs (line 184). One of Abdullah's key topics, namely the issue of handling finances, is also mentioned in this category. His strategy is to pay for materials before the event or activity, and afterwards the INGO can choose to reimburse him. If they refuse he is fine with that (line 218). If the IYG cooperates with an Organisation that appears not to have many funds, he does not even ask for money (line 232). The IYG adapts to the context and situation of their partner.

Abdullah further states that the IYG prefers to work with INGOs that work in a same way they do in order to jointly implement projects and work together more easily (line 271). The IYG wants to share its experience with INGOs.

In terms of practicalities for a co-operation, it is preferable to have a contract between the IYG and the INGO.

Consequence: Abdullah mentions several consequences. First among them is the sharing of resources. This includes that the IYG can use the INGO's premises and facilities, and that costs of material, equipment or transportation are covered by the NGO (line 78).

He further mentions that through a co-operation the IYG wins an added value and that their reputation improves.

“...our name is more powerful and we can connect more schools and more people and more...” Abdullah, line 208

Abdullah also stated that through cooperating, which gave them access to further resources, they touched the community and brought about change in the children.

“...the parents he say the first time my child is calm and sharing some problems he have...” Abdullah, line 149

He also expressed that he has received useful ethical guidance and knowledge from an NGO.

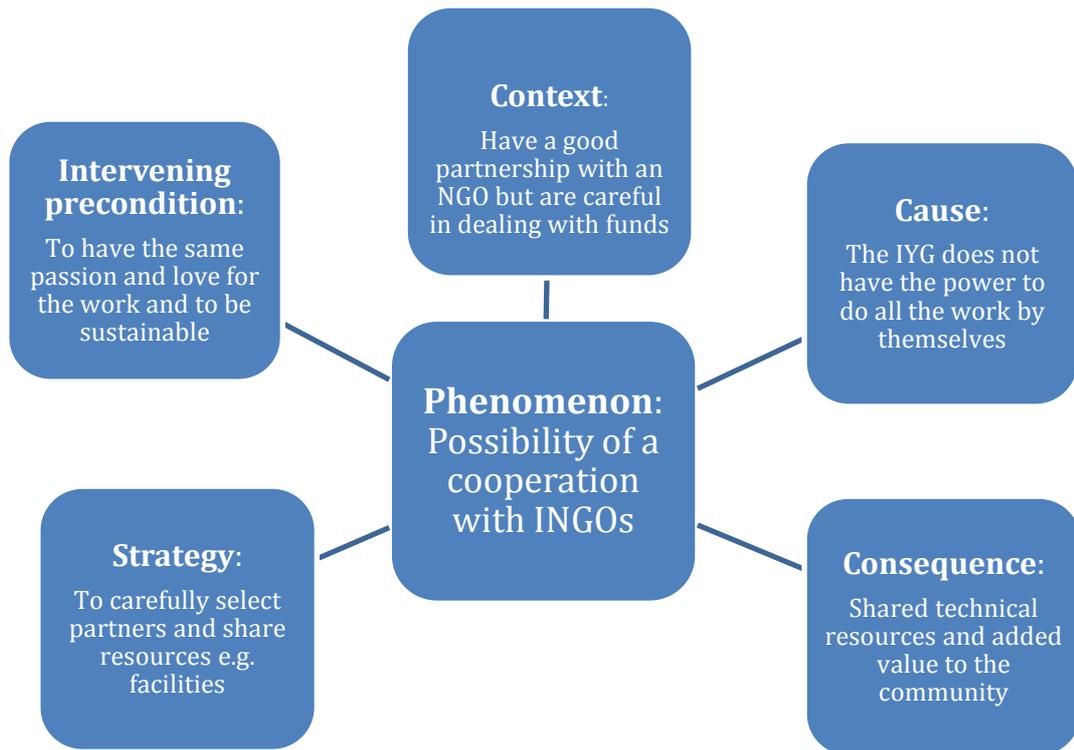


Figure 4.16: Axial coding: Abdullah

Interview: Aysha

The emphasis of this IYG is community empowerment and to raise awareness of the environment. The IYG raises awareness through discovering places in nature across Jordan and involving people with different needs and backgrounds. Furthermore, the group promote the needs of people with disabilities and tries to combat prejudice. The core group has three members, and the number of volunteers differs from activity to activity.

**Phenomenon:** The IYG is open, although not keen on investing in a cooperation with an INGO. Aysha stated that whilst she would not mind a cooperation with INGOs or local NGOs, she currently does not see an urgent need.

**Cause:** A reason for Aysha to consider that the function of a co-operation is to get support in finding more volunteers for the IYG. She also wants the government to take more responsibility, which can be done better through a cooperation with an INGO, which would apply greater pressure on the estab-

ishment (line 29). Further reasons for a co-operation are support with trans-

“...if it’s good for their Organisation I wouldn’t mind because it’s always nice to have a lot of experience and opportunities...” Aysha, line 116

to make places accessible for people with disabilities. For these issues, she needs NGO or INGOs and their experience and expertise (line 116).

The IYG has a clear vision and provide support for inexpensive transportation, human resources or assist in generating new ideas for activities. Clearly, the need for a co-operation with INGOs is needed to better provide support.

Context: The context and characteristics of a possible co-operation are that the IYG receives support from an NGO. The IYG does not focus strongly on co-operation with INGOs but seeks further support from other people, initiatives or Organisations. In the beginning the IYG sought support from another IYG through sharing human resources (line 114). But once the IYG had its own strong personal network, the connection to other partners was reduced. In terms of partnering with INGOs, Aysha mentioned that the IYG has never worked with any Organisation (line 126).

Intervening precondition: A precondition for being open to co-operation is passion for tourism with current or previous experience in this area, given that the aim of the IYG is to discover the country and raise awareness for environmentalism (line 114-118). Further conditions are that the INGOs have to agree with the main purpose and values and have a similar perspective, rather than just seeing the work as a business (line 122). She states that potential partner INGOs would have to acknowledge their rights to e.g. share their opinion, and that the INGO must not brand projects with its own name (line

1 “...as long as like my rights in the Organisation stay there, I wouldn’t mind doing it but unless I have the right saying and my name stays...” Aysha, line 116

Aysha expressed that the IYG needs anyone's help, so if the purpose and vision of any Organisation are similar to theirs, she would be open for co-operation.

Strategy: The perspective of Aysha and her IYG is that there is no urgent need for a co-operation with an INGO, this there is little need for a strategy to this effect. Be that as it may, this IYG does seek the support of other NGOs to help them reach and develop its own ideas and build networks of communication with other Organisations (line 21). Through their contacts, they asked for volunteers of the NGO to support the implementation of their activities. The IYG works mainly through project or activity based collaboration. They further seek to attract volunteers through other partnerships, and approach Organisations if there is a need the IYG cannot address by itself. One example is that the IYG works, among others, with people with disability, and for one planned trip the path to the destination was not accessible. They approached an NGO and wrote a proposal with the aim to make the path accessible. A further strategy is to share their experiences and to connect with people who have ideas to inspire the new activities (line 128). At this point, unfortunately, she does not give any practical clues how "experience sharing" and "connecting" can be done. Therefore, this strategy remains rather abstract.

Consequence: As this IYG has not cooperated yet with INGOs, but rather with other initiatives and local NGOs consequences are developed out of this co-operation experiences. But these consequences are applicable and could also emerge out of a collaboration with an INGO. Consequences mentioned by Aysha is that the access to volunteers helping in the activities of the IYG increased, and they had people who were able to fulfil the necessary tasks, e.g. sign language interpreters for deaf people (line 52). In addition, places which had not previously been accessible for people with disabilities were made accessible. Overall, through shared experience and opportunities, the impact grows (line 116).

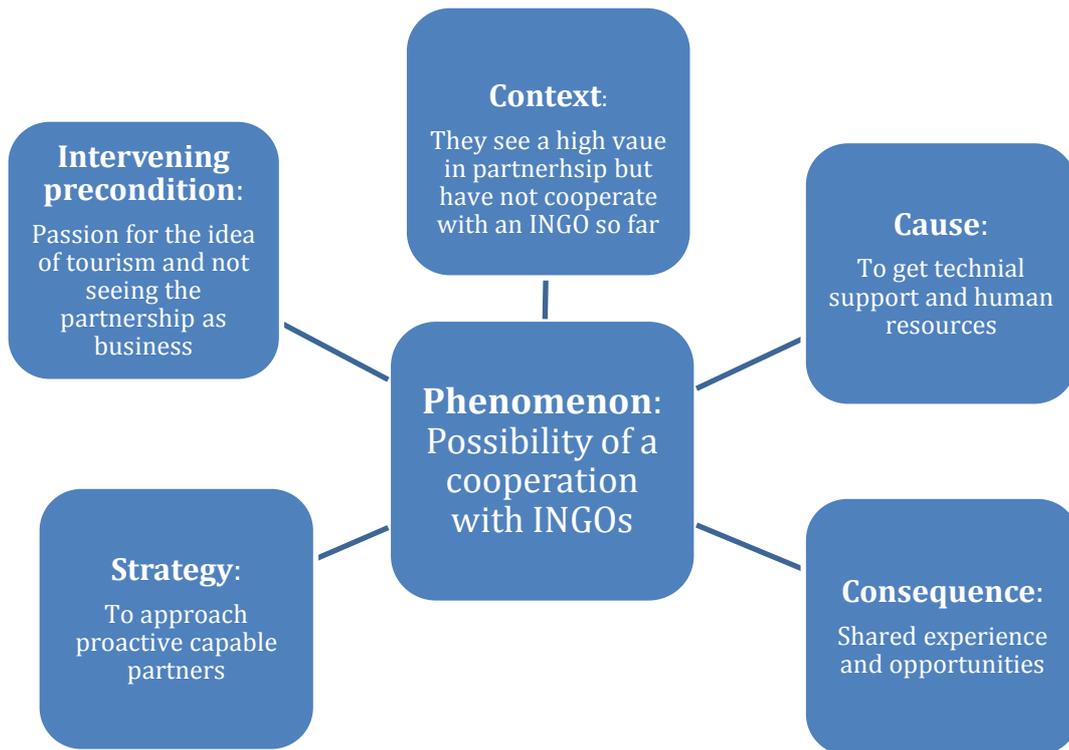


Figure 4.17: Axial coding: Aysha

#### Interview: Sarah

The emphasis of this IYG is on health and social change. This is applied through collaborating with a hospital and supporting the patients in local hospitals. The core group started with ten members and approximately twenty volunteers.

**Phenomenon:** Related to the phenomenon of possibilities for a cooperation with INGOs, this interviewee stated that her IYG generally sees opportunities for a co-operation. However, throughout the interview she highlighted that they do not seek collaboration just for the sake of collaboration (line 364). It has to be a co-operation which is coherent in terms of the intervening conditions, otherwise the IYG is not willing to enter into a co-operation. The IYG cooperates with some local NGOs but Sarah was not sure how they define a partnership (line 366).

Cause: The reason why the IYG seeks to form a co-operation with an INGO is that they want to get legal support in the form of formal letters, guidance in approaching or dealing with partners (line 258), and human resources, as they lack of volunteers. They also need support with time management and guidance on how to structure and organize themselves to achieve their aims more effectively (line 266). Another reason is that they were approached by an NGO that aims to connect IYGs itself and asked to share their experiences with other initiatives. Sarah highlights that they are not collaborating because of funds (line 212).

Reasons mentioned by Sarah why co-operations or partnering processes with INGOs have not developed is that this would leave less time for the IYG to follow up on their own work. Whilst co-operation is priority for them, it therefore does not come first (line 287).

In terms of the causes, the reason why the IYG is careful in cooperating with some INGOs is because they fear that some aim to collaborate only to increase their number of partnerships (line 334). Furthermore, the IYG refuses to partner with INGOs that receive major funding from e.g. the US or the EU, because they feel that they do more harm than good (line 352).

“I mean they have done a lot of bad things to the community and they ah introduced ah a huge funding for ah people who started to ahm yeah drain resources, drain money...” Sarah, line 358

Context: The characteristics of the phenomenon is that currently the IYG is not cooperating with an INGO, but with NGO 1, whose newsletter the IYG is part of (line 204) and whose legal umbrella they are under. A further co-operation exists with NGO 3, which connects different IYGs and encourages them to share their experiences (line 321). Sarah is not sure how they define partnership but it is a sensitive issue to them because partnerships often need approvals from the management of the partner (line 272). The IYG recognizes that several members of INGOs have individual experience with volunteering which is helpful for the INGO to understand the context of the IYG. In the in-

interview were not many information or observations shared about the characteristics of the context from the INGO side.

Intervening condition: Conditions for seeking a co-operation are that the INGO has to have a people-centred approach, and that they have an interest in and passion for the work of the IYG (line 214). Also, trust between the IYG and the INGO is a key element and a basis for building a constant partnership. The INGO should have experience and a good perspective, mission, vision and know-how.

The INGO should contribute to the IYG through guiding and coaching them based on their experience (line 366). The INGO has to know why they want to cooperate with the IYG, and not just offer collaboration for the sake of collaboration (line 364). Furthermore, the INGO as well as the programs it implemented must have a good reputation.

What Sarah highlights for her IYG is that they have to be more organized in order to be able to cooperate.

“...have regular meetings and ahm accurate action plans. Because when we finish this we can think of getting in contact with others...” Sarah, line 292

Even though this fact was already highlighted several times in the other categories, an important intervening condition that influences possibilities of co-operation, is where the funds come from, as they do not want to collaborate with INGOs who have large amounts of funds (line 344).

Strategy: In terms of ways in which to cooperate, the IYG is connecting and contacting groups and Organisations they know to get the needed support. Sarah said that investing time and talents in a voluntary frame but also the passion about their work is a primary strategy for the IYG itself. Out of this resource a strategy develops for a co-operation, as the core values investing time and talents or being passionate, may strongly influence other strategies with partners. For these tasks the core team in the IYG is responsible (line 106). In order to share the work of the IYG as well as to strengthen the part-

nership they have with NGO1 and to share information, they are part of the NGO's newsletter. The IYG writes actions plans, and networks through people they know. Their strategies are to use the assets they have in a co-operation and be transparent what their have and use their resources efficiently (line 236). The IYG works primarily through volunteering, investing time and talents and is passionate about its work. Further strategies are that they share with NGOs their story and conduct workshops. The NGO coaches and trains them, and supports them through giving guidance (line 366).

Consequence: The consequence of co-operation is primarily that the IYG is under a legal umbrella of NGO 1. They receive support such as official letters, volunteers and a place where they can meet (line 79). Through collaborating the structure and Organisation of the work in the IYG has improved, e.g. by creating a data base in order to have a better overview and track their activities. The IYG learned how to divide and manage their tasks, e.g. to split their activities into different work areas such as social media, and to distribute tasks specifically (line 328).

“...when she told us, we divided ourselves, yeah the responsibilities so it was much easier for us...” Sarah, line 328

Through the partnership, the IYG has been empowered and the NGO has created a platform for the IYG to share its work and stories.

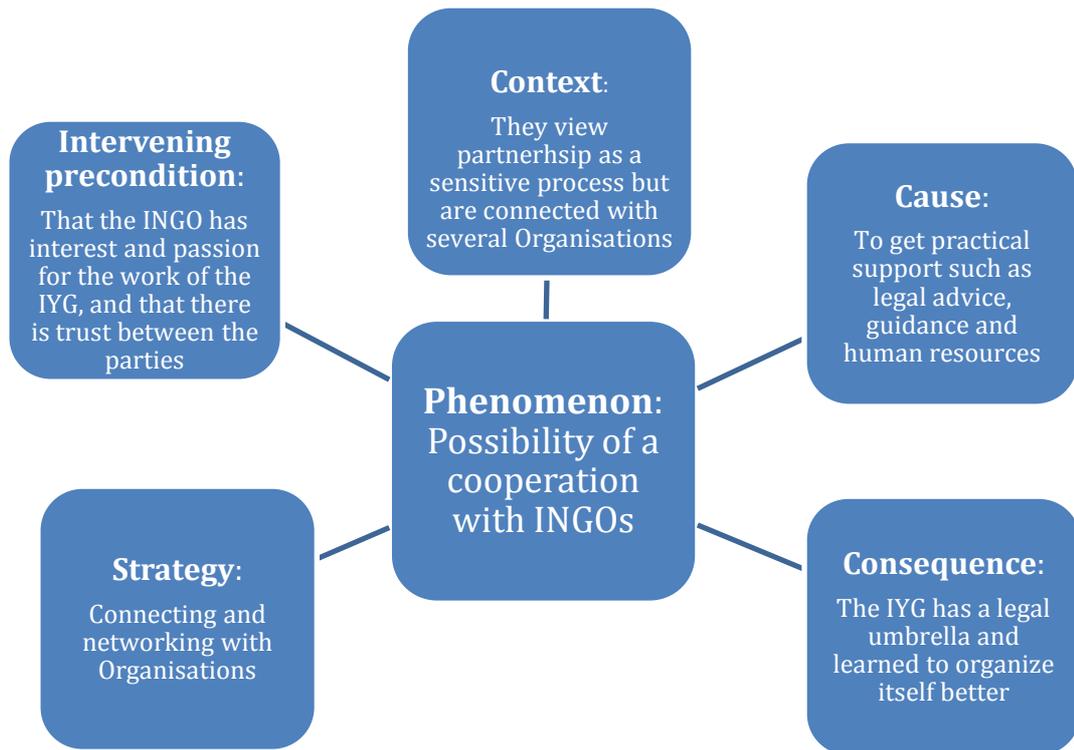


Figure 4.18: Axial coding: Sarah

Interview: Mahmoud

This IYG focuses on social change through art. Their main approach is working with cultural events and theatre and to give room for political and cultural discussion. The core group has seven members and about 50 volunteers who support the activities.

**Phenomenon:** The phenomenon of possibilities for a co-operation with INGOs in the case of Mahmoud's IYG is that they have experienced co-operation through volunteering with INGOs and NGOs. Through being part of activities in INGOs, further possibilities of co-operation have been raised and developed. The IYG is interested in and open to cooperate, and in fact Mahmoud highlighted that they even prefer a co-operation (line 273).

**Cause:** The reason for the IYG seeking possibilities for a co-operation is primarily practical support. The IYG does not have a specific location where

they can meet and prepare their activities. A further thing is the transportation and its costs, which is a significant need for the IYG, as several of the volunteers live far away from the capital Amman (line 142). Therefore, financial support is important for the IYG.

“...something you cannot solve by yourself like for example spaces, transportation...” Mahmoud, line 217

Another reason for co-operation is support from INGOs through trainings, as the IYG wants trainings from experts to learn techniques and gain more knowledge about their work, theatre. Mahmoud also stated that they seek co-operation to receive support with legal issues as they have some challenges with the government in terms of registration and getting permission to conduct their activities (line 169).

The final reason Mahmoud mentioned as to why they prefer a co-operation, is to reach the maximum potential in their work and to be able to reach out to more people (line 275).

Context: Mahmoud stated that they started alone, even though they were connected with an INGO. They were supported in some basic decisions, e.g. where to start to implement, but the writing of the acts for the theatre and for the search for volunteers the IYG started by itself (line 39). When they sought further support the INGO helped them without asking for anything in return. The partnership of the IYG is without a contract. Mahmoud also stated that they observed that INGOs trust their own members more as staff of INGOs are employed is working due to their job and do not work as volunteers, who may be less reliable (line 327).

Intervening precondition: Mahmoud stated that several conditions have to be there in order for the IYG to consider a possible co-operation. The INGO should be an expert in what they do and be flexible in the work with the IYG (line 121). Further intervening conditions are supporting the IYG by offering facilities, finances as well as capacity building.

The INGO has to recognize and value the talents of the youth. In addition, the INGO should believe in the idea and vision of the IYG, which implies doing this for the youth and not for money (line 245). The INGO must have a good reputation and expertise in the area of theatre as this is the main work of the IYG. Furthermore, the INGO has to bring benefits or strengths to the IYG. Necessary elements for a co-operation are trust and commitment. The INGO should not control the IYG or dominate the way in which the activities should be implemented (line 294).

Strategy: The ways in which the IYG interacts in possible instances of co-operation is that they jointly experience work and activities with the INGO in order to build or strengthen a relationship (line 313). Mahmoud also mentioned the importance of both sides being flexible in finding solutions and growing together. A strategy of the IYG is to invest through voluntary work and to benefit from the INGOs through trainings. INGOs can contribute through their expertise and experts in teaching and training the IYG in acting skills (line 247). In implementing activities, the IYG wants to discuss and agree with the INGO on the role they will play (line 293). Further Mahmoud mentions that in a co-operation there should be a contract so the framework is clear.

Consequence: Consequences that emerged through a co-operation are that the IYG received capacity building through training programs. Through the collaboration in which the INGO trained and shared experience with the IYG the knowledge and expertise increased which impacted the quality of their plays (line 245). The experts helped and supported free of charge and helped to improve the acting skills and techniques of the IYG members (line 245). In addition, a co-operation provided them with facilities which the IYG was able to use for their meetings and practice. They even conducted their first show in the space of the INGO (line 45). Additional practical consequences are that the IYG receives financial and legal support. This is important as the IYG is not registered and needs formal letters from a registered

Organisation stating what the IYG is about in order to rent or use spaces from governmental institution.

Mahmoud also mentioned potential negative consequences of a cooperation with an INGO. He feared that they may unilaterally decide how the IYG should implement their work. This negatively affects their team and work atmosphere (line 291).

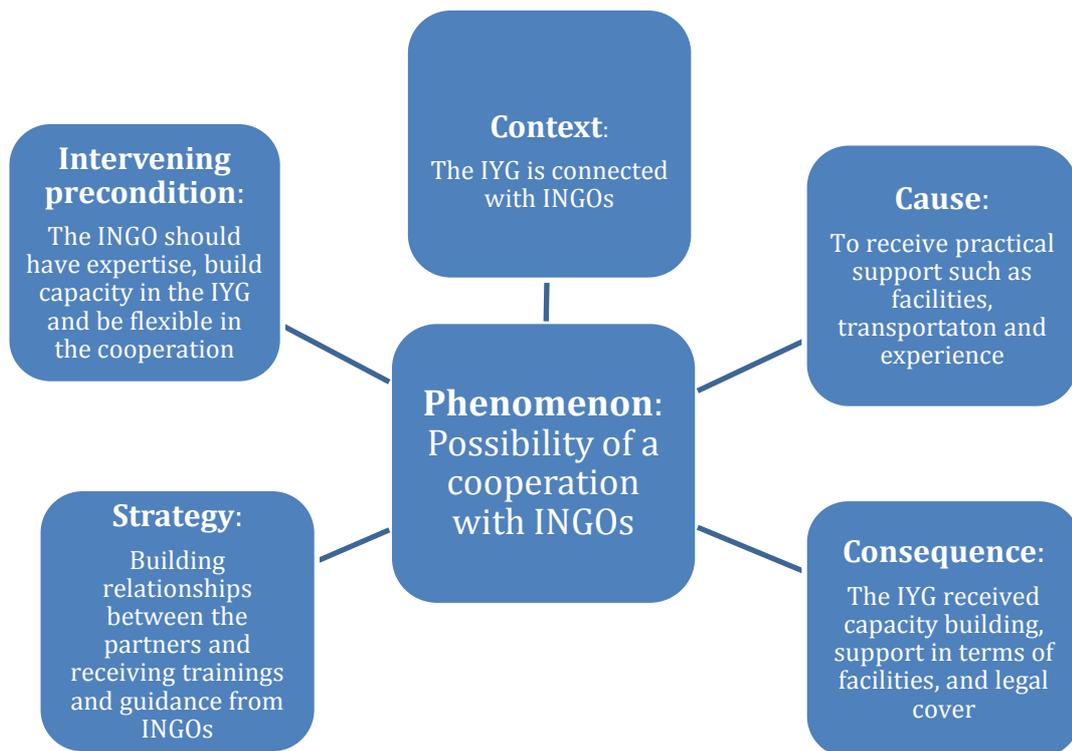


Figure 4.19: Axial coding: Mahmoud

#### Interview: Huda

This IYG focuses on social change through raising awareness of and breaking down stereotypes (for example, prejudice against people with disabilities). The IYG connects with other IYGs and conducts workshop how to deal with people with disabilities. The core group has nine members and twenty two volunteers supporting their activities.

Phenomenon: The phenomenon of possibilities for a co-operation with INGOs that the interviewee Huda illustrated and explained, are that the IYG aims to work with others and seeks support from relevant partners. But at the

same time, she highlighted that she is suspicious towards co-operation, so there are several restrictions connected to possibilities of a partnership (line 302).

Cause: The reason why the IYG sees possibilities to cooperate is to be able to reach their aim, i.e. making places accessible for people with disabilities (line 91). In addition, they hope to cover the expenses of transportation for these individuals. In addition, they need support in the form of human resources, i.e. volunteers who participate in the activities. Huda also mentioned there is a need for legal cover if they want to partner with further governmental institutions such as schools, as they ask for official letters (line 286). Another reason for a possible co-operation is that the IYG faces financial difficulties (line 331).

She also shared that the IYG is suspicious of co-operation with INGOs as they have many specifications, especially related to funds (line 302).

“...they tell them not to use the money for transportation or not to give people the money for specific something item or so.” Huda, line 257

Context: Huda mentioned several different aspects related to the characteristics of a possible co-operation with INGOs. So far, the IYG has not cooperated with INGOs, but they are open and positive about the idea of partnering. In the past, they have partnered with other IYGs which they knew had relevant experiences. These IYGs shared with them negative experiences of co-operation with donors, as the INGOs restricted how they had to use the funds (line 257). Huda mentioned that all IYGs are somehow connected (line 47). She also shared that IYGs have financial challenges and issues. The donors have many guidelines and rules which are too narrow. Some of the donors the IYG might accept, if the INGO can offer facilities or support with transportation, but Huda also mentioned that accepting a donor is their last option (line 251).

A further co-operation exists with NGO 1, whose legal umbrella the IYG is under (line 282). The main aim of NGO 1 is to support IYGs through a legal frame. Huda described that the IYG tries to find resources on their own,

whereas INGOs constantly try to win funding and thus have to promote themselves to the donors (line 341).

“Normally a donor is hidden, it’s not shown. But donors here, they want to show and want their names to go.” Huda, line 265

Intervening precondition: In order to accept a co-operation with an INGO, Huda mentions several conditions. One is that they should have appropriate experience in working with disabled persons and other IYGs (line 46). It is also important to share the same vision and have a passion for the cause and for change. The INGO should be not dependent on donors and must have compassion to work with the IYG (line 310). Huda highlights that they want to stay an IYG and that the core team that founded the IYG should remain in charge. They do not want someone who interferes in their decisions (line 272). Another condition for a co-operation is that the INGO provides practical support such as facilities and transportation. The communication has to be clear.

“The NGO they have to have the ahm - like a clear way to tell us what they do. I know many NGOs but I don’t really what their plans are, what they have in mind, what they want to succeed in, so that’s the difficulty.”  
Huda, line 352

The IYG would prefer Arab donors or money from the private sector. They feel that, if a donor wants to donate money, it should not brand its name everywhere (line 263).

Strategy: Ways in which the IYG approaches co-operation are connecting and networking through personal relations and social media, but mainly with other IYGs (line 47). Besides connecting with other IYGs they also connect with governmental institutions such as the Higher Council of Youth (line 292). Furthermore, the IYG shares its knowledge through giving workshops.

Through assessments and meetings where they reflect upon their activities they monitor their work (line 198). The IYG finances itself independently from

money they won from a prize. With this money, they are able to finance and afford expenditures linked to their work. In the past, when they faced financial issues, they connected with other IYGs. Now, however, they are working on finding donors (line 249).

Consequence: Huda expressed that through co-operation they have become more connected with other groups (line 233). A network of support developed. Through the work, which was only possible with co-operation, a change in the community started. Thoughts in the society began to be transformed, namely that disabled volunteers can support and impact the community (line 216). Huda also observed in the IYG itself that they changed their way of thinking and how they view people with disability. Prejudice was decreased (line 233).

Later, through contacting an NGO, facilities were made wheel chair accessible so that people with disabilities could attend. The IYG also has a secure and protective operational framework as they work under an NGO which provides a legal cover that supports them in accessing places or networking with the government (line 282).

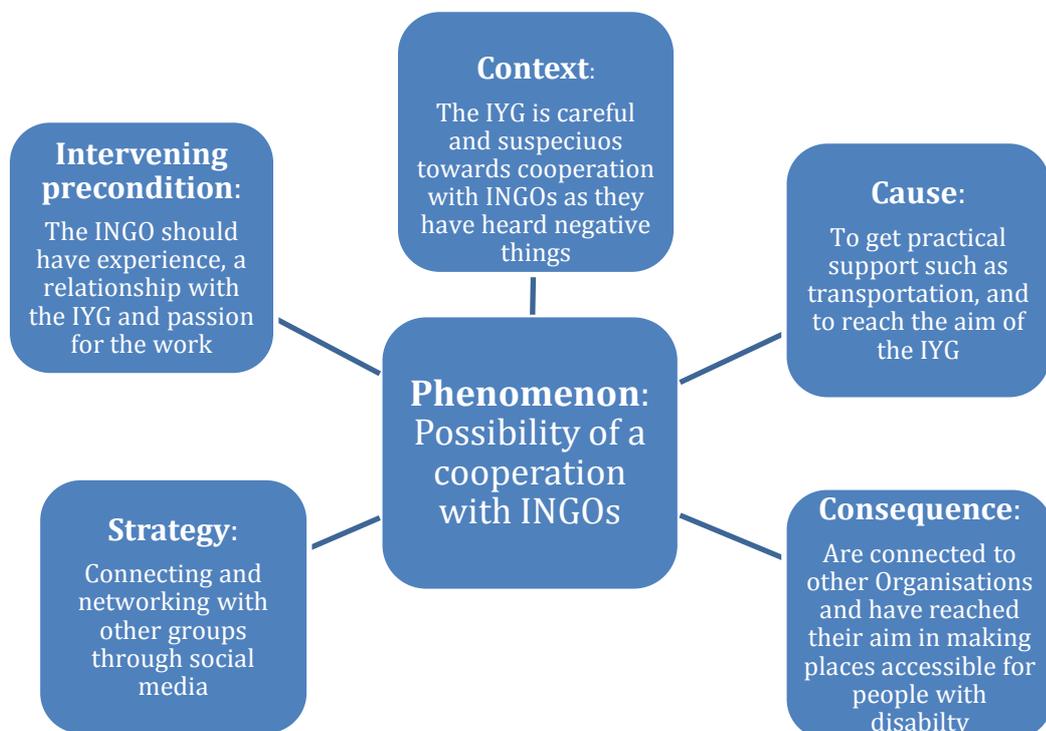


Figure 4.20: Axial coding: Huda

### Interview: Tareq

The IYG attempts to bring social change through health awareness and practical support as awareness sessions and connecting with medical partners to provide medical devices to support sick people. The core group are seven to nine.

Phenomenon: The phenomenon represents itself as the possibility for a co-operation with INGOs. According to the interviewee Tareq the IYG has different partners they work with, e.g. national institutions and NGOs (line 57). Further, they are a member of a local NGO.

Cause: Co-operation with INGOs is crucial because the IYG has limited resources and is in need of support. Tareq mentions the need of financial support to cover the costs of the material and medical devices, but also in order to build their own funding system (line 150). In addition, the IYG is also seeking people with expertise and experience who can guide them in how to manage and implement the activities in the most effective way, as they are not experts (line 136). Further, he states the reasons for co-operation would be to get help in logistical matters, transportation and people who invest their time, but also to get support in legal issues as the IYG is not registered and needs official letters for e.g. local institutions to receive medical devices (line 398). Tareq states that if the work and IYG shall expand it is not good to only rely on the own work and resources, as the capacity will be limited or end if there is no co-operation (line 366).

Context: The fact that the IYG developed out of a NGO builds the context and important characteristic of the possibility for a co-operation. According to Tareq, the IYG is familiar with the vision and thoughts of the NGO. The partnership with this NGO is not financially, but rather supports through guiding the IYG in their processes as the NGO has a program to start up IYGs (line 69). Tareq states in this context that some INGOs seem to aim co-operation

with IYGs because it is in their agenda, budget or agreements with governments or other donors, but not necessarily because they see the need of the IYG (line 85).

“...they [INGOs] just want to have some kind of budget from general governments from other countries and to prove that they are really working, they had some kind of initiatives and they encourage the people to do any initiatives, ah without real like you know planning or ah ultimate vision for the cooperating initiatives together or to do like a real visionary initiative to help, certain category in the society...” Tareq, line

Tareq mentioned that another characteristic in the co-operation is capacity building (line 294). Currently, the IYG experiences that a co-operation between the IYG and a certain NGO 1 greatly limits or even forbids the co-operation with other INGOs or NGOs (line 320).

“...also NGO 1 like ok ahm “you're using everything on our sides so you cannot be ah part of other NGOs...” Tareq, line 85

Tareq mentions a challenge, if the NGOs who support them want the credit for what they do. He criticizes that some INGOs are very powerful but they do not reach and change the communities, but only reach the target or numbers planned in their proposals (line 418). A further challenge they face is that many INGOs focus on supporting the refugees rather the Jordanian community (line 420).

“...most example now for the NGOs in Jordan they work with the refugees rather than the community [...] they don't reach the people or the initiatives or the other local NGOs who support the same goals...”  
Tareq, line 420-422

Intervening precondition: Tareq mentions several conditions that need to be met for a co-operation. The INGO has to have a strong vision, be con-

sistent in their operations and ways of dealing with people, and should have a firm grasp on the concept of volunteering for the IYG (line 79) The IYG want sustainable partnerships, programs and funding systems (line 175). A co-operation requires mutual trust, thereby ensuring that the INGO is not misusing the IYG (line 320). The purpose of the INGO providing support to the IYG has to be clear.

The INGO should not just seek to promote themselves on behalf of the IYG (line 318). The IYG is fine with their partners using their name to advertise the work of the INGO as long as they support the IYG. The co-operation has to be a partnership, equal and sustainable and have common goals (line 380). Further, INGOs should be clear on what they want specifically in order to support the IYG (line 334). For this, the INGO has to 'look behind the scenes and understand how the IYG functions but also what they need (line 408). Also, the IYG sees possibilities to cooperate whenever legal support is needed, such as official letters. Tareq stated that they analyse and check their abilities before they take responsibility e.g. responsibility through a co-operation (line 55).

Strategy: Strategies to make a co-operation possible are the following: Both sides have to be honest about the resources they have (line 17). The IYG is open to collaborate and have a partnership with INGO if they want to support them. The IYG wants to collaborate with INGOs who are professional, to learn from them and to achieve goals together, to utilize all resources rather working by themselves (line 434). The IYG and INGO set mutual goals, share knowledge, think outside of the box and distribute tasks depending on the skills (line 127). The INGOs can coach them in funding procedures, how to raise funds and strategic planning. Further capacity building and mentoring by the INGO through, for example, training sessions in proposal writing is a crucial aspect (line 294). The fact that the INGO funds one person in the IYG to do the administration, planning and fund raising is an additional strategy (line 354). A further strategy which can be used in a co-operation and to network is to make use of the community hours every student during his studies has to complete. This is a system each university implements for their students to complete 18 hours during the whole studies for community service.

INGOs and the IYG could connect with universities and introduce their programs to the students (line 91).

Consequence: Considering the possible consequences through a co-operation, Tareq stated overall improvement of their programs but also of themselves as an Organisation (line 251). Through the co-operation, the IYG received trainings in finance and developed their capacity. Therefore, the INGO helped to contribute for improvement. The IYG expanded their skills and programs, they expanded their work e.g. reach more places and the IYG did not have to do everything by itself (line 381-422). Tareq highlights that through a co-operation it is also a success for the INGO, since it brings a mutual benefit, as the IYG has further resources and guidance through the INGO and the INGO has closer access to the community (line 322). Through the co-operation, the IYG developed their own identity, they got empowered and trust themselves (line 164). One reason why the IYG wants to get registered is to ensure that the members can be payed and work fulltime on their vison (line 312).

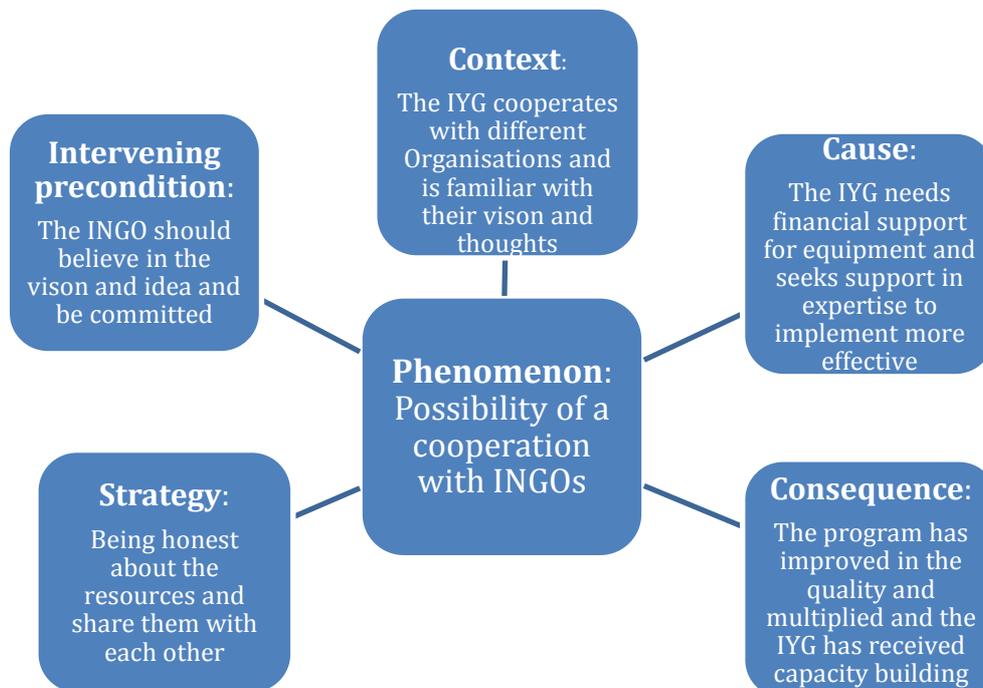


Figure 4.21: Axial coding: Tareq

### Interview: Sabreen

This IYG focuses on bringing about social change and community awareness. They approach this aim through asking for people's life stories and sharing these testimonies through their Facebook page to impact and encourage other. The core group has two members and twenty-five volunteers supporting their activities.

Phenomenon: As phenomenon, Sabreen shared that the IYG sees possibilities to co-operation with INGO but does not know how to approach and reach them (line 178). On the other hand, they are in co-operation with some INGOs.

Cause: The reason why the IYG sees possibility in cooperating with INGOs is that they face certain situations when they realize they cannot overcome by themselves. The IYG faces challenges in accessing places due to lack of transportation but also challenges in terms of getting permission for collaborating with institutions and building contacts to implement their activities (line 199). Getting legal support is another reason for co-operation, since national institutions frequently require a formal letter in order to partner with them or to use their space (line 174). Furthermore, since the IYG wants to approach more places in Jordan and expand their work a partner could help with transportation (line 197).

Context: One of the characteristics of possibilities of a co-operation is that the IYG is trying to approach INGO in order to get support. They cooperate with some INGOs but they also face challenges in approaching INGOs and getting in touch with them (line 197). The INGOs either want something in return or they are too busy to respond or get back to the IYG (line 262).

"Yeah they are busy. Like some of them respond, like what can you do for us? So it's really more about business you know." Sabreen, line 265

According to Sabreen, the INGOs reject the idea of co-operation, saying there is no room for creating a deeper relationship (line 258). With the existing co-operation, the strategies of support are chosen according to the needs of the respective IYG (e.g. legal cover as formal letters). The INGOs do not ask anything in return (line 221).

Intervening precondition: A precondition for the IYG is the willingness of the INGO to support them in areas where they require the greatest support (line 65). The INGOs should be experienced and have to show an interest in the idea of the IYG and give their attention and time to them (line 260).

The INGO has to accept their idea and vision of what the IYG is doing (line 275) and support them with their needs e.g. transportation or connecting with other stakeholders (line 246).

Strategy: The IYG uses and tries different approaches to reach INGOs. Through social media such as Facebook or E-Mail they try to connect and follow up on that process.

"Well, you have to try it, if you don't try you never know what's right and what's wrong so we always try and use different approaches..." Sabreen, line 118

The way of selecting whom to contact was done through internet research (line 211).

Consequence: As consequence of possibilities of co-operation with INGOs, Sabreen mentions the fact that INGOs helped the IYG to reach places in order to conduct their activities (line 223). Further, the IYG has a legal cover which is needed to implement their work in connecting with further partners

(line 206). In addition, co-operation creates the opportunity to reach more locations and expand the work.

A more challenging and frustrating consequence for the IYG with the INGOs were the possible partners who did not respond when the IYG approached them (line 263).

“We sent tons of E-Mails, they didn’t even check their E-Mail. And like we follow up and asked can you please check your E-Mails and they said ok we will get back to you and months later nothing happened.”  
Sabreen, line 263

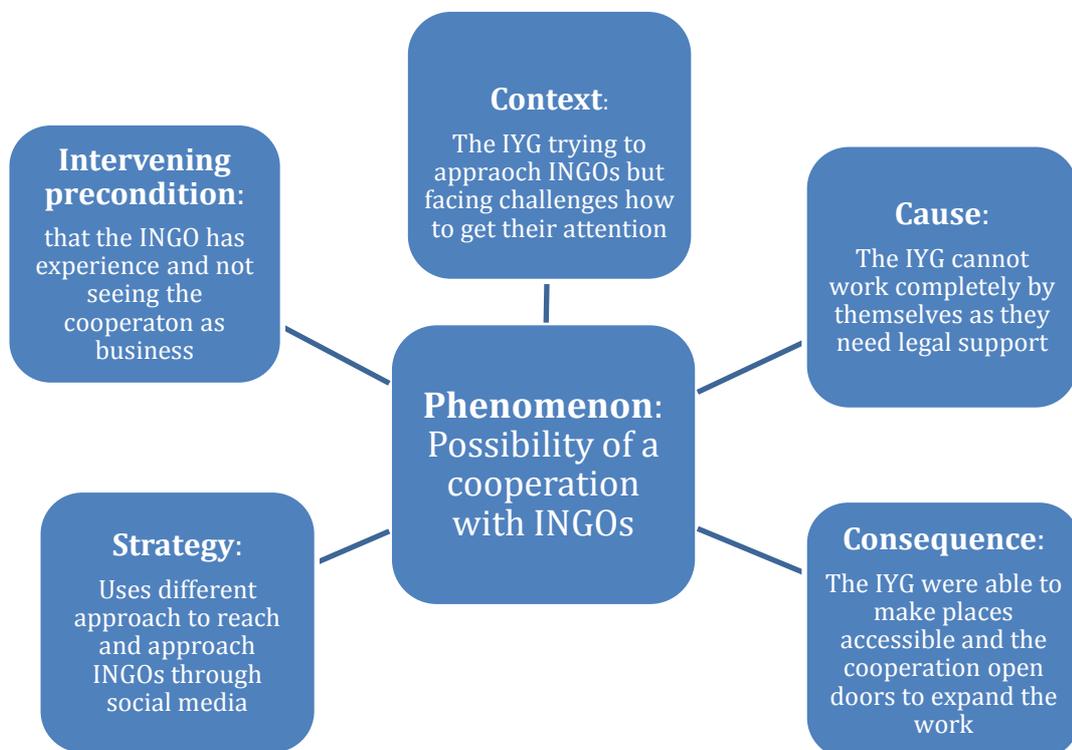


Figure 4.22: Axial coding: Sabreen

Interview: Bashar

This IYG focuses on creating social change by empowering families. The activities conducted by the IYG are visiting families and offering projects e.g. zero interest loans. There are ten members in the core group and approximately 70 volunteers who support their activities.

Phenomenon: As possibility for a co-operation with INGOs, Bashar mentions that the IYG believes in partnership and is building small partnerships (line 521).

Cause: Bashar states that they believe in specialization (line 440). They cannot and do not want to do everything by themselves. Instead, the IYG wants to partner with specialists to upscale their work (line 587). In the first place, the IYG started a co-operation to learn skills such as creating a data base to keep better track of their work (line 35). Further reasons for collaborations are that the IYG does not have the resources as INGOs have e.g. funding or logistic expertise. The IYG seeks trainings as well as advice in the field work but also legal issues and a legal umbrella, since they are not registered themselves (line 340). The IYG wants to create a platform for INGOs and IYGs (line 482).

Context: The characteristics of a co-operation are shown in the partnerships the IYG has with different churches, other IYGs, INGOs and local centres or institutions (line 638).

“...we have partnerships since let’s say 7 years or 8 years and we are still working together for example for NGO 1...” Bashar, line 595

Regarding the context of possibilities with INGOs, Bashar mentions that a big amount of funding and the focus of the INGOs lies on the humanitarian work with the refugees (line 137). He thinks that in general, INGOs are doing valuable but they waste money and effort as they need much time to understand the context and the situation (line 212-215). Meanwhile, the IYG knows about these needs and how to approach the youth in a culturally appropriate way.

“We are locals, we know much better about our country, we know much better about our culture, we know much better about our tradition we know much better about the needs.” Bashar, line 702

INGOs have their own procedures and different regulations. A challenge the IYG faced is that the INGO did not believe that they do not seek for own profit or benefit e.g. the IYG does not care if their name is mentioned in the activity or not, which is for INGOs often an important aspect (line 545).

Intervening precondition: The given prerequisites for a co-operation are that the INGO has a good reputation, expertise and a passionate work ethic. However, a crucial condition is that the IYG and INGO have to share the same values (line 514).

“...we are dealing with human beings we are not dealing with numbers and we are not doing this for showing off...” Bashar, line 533

The IYG stated that they want to be sure to work and cooperate in a good way. Since they want to be sustainable, it is not about finding funds and the work is not a product or project (line 234-453). The IYG believes in their work and does it on voluntary basis, therefore the INGO has to believe that it is done for their community (line 688). Trust has to be built between INGO and IYG which can develop by shared experiences.

“So that’s why I do believe INGOs doing something good but they have to trust the informally groups and invest in the informal groups.” Bashar, line 741

There should be no hidden agenda and the INGO has a right to see how the IYGS utilize the funds and shared resources (line 448).

Strategy: As key approach, Bashar frequently mentions the quest for support whenever a gap of knowledge is identified.

“This is what we can this is what we need, so let’s seek how we can get there....why I have to try it you know what I just give it to you and ahm you do it your own way.” Bashar, line 524-541

A strategy of the IYG is networking with other Organisations, sharing resources such as information, knowledge and experience. This builds a platform of network for IYGs but also for Organisations to connect (Bashar, line 482). The IYG strategy in implementing their activities but also in a co-operation is voluntary, since they donate their time and money (line 448). The IYGs train other groups to share their knowledge further, but also seek trainings or courses e.g. in project management (line 743). Strategies for funding the IYGs can be built through partners e.g. fundraising in churches for the activities.

The way in which the IYG deals with the possibilities of a co-operation can be seen as a win-win situation which influences the strategies. One strategy is to specialize; for example, the IYG had hard-of-hearing cases for which they sought support from a company that specialized in these cases and, consequently received a donation of hearing aids. Another strategy connected to this so-called win-win situation, is clear communication with the partners over the benefits or positive consequences of developing a co-operation. In the case of the hearing aid, promotion of the work of the company and the IYG was able to support and help a person who approached them. Therefore, a fruitful strategy would be to raise the mutual awareness of such a win-win situation. Bashar concludes the aspect of the win-win situation that the INGOs have resources as funds, logistics and expertise which they can share with the IYGs, while the IYGs can share their experience and knowledge of the culture, the setting as well as the observed needs (line 579).

Accountability can be used as a strategy to foster mutual trust and strong relationships. The IYG peruses this through clear and honest communication and by being open about the ways in which they utilize resources. The IYG tries to remain accountable transparent to the INGO, by doing this (line 599). Bashar highlights that the IYG is human centered, and that they do not perceive people as merely numbers (Bashar, line 508). When the IYG starts a new co-operation they first test the partnership in sharing some information with them and see how the INGO deals with it (line 607). The IYG is open and honest about their action they are doing and also expects this attitude from the INGO in return (line 595).

According to Bashar, the relationship and accountability towards the IYG itself as well as their partners is an important key element, which the IYG happens to strengthen through having mentors for the IYG. Through mentoring a path is created where other people have insight in the work the IYG and the right to approach them to share observations, which can be also critical and guidance.

Moreover, he mentions that their work is not about branding or to advertise their name. If the INGO wants to take the credit 'they shall take it' (line 545).

“...if we (IYG) do it or you (partner) do it – it doesn't matter but we need to fill this need.” Bashar, line 521

Consequence: The consequence of a co-operation with INGOs is that the IYG evaluates its work in a different perspective. The IYG gains skills and the work improves in quality (line 382). They develop skills through shared resources, money, knowledge and experience (line 591). The IYG receives financial and logistic support as well as guidance how to do and implement the work (line 446). According to the interviewee, both sides accomplish more if they work together. Since different parts are coming together, the IYG receives practical support while the INGO are working more culturally appropriate and aware where to support and invest their resources best (line 540).

“...better than spending the money doing lunches, gathering with the wrong beneficiaries.” Bashar, line 743

Parts of the success of IYG lies in the partnerships which increase its reputation (line 512). Many other IYGs developed through partnerships and mutual trust between the IYG and INGOs. Also, the personal life of the IYG members got affected by their work. Be that as it may, the parents of some IYG members got encouraged to support the activities (line 435). INGOs can ease the situation of the IYG by not making them do everything by themselves (line 502). Bashar states if the mentioned conditions are not given, they would not cooperate and would find their own way as a consequence (line 693-694).

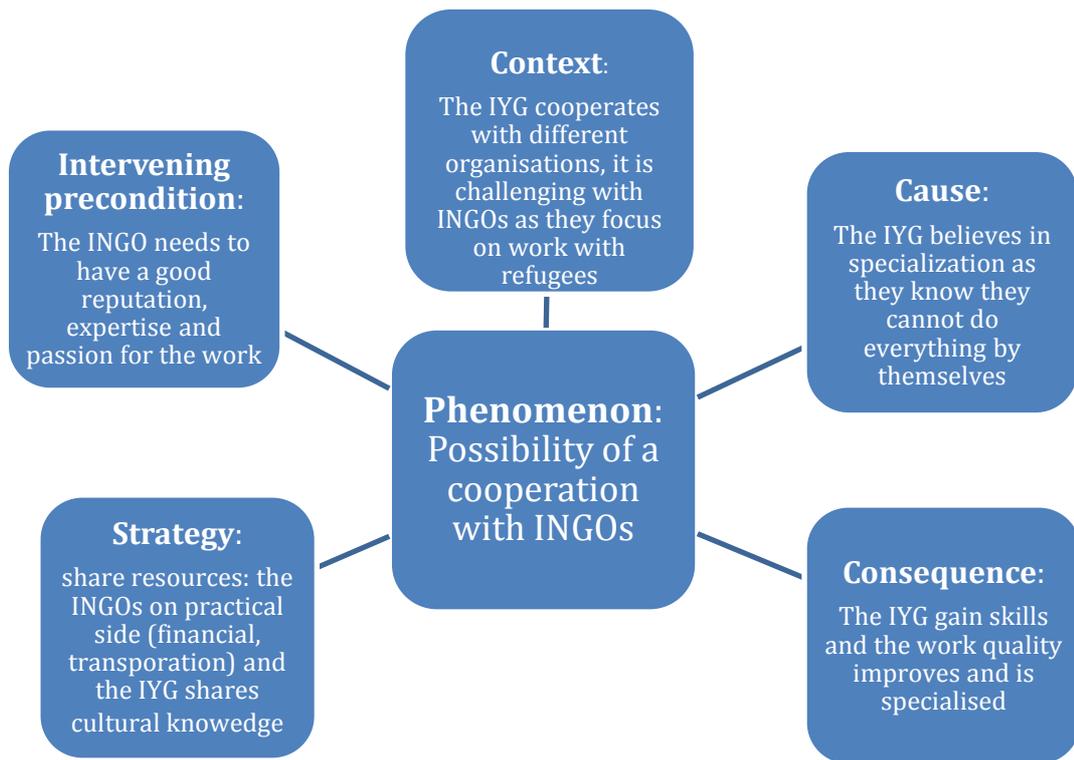


Figure 4.23: Axial coding: Bashar

Interview: Yasmin

This IYG focuses on youth development through strengthening life skills of children and by raise awareness of their plight. The activities are events and creativity days with educational elements. The core group has four members and roughly twenty volunteers supporting their activities.

Phenomenon: Yasmin stated that the implementation and practice should build on co-operation rather than competition (line 328).

Cause: The ultimate reason why the IYG seeks the co-operation of an INGO is that they want to leave a lasting, positive effect on the community. In order to reach this goal, they need practical support (line 47). Since their own resources are insufficient (line 266), they seek financial support to be able to afford equipment for their activities and also try to find more volunteers (line 287). Another reason why the IYG seeks partnership is to increase the effec-

tiveness of their field operations and to increase their expertise. The co-operation should be related specifically to the activities of the IYG. In addition, they want to change and impact the education system in schools and include optional subjects in the curriculum. In order to approach governmental institutions, a co-operation with an INGO is a huge benefit as they have expertise in dealing with the government (line 394).

Context: This IYG does not yet cooperate with an INGO, but they have worked with youth centres and other IYGs (line 23). The interviewee mentions that they had to end one partnership with a youth centre due to the fact that an INGO took it over (line 31). According to Yasmin, the IYG, due to resource and capacity constraints, limited themselves to only one outside partnership (line 71).

“...if we are scattered our abilities we will not focus on our goal, so we, we have to focus on one center.” Yasmin, line 71

Since the members of the IYG have limited time (most are busy with studies or work), the process of selecting and seeking partners is effected (line 150). Currently they are searching for an Organisation, but they are yet to have any luck (line 158). They face the challenge that there are no sponsors and only few volunteers (line 221-292). For the co-operation process the IYG further observed that some IYG are only working ‘to show off’.

Intervening precondition: In order to consider co-operation, Yasmin mentioned several criteria that has to be met. The INGO has to share the same ideals or vision as the IYG and to perceive the partnership as sustainable (line 170). The principles and perspectives of volunteering have to be appreciated and respected. Furthermore, they should not brand their name or take all the credit (line 325). Additionally, the INGO has to have culturally appropriate approaches and act cooperatively rather competitively (line 295). The IYG expects an INGO to share information about their work and be clear about their expectations. The IYG would also prefer an INGO that was able to provide equipment and financial support (line 285). Also, the co-operation should be

an active involvement for both parties (line 239). Later on, it is necessary that the INGOs allocate proper time to the IYG and their activities to assure quality in the co-operation and work (line 269).

Strategy: According to the interviewee, the way in which the IYG hopes to achieve a successful co-operation is to focus only on few partners in order to invest their resources effectively (line 71). The IYG suggest that they select partners which have a need for and see a benefit in a co-operation. The IYG is continually searching for new volunteers, while trying to maintain a good rapport with the existing ones. They keep trying to think outside the box for new activities and programs for children (line 189). In co-operation with partners, the IYG conducts shared events (line 297).

Consequence: The ultimate consequence of cooperating with INGOs is that the IYG gains experience and knowledge from the process (line 348). Shared resources and experiences increase the quality of the implemented activities (line 350). However, Yasmin mentioned that at one occasion only female volunteers were welcomed and – as a result – limited the amount of available volunteers (line 43). Even though this example is not connected to an INGO, it highlights that these kinds of restrictions in co-operation limit work efficiency rather than improving it.

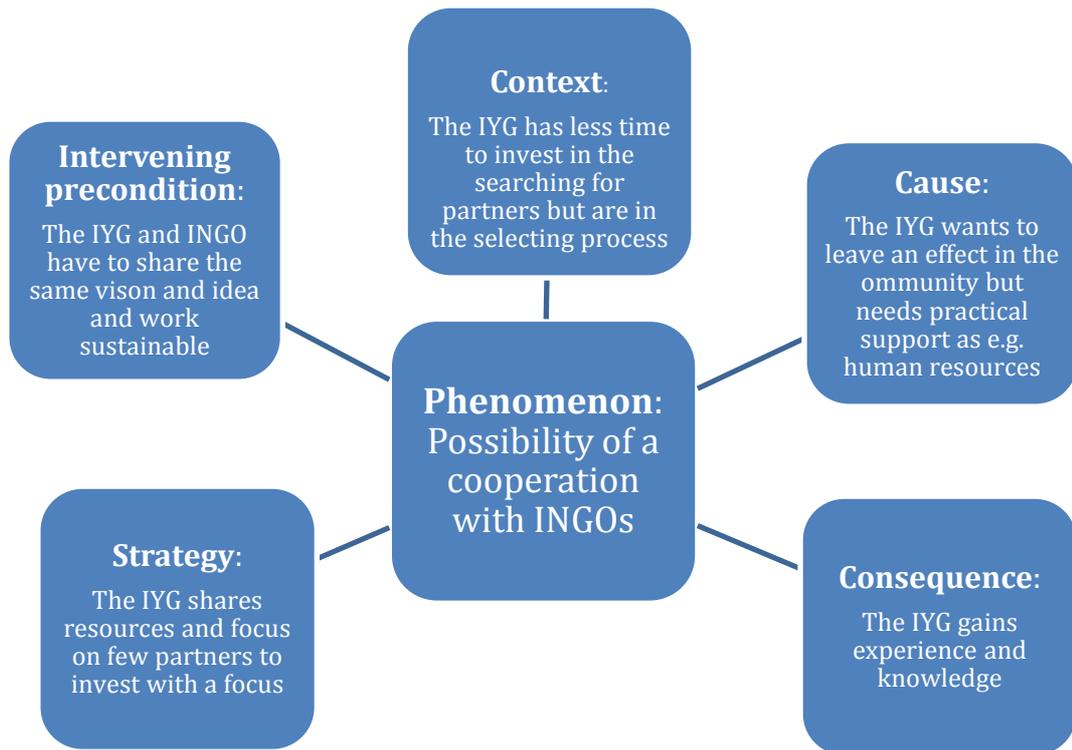


Figure 4.24: Axial coding: Yasmin

#### 4.4.2 Axial coding of FGD

##### FGD with INGO staff

**Phenomenon:** Here interviewees mention the possibility of co-operation with IYGs. In the FGD the participants mentioned several aspects related to wanting and seeking co-operation with IYGs. Tim said that his INGO wants to work more closely with youth (Tim, line 5). Dana also said that her NGO is working with young people (Dana, line 8). Similarly, Tina mentioned that the INGO she works with collaborates with informal groups (Tina, line 11).

**Cause:** The cause or reason why INGOs see possibilities for cooperating with IYGs is that they want to create a root cause change (Mohammed, line 6). Mohammed explained that their vision is to create social change and by working with IYGs this social change is possible (Mohammed, line 6). Mohammed also stated that youth are a central part of society and that they can initiate change (Mohammed, line 32).

“...people coming from you know the core of, of the society is people who can drive a change...” Mohammed, line 32

Lana adds to this, and highlights, that youth are opportunity makers (Lana, line 56). Tina describes that INGOs have the chance and duty to view youth as positive agents contributing to society (Tina, line 53).

“...perhaps the NGO's can do is like try to change that narrative ahm and it's like young people are positive agents not negative...” Tina, line 53

Dana shared that her organisation is trying to use a different approach by working with youth and that they try to promote them as role models for society at large (Dana, line 8). She continued by emphasizing the importance of contributing to the community by offering space to young people to act and take responsibility (Dana, line 8). Lena affirmed this and mentioned that youth are a resource and that INGOs should make use out of them (Lena, line 80).

Context: Regarding the context of the setting and frame of possibilities in a co-operation with IYGs, many aspects were shared.

Firstly, many participants of the focus group emphasized the central, energizing and innovative role that youth play in society and development work (Tina, line 29 and Mohammed, line 32).

Secondly, the importance of respecting IYG's expertise and independence was repeatedly mentioned. For example, Tim, whose INGO has been working with youth for a long time, emphasized the need to ask the youth what kind of change they are striving to achieve, as many people believe that groups which develop into big INGOs lose sight of trends in society.

“...what can you (youth) see as a change that could happen, because a lot of people believe that when we turning into these big NGO, it's hard to notice what changes are popular, what areas we need to look into specifically and by working closely with youth...” Tim, line 5

Similarly, Tina stated that IYGs often do good work through their own approach, but once INGOs (with all of their guidelines and restrictions) become involved, the IYGs become restrained.

“...groups that they will do their own stuff, super creative, and suddenly we arrive- NGOs, and then you know we start giving them money and then - they- just we ask them: you need to have an accountant and you need to have this and anyways – so, so I mean I don’t want to be negative about this, but I think at least the large, huge NGOS, I don’t see them very good at doing it even if we say we want to do it or we say we do it, we don’t.” Tina,

This interlinks with Mohammed’s statement that through the process of engagement, INGOs often turn IYGs into another NGO which is not the point of a co-operation (Mohammed, line 12). Rather the point should be to support the IYGs on their own terms (Mohammed, line 12).

Thirdly, and closely related to the previous point, INGOs not engaging with IYGs in the appropriate ways, was repeatedly mentioned as a major issue. For instance, Mohammed reflected critically upon this fact and stated that INGOs of different ideological and cultural backgrounds venture into countries they do not understand or know little about and implement their programs (Mohammed, line 6). Tina shared this critical view and linked it to the fact that INGOs are bad at engaging with IYGs, at least in the case of larger INGOs (Tina, line 11). She continued by saying that they have good methods of explaining what they do and involving people. But she questioned whether or not this involvement is done legitimately. She experienced that INGOs often institutionalize IYGs. At the same time she recognized that even if INGOs have the intention to change this, it remains a challenge (Tina, line 11). She also felt that INGOs are the first ones who contribute to a form of dependency on INGOs (Tina, line 53).

Furthermore, INGOs face many restrictions, both generally and in their engagement with IYGS, one of which are the high levels of bureaucracy (Dana, line 49). Another restriction was mentioned by Tim, who stated that, although INGOs claim to want social change, as soon as something major happens

(such as the Arab spring, where many INGOs worked with youth), they feel in danger and withdraw support from the youth (Tim, line 13).

“...ok we [INGOs] have asked you [IYGs] to make some social change” and now it’s happening and now it’s getting scary because we can lose our funding or we ah can come in danger we just withdraw.” Tim, line 13

Dana confirmed this, stating that she saw a conflict of interest with INGOs as they have their regulations and restrictions and are not very flexible (Dana, line 14).

A subcategory of the problems experience by INGOs when engaging with IYGs was the fact that INGOs are chiefly dependent on funding (Dana, line 23). Lack of funds restricts their practices, for they cannot extent themselves beyond their budget (Tina, line 22). In the context of funding, Tim also raised the fact that in many cases, IYGs do not trust INGOs and are afraid of what consequences will arise because of money matters (Tim, line 28). Mohammed agreed that the youth are suspicious of INGOs’ agendas and the reason why they support them financially (Mohammed, line 32).

“...I think we are too good as NGOs, at using the fancy words to make youth believe that we can do anything for them when the reality is there some really strict boundaries...” Tim, line 28

Along similar lines, Tim expressed that INGOs are weak in balancing the ‘talking level’, which they are strong at, and the ‘practical level’, where they fail to demonstrate themselves properly (Tim, line 28). In fact, several participants mentioned frustration among the young people that are due to negative experiences with INGOs. Here they feel that INGOs make promises they cannot keep – something they view as a common aspect of a co-operation (e.g. Tina, line 39).

Intervening preconditions: Intervening conditions mentioned by the participants of the FGD, were that INGOs should be careful not to change IYGs into NGOs or smaller copies of themselves, but rather meeting them on their par-

ticular level and 'eye to eye' (Tim, line 5). INGOs should give them space for making mistakes (Mohammed, line 12) and link the collaborating to the needs of the community (Dana, line 23).

A further dominant condition mentioned was to work sustainably e.g. so that the IYGs are not dependent on the funds and the work can continue even without the support of the INGOs (Lucy, line 21 and 76). Therefore it is important to work through an asset based approach (Dana, line 23).

Tim highlighted this because it is important that IYGs trust INGOs, that they clearly structure and communicate the options, opportunities and limitations, and that both sides are clear about timeframes and practicalities (Tim, line 28).

“...doing what we are saying, like having clear criteria for: how far can we work with you, what are our agenda's, what do our donors expect in reality not only fancy words about change also telling them: when we cannot longer support them, what lines are not possible, are not discussable...” Tim,

Tina mentioned the need for a change in the narrative to ensure that young people are seen and treated as positive agents; so, doing better link them to issues in the political environment (Tina, line 53). The collaboration with IYGs has to be connected with society in general (Lana, line 69).

Strategy: different ways and concrete steps regarding how INGOs can deal and interact to create possibilities for co-operation with IYGs were mentioned in the FGD.

Tim opened the conversation and highlighted that INGOs have to align the aims of the IYGs and work closely with youth, supporting them and deliver on agreements made with the IYGs. INGOs have to specifically ask IYGs what their needs are and how the INGOs can support them (Tim, line 5). Several participants raised points related to a necessary change of attitude of INGOs. Tim argued that INGOs have to be more honest and open about their own boundaries and their restrictions, but that within these boundaries there is still a lot of space to cooperate with each other (Tim, line 28).

“...there some really strict boundaries and if we just open about these boundaries there is still a lot of space within these boundaries it’s that all am gonna say is and I think we are really bad in balancing we are always talking on this level and we are really bad at showing this practical level...” Tim, line 28

Mohammed further added to the point of offering them what they ask for without demanding or controlling the terms of the support (Mohammed, line 12). He also emphasized that INGOs need to work based on the vision of the IYGs and empower them (Mohammed, line 6). Furthermore, Lena shared that they empower IYGs by encouraging them to start their own projects. In order to do so, the INGO supports them through small cast grants. This strengthens ownership, meaning that the youth independently start projects in their own communities, which is what INGOs would do otherwise (Lena, line 15).

Other participants agreed on the importance of providing technical as well as financial support (Dana, line 97), offering or building facilities for free use, and building capacity through giving trainings in life skills or communication skills (Lucy, line 76). Tina also mentioned practical support in terms of facilitating a legal framework for the IYGs, doing advocacy on behalf of them, and assuring that they have the opportunity to develop (Tina, line 29). Similarly, Lena explained that influencing the policy level is very important in order to encourage IYGs, although she admitted that this is difficult (Lena, line 102).

Similarly, Dana raised the importance of carefully reflecting upon one’s own work (Dana, line 84) and Lana agreed that this was crucial for amplifying the assets, talents and networking of both sides, the INGO and IYG (Lana, line 23). Dana expressed that an important element is strengthening network of communication between the IYGs and to connect to them through mutual information exchange (Dana, line 8). Lucy further highlighted the importance of working closely with the community and avoiding that the INGOs do the activities, but rather the IYGs (Lucy, line 76). In this context, Lena mentioned that the INGO she works with does not partner directly with informal youth groups but rather supports and trains them with skills or mentoring programs they need to start up their own IYG (Lena, line 15).

Some alternatives and solutions for better co-operation with IYGs were also mentioned. Mohammed mentioned that INGOs had been training IYG volunteers for the last few years, but questioned how many of the youth are actually able to work to change through the training sessions (Mohammed, line 32).

“...maybe the real big NGOs are not the ones that can do this, ahm but then they can then support other NGOs that can actually that are more flexible but then have to be unrestricted...” Tina, line 22

In the quote, ‘other NGOs’ refers to local NGOs which tend to have more flexibility but also a more natural access to the IYGs. These NGOs can fill a bridging function between the IYGs and the INGOs (Tina, line 22).

Consequence: Through the discussion among the INGO members several concerns and points regarding co-operation with IYGs were raised. While some were positive points, most were critical in nature.

Mohammed also questioned the impact of training youth, as well as the impact the INGOs have on society in general (Mohammed, line 32).

“...we are aiming and we are promising people while we are bringing them here that after this training you can go and change this policies...” Mohammed, line 32

Dana also said that working with INGOs often creates a relationship of dependency (Dana, line 42).

Tina added that even if INGOs managed to support IYGs without institutionalizing them, perhaps they still should not do it.

“...I mean maybe we are not the ones maybe you’re the one who needs to do it, you know, when I say maybe the conclusion is it doesn’t mean that our programs are not good I mean very definitely building skills and do a lot in that stuff, but then but then that’s different to supporting informal groups that might be done by may be another Organisations that are not INGOs...maybe we can support them, others (local NGOs) who can support them (IYGs) properly...” Tina, line 22

Besides this bridging function, another positive consequence mentioned is that the impact of INGOs is bigger by cooperating with partners (Tim, line 5).

“...young people honestly not exaggeration if you put 100 Dinars it amplifies more than getting (giving) an organization a 100 thousand...” Dana, line 23

Another key consequence of positive co-operation is that, by INGOs providing a legal framework for the IYGs, they can exist (Tina, line 29).

Dana mentioned practical consequences, such as that a space for young people is given to interact, learn, grow and to be in charge of (Dana, line 8). This is also possible through providing them with physical space through facilities they can access (Mohammed, line 12). INGOs have to cover the expenses of the work of the IYGs but many Organisations even reject the idea of giving the fund for the IYGs (Dana, line 49).

Through the capacity building INGOs observed that the youth transformed into professional trainees (Mohammed, line 32).

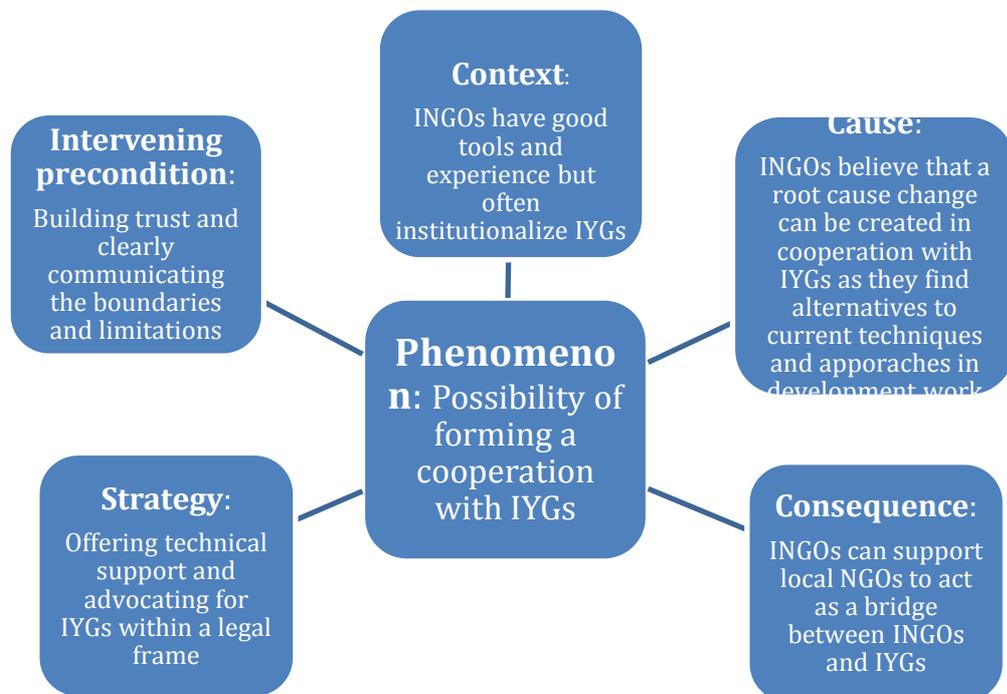


Figure 4.25: Axial coding: FGD with INGOs

## **4.5 SELECTIVE CODING**

The third step of analysis after the open and the axial coding is selective coding. This step brings together the first two analysis phases and crystallizes the core message of the interviews. In the selective coding process the categories from the axial coding will be unified to one. From this, a core phenomenon and linking categories develops.

The selective coding is the final process of the Grounded Theory which intends to uncover the main message. The selective coding creates new categories by focusing on the research question and the research objectives. Therefore, this part of generating a theory within the methodological process of the Grounded Theory is very important (Strauss & Corbin 1996:194-117).

After the open and axial coding, general findings and information were identified. The selective coding brings the different coding steps together and leads back to the research question (Faix 2007:252).

The previous findings of the open and axial coding were in the last analysis step reviewed in detail and examined for the initial research question, to make sure they were in line with the primary research intent. Patterns were opened and categories were newly combined in order to identify a central theme that continuously drew through the whole data. Through this process, the validation of data and theory was ensured (Strauss & Corbin 1996:109).

### **4.5.1 Findings of the selective coding**

The purpose of the axial coding phase is to relate the categories of the open coding phase from a different perspective. Through the paradigms each interview was oriented towards the central phenomenon.

Eleven portraits of key members and/or founders of IYGs in Amman and Zarqa were assembled which demonstrated how different aspects, such as the mindset of the community and the government, and the needs of IYGs affect possibilities of a co-operation with INGOs.

The findings of the FGD complement these aspects as the participants observed similar challenges and chances for a co-operation.

The previous outcomes of the empirical data collection will be interpreted to generate a theory. This theory developed from the empirical data leads to answer the research question on a general level (Kelle & Kluge 2010).

It brings together the similarities and mutual statements of the individual interviews. The data in this step underwent a 'target-orientated' analysis, wherein the validity, reliability and credibility of the interviewee statements were reviewed (Faix 2007:252). The main aim of the selective coding is to identify and outline a central theme which is reflected in the empirical data.

### The central theme of the phenomenon about co-operation

#### *Interviews with IYGs*

It is relevant to start the comparison from the individual interviews with the phenomenon as this is the key message of the interviews and closely linked to the research question.

Most of the interviewees expressed positive views on the phenomenon 'possibilities of co-operation with INGOs'. Three IYGs are in or experienced in the past co-operation with INGOs. A significant result is that all interviewees are open to cooperate with different partners, but not exclusively with INGOs. The eleven IYGs partner with INGOs, NGOs, governmental institutions or persons (e.g. the major), schools, youth centres, companies or other stakeholders.

Seven interviewees raise the point that the co-operation has to develop for a reason, not only to cooperate because the INGO may have it in their agenda. The co-operation is perceived as a partnership where both parties have the right to share thoughts and the way of implementation.

Five interviewees highlight that they view co-operation as a sensitive matter and are cautious in certain areas, for example how they use funds or how much stock they put in the reputation of a particular INGO. Six mentioned that, without support from others, for example INGOs, their power is limited,

whereas through co-operation more resources are mobilized and used. Therefore, the IYGs see possibilities and seek co-operation.

### The central theme of the phenomenon about co-operation

#### *FGD with INGOs*

The participants of the discussion raised that they are keen on a co-operation with IYGs. They see possibilities, but they might not be able to co-operate directly with IYGs in all cases, as certain structures or procedures could restrict this kind of undertaking. The INGOs seek alternative ways to cooperate.

### The central theme of the cause for a co-operation

#### *Interviews with IYGs*

The interviews highlight that the reasons to cooperate are to receive legal support, connections to government institutions, technical support, human resources and capacity building. All interviews raised that they attract resources and get practical support as legal advice, technical, transportation, facilities, capacity building through trainings and courses or human resources. This practical support was explained by the interviewees and is here presented in five categories:

1) *Connections to government institutions:* approaching local/government institutions is a challenge as they request formal letters in order to proceed a collaboration. Therefore, there is a need to receive formal letters by registered Organisations as NGOs or INGOs who can provide these official documents. Moreover, INGOs can advocate on a policy level for IYGs to strengthen their work and support their continued existence.

2) *Legal advice or support:* As few IYGs are registered, they have a need for legal support. In some cases, IYGs want to rent a facilities or approach companies or local institutions, which often require a formal/official letters. INGOs – formally registered bodies – can provide these letters or make it easier for groups to acquire facilities. Furthermore, if the IYG receives cheques,

the partner support practically by addressing the cheques on the partners accounts so the IYG is able to receive a donation, as the IYG is not registered (line 206).

3) *Technical support*: the interviewees mentioned the need for materials or equipment that would aid them in their activities (e.g. loudspeakers, education material, etc.). Furthermore, there is a need for transportation as some volunteers need to travel long distances and they cannot always rely on public transport (for reasons of cost or time). Also, to reach beneficiaries in Amman and all over Jordan, the IYG requires technical support in the form of transportation or funding. Closely linked to transportation is the need of being able to use facilities to plan and discuss their activities and to conduct programs.

4) *Human resources*: Six interviewees stated that they need more volunteers to be able to conduct their activities and seven stated that they are seeking people or Organisations who have appropriate experience or expertise. The interviewees believe in specialization and effectively working with partners.

5) *Capacity building*: to strengthen and empower IYG by, for example, training in time management, proposal writing and/or other technical skills. In terms of cultural observations, some IYGs observed that there is a lack of awareness of health issues (among other things). Awareness sessions and events are required to address these kinds of issues. In order to do this effectively, IYGs need the support of knowledgeable INGOs and also the practical support and funds that come with such a collaboration.

This is yet another reason why IYGs seek the co-operation of INGOs. Four interviewees stated specifically that they want to cooperate as they want to be more effective and cannot reach their aim by themselves e.g. make places accessible for people with disabilities.

Aspects which IYGs can contribute to a co-operation are their cultural knowledge and awareness of the context and its needs. IYGs observed gaps in the education system and want to contribute by cooperating with the Ministry of Education, for example, to address these issues – or by assisting those with disabilities and combat stigma associated with their situation. But to im-

plement these changes IYGs need INGOs, who have relationship with the government and can advocate on a higher level for the IYGs.

A characteristic of the interviewed IYGs is that they seek co-operation to fill their identified gaps. All interviewees state several needs as transportation, financial support, legal cover or use of facilities which can be provided by an INGO.

### The central theme of the cause for a co-operation

#### *FGD with INGOs*

INGOs highlight and believe that through a co-operation with IYGs a change and impact in the community can be created. This change implies to identify the problems and its causes in the community. Together with IYGs this process of change can be addressed as they find alternatives to current techniques and approaches in development work.

INGOs perceive youth as resource -as 'thriving scene in the society'. They view youth as positive agents of change; change of the mind-set in the society but also in discovering new ways of approaching the community. Youth are 'opportunity makers' through adding new ideas and approaching culturally appropriate but also progressive their community.

The role of INGOs is (similar to the previous point) to advocate the message of youth groups to the government, stakeholders in the community and parents.

### The central theme of the context in a co-operation

#### *Interviews with IYGs*

Characteristics of the context of IYGs are that they partner with INGOs and sometimes other organisations or institutions. Through this they are familiar with the thoughts and visions of INGOs. Though most of the IYGs are cooperating with INGOs or NGOs, they are careful towards a collaboration. Three of the interviewees react suspicious towards co-operation as they heard from

other IYGs negative things through a co-operation with an INGO e.g. that the INGO harmed the community through not working culturally appropriate.

Another fear that was mentioned included the implementation or handling of funds. Two interviewees described their hesitation in handling funds provided by an INGO in a way that they might not approve of or understand. Additionally, some feared that an INGO would copy their ideas, implement it themselves and take all the credit.

Though these fears and suspicions exist, IYGs still see a high value in co-operation as INGOs can contribute through their resources to the work of IYGs.

Some IYGs stated that they have less time to focus and invest in the selecting process or face challenges how to reach the INGOs. These factors greatly influence opportunities for co-operation. Seven interviewees stated that IYGs understand the context and are aware of the problems of the community as they are from the community. INGOs can contribute a different perspective on the situation as they 'come from the outside'. This can add a value to a co-operation but it also can bring a challenge into a co-operation as INGOs might not work or act culturally appropriate.

Interviewees mention that the society does not accept the idea of the IYGs. Four interviewees stated that the concept of volunteering is not popular in their culture. The society does not recognize the value of voluntary work, thereby negatively influencing their work. Parents often do not allow their children to attend activities in IYGs, as want them to focus on their education. Examples mentioned by the interviewees are that youth are not taken serious by the society and face challenges in segregation of gender. A co-operation with INGOs can affect this context as they have relationship to many key stakeholder with the government but also in the society.

## The central theme of the context in a co-operation

### *FGD with INGOs*

The central theme in the discussion among the participants was that INGOs have important tools and resources such as funds, connections, networks, facilities and experience. These aspects are characteristics of the context. A danger of a co-operation is that INGOs often institutionalize IYGs by creating mechanisms and a frame which forces them to work in an Organisational structure rather an informal structure. This creates a dependency culture that IYGs cannot function and work anymore without INGOs. Further findings were that mistrust from the IYGs influence the context of co-operation that they are doubtful towards a collaboration and that INGOs often are not aware or cultural norms, values and procedures which effects the work and its implementation.

Therefore, INGOs need to advocate stronger in the society and government the value and impact of volunteering on a society and community and to open and widen the view and perspective to support the IYGs investing their time in their work and encourage others to join.

## The central theme of intervening preconditions for a co-operation

### *Interviews with IYGs*

The IYGs stated similar preconditions for cooperating with INGOs. All interviewees mentioned that both parties have to share the same vision, have the same level of commitment and have great passion for their work. The interpretation of the IYGs of vision and sharing the same idea are that the INGO should work human-centred, the people in the focus and is not looking for numbers to report.

Five interviewees highlight that they want sustainable co-operation. The INGO need to seek a co-operation which aims to be sustainable, that the programs have long-term perspective and the partnership is committed and further not to create a dependency so that the IYGs cannot work without the INGO.

Further the INGO has to have good reputation linked to their project and programs, their relationships and work in the community, how they advocate and ways of approaching partnership. Also, the IYG need to gain and benefit through the experience and expertise of the INGO in e.g. planning and implementing their activities. The INGOs need to have a pure motivation and invest time to in the IYGs for a co-operation and not seek a business to gain only profit for themselves for this, trust between the parties has to be given.

Ten interviewees highlighted that INGOs should be culturally sensitive when dealing with the community at large.

#### The central theme of intervening precondition for a co-operation

##### *FGD with INGOs*

The INGO members highlighted that the key intervening precondition is trust between the INGOs and IYGs. They stated that IYGs tend not to trust the INGOs. Participants of the FGD raised that clear and honest communication of boundaries and limitations from INGO side it necessary- INGOs need to be transparent in order that the IYGs are aware what to expect of the process and co-operation and trust is build. INGOs need to be honest and realistic towards themselves and objective in their work and partnership.

Further findings of the intervening precondition of INGOs are their restrictions in terms of their funding and their high level of bureaucracy, which makes it challenging to be flexible with IYGs in terms of funds and ways of co-operation.

The INGOs have to change their perceptions of youth and family and find ways of working with them. In order to cooperate with IYGs, the INGOs have to understand the culture and have a process instead of result orientated approach.

Some mentioned that INGOs need to perceive IYGs as equal partners and not create a dependency – thereby turning them into a small NGO.

## The central theme of the strategy for achieving a co-operation

### *Interviews with IYGs*

Most IYGs work by connecting with others and networking through social media, personal contacts. IYGs believe and invest in building relationship with partners who are specialized to improve the activities and programs of the IYG. IYGs focus on few partnerships to invest, according to their capacity, to be more effective. The interviewees state that both sides need to be honest about their resources and process of co-operation. Therefore, to communicate what can be done and set straight the boundaries, limitations and expectations.

The strategy that was most often applied when cooperating with INGOs is the sharing of resources. IYGs share their resources as e.g. knowledge of the culture and context and how to approach the culture. They are aware what of the need and have experienced or identified the issues and challenges in the society and their community. Therefore, a main strategy is sharing their knowledge through workshops or trainings with INGOs. Further strategies of co-operation through sharing resources are that INGOs support through funds, legal cover and advice and also, guidance from the INGOs in implementing through their expertise and practical support as transportation, equipment or human resources.

Another strategy of IYGs is to select projects and partners based on particular characteristics which they believe themselves equipped to deal with. The interviewees mentioned that if the potential partner is not fulfilling their criteria they would not consider a partnership.

The coding process found that IYGs take feedback very serious and use it improve their work and partnerships. They often receive feedback through mentoring, sharing information or questionnaires.

INGOs can have a bridge function between the IYGs and the government. The IYGs know where the need is and what they want to do but they cannot reach and address it alone but through support in the causes mentioned it is possible for the IYGs to implement their ideas. Therefore, IYGs seek partnerships with Organisations who have power or can change in the policy level.

## The central theme of the strategy for achieving a co-operation

### *FGD with INGOs*

The central theme that emerged out of the FGD regarding the strategy was technical support and advocating for IYGs. They stated to work more closely with youth through opening more layers of intervention e.g. financial, planning, implementation etc. and that the INGOs support the IYGs in their ideas. The INGOs need to allow a culture of failing and dealing with mistakes in a proper manner.

Two participants highlighted that they do not directly cooperate with IYGs, but with local NGOs who support them instead. The INGOs would use local NGOs as a bridge to support IYGs. INGOs seek for partners, e.g. local NGOs who have the capacity to meet the expectations of an INGO and then the local NGOs can strengthen and support IYGs.

Another INGO strategy is to facilitate and strengthening a legal framework for IYGs on a policy level in order to help them conduct their work properly and unhindered.

The technical support was already highlighted in previous categories but implicit support as offering free facilities, transportation, capacity building as certificated trainings or courses, logistical support or through funds.

## The central theme of the consequence through a co-operation

### *Interviews with IYGs*

INGOs and IYGs complete each other through filling gaps in each other, IYGs provide knowledge about the context and culture and INGOs provide with practical support. This brought an added value to the community as the IYGs know what is needed and how to approach appropriately and the INGOs have the resources and expertise to support reaching the aim of the IYGs.

Through INGOs who connect the IYGs with each other a platform is created where support is offered and experienced shared. The activities and work

of IYGs expanded as through support of INGOs places could be reach through transportation.

IYGs state that by cooperating with INGOs they gained experience, knowledge, skills, and increased their work quality through capacity building and specialization. Through trainings they learned to use techniques and skills e.g. how to design and write a theatre play. The co-operation opened doors and created opportunities, by for example, expanding the work of the IYG and allowing them to connect with other groups and partners. They got access to schools and implement projects with students a further example is that path to a facility got accessible for people with disabilities.

One IYGs shared how they saw a change and impact in the community as children opened up towards their parents and shared what difficulties in their daily life's they face. Relationship in families was strengthened.

An important consequence is that through a co-operation which made the work of the IYG to an extent possible so community was reached and changed their view in perceiving youth. The community believed in the role of youth and trust built but further ideas about to deal with women and men changed, e.g. that women can participate in theatre.

### The central theme of the consequence through a co-operation

#### *FGD with INGOs*

Several consequences that were discussed in the FGD included the fact that INGOs can support IYGs by sharing resources and experience, giving funds and building capacity through training sessions or workshops. The negative consequences mentioned include the potential for fostering a dependency culture or of institutionalizing the IYGs. A way to not institutionalize IYGs in a partnership e.g. through restrictions in funds, is for INGOs to support more indirect an IYG through a third party. This third party can be a local Organisation which is capable to meet the expectations and restrictions of INGOs and supports directly IYGs.

## **CHAPTER 5: RESEARCH RESULTS – PRESENTATION OF GUIDELINES**

### **5.1 INTRODUCTION**

This chapter consolidates the entire study and highlights the outcomes and consequences of the analysis. Further the research question with its sub-questions will be answered and a guideline for a co-operation between INGOs and IYGs will be proposed. Latter further topics for future studies will be suggested and a conclusion drawn.

### **5.2 SUMMARY OF THE FINDINGS OF THE THEORETICAL BACKGROUND**

Before presenting key findings and drawing the conclusion, an overview of the objectives of the study, as well as parallels with the literature review, will be given.

The primary objective of this research, namely to identify opportunities and forms of co-operation between IYGs and INGOs in Amman and Zarqa through understanding their respective structures and work mechanisms, is answered in chapters 3 and 4 and concluded in this chapter.

The secondary objectives are fulfilled as follows: Objective 1 (Study the capability approach as a theoretical framework for the co-operation between INGOs and IYGs) was examined in chapter 2. The secondary objective 2 (Explore the structures and operating styles of IYGs and INGOs in Zarqa and Amman in order to evaluate opportunities for co-operation) was outlined and analysed in chapter 3 and 4 through empirical research and a literature review. The third secondary objective (propose guidelines for co-operation of INGOs and IYGs in human development of Jordan and to improve ways of sharing resources) will be outlined in this chapter.

In order to conclude the study and summarize the findings, the researcher provides an overview of the chapters and highlights connections between the literature review and the qualitative empirical research.

Chapter 2 emphasized the importance and assets of youth for a society and showed that youth are agents of change. Through the literature review the capability approach (CA) and its effects and the role of capabilities were analysed. An important aspect to highlight was the process of growing freedom and participation among young people. The CA focuses on social resources and a person's ability. It distinguishes five types of freedom, which are identified as: Political freedom, economic facilities, social opportunities, transparency guarantees and protective security (Sen 1999:5). Further outlined in the literature review was the Paris Declaration with its aspect of ownership. The aim of ownership is defined as leadership of partner countries over their development policies, strategies and coordination of actions in development (OECD 2005:3). Through a co-operation between IYGs and INGOs this aspect of ownership would be fulfilled as INGOs focus on the concerns of IYGs, advocate on a policy level for them and offer legal protection.

As shown in chapter 2 the post-2015 agenda emphasizes the importance of engaging young people, in order to strengthen formal and informal accountability mechanisms (Davis, de la Harpe Bergh & Lundy 2014:11).

The research focused on a developmental perspective in order to explore mechanism and structures of IYGs and INGOs that aim to invest resources more efficiently. This was explored through a literature review with a strong focus on INGOs as well as a qualitative research through interviews with IYGs.

A co-operation between INGOs and IYGs would link and address the four levels of participation mentioned by Ebrahim (2003:818):

- Sharing information through meetings, assessments and surveys
- Public involvement in activities
- Civic engagement which has influence over local resources and their use
- People's initiatives acting independently from NGOs and state-sponsored projects.

IYGs are part of youth development as their members are in a growing process to understand and participate in their society and environment. The

identified development goals for youth, namely competence, character, connections, confidence and contribution (Pittman, Irby, Tolman, Yohalem & Ferber 2003:11), are met in the IYGs through their way of developing, meeting needs and challenges and seeking partnership with INGOs and further local partners.

Through qualitative research, ways of strengthening informal and formal accountability mechanisms are analysed. Examples of IYGs' mechanisms/strengths are to share experience and knowledge of their culture and to identify needs and gaps in their society as well as ways of addressing them culturally appropriately. In turn, INGOs can provide expertise, advice and legal support.

### **5.3 REFLECTION OF THE METHODOLOGY**

This following section explains discoveries and the methodology used during the data analysis process. This section of reflection highlights aspects which have influenced and changed the subsequent process of the study's content and its outcome.

GT, as a methodological framework, allowed some flexibility during the social research process to deepen perspectives and insights of the interviewees.

The method semi-structured interviews proved to be the right tools during the empirical process, as the previous prepared structures, categories and questions of the researcher gave the needed direction to receive the information needed to answer the research questions. The benefit of this method was that the researcher had the chance to follow up on topics or statements the interviewees mentioned which were not previously included. This made the researcher realise the importance and correlation between the work and existence of IYGs and the society with their traditions and mindset.

The interviews were conducted in English or Arabic with English translation – this provided a degree of challenge. This aspect had to be included as the researcher is aware that information can be altered during translation. Fur-

thermore, some interpreters were unable to translate every utterance or expression.

The FGD proved to be a suitable method to complement the literature review as the possibility was given to collect opinions and statements closely linked to the research question from INGO perspective.

As the FGD could not address all statements of the participants, expert interviews would have been a valued addition. In the FGD with members of INGOs several aspects were mentioned which would be beneficial for the research as e.g. the challenge for INGOs to keep the balance between the expectations of donors and adapting to the field and their partners. Moreover, expert interviews could have analysed the suggestions or comments of participants in a more in-depth manner. For example, the important criteria for INGOs and what support they need from donor's side.

## **5.4 ANSWERING THE RESEARCH QUESTIONS**

This section is providing answers of the research question and its sub-questions through the analysed data and partly literature review.

### **5.4.1 Structures and operating styles of IYGs**

The core values of IYGs that lead to the structures and mechanisms are that they have passion for their work, perceiving the human being in the centre, work accountable and are committed to be sustainable. These core values are reflected in the structures as e.g. IYGs work completely voluntary. Their members share and invest their time, skills and knowledge for the work and the people. IYGs analyse and identify needs in the community and participate with the community and work culturally sensitive.

IYGs work with resources and capacity they have, for example, by gradually adding new projects or partners to ensure the effective allocation of resources. A strong work mechanism of IYGs is networking with other IYGs, local NGOs, networks, local institutions, youth centres or stakeholders.

IYGs have more flexibility to select their programs and activities according to the needs identified. They started out of passion and see participation as a key approach in working with the community and addressing important issues. IYGs add new activities according to their capacity and prefer to grow slowly in order to stay stable and implement their activities with quality. They delegate tasks in a culturally sensitive way and depend on the talents of their members.

The structure of IYGs is based on a core group, which started the IYG and is closely interlinked with a second group of the volunteers supporting the activities. Shared management is a common structure. Through this structure, they are dependent on the motivation of the volunteers while INGOs have their staff, who are engaged in the activities.

IYGs also conduct and take courses and trainings to share knowledge and improve. They further grow through feedback, regular meetings and lesson learned. Advertisement and communication mainly happens through social media. These mechanisms also strengthen the accountability of the IYG.

“We both want to see the change, we want to do something to change. But in different ways...we saw a problem, we want it to solve but they, they didn't see the problem, they heard of the problem but they didn't like live it like us.” Mohammed, line 361-365

A main characteristic of IYGs is that, through living and originating from the society they work in, they are deeply aware of its needs. The way of working together is flexible and a process of learning to cope with each other.

#### **5.4.2 Structures and operating styles of INGOs**

To answer the first sub-question “what differences emerge when comparing characteristics and work mechanisms of IYGs with those of INGOs”, the following can be concluded.

The first part of this section outlines mechanisms and structures identified through while the second part literature highlights structures mentioned of the empirical research findings with INGOs.

The growth of INGOs had led to beliefs that INGOs are more cost-effective than governments in providing basic social services, reaching out to the poor and creating connection between local and international parties (Ebrahim 2003:813). INGOs contribute and have an important role in the society. Through the decades, INGOs developed more in to result-base management which has a strong emphasis on quantitative outcomes (Lewis & Kanji 2009:32). A strong aspect within the work of INGOs is to advocate in policy levels and public spheres to strengthen vulnerable groups as well to share information which benefits the partners and actors (Lehman 2005:4).

Accountability towards partners and actors includes openness, transparency and close relationships with the community (Lehman 2005:5). INGOs have an upward and downward accountability. Upward accountability is directed towards relationships with power as for example donors or governments. To be transparent how the given resources are used but also to communicate clear and honest towards them. Downward accountability addresses relationships with less existing power or less powerful actors to ensure principles as do no harm (Jacobs& Wilford 2010:799).

Further mechanisms of INGOs to ensure their duties and responsibilities are reporting internally and externally, performance assessments and evaluations, participating partners and audits (Ebrahim 2003:813).

The contrast between the context and the work mechanisms of IYGs and INGOs shows that it plays a relevant role and had an effect on the structure of both parties. The main differences emerge in the structures and approaches. IYGs connect and cooperate with many different partners, groups and networks. Working through personal networks and volunteering are the main mechanisms. IYGs are very flexible in their structure and work informally. INGOs mainly function through employees and have to be registered. They have strong resources such as funds, expertise, logistics, human resources etc. and are closely interlinked with governments and decision-makers. IN-

GOs are structured and detail-oriented. Due to the strong dependency on funds, INGOs have many regulations and complex procedures. They depend on the agenda of stakeholders and need to balance this with the needs of society.

Participants of the FGD mentioned main work mechanisms and structures within INGOs as supporting and offering resources to partners in the field, in terms of finances, facilities and technical support. Capacity building and empowerment are strong tools through which INGOs use to support, including training in, for example life skills, non-formal education or awareness sessions and campaigns. The INGOs who participated in the FGD focus on the most vulnerable people such as people with disability, poor people or refugees. They often cooperate with centres, but several INGO members raised the fact that they do not partner directly with IYGs but rather strengthen them through trainings in their ideas and planning. INGOs often play a role as advocates on the policy level, e.g. in dealing with government agencies and by providing a legal framework for their partners. In their programs, they check the quality of the work and aim to create sustainable programs. INGOs have to apply for funding in order to implement and support programs and partners. These funds are mostly restricted as many approvals are needed, which involves a high level of bureaucracy. In the FGD, the challenge was raised that INGOs create a culture of dependency and institutionalize partners such as IYGs.

A key work mechanism of INGOs is capacity-building through training or awareness sessions. They bring a different perspective to the table, which can be both an asset and a challenge. This new perspective can add value, but they have to be careful of issues that are culturally sensitive.

#### **5.4.3 Challenges of IYGs in a co-operation with INGOs**

The challenges of cooperating with an INGO are numerous. This is mostly due to the large number of specifications, regulations, rules and restrictions of funding or implementing activities or projects. IYGs stated that they are afraid of using funds in a way INGOs do not approve if the purpose for the INGO is unclear.

IYGs experienced difficulties in finding INGOs who are willing to cooperate, but also in terms of the best way of approaching them and getting their attention and interest. IYGs experienced that INGOs are too busy to respond.

Furthermore, INGOs focus heavily on the details of the co-operation and many approvals are needed. A challenge and fear is that the INGOs copies the idea of the IYG and presents it under its own name in order to get the credit. This interlinks with the aspect that IYGs fear being controlled and not having the right to express their opinion. IYGs have to fit in with the INGO's agenda and INGOs interfere with the ideas and activities of the IYGs. Because INGOs are from a different cultural background and oftentimes more liberal than their host culture, IYGs experienced that some activities were implemented in a culturally inappropriate way, which makes IYGs suspicious of cooperating with INGOs. Furthermore, IYGs experienced a lack of trust from INGOs.

#### **5.4.4 Needs and resources of IYGs**

A lack of funds and sponsorship means that IYG have to provide the necessary materials and equipment at great personal cost. Other needs include access to facilities, logistical support, and transportation. In addition, they lack capacity-building such as trainings with certificates and professional support from people with experience and expertise. Another significant need is legal support, as IYGs are not registered. Therefore, having a legal umbrella and support with documents or formal letters to get approvals is also a need.

IYGs can offer many insights into Jordanian communities, as they themselves are part of the society. They know the culture, tradition and needs of the people. IYGs are aware of how to approach people in culturally appropriate ways. IYGs have big networks and maintain a relationship with the community and its stakeholders. Obviously, this can be a great asset to an INGO. Furthermore, they have experience, time to volunteer and passion. IYGs share their knowledge through trainings and awareness sessions.

#### **5.4.5 Criteria for INGOs to consider a partnership with IYGs**

One main criterion is mutual trust. This trust develops through being involved with youth and understanding the culture better, but also through clear criteria before entering a co-operation of how the co-operation and work is structured, including a clear content and agenda, expectations of donors, timeframe of the support and transparent communication. INGOs need more flexibility regarding their own regulations but also from the donors in order to provide less restrictive funds and financial mechanisms to IYGs. Moreover, INGOs perceive the co-operation as equal to not create any dependency.

#### **5.4.6 The benefit for INGOs through a partnership with IYGs**

Through a partnership, a root cause change in the community can be created. Social change can occur through accessing and using IYGs as resources as they are aware of the needs in their community through connecting with youth who are a thriving scene in the society. Youth are people who find alternatives in the development work and bring change through their passion and heart for their work. Youth are opportunity makers and are divers, coming from different backgrounds and settings. The benefits for INGOs are further in sharing resources and experience. INGOs have better access and knowledge, how to work culturally appropriate and what the need of the community is and how to implement the activities. Therefore, a co-operation with IYGs can trigger change.

### **5.5 FINDINGS AND SUMMARY OF THE RESEARCH OBJECTIVE**

#### **Sub Objective 1: Structures and operating styles of IYGs and INGOs**

Core values of IYGs which lead to the structures and mechanisms are passion for their work, accountability and sustainability. IYGs work with given resources and capacity and build networks. They have flexibility to select their programs and activities according to the needs identified as they don't depend on donors and their guidelines. IYGs connect and cooperate with many differ-

ent partners, groups and networks. A main characteristic of IYGs which are living in the community is to gain a deep awareness and insight of its needs.

INGOs on the other hand work more result-based which lead to quantitative outcomes (Lewis & Kanji 2009:32). Outlined in 5.4.2 INGOs often play a role as advocators on the policy level, e.g. in dealing with government agencies and by providing a legal framework for their partners. Further structures of INGOs are reporting, performance assessments, evaluations and audits.

INGOs capacity, which was analysed in 4.4.2 in the category strategy, lies in funds, expertise, logistics, human resources etc. and are closely interlinked with governments and decision-makers CR. They built on the agenda of stakeholders and need to balance this with the needs of society. Capacity building and empowerment are strong tools through of INGOs. INGOs often play a role as advocators on the policy level, e.g. in dealing with government agencies and by providing a legal framework for their partners.

### **Sub objective 2: Needs, challenges and criteria for a co-operation between INGOs and IYGs**

The need for a co-operation for the IYGs explored in 4.3.2 findings of inductive coding process (page 74) are to improve access to facilities, logistical support, transportation, professional support from people with experience and legal support as IYGs are not registered. The need for INGOs for a co-operation is to increase the awareness of the culture, tradition and needs of the people and how to address these culturally appropriate.

Challenges of a co-operation for IYGs are the large number of specifications, regulations, rules and restrictions of funding or implementing activities or projects by INGOs. Further IYGs experienced difficulties of approaching INGOs to get their attention and interest for their work. IYGs have to fit in with the INGO's agenda and INGOs interfere with the ideas and activities of the IYGs. The challenge for the INGOs is the lack of trust from IYGs in terms or co-operation, funds and the responsibility of each partner. Further INGOs are limited with their funds from the restricted guidelines of the donors.

Therefore criteria for a co-operation explored before in 4.3.2 on page 70 and 4.3.4 page 81 is mutual trust which develops through being involved with IYGs and understanding the culture more in depth. Further clear criteria of the frame of the co-operation as clear content and agenda, expectations of donors, timeframe of the support and transparent communication are needed. Latter both parties though having different responsibility and tasks need to be seen equal in the co-operation.

## **5.6 GUIDELINES FOR CO-OPERATION BETWEEN IYGs AND INGOS**

In order to present guidelines for co-operation, the researcher re-examines some of the conditions for co-operation outlined in chapter 4. In order to reach the state of openness that IYGs and INGOS need to cooperate, the following must be given:

Both sides must believe in a respective cause with passion. The main idea and passion of both the INGO and the IYG have to be congruent. There should be a desire to invest in each other and seek long- term opportunities rather than one-time support. Respect and trust on both sides is necessary, also to avoid control or domination by one party. Further, an understanding and appreciation by the INGOS of the culture and context is crucial, but in order to affect the community, an appreciation by both parties is necessary. A good reputation and the desire to add value to each other is also important.

There must be a willingness to achieve goals together; INGOS in particular need to put in effort to understand the real need of IYGs in terms of resources and motivation. Both sides must be open with each other and share an honest and clear communication about expectations, rules and procedures in order not to have a hidden agenda. Helpful are clear criteria for opportunities and limitations in the co-operation, in addition to a transparent agenda. INGOS need to communicate along the lines of donors' expectations, using simple language and informing them clearly about the timeframe of support. There should be a strong communication and mutual support in finding resources and writing contracts. For the co-operation process, sharing the same core values, goals and common interests is highly relevant and reduces the danger

of institutionalisation or misuse. Furthermore, there should be experience or expertise in similar work areas.

A further step in favour of collaboration is having a contact person from each side who is familiar with the system and concept of the other partner in order to simplify the communication and work process.

In some cases, INGOs need to change their narrative, shifting perception in terms of their ways of working but also their target groups and how they approach them. Engaging with IYGs has a stronger effect if process oriented funds and a mechanism for financial support can be created and implemented. For this to happen the donor landscape has to adapt, as many grants and funds are very restricted.

Support different IYGs working in the same space, creating opportunities to network and connect them would allow them to learn and grow.

In the FGD it was suggested not to partner directly with IYGs but to provide them with skills to start their own initiative. INGOs can bridge on both the macro and micro levels. Local Organisations can bridge the gap between the INGOs and the IYGs, while INGOs support local Organisations. INGOs facilitate the legal framework and advocate for the local Organisations and IYGs to make sure there is space for the groups to exist. They work through a process oriented approach and influence on the policy level.

The parties involved in the co-operation process need to believe in each other, develop shared ownership of ideas and give each other and themselves the right to fail. They should further reflect upon their experiences and allow more layers of intervention.

Practical steps in a co-operation by INGOs can be:

- 1) Providing facilities for meetings and implementing activities
- 2) Asking the IYGs what they need rather than setting demands
- 3) Clear and transparent communication regarding the agenda, donor expectation, timeframe of the support, opportunities and limitations
- 4) Capacity-building through trainings

- 5) Guidance/advice, coaching and mentoring
- 6) Support with transportation and logistics
- 7) Connecting IYGs with each other as well as further networks and Organisations
- 8) Responding to requests and creating a space to express and develop ideas
- 9) Providing necessary equipment
- 10) Financial support
- 11) Sharing resources such as information, experience and knowledge
- 12) Legal support e.g. providing official/formal letters

Practical steps in a co-operation by IYGs can be:

- 1) Sharing knowledge of needs in the community
- 2) Sharing know-how regarding addressing the social issues and needs identified in a culturally appropriate way
- 3) Providing trainings and awareness sessions
- 4) Building bridges between community stakeholders and INGOs

The mapping of the twenty IYGs shared in previous in the table 5.1-5.5 supports the networking and partnering process between INGOs and IYGs.

## **5.7 CONCLUSION**

During the empirical research, several topics linked to this study were pointed out which would be very useful to be researched further. These topics also could be researched through further FGDs or expert interviews.

Some topics listed below:

- Accountability: how to develop and build mutual trust and foster strong relationships between INGOs and IYGs

- A investigation with IYGs what exactly they see as a need and problematic in the community which should be addressed
- Donor relationship: INGOs mentioned several times the challenges of restrictions and need of a change of the funding system
- IYGs who registered to research what positive and negative changes developed through the registration process
- INGOs expert interviews on how the narrative of INGOs can be changed.

The qualitative research has shown that both INGOs and IYGs are generally open to collaboration if all the above conditions are met. Through the interview process the vulnerability and sensitivity of IYGs in particular became clear. Therefore, the co-operation process has to be addressed sensitively. Often a direct collaboration might be challenging due to the reasons highlighted, for example the donor restrictions faced by INGOs and its impact on the procedure of co-operation due to the many regulations INGOs have to follow.

INGOs should/might choose to focus on supporting local Organisations who are able to support IYGs. INGOs can bridge the macro and micro level and provide a legal framework.

Concrete ideas the researcher developed through the research:

- 1) Co-operation of INGOs and local Organisations with universities to benefit from/use the opportunity of the community service every student has to fulfil
- 2) Creating an online platform where both sides can register and describe what their vision and activities are. Registered parties can search for a “match” and consider cooperating/forming a partnership.
- 3) Creating a committee with members of INGOs, IYGs and local Organisations to exchange ideas regarding better co-operation as well as communication and protection in the collaboration process
- 4) Strengthening the role and capacity of local Organisations as they fulfil a bridging function. The pathway can be that INGOs interact directly with local Organisations who, in turn, advocate for and collaborate with

IYGs. The described gap of different approaches and structures of IN-GOs and IYGs could be buffered by local Organisations.

The researcher would like to end on the following quote by Bryant Myers:

“The transformational development story belongs to the community. It was the community’s story before we came, and it will be the community’s story long after we leave. While our story has something to offer to the community’s story, we must never forget that, at the end of the day, the program is not our story.” (Myers 2011:174)

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## **APPENDIX**

### **APPENDIX A:** Sample scan of the ethical consent form

- Original in Arabic
- English translation

### **APPENDIX B:** Sample interview transcriptions

- Semi-structured Interviews with IYGs
- Focus Group Discussion with INGOs