
Empowering Care Leavers in Jordan

Information and Research Center – King Hussein Foundation (IRCKHF)

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018



¹ Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (<http://bit.ly/1TmOp6v>). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection-accountability. NOTE: The rights listed in these four “categories” may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in “Safety and Security” rather than “Participation” where organizing or joining a union is dangerous.

² Universal Declaration of Human Rights (UDHR), Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty. Article 25 (2) – All children, whether born in or out of wedlock, shall enjoy the same social protection.

³ The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations’ advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.

Overview

Advocacy Issue

Non-discrimination and right to family of children/youth deprived of family ties

Human Rights-Based Focus Area¹

Non-Discrimination – UDHR, Article 2 and 25 (2)²

Scope of Advocacy

National

Advocacy Action Areas³

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: **internal capacity building, research, mobilization and engagement with decision makers**. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- intervention
- restorative

Campaign Period

July 1, 2014 – October 2016

Brief Summary

The Information and Research Center – King Hussein Foundation (IRCKHF) has a long history of researching and advocating for children and youth’s rights. The idea for this advocacy effort was conceived based on the concluding observations of the Committee of the Rights of the Child (CRC) to the Jordanian Government in 2014. Specifically, the CRC's recommendations to address the discrimination of the most vulnerable orphans, the children and youth deprived of family ties. The collaboration with Sakeena Association enabled IRCKHF to gain in depth knowledge of the discrimination patterns that affect this vulnerable population. This in turn informed and made it possible to refine the research tools used throughout the advocacy. Stakeholders reported that **Empowering Care Leavers² in Jordan** campaign is timely and of great relevance to the Jordanian community. This advocacy provides an excellent example of the importance of indepth research for advancing advocacy efforts. This case illustrates how to:

- explore how an issue manifests in society in terms of content, structure and culture
- utilize a variety of different research methods, including participatory peer research with primary stakeholders themselves, the female and male care leavers (youth deprived of family ties)
- channel research findings to guide and move advocacy forward.

This does not mean that every organization must spend its own time and resources to conduct research. On the contrary, organizations like the IRCKHF exist to provide their expertise for their own and others’ advocacy efforts. The results of their research findings will be useful for many organizations seeking to address the discrimination and stigmatization of this vulnerable population. This case study highlights the importance of partnering with others to build a more comprehensive understanding and response to complex issues that face society.

Background

The roots of this advocacy campaign stem from an alternative or “shadow” report submitted to the United Nations Committee on the Rights of the Child (CRC) in October 2013. The report was submitted in advance of the mandated CRC’s Universal Periodic Review of the Jordanian government in May 2014 (the 6th cycle of review for Jordan). The majority of civil society information provided for Jordan’s CRC review was contributed by IRCKHF. Not only did they submit a report, they also participated in the pre-sessional working group of the committee, both in cooperation with other civil society organizations. The issue of children in alternative care, and specifically those of unknown parentage, was a matter of discussion with the committee prior to their meeting with the Government of Jordan in 2014. The CRC provided concluding observations that were released later that summer. Although there was not enough information

² Care Leavers refers to youth who have spent a portion of their lives living in care homes, who upon reaching a certain age (usually 18 in Jordan) are discharged and expected to transition into a life of independence. The most vulnerable of these care leavers are the youth deprived of family ties (YDFT).

about children born out of wedlock, the committee asked Jordan to eliminate the usage of stigmatizing words – such as illegitimate, foundling, etc.

The IRCKHF responded to this call from the CRC to eliminate the usage of stigmatizing words. Although IRCKHF knew there were stigmas, they did not know what kinds nor how extensive. They applied for a grant from FHI360 to focus on **care leavers** and specifically those born out of wedlock as the most stigmatized. The research processes became core aspects of their strategy and tactics with the subsequent findings channeled into advancing their campaign to address the stigmatization and discrimination of care leavers.

Orphans, and particularly children and youth deprived of family ties, are recognized on an international scale as one of the most vulnerable groups of children. This is especially true in Jordan for those children in orphanages or care centers. What many do not realize is that upon becoming care leavers, these orphans become even more vulnerable. Children and youth (both females and males) are allowed to stay in residential care homes until the age of 18, after which they graduate and leave the home. At the age of 18, the care system assumes that they are adults and expects them to ‘shift from a status of full dependency on the state to a status of complete independency in a very short time.’ The care system does not recognize the difficulties care leavers face when transitioning out of care into adulthood. It assumes this transition is easy and straightforward, underestimating the complexities of such a shift and the differences that female and male care leavers face as a result of the patriarchic values and expectations society imposes on them.

Thanks to Jordanian and Arab culture, there are very few children in formal alternative care institutions, as most of them are taken in informally under kinship care. However, it is also that same culture which stigmatizes and discriminates against orphans of ‘unknown origin’ or of broken families who abandon them as ‘children of sin’ making this their identity and preventing them from socially integrating into society. The classification of ‘unknown origin’ is used in their files so that even when they are in the case centers, they are separated from other orphans of known parentage. This not only affects them socially but psychologically, and hinders their basic needs such as shelter, employment, and even marriage prospects, preventing them from ever integrating into society.

The current system enforces upon these children and youth an identity that they can never outgrow. Even upon leaving the care centers at the age of 18, those of unknown origin carry the stigma placed upon them in all their future endeavors, in addition to not having a basic support system.

Advocacy Action Areas

- **Internal capacity building:** IRCKHF engaged and worked closely with a group of care leavers as peer researchers to advance their knowledge and capacity regarding the stigma and discrimination facing this group. They also worked with two primary partner organizations: Sekeena Association as an organization with expertise serving this population; and Leaders of Tomorrow, providing expertise in processes with care givers. Dr. Rawan Ibrahim, who has extensive experience in conducting research with children in care and with care leaver, provided IRCKHF staff and researchers with a training on research ethics with this population. Discussions on gender issues were also held with IRC staff to incorporate a more sensitized gender perspective into the research and advocacy approaches.

- **Research:** This advocacy action area dominated this entire advocacy campaign. IRCKHF, as an organization is well known for their research expertise. Their research comprehensively explored the legal, structural and cultural discrimination faced by care leavers⁵. In addition, innovative participatory research methods were used including **qualitative peer research** with care leavers and those in care, and a social stigma survey to gather **quantitative research** with society members to further explore the cultural discriminations. The research tools were reviewed from a gender perspective and additional questions were included to the questionnaires and interview guides for more specificities. Male and female care leavers were also selected to work with their respective groups to allow care leavers to share their views more openly.
- **Mobilization:** IRCKHF mobilized six civil society organizations to develop a network to coordinate their services together and in coordination with the Ministry of Social Development for care leavers.
- **Engagement with decision makers:** IRCKHF worked specifically with the Ministry of Social Development (MoSD) to tackle the use of stigmatizing terminology and address the social support gaps for care leavers.

Achievements

IRCKHF set out to identify and reduce the legal and social inequalities and discrimination faced by care leavers in Jordan who are or were placed in residential care homes. In addition, they sought to devise a formalized and coordinated support system for those ageing out of homes, in order to allow for healthy transitions from alternative care to independence. The advocacy effort succeeded in the following areas:

- **Intervention in the use of stigmatizing and discriminatory terminology.** There is now agreement among the following stakeholders to use the generic term of “orphan” for those in care, and for those who have left care “care leavers” that includes the most vulnerable group of youth deprived of family ties (YDFT):
 - **Care leavers, YDFT themselves** confirmed, agreed and embraced these terms before IRCKHF promoted the terms among other stakeholders. IRCKHF felt that a key success with this group of stakeholder was the application of **social identity theory**, not previously used to identify the problems faced by orphans from their perspective. This innovative approach made the care leavers themselves the core of the research as well as key contributors to findings and proposed solutions. The use of this particular theory contributed to empowering peers participating in this research as they have themselves recognised where the stigma is coming from and designed appropriate ways to combat them through a selection of an appropriate term to refer to themselves.
 - **Non-governmental organizations** have agreed upon the terms, which are being used and promoted by a network of non-governmental organizations providing support to care leavers.
 - **Media** are using the “do and don’t” guide developed by IRCKHF. Based on on-going monitoring by IRCKHF, the media is demonstrating their adherence to the new terms. The compliance from different media is high. They virtually changed the terms they use while addressing or

⁵ For indepth information regarding the legal, legislative and societal foundations of discrimination see IRCKHF's research report **Empowering Care Leavers in Jordan, Research Volume 1, September 2016** <http://haqqi.info/en/haqqi/research/empowering-care-leavers-jordan-volume-i>

talking about orphans. There are fewer instances where IRCKHF has to send a letter to the editor to correct a story. This is significant outcome in addressing stigmatization and discrimination.

- **Decision makers** are using the agreed upon terms. For example, in meeting settings with government agencies and non-governmental organizations, people are using the agreed terms and when someone uses a discriminatory term, others in the meeting are immediately correcting the person and informing them of the appropriate terms to use. A concrete manifestation of this significant shift is that **those who are encompassed by the term care leavers are now being referred to as one of the vulnerable groups.**
- **Contribution to the body of knowledge.** According to CSOs involved in addressing or working with care leavers, there had been no solid background information focusing on identifying the needs and challenges encountered by care leavers in Jordan. The research gained through this advocacy process is directly relevant to their work and has a direct impact on their ability to plan future efforts.
 - The research processes were innovative, including peer training and peer research. This increased the relevance of the findings of the research as they reflect the reality of this marginalized and secluded segment of society. The results support the development of appropriate and sensitive interventions to empower them. Furthermore, the integration of gender perspectives, having female and male care leavers engage with their peers, has helped highlight their respective experiences. As noted by an IRC staff member: “Asking about gender issues has helped us realize the differences female and male care leavers have in care and when they leave care”. This was further confirmed during the research process: “Preliminary results of the survey show that the impact of leaving care is different for girls and boys and that girls are judged more than their fellow male care receivers”.
- **Creating a care network for care leavers.** Six non-governmental organizations are currently working together to systematize referral services in coordination with the government’s Ministry of Social Development (MoSD) for care leavers.

Key Lessons

Human Rights Based Approach: IRCKHF highlighted the importance of using a human rights based approach from the very beginning – from the contextualization of the problem to the core engagement of care leavers, the primary stakeholders. No one had ever asked the young people themselves. This was the first and essential element in empowering care leavers. IRCKHF implemented many activities and trainings during this advocacy to specifically include relevant input and information from various stakeholders. In the future, they recommend the importance of continuing to use a strong gender focus to identify the differences in challenges faced by boys and girls leaving care centers as well as key challenges encountered by care leavers with special needs. This gender difference was true whether inside care institutions or upon becoming care leavers. This is an important reflection and carries significant implications for future efforts to ensure that advocacy messages are well conceived and developed.

Internal Capacity Building

Staff turnover: A key challenge for any organization is staff turnover. During the life of this advocacy effort there were three different senior researchers/project managers responsible. The double responsibility was a challenge as it required someone with special administrative skills as well as technical skills to be able to perform all aspects of the research. This brought to light that there was an absence of a holistic research plan that could provide guidance and be passed from one person to the next in the event of staffing changes. This is an important lesson, whether concerning staff or volunteers working on an advocacy effort, for the leadership in organizations to continually assess.

Expanding the scope of the organization's mandate: There can be many unintended impacts of advocacy efforts. For IRCKHF, one such impact was the powerful experience that the staff had in working with and building relationships with this vulnerable population of care leavers. As a result, IRCKHF decided to expand the scope of their organization's mandate from its expertise in the area of research into the new territory of direct involvement in the network of care providers.

Research

Research is the cornerstone of IRCKHF's expertise. The overall research process and methodology were innovative. For example, the peer training and research, the peers received intensive training and coaching to enable them to conduct the data collection. This was an important innovation that IRCKHF introduced to ensure a holistic approach to the research design and implementation. Nonetheless, this holistic approach to engage many stakeholders in several components of the research was at times a challenge as not all stakeholders shared the same vision and understanding of the research process and logic. At the same time, this increased the relevance of the findings of the research as they reflect the reality of this marginalized and secluded segment of Jordanian society. The findings, having addressed a gender perspective highlighted the different experiences that male and female care leavers have and encounter, support the development of future appropriate and sensitive interventions to empower them. This reiterates the importance of identifying the particular specificities for males and females in terms of preparation of each to leave care, the follow on services, and support needed.

Mobilization

Focusing on allies. In their effort to build a network of care organizations for care leavers, IRCKHF targeted only those organizations that agreed with the accepted terminology of "orphans" and "care leavers" or "youth deprived of family ties." This made it possible to focus their time and energy on engaging these allies to successfully build the network.

Engaging Decision Makers

Increasing participation and anticipating delays

IRCKHF assessed that a greater role from the beginning for the Ministry of Social Development (MoSD) would have been highly beneficial. The delay in obtaining a memorandum of understanding with MoSD impacted a number of areas of their research including timely access to data information and to care givers. In the future, IRCKHF would anticipate such delays and take into consideration that the process of engagement with governmental agencies and bodies usually takes longer than expected due to the internal decision making protocols that

are in place as well as staff turnover that impact continuity and coordination. It is important to recognize that barriers to gaining relevant information and participation put the burden of continuing outreach to and engagement of governmental bodies on civil society organizations.

Leveraging the success with international bodies

IRCKHF plans to leverage the results of the research and this advocacy effort in an upcoming 2018 submission of a “shadow” report for the Universal Periodic Review (UPR) of Jordan. The review is currently scheduled for the 31st session (October-November 2018).

Organizational Impact of Advocacy

Most of the IRCKHF team is under the age of 35, so there was a lot of bonding going on with the research team [twelve care leavers]. When we were carrying out the peer research activities, we quickly saw that after every research activity, we needed to debrief. We wondered, 'How could they [care leavers] have never spoken about this before [abusive and traumatic experiences]?' Our team has done research on sensitive issues and vulnerable groups, but we had never been impacted like we had during this process. It had a big impact on us working with the team of youth. This impacted why we wanted to prioritize the care leavers themselves. In the original grant we were in our niche, however, the follow-on grant is out of our area of comfort. Here we are talking about what is outside the scope of our usual work – [regarding advancing] the referral network. IRCKHF is coordinating and doing the monitoring and evaluation of the mechanism and revision of the 'care leaver kit'. At the same time, if we don't do it – and it's never been done before – who will do it. Who will do it?

- Dr. Aida Essaid, Director, IRCKHF

Case Study Framework – New Tactics Strategic Effectiveness Method

We will use IRCKHF's Empowering Care Leavers campaign to demonstrate the [New Tactics in Human Rights Strategic Effectiveness Method](#) in practice. The Method contains five important steps that assist you in developing the strategy and tactics for your campaign. The Method helps you recognize your areas of strength and challenge as you develop your strategic path for advocacy – your journey of change:



1. [Identify the Problem](#) from a human rights-based perspective
2. [Create a Vision](#) using a human rights-based approach
3. [Map the Terrain](#) by viewing your context through the lens of human relationships
4. [Explore Tactics](#) to more strategically select goals and prevention, intervention, restorative or promotion tactics to address human rights issues
5. [Take Action](#) to advance advocacy action areas of building internal capacity, research, mobilization and engagement with decision makers.

The application of the Method can further be examined within your own organization through a series of reflection questions provided after each step.

Step 1 – Identify the Problem

Human rights issues are often very broad and complex, yet the resources to address them are limited. It is difficult to create a plan of action to address a broad issue. It is important to narrow the focus and choose a place to begin an advocacy effort, defining the specific issue or problem as clearly as possible. Equally important is that the problem be expressed as a violation of a particular human right because there are legal obligations and mandates to respect and protect those rights. This makes an important change in the perception of the problem from one that may be solved by charity, to one that requires action based on universal mandates and legal obligations.

It is important to recognize that from the first step of identifying your problem, you are already engaging in strategy and tactics. This first step often begins with a broad definition of the problem. Then you work your way to a more tightly defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources. Using a human rights-based approach, you begin by asking, “What rights are being neglected, abused or denied in this situation?” This makes it possible for the community to move beyond what they feel is “needed.” This transforms the community’s relationship with those who want to empower the community as well as with those with the power to address the injustice. This step provides an essential foundation to know yourself, requiring everyone to think and respond differently.

IRCKHF’s experience provides an excellent example of how to use indepth research to evaluate a problem from a human rights framework in order to guide the direction of an advocacy campaign. IRCKHF did not receive any specific training using the **New Tactics Strategic Effectiveness Method**. New Tactics did provide an individual consultation sharing the method and ideas for application in different areas of IRCKHF’s campaign. The development of a human rights based problem statement was one of these areas.

IRCKHF progressed through the following evolving statements. This process can help you to gain a clearer understanding of the human rights being denied and sought by orphans and particularly children deprived of family ties. IRCKHF utilized the research they had already conducted to sharpen their problem statement.

Original Problem Statement: **Orphans in Jordan are expected to survive and thrive within citizenship structures that assume the centrality of family while they are not part of families thus resulting in their social alienation and exclusion.**

During phase one (July 2014 to January 2015), IRCKHF carried out literature, legislative and media reviews through desk and online research as well as direct interviews. The literature review was based on a desk review of all



previous research conducted on children and youth deprived of family ties and care leavers in Jordan. In addition, a review of social psychology literature was conducted. **Social identity theory** was identified as the ideal theoretical framework for the design of tools and data analysis of the research component for YDFT. The review and analysis of existing international conventions and best practices, national guidelines, strategies, policies and laws concerning orphans of 'unknown origin' as well as those laws and policies that affect them provided the human rights foundation for their advocacy effort.⁶

The following revised problem statement provides a more clear understanding of whose rights are being violated and what the impact of the problem is on those experiencing the problem.

Revised Problem Statement: **Children deprived of family ties in Jordan are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.**

This revised problem statement more clearly defines the parameters of the advocacy campaign:

- “who” has the identified problem: the revised statement clarifies a more narrow target group of ‘orphans’, those that are most discriminated against – **children deprived of family ties in Jordan due to the origins of their birth.**
- “what specific rights” are being denied: The previous statement highlighted the importance of citizenship structures that rely on family. The revised statement underlines that such a reliance on family results in children deprived of family ties being denied their **rights as citizens**. This is clear discrimination and a violation of Article 2 of both the Universal Declaration of Human Rights (UDHR) and the Convention on the Rights of the Child (see Human Rights Focus Areas).
- “how” this group is being violated and marginalized: The previous statement outlines social alienation and exclusion. Contextualizing the issue takes the human rights based approach into the concrete reality of Jordanian society. IRCKHF could have left the name of the group as 'born out of wedlock' as suggested by the CRC to the Jordanian government. However, this would not have addressed the human rights principle of non-discrimination in the context of Jordan. The violations and marginalization of children deprived of family ties results in their experience of **life-long discrimination due to the origins of their birth**. This includes societal stigmatization and exclusion.

Advocacy Action Areas

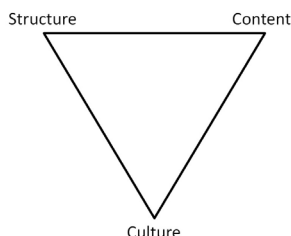
A challenge for many civil society organizations is distinguishing between being busy with activities and implementing activities that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers.

During the problem identification phase, IRCKHF focused their considerable experience and capacity as an organization on research.

⁶ Empowering Care Leavers in Jordan, Research Volume 1, September 2016.

Research:

Research at the problem identification phase is critical. The **Triangle Analysis**⁷ can be very useful to guide research to pinpoint whether the problem lies with one, a combination or all three of the following areas:



- **Content:** the written laws, policies, and budget priorities or the absence of these.
- **Structure:** the state and non-state mechanisms for implementing a law or policy and allocation of funds. Such structures include the police, courts, hospitals, credit unions, ministries, and health and social programs, etc.
- **Culture:** the values and behavior that shape how people deal with and understand issues, the “unwritten laws” of behavioral expectations. These values and behavior are influenced by such things as gender, class, custom, religion, ethnicity, and age.

IRCKHF carried this analysis even further due to their identification of **social identity theory**⁸. Their own “triangle” of analysis became more extensive. For the purpose of this case study, we will highlight the “content, structure, and culture” components in the section below.

Human Rights-Based Focus Area⁹

The human rights framework provides an essential operating guide based on recognized international principles and standards for advocacy efforts. When applying these human rights for advocacy efforts, it can be helpful to view these rights and responsibilities through four focus areas: **safety and security; non-discrimination; participation** and **protection-accountability**. The Universal Declaration of Human Rights (UDHR) provides the basis for subsequent international agreements.

This issue falls solidly in the focus area of **Non-discrimination**. An examination of the UDHR, and more specifically for this issue, the **Convention for the Rights of the Child**, provides an opportunity to show the importance of non-discrimination in the “content, structure and culture” research in Jordan.

Leveraging international mechanisms

IRCKHF leveraged their research expertise through the United Nations review process known as the **Universal Periodic Review (UPR)**. The UPR process includes a mechanism for non-state actors to submit alternative or “shadow reports”¹⁰ in order to provide the relevant UN committee with additional information for each State under review. During the 2014 UPR of the Jordanian Government by the UN Committee for the Rights of the Child (CRC), the majority of civil society information was contributed by IRCKHF. In addition to submitting a report, IRCKHF also participated in the pre-sessional working group of the committee, both in cooperation with other civil society organizations. The issue of children in alternative care, and specifically those of unknown parentage, was a matter of discussion with the committee prior to their meeting with the Government of Jordan in 2014.

In that review of the Jordanian Government, **the CRC emphasized the general discrimination** regarding highly vulnerable populations of children: children

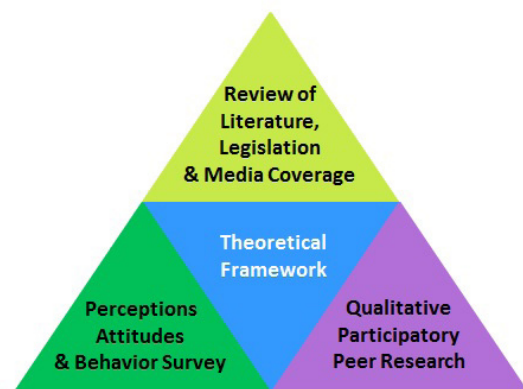


Figure above: This graphic illustrates the “Theoretical Framework” used by IRCKHF. The original triangle components of “content and structure” are reflected by the “Review of Literature, Legislation & Media Coverage”. The area of “culture” is extensively explored through the research processes used by IRCKHF, including the “Perceptions, Attitudes & Behavior Survey” and the “Qualitative Participatory Peer Research”.

⁷“Triangle Analysis” originates from Margaret Schuler in *Empowerment and the Law*, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller, **A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation**, 2002.

⁸Henri Tajfel and John C. Turner, “The Social Identity Theory of Intergroup Behavior,” in S. Worchel & W. G. Austin (Eds.), **Psychology of Intergroup Relations** (Chicago, IL: Nelson-Hall; 1986), page 15 - 20.

⁹Source: The information related to these four areas of rights are adapted from and found in **Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights** (<http://bit.ly/1TmOp6v>). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection-accountability. NOTE: The rights listed in these four “categories” may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in “Safety and Security” rather than “Participation” where organizing or joining a union is dangerous.

¹⁰For more information in English on Using Shadow Reports for Advocacy visit <https://www.newtactics.org/using-shadow-reports-advocacy/using-shadow-reports-advocacy>

- The position of the Jordanian Constitution, specifically Article 6 that contains the principle of equality of all Jordanians before the law. This has resulted in some law provisions that emphasize the principle of nondiscrimination.
- A number of Jordanian laws that relate specifically to those without family care in Jordan include:
 - Personal status law
 - Law on Protection against Family Violence
 - Nationality Law
 - Juvenile Law No. 32 of 2014
 - Civil Status Law No. 9 of 2001, Article 23 and 24 of the Civil Status Act
 - National Center for Human Rights Law No. 51 of 2006

of Jordanian mothers on account of their father's non-Jordanian nationality, children born out of wedlock, de facto discrimination against children living in extreme poverty, and children living in the remote areas of the country. Specifically regarding discrimination of children born out of wedlock, the CRC stated that a classification of children as "illegitimate" is discriminatory and violates the principles and rights of the child enshrined in the Convention. The CRC made two specific recommendations for the Jordanian Government:

1. the State party make greater efforts to ensure that all children within its jurisdiction enjoy all the rights enshrined in the Convention without discrimination, in accordance with Article 2, by effectively implementing the existing laws that guarantee the principle of non-discrimination.
2. the State party abolish the discriminatory classification of children as "illegitimate" and adopt a proactive and comprehensive strategy to eliminate de facto discrimination on any grounds and against all vulnerable groups of children, and prioritize social and health services and equal opportunities to education for children belonging to the most vulnerable groups.

Research – Content (Literature and Legislative Reviews)

In the subsequent research conducted by IRCKHF, they highlight that the CRC recommendations are based upon and reinforced by Jordan's constitution as well as national laws and mechanisms for addressing the discrimination against children/youth deprived of family ties (see side bar). IRCKHF's research exploration provides an especially thorough review of the current laws and policies through desk and online research as well as direct interviews.

The literature review was based on a desk review of all previous research conducted on children and youth deprived of family ties and care leavers in Jordan¹¹. In addition, a review of social psychology literature was conducted. **Social identity theory** was identified as the ideal theoretical framework for the design of tools and data analysis of the research component for YDFT. A review and analysis of existing international conventions and best practices, national guidelines, strategies, policies and laws concerning orphans of 'unknown origin' as well as those laws and policies that affect them. These legal foundations safeguard the rights of orphans, regardless of the origin of their birth, to enjoy rights afforded under the Sharia, such as the right to maintenance, the right to own property, the right to receive care, the right to education and health and also the right to inherit, if the identity of one of the parents is known.

Content research provides the opportunity to base your own advocacy on a solid human rights framework. The position of international law for human rights relevant to orphans and youth deprived of family ties is outlined through the following United Nations mechanisms:

- Article 2 of the Universal Declaration of Human Rights outlines the terms of equality and non-discrimination (emphasis on relevant wording indicated): *Everyone is entitled to all the rights and freedoms set forth in this Declaration, **without distinction of any kind, such as** race, colour, sex, language, religion, political or other opinion, national or social origin, property, **birth** or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under*

¹¹ See **Empowering Care Leavers**, Volume 1, for the in depth findings from the literature, legislative and media research and annex 1 in the report for the interview tool used by IRCKHF with experts.

any other limitation of sovereignty.

- Article 25 (2) of the UDHR: *Motherhood and childhood are entitled to special care and assistance. All children, whether **born in or out of wedlock**, shall enjoy the same social protection.*
- Article 2 (2), Convention on Rights of the Child, 1983 (emphasis on relevant wording indicated): *States Parties shall take all appropriate measures to ensure that the child is **protected against all forms of discrimination or punishment on the basis of the status, activities, expressed opinions, or beliefs of the child's parents, legal guardians, or family members.***
- Article 20 (3), Convention on Rights of the Child, 1983 provides the recommended remedies for children deprived of family ties: *Such care could include, inter alia, foster placement, kafalah of Islamic law, adoption or if necessary placement in suitable institutions for the care of children. When considering solutions, due regard shall be paid to the desirability of continuity in a child's upbringing and to the child's ethnic, religious, cultural and linguistic background.*

It is important to note, that since ratifying the Convention on the Rights of the Child, the Government of Jordan has maintained three reservations to articles 14, 20, and 21. One such reservation to Article 20 (3) stated above regards “the provision on adoption,” noting that children in Jordan “retain the right to benefit from the alternative family care under the Islamic system of kafalah and fostering arrangements established in accordance with the Sharia.”

Research – Structure

For the purpose of this case study, two areas of concern are underscored that relate to the perpetuation of discrimination and stigmatization of this vulnerable population in both content and structure: terminology and data collection.

Terminology

IRCKHF found a wide range of terminology associated with this population of vulnerable children and youth. The inconsistencies in the terms used to describe orphans, and particularly children and youth deprived of family ties, impact not only the legal frameworks as outlined in the previous section, but also the structures mandated to implement the laws and policies. These inconsistencies appeared in the following areas:

- **In academic, governmental and non-governmental reports.** The terms range from neutral to stigmatizing including orphans, children and youth without parental care or family support, born out of wedlock, legitimate and illegitimate children, children of unknown origin or unknown lineage, child of sin, foundling.
- **Between the Arabic and English languages.** In addition, the terminology in Arabic, or translated into Arabic, seems to be more discriminatory. As a case in point, among the terms found by care leavers themselves to be discriminatory and stigmatizing is ‘unknown origin’.
- **In the operations of different ministries.** Aside from the issue of discrimination, the different categories and definitions that are used make it more challenging to both get and conceptualize information on children and youth deprived of family ties.

Data Collection

Due to this wide range of terms, it is very difficult to know how many children and youth are actually impacted. The differences in how orphans, and particularly children and youth deprived of family ties, are described results in inconsistencies in official categories, definitions and how information about them is collected. For example, statistics and numbers on children and youth deprived of family ties vary greatly in the literature and reports. Some are presented in percentages, while others in numbers. It is not clear where some of the reports obtain these numbers. This makes it difficult to obtain a clear picture on the actual numbers of children and youth deprived of family ties.

Without a consistent definition of who makes up this population, accurate information is difficult to obtain. This in turn makes it difficult to set policy, implement the policies and to allocate sufficient budgetary resources to ensure the rights and care of this vulnerable population.

Research – Culture

As mentioned previously, the area of “culture” is extensively explored through the enhanced “triangle analysis” used by IRCKHF that included the “Perceptions, Attitudes & Behavior Survey” and the “Qualitative Participatory Peer Research”. These aspects are particularly highlighted by the role of media and society in perpetuating the discrimination and stigmatization of children and youth deprived of family ties.

Role of Media in perpetuating discrimination and stigmatization

Regardless of whether the inconsistent terminology is intended to deny any individual his/her right, it certainly does contribute to the spread of a social stigma that is harmful to the children and youth deprived of family ties on a social level. The presence of such terminology in formal institutions of the state also encourages its spread and use throughout all levels of society. This spread is most notable in the terminology used by various media outlets in their coverage of this issue and this marginalized population throughout the years. IRCKHF conducted retroactive media research, as well as research regarding current and ongoing media coverage in order to pull out all the terms that are used. For example, when there was a holiday such as mother’s day, there are positive connotations given to “orphans”. However, if someone got into trouble or was abandoned, then the more negative terms were used. The media research¹² was particularly useful to identify the types and sources of discrimination in order to plan how to reduce and eliminate such discrimination.

Role of Society in perpetuating discrimination and stigmatization

The research into social identity theory¹³ provided an understanding into both the self-perception of care leavers, especially the youth deprived family ties (YDFT), and society’s perceptions and attitudes toward them. These results provided insights into how discrimination against this vulnerable group is embedded into systems and practices, intentionally or unintentionally.¹⁴

Misconception related to national ID cards and the role of naming in perpetuating discrimination and stigmatization

During IRCKHF’s research, they found a belief held among YDFT that their national ID numbers intentionally highlighted their stigmatizing status. However, IRCKHF discovered that this is a misconception.

Surveyed care home leavers complained of stigmatisation, adding that the last names given to them by the authorities, which usually resemble regular first names rather than family names, cause them discomfort and embarrassment, with some avoiding mentioning them altogether.

¹² For a more indepth review of results see, **Empowering Care Leavers**, Vol 1., pages 32 - 36

¹³ See “social identity theory”, Chapter 3, **Empowering Care Leavers**, Vol 2., pages 16 - 17

¹⁴ For the indepth rationale, theoretical framework and description of the research design related to IRCKHF’s qualitative research see **Empowering Care Leavers**, Vol 1, Pages 37-40 and **Empowering Care Leavers**, Vol 2, page 8, 16-17.

Generally, ID numbers start with the year of birth but the ID numbers for YDFT do not. This offers an excellent example of how misconceptions in the realm of culture and social identity impact people's lives. Up until the year 2000, YDFT did not have an ID number. At that time anyone who wasn't given an ID at birth was given a number that begins with 2000. This includes a wide variety of circumstances. However, YDFT assumed they were the only ones with this situation. This perception was reinforced when they looked at each others' ID numbers. In addition, when encountering police they were asked to explain their odd ID number which adds to the discrimination and stigmatization felt personally and collectively.

Although this is a misconception, the problem does arise due to such issuing of ID numbers. Based on law, the Department of Civil Status and Passports registers births of Jordanian nationals in Jordan and abroad and of foreign nationals born in Jordanian territory. Children born out of wedlock, recognized as persons before the law, may be registered at any time without reference to any statutory time limits for birth registration. The Department registers their names on the civil register and issues them with national identity numbers, then adds their names to the family register, and issues them with identity cards and passports. ***There is nothing distinctive about the national identity numbers that they are given. The numbers do not contain any elements suggesting that they were born out of wedlock.***

In an attempt to remedy naming difficulties, in 2002, the legislature introduced an amendment to the Personal Status Code granting the departmental committee responsible for correcting names the power to correct the name of a child born outside of wedlock or a child whose parents are unknown. However, this remedy still leaves YDFT with odd names and ID numbers that are difficult for them to explain.

Conclusions

As a result of their extensive research and observations, the IRCKHF campaign focused primarily on the advocacy focus area of **non-discrimination**. Overall, the manifestations of discrimination are profound and are grounded in the content, structure and culture impacting this vulnerable population¹⁵. These range from circumstances of care in care centers, post-care pathways available to youth, and the subsequent cycle of disadvantages that highlight the unrealistic assumption that these youth can shift to a state of complete independence after leaving care. Such a cycle of low academic qualifications, lack of life skills, and self and societal perceptions is difficult to break. This in turn impacts the kinds of jobs they land, their sources of income, accommodation, their marital status, and general quality of life which increases their vulnerability, abuse, insecurity, and chances of homelessness.

Specifically, IRCKHF determined that the terminology, as highlighted by the CRC, does greatly contribute to the discrimination and stigmatization of YDFT. This impacts all other aspects of their lives, including access to family supports which further results in discrimination regarding education, employment, housing and other areas of social participation. It is important to note the additional burden of gender discrimination faced by YDFT, the differences in challenges faced by girls and boys. As such, this is an intersectional issue which compounds the impacts as they relate to female YDFT.

The research results indicated that considerable awareness raising and long term actions would be required to eliminate the stigma and resulting

¹⁵ *Empowering Care Leavers*, Vol.1, 2016, page 15

discrimination to address the social integration of children from care centers into empowered care leavers.

Reflection for Your Organization:

Step 1 – Identify the Problem

Utilizing these human rights-based focus areas for outreach and message development can help to mobilize different constituencies to participate in your advocacy campaign. Advocacy efforts do not necessarily take place within a set, linear time frame. For example, JREDS' community advocacy trainings, based on the New Tactics Method and the Aqaba beach issue, took place during the same time period as the research on the legislation and the ASEZA mandate. These all contributed to the problem statement revisions to better understand how to tackle the problem. Take time to reflect on the following:

Know yourself

Explore the human rights-based focus areas to assist your own problem analysis and discuss the evolution of JREDS' problem exploration into a human rights-based statement.

- How can your advocacy benefit from a rights-based problem statement?
- How can this example inform your exploration of the human rights advocacy focus areas?
- What kinds of research will help you to better understand your problem?
 - How can research help you to identify the differences in how various marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, youth, elderly, etc.)?
- What did you learn about yourself and your organization through the in-depth exploration of the identified problem?

TIPS: Identifying your problem statement

- Check your statement to ensure it is human rights-based to provide others with an understanding of the right that is being violated, abused or denied.
 - What international human rights articles or conventions can you identify that are important for advocating on your issue?
- Provide a brief context as to why the problem exists by using the advocacy focus areas to discuss the unique aspects of your context.
 - How can you connect the right to daily life experience to offer a basis for engagement of stakeholders and accountability from decision makers?
 - How does your target group experience the problem? How do other marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
 - What national laws or policies can you find that are important to know or for advocating on your issue?

Step 2 – Create a Vision

It is essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. A vision provides a compass for making decisions when advocacy conditions shift and change. You must **know yourself** and the future reality you want to create.

During the New Tactics individual consultation with IRCKHF, discussion concerned the development of a human rights based vision. Although IRCKHF had not considered a long term vision, they had developed a campaign slogan: **Jordan is my support (as a country)**. They had not, and actually did not, use the slogan as they felt it needed to be revisited. However, in preparation of the New Tactics consultation process, they offered this vision statement: **Eliminate the discrimination against children deprived of family ties in order to remove all stigma around them and hence inclusion within the social structure and viewed as “normal” Jordanians.**

Recall the identified problem statement: **Children deprived of family ties in Jordan are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.**

They accurately tied their offered vision to their problem statement. And yet the vision is limited, eliminating discrimination only against children deprived of family ties.

When considering the development of your advocacy campaign’s vision, look to the “positive” or “flip-side” of the problem. Then allow yourself to dream about the world as it can be without that problem. Broaden your vision to show the positive remedy of your problem statement that encompasses the fulfillment of the right or rights being denied.

Taking into consideration both the slogan they had developed and a positive rendering of the rights being sought, New Tactics offered this alternative vision statement: **All children have the right to dignity, respect, equal treatment and recognition as citizens.**

Some might argue that this alternative vision is “too broad”. However, if we examine this vision statement we can see the elements of the problem statement addressed in a positive way:

- **All children** – children deprived of family ties in Jordan are included, along with other children who may be experiencing violations of their rights, including them without distinction or discrimination.
- **right to dignity, respect, equal treatment and recognition as citizens** – the





Starting Point:
**PROBLEM
TODAY**

Reframed problem example:

Children deprived of family ties are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.



VISION
All children have the right to dignity, respect, equal treatment and recognition as citizens

problems of life-long discrimination, stigmatization, exclusion and denial of rights as citizens have been eliminated not only for this group of vulnerable children but all children enjoy this new world.

Such a vision can inspire and invite others who are working with other vulnerable groups of children to see themselves working for such a vision and joining to build that better world. This can open the space for building collaborations with other organizations as well as guide the direction of advocacy efforts both now and in the future.

Reflection for Your Organization

Step 2 – Create a Vision

A vision can evolve over time. As you make gains in your advocacy effort, take time to review and reflect on your vision. Take time to reflect on the following:

Know yourself

Discuss the differences in the vision statements offered above and develop your own vision statement.

- How can your vision statement be utilized for your advocacy (e.g., unifying your staff, outreach to allies, message development, engagement with stakeholders and decision-makers)?

TIPS: Creating your vision statement

- Check your vision statement to ensure it is **human rights-based** to unite others around the right you are seeking to be fulfilled.
- Frame your vision as a **positive statement** that addresses the identified problem.
- Make your vision statement **broad** enough to guide the current campaign and **provide direction** for your future advocacy efforts.
 - Can others outside of your organization or network see themselves in your vision for the future?
 - How have you involved and actively engaged those who are marginalized in creating the vision (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
 - Does your vision exclude others? If so, this is not a human rights-based vision.
- Review your vision on a regular basis to evaluate and **embrace broader visions** to guide greater gains.

Step 3 – Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people’s attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. New Tactics in Human Rights has developed and adapted specific tools to help guide you through this process of identifying people, groups, organizations and institutions working for and against change in your situation. Whether your work is at the local, national or international level, [mapping the terrain](#) of relationships allows you to identify more opportunities for taking action. This step requires an exploration of all three sources of knowledge: **know yourself, know your opponent, and know the terrain.**

No matter what human rights issue we are seeking to address, decisions about the issue are always made by people. The more we can learn, understand and know about the people involved, the more successful we will be in addressing issues of concern to us and our community. As we examine this case, consider the ways in which you have worked to identify the people, organizations, institutions and relationships involved in your own organization’s issues. The information you have gathered can be organized using the tactical map and spectrum of allies tools to enhance the exploration, identification of appropriate targets, and selecting of tactics (see Step 4 – Exploring Tactics).

Using the Tactical Map Tool

IRCKHF did not use the New Tactics [tactical map tool](#) to explore the terrain of human relationships. During the individual consultation provided by New Tactics with IRCKHF, the tool was introduced and illustrations provided for how it could be utilized. The rendering of the many relationships discussed were compiled into the following tactical map example.

When using the tactical map, it is crucial to determine a face-to-face “central relationship” between two individual people. These two people represent the human rights problem you are seeking to address. Why is this important? Human rights violations, at the core, are personal experiences. Therefore, the resolution of those violations must also be personal. Human rights-based advocacy efforts seek to change the problem for those who are experiencing the violation and hold accountable those who are perpetrating or making the violation possible through their actions or inaction.

The face-to-face example that depicts this identified problem is: 1) the **child deprived of family ties (CDFT)** and 2) that child’s **caregiver**. This does not imply that all caregivers of children deprived of family ties are treating these children from an attitude and behavior of discrimination and stigmatization. No, there are certainly many caregivers who are treating all the children in their care with dignity, respect and equality. However, when using the tactical map tool, the tool is meant to highlight the situation of human rights violation. Therefore, it is important to discuss and

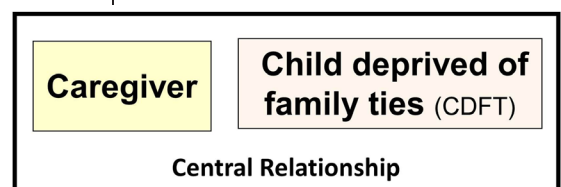
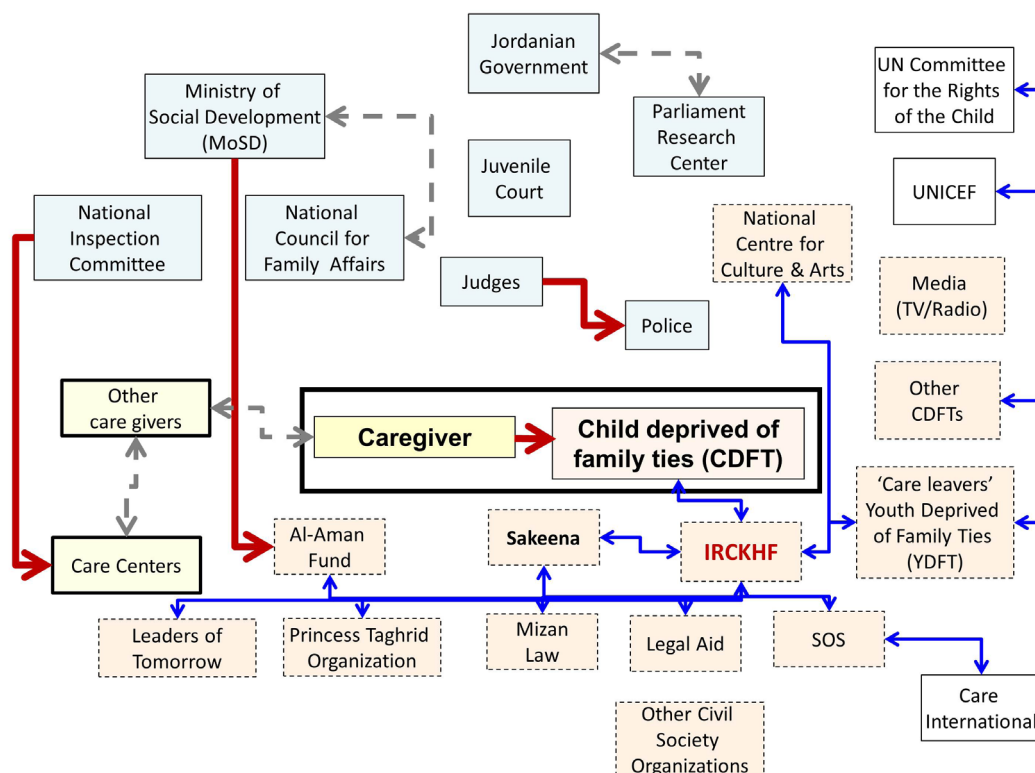


Figure: An example of the central relationship of the Tactical Mapping Tool. of the four action areas.

consider an actual face to face situation which illustrates the violation or denial of the right. In this case, it is important to acknowledge that there are caregivers who themselves perpetuate the discrimination and stigma against children deprived of family ties. It is this relationship that will need to change for the problem to be truly addressed and that marks the starting point of this tactical map.



The benefits to using the tactical map tool for exploring your advocacy “terrain” is that we often miss the wide array of human relationships that are connected to, involved with, invested in and surrounding an issue. As you create your own tactical map, be sure to identify the actual government agencies and bodies, specific media/ journalists and civil society organizations that are interested, involved and invested in your identified problem. The more specific you are, the more the tactical map can assist your advocacy.

Tactical map key:

Light orange box with dotted line = civil society entities (people, groups, organizations, etc.)

Light yellow box with solid black line = caregivers and care centers

Light blue with gray solid line = government related bodies

White box with gray solid line = international bodies

Relationship lines: shown by the Line Key

Figure Above: The tactical map serves to provide a “birds-eye” view to illustrate the range of organizations engaged in an issue. It is important to note that there were many more ‘entities’ involved in the process than are indicated on this tactical map. Those that appear here serve to provide an example of the usefulness of the tool as these ‘entities’ relate to some of those identified through the IRCKHF’s advocacy process. The tactical map is a tool to continually update as you learn more about the ‘entities’ involved in your issue.

TIPS for using the tactical map

Consider when finding the “central relationship”:

- Who rights are being violated, abuse, denied?
- Who is violating, abusing or denying another person’s right in this situation?
- Is this truly a face-to-face relationship?

NOTE: There is no face-to-face relationship between a person and an institution.

- Is there a face-to-face relationship in this problem that is being overlooked?

Every person, group, association, institution, governmental body, etc., is a possible point for taking action. It is not possible, however, for an organization to focus on each and every point on the tactical map. Additional research is necessary at this stage to be strategic in your use of limited resources to select your points of action wisely.

Using the Spectrum of Allies Tool

The “Spectrum of Allies” tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement

with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter or oppose our efforts. At the same time, those we initially think might be passive or active opponents may, in fact, support our rights based advocacy efforts. A key point to remember is that individual people make up groups, associations and institutions.

Even when a particular group or institution takes a stance against us, there may still be individuals within the group or institution that will support our advocacy effort.

As with the tactical map tool, IRCHKF had not specifically used the spectrum of allies tool in this campaign. Although they had used the tool in a prior campaign effort.

In order to illustrate how the spectrum of allies tool can be used, the tactical map shared with IRCHKF during the New Tactics consultation was used to then create a spectrum of allies based on the relationships identified on their tactical map. This spectrum was used during the consultation discussion.

Reflection for Your Organization

Step 3 – Map the Terrain

Mapping the terrain provides information and insights for mobilizing allies and building coalitions. The tactical map and spectrum of allies tools provide critical support when exploring and [selecting tactics](#) to advance your advocacy effort. It is vital to any campaign to identify people, organizations and institutions that can provide on-going support and assistance for planning, outreach, and mobilization.

Take time to reflect on the following:

Know Yourself

Consider how your organization can more thoroughly “map the terrain” and understand your context related to the identified problem:

- Have both women and men participated in the process of mapping the terrain? If not, do the results of your tactical map reflect/include gender related aspects such as differences in relational contacts, power relations, and decision making?
- Who are your allies – those who support your position or efforts on an issue; and those who will **actively** work together with you?
- What kind of **mobilization** is needed to engage your network of people, groups, and organizations to better understand the problem you've identified within your context?

Know your opponents / Know the Terrain

- Who are your opponents – those who do not support your position or efforts on an issue; and those who will actively work against you?
- Who do you need to mobilize in this phase of your advocacy to better understand the terrain (e.g., people with specific areas of expertise)?

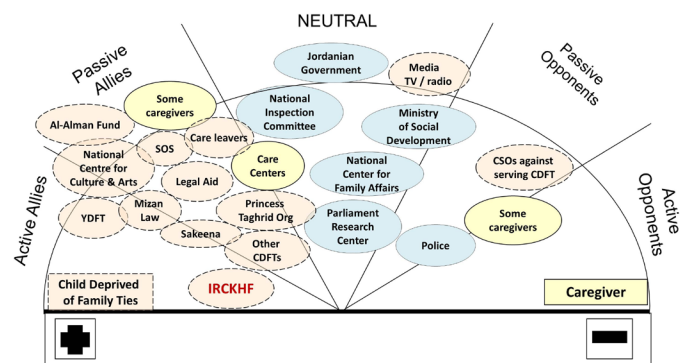


Figure Above: The "spectrum" is a tool to continually revise as you conduct research, analyze new information and carry out tactics to engage and move different targets towards the active ally segment of the spectrum.

TIPS: Mapping your terrain

- Put PEOPLE at the center:
 - Whose right is being violated, abused or denied?
 - Who is violating, abusing or denying another person's right in this situation?
- What kind of research is needed to help you determine:
 - Who else is involved, interested or invested in this issue?
 - Who carries responsibilities for addressing this issue?
 - Who are potential allies and opponents regarding this issue?

Step 4 – Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! The more [tactics you study and learn](#), the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: **know yourself, know your opponent, and know the terrain**. This step will highlight the following areas of strategic and tactical development:

- Human rights-based tactical aims
- Strategic goals for advancing your journey of change
- Advocacy Action Areas: internal capacity building, research, mobilization, and engaging with decision makers
- Use of technology

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims: **prevention, intervention, restorative, and promotion**.

Ask yourself – Is your primary aim to:

- **prevent** an imminent abuse from taking place now and in the future?
- **intervene** in situations of long standing denial or abuse of human rights for individuals and communities that are marginalized or excluded?
- **restore** and rebuild the lives of victims and communities after abuse – to help them heal, seek justice, reconciliation, or redress?
- **promote** human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

As we examine the journey of change in this case, study the goals and the tactics selected to move the advocacy forward. In addition, as we explore each action area and the tactics selected, consider how your own tactics support and



interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.

Developing the Journey of Change

Return to your problem statement for guidance when developing milestone goals to assess progress on your journey of change. It is important to note that the extensive research undertaken by IRCKHF provided a solid foundation for developing a strategic path for action to address their identified problem.



Figure above: This journey of change visual provides an overview of IRCKHF's immediate and longer-term goals.

IRCKHF's problem statement: **Children deprived of family ties are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.**

IRCKHF's research identified the various and most striking forms of discrimination faced by children and youth deprived of family ties, whether social, legal or other. Initially, IRCKHF set out to eliminate the different types of stigma that they had identified. Upon further examination, one underlying aspect of the discrimination that occurs is due to the stigmatization perpetuated by terms used to describe 'orphans,' particularly those children deprived of family ties due to the origins of their birth.

This provided guidance for IRCKHF's strategic direction by outlining two general goal statements:

1. Reduce the stigma and discrimination towards orphans by raising awareness and advocating the legal and social rights in order to protect and promote equality and a healthy integration into society.
2. Create a network of civil society organizations who provide services for care leavers in Jordan by building their capacities in order to continue and improve their services through cooperation with each other and coordination with the Ministry of Social Development.

During the consultation with New Tactics, these two statements were discussed to explore a deeper reflection on their **tactical aims** to guide their campaign in addressing the human rights violations outlined in their problem statement. Examining the tactical aims help to ensure that the targets and tactics selected to address the problem will reach the intended purpose.

IRCKHF determined two critical tactical aims for their advocacy effort: **intervention** and **restorative**. The first tactical aim:

Intervention: The campaign sought to intervene in the on-going stigma and discrimination of this vulnerable and marginalized population. In order to reduce the stigma and discrimination, IRCKHF chose to intervene in the terms commonly used that perpetuate the stigmatization and discrimination against children and youth deprived of family ties (YDFT). In order to make this invention aim more clear, the goal was revised a number of times:

- **Removing the social stigma against care leavers in the Jordanian society.**

- **Remove discriminatory names and replace with a positive term to address the stigma and enhance the Jordanian government's orphans strategy**
- Finally, making the statement more strategic and SMART: **By the end of the grant period, primary stakeholders will agree on a positive term to intervene and replace discriminatory terms for children deprived of family ties to be used in the government's orphans strategy and future legislative policy.**

The following example illustrates how you might examine your own goals to ensure that they are strategic and SMART.

Strategic: The human rights aim of the campaign is directed toward replacing stigmatizing terms which **intervenes** in the on-going discrimination of children (youth) deprived of family ties.

Specific: **primary stakeholders will agree on a positive term to replace stigmatizing terms**

Measurable: **a positive term is agreed upon by the end of the campaign's grant period** [the timeline for the campaign], the positive term is used by primary stakeholders and in the government's orphans strategy and future legislative work

Achievable: primary stakeholders **will agree on a positive term** to replace stigmatizing terms

Relevant: addressing the **stigmatizing terms** used to describe orphans – and particularly children and youth deprived of family ties due to the origins of their birth – will **intervene** in the perpetuation of the discrimination they suffer

Time bound: by the end of the campaign's grant period

IRCKF recognized that rather than eliminate all the forms of stigma, they could begin by addressing the terms that perpetuate the stigma and discrimination. It is very difficult to measure "reduced stigma". But it is possible to measure the use of positive terms that they and key stakeholders could agree to promote.

The second tactical aim:

Restorative: The campaign of **empowering care leavers** required the engagement and full participation of the primary stakeholders themselves – care leavers, the youth deprived of family ties (YDFT). Addressing the discrimination accentuated by the gaps in support YDFT experience due to their lack of family ties. To respond to this gap, IRCKHF determined another goal in their journey of change, to include the creation of a network of support organizations to assist and advance the empowerment of YDFT. This is a restorative aim.

The second goal identified by IRCKHF was stated as: **Create a network of civil society organizations who provide services for care leavers in coordination with the Ministry of Social Development**

By positioning their goals in this way, IRCKHF focused their energy and resources to select tactics for making significant gains toward these two goals.

TIPS: Creating your “journey of change”

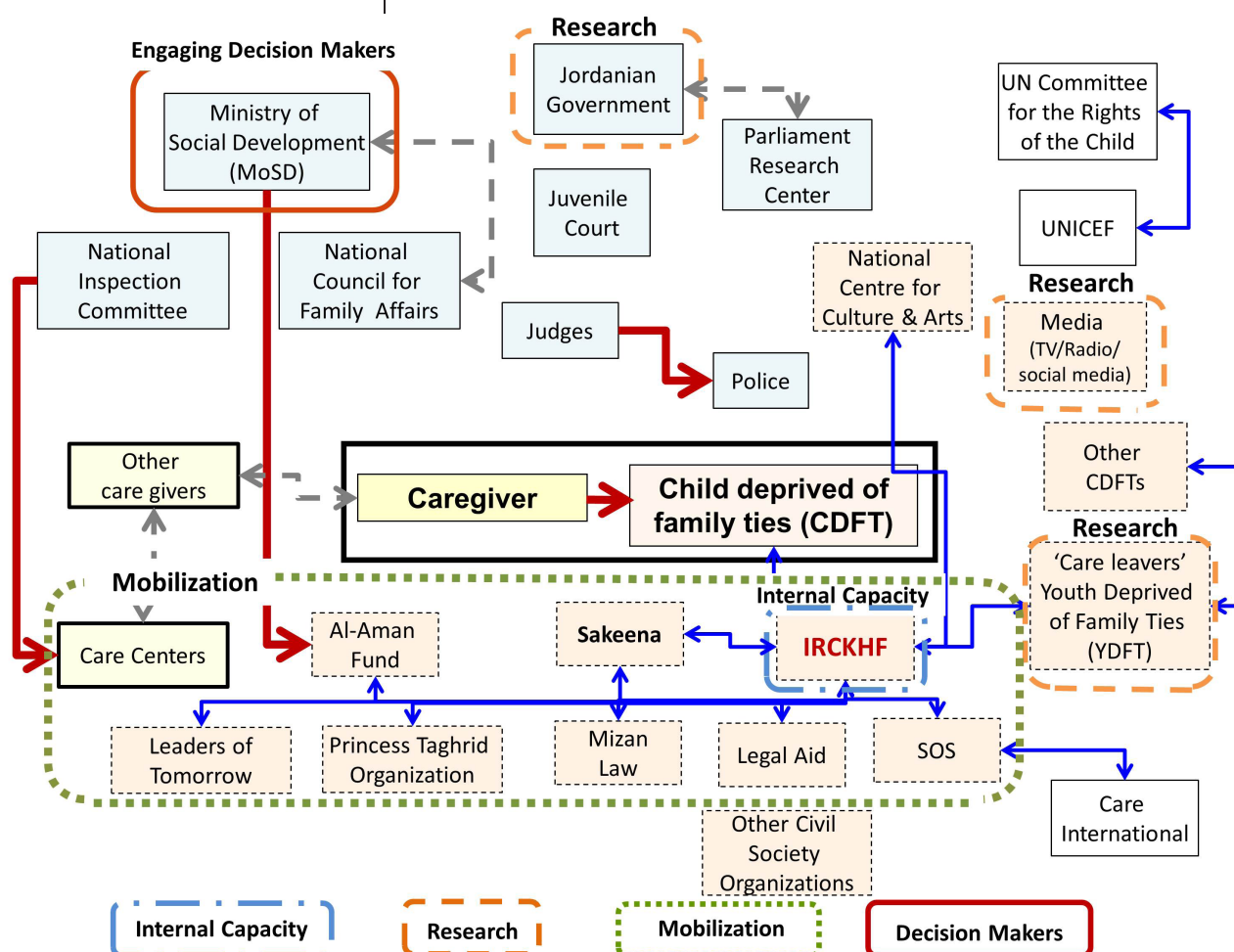
Know yourself

- Consider how can you ensure participation of your target group in setting desired outcomes and results.
- Identify goals or milestones to create your “journey of change.” These goals need to be “SMART” – specific , measureable, achievable, relevant and time bound so you can monitor your progress, evaluate your successes, and know what remains to be done.
- Consider making specific goals that relate to each of the action areas: internal capacity building, research, mobilization and engagement with decision makers.

Advocacy Action Areas

In carrying out advocacy, these action areas (internal capacity building, research, mobilization and engaging decision makers) provide guidance for developing your milestones along the path of your journey of change. It is important to understand that each action area supports the others and helps you monitor your progress and evaluate both your shortcomings and successes. Developing goals for each action area can also provide timing priorities to ensure different aspects of the campaign are working together.

Figure Below: This tactical map highlights the location of the tactical targets for each of the four action areas.



The tactical map provides a way to visually identify the targets for each action area. The spectrum of allies highlights where these targets are positioned on the spectrum. The positions based from active allies to active opponents provide critical insights for tactic selection for reaching and succeeding with the identified targets. The most effective tactics are interconnected and mutually support the advancement of other tactics. Consider how to engage your target groups and how your own tactics are interconnected in order to advance your own campaign. We will use the tactical map and spectrum of allies tool to illustrate the targets of the advocacy action areas selected in this case. As we examine the action areas and the tactics selected, consider how your own tactics are interconnected in order to advance your own campaign.

As noted previously, research was the primary advocacy action area utilized by IRCKHF. Their innovative methods of research were creatively used to mobilize primary stakeholders and engage decision makers. The following section will examine these action areas using the tactical map and spectrum of allies tools to visually assist you in understanding the selected targets and tactics for moving IRCKHF's advocacy forward.

Consider how to engage your target groups. Examine the spectrum of allies and especially notice those located in the neutral segment. IRCKHF concentrated their research on the Jordanian government and the media during the first phase of their advocacy. As they moved into the second phase, their tactics focused on the active and passive allies segments of the spectrum. It is important to recognize that tactics work together to move your goals forward. As you examine the targets and tactics selected by IRCKHF, use the reflection questions after each Action Area to reflect on your own target and tactic selection. When developing your spectrum of allies, you may find that a certain institution is located in a different segment from the individuals who work within the institution. This is one reason why research is so critical for your advocacy effort. Be sure to talk with as many individuals within an institution as possible to reach those who are interested, willing and able to assist you.

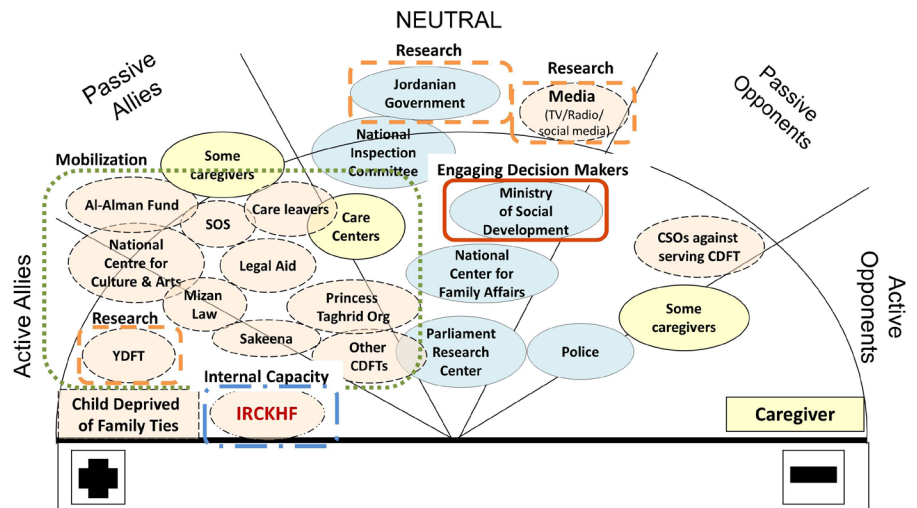


Figure above: This spectrum highlights the location of the tactical targets for each of the four action areas. Note the concentration of targets focused in the "Active Allies, Passive Allies and Neutral" segments.

Spectrum of Allies Key with Advocacy Action Areas

Center relationship – Child deprived of family ties and Caregiver: These are located at opposite ends of the spectrum as they represent the problem

Light orange circle with dashed line = civil society entities

IRCKHF: Light orange circle with dashed line in Bold RED text

Light yellow circle with bold black line = Care centers and care givers

Light blue circle = Jordanian government entities

Advocacy Action Areas:

- Internal Capacity = light blue dotted and dashed line
- Research = orange dashed line
- Mobilization = green dotted line
- Engaging Decision Makers = solid red line



The beauty of the peer research is they become involved in the process, owners of the research, owners of the issues and owners of the results. We've done it before, also with people with disabilities. At the end of the day, it has to be them.

– Dr. Aida Essaid, Director, IRCKHF

Step 5 – Take Action

Without taking action, nothing about the problem you've identified will change. The Strategic Effectiveness Method provides opportunities at each step to take action, monitor, and evaluate your progress. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The Method returns you to Step One so you can assess your knowledge – know yourself, know your opponent and know the terrain – and evaluate how your advocacy actions have impacted your identified problem. Take time to determine what has changed and what requires further effort.

As we examine the actual implementation and outcomes of this campaign, reflect on how your organization documents and acknowledges your achievements – internally to your organization staff and network members, but also externally to highlight your progress on your journey of change.

The campaign made notable achievements regarding the goals they set out to achieve. The results are summarized below according to:

- Each **action area** (internal capacity building, research, mobilization, and engagement with decision makers)
- **Target** groups and constituencies
- **Tactics** selected and their **objectives** to achieve the first milestone on the journey of change
- **Outcomes** that highlight and acknowledge the small to large achievements.

Action Areas

Internal Capacity Building

Target: IRCKHF

Tactic: Engaging experts in the field of children and youth deprived of family ties

Objectives: To ensure accuracy of the data collected and develop recommendations approved by the stakeholders themselves for presentation to decision makers and civil society organizations for taking action.

Outcomes: IRCKHF staff engaged the most critical 'experts', the care leavers (YDFT) themselves as peer researchers that were central to the advocacy effort. Dr. Rawan Ibrahim, who has extensive experience in conducting research with children in care and with care leavers, provided both IRCKHF staff and peer researchers with a training on research ethics with this vulnerable population. In addition, IRCKHF worked with two primary partner organizations: Sekeena as an organization with expertise serving the YDFT population; and Leaders of Tomorrow to provide expertise in processes to engage care givers.

The advocacy experience helped IRCKHF staff to better understand the social taboos in society and moved them to expand the parameters of their organization's work. They improved their research skills particularly using the **social identify theory** framework and concerning the development and administering of surveys. This advocacy impacted the IRCKHF staff profoundly and has resulted in the decision to be directly involved in the network of civil society organizations providing support for care leavers (see Mobilization).

Internal Capacity Reflection

Know yourself

- Consider how can you ensure participation of your target group in setting outcomes and results. Have women and men in your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- Consider the internal capacity of your organization for carrying out advocacy, what current support mechanisms are in place?
- For specific advocacy campaigns, discuss the kinds of structures that could be of most benefit for carrying out the campaign. What additional supports are required? How can you enhance your capacities?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- As you explore tactics for building "internal capacity", don't forget that active and passive allies can be mobilized to support and enhance your own organization's capacity. What allies can you engage and rely upon for leadership and implementation roles?

Know the terrain/Know your opponent

- How might technology be used to build external support?
- What challenges might you face regarding opponents or your context when using technology tools?

Research

Three primary targets for research are indicated on the tactical map. The major aspects of research were conducted in phase one of the advocacy (see Identify the Problem). For extensive but passive research, IRCKHF targeted the Jordanian government (content and structure through the literature and legislative reviews) and the media (culture through a review of terms). As we begin to explore phase two of their advocacy, examine the tactical map and the spectrum of allies to see the active research tactics come into play as IRCKHF engages "Care leavers' (Youth Deprived of Family Ties) themselves in an innovative and participatory peer research process.

Target: Care leavers (youth deprived of family ties)

Tactic Selected: Engage a group of care leavers (YDFT) as peer researchers

Objectives: To ensure stakeholder involvement in researching the discrimination and stigmatization among care leavers themselves; to build connection and re-associating among the group, building a natural network of support; and to

Two youth at the beginning of the peer research training retreat got involved in violent behavior. Our partner, Sokeena, withdrew them from the research team and brought on new youth. For the twelve that participated, what a transformation it made for them. They felt they were owners, and the inclusive approach really empowered them. Even though they were trying to remain anonymous, they spoke publicly at the theater event. It opened opportunities and motivated them more. It was a journey.

ensure accuracy of the data collected and develop recommendations approved by the stakeholders themselves.

Outcomes: The engagement of the care leavers as peer researchers was at the core, in the different aspects of the research and their engagement with decision makers. It resulted in their sense of collective ownership of the process and of the results. Discussions with the peer researchers suggest that their empowerment and their commitment to advancing and improving the situations of other orphans was a key strength and result of the advocacy. Their involvement also helped them challenge the power structure and dynamics between them, decision makers and service providers.

This innovative process consisted of 1) the design of the qualitative tools for participatory action/peer research, 2) the selection of 12 care leavers (YDFT), 3) training to build the capacity of peer researchers to conduct the research, and 4) the implementation of the peer research with care leavers (YDFT) and children inside care institutions.

Care leavers were identified and trained to conduct the data collection themselves. The peers received intensive training and coaching to enable them to conduct the data collection. Gender issues were discussed to sensitize them and acknowledge social factors that contribute to establishing them. This was an important innovation that IRCKHF introduced to ensure a holistic approach to the research design and implementation. This ensured the relevance of the findings of the research with care leavers and soon to be care leavers. This research reflected the reality of this marginalized and secluded segment of Jordanian society to allow for an action-oriented intervention to reduce this stigma. In addition, this ensured that the results would support the future development of appropriate and gender sensitive interventions to further empower them. An additional qualitative preparedness survey was conducted with in-care youth, those who were nearing the time when they would become care leavers.

The use of social identity theory increased the relevance of the research design and results. The application of social identify theory was not previously used to identify the problems faced by orphans from their perspective. This innovative approach made the care leavers themselves the core of the research as well as key contributors to findings and proposed solutions. The use of this particular theory contributed to empowering peers participating in this research as they have themselves recognised where the stigma is coming from and designed appropriate ways to combat them through a selection of an appropriate term to refer to themselves.

A key success was the communication and interaction with the peer researchers which was perhaps one of the most important factors contributing to the efficiency of the research. The peer team took part in discussions, forums, and round-table discussions conducted with decision makers, the MoSD and concerned bodies. This collective sense of ownership was positive and ensured their commitment to improving their situation and the situation of others in care institutions.

Target: Care givers (NOTE: this target group is not highlighted as “research” on the tactical map or spectrum of allies tools as this was added in a later phase of the advocacy)

Tactic Selected: Using an interactive empathy building process for research

Objectives: To build empathy among care givers regarding discriminatory and stigmatizing terminology to raise awareness of attitudes and behaviors toward orphans and particularly children deprived of family ties.

Outcomes: Based on the peer research results, a qualitative research process was carried out with care givers and members of the Ministry of Social Development. A 2-day interactive workshop process explored attitudes and behaviors in order to build empathy and awareness of the stigmatization and discrimination toward youth deprived of family ties. IRCKHF collaborated with Leaders of Tomorrow to facilitate the process. The gathering acknowledged the importance of the role of care givers in the lives of children. The participants included care givers and people from the MoSD. IRCKHF worked with Leaders of Tomorrow (MO7AKA) to gather the caregivers and conduct the retreat. Participants explored actual real life scenarios based on the peer research. The scenarios highlighted that care givers are the most important person, both in terms of being a positive and negative influence. The care givers responded very positively and found the opportunity helped them to share some of their own challenges with being in such a key role in the lives of children. YouTube Video highlights. <https://www.youtube.com/watch?v=yLGKXFladYA>

Target: Students/General society members (NOTE: this is not highlighted as “research” on the tactical map or spectrum of allies tools)

Tactics Selected:

- Conducting a social stigma survey with general members of Jordanian society
- Creating a theater play based on the peer research results with “pre and post” audience polling
- Using social media – Facebook Page “**Humans of Amman**”

Objective: To gain an understanding of societal attitudes toward orphans (youth without family ties) and build awareness among the general public regarding discrimination and stigmatization.

Outcomes: Based on information gained through the application of the social identity theory and conducting the social stigma survey, IRCKHF needed to address the group's identity association to a positive one.

Constructed from the peer research results, the social stigma survey and a theater play based on personal stories were developed. The social stigma survey was developed to gain an understanding of societal attitudes toward orphans and particularly youth without family ties. The theater play provided an opportunity to channel the results of the peer research into a story telling format with an innovative participatory “before and after” process to capture the audience attitudes toward youth deprived of family ties. The play also captured and reflected some of gender specific challenges that female care leavers encounter while highlighting the common, general obstacles care leavers face. The social media page highlighted stories of care leavers in order to build awareness and foster interaction between students and the general public in an innovative way with care leavers.

IRCKHF asked care leavers what groups they relate to, and pointed out to them which ones were considered to be positive based on the social stigma survey. Up until this point, the Jordanian Government and the CRC had been going back and

A quantitative survey of members of society set out to answer the following questions:

- *Does society perceive this group of having a negative social identity? In what ways and why?*
- *What are the attributes associated with YDFT?*
- *Do they feel that they are members of a group that have a negative social identity?*
- *Do youth deprived of family care in Jordan strive to achieve or maintain a positive social identity? How so?*

forth using different terminologies. No one had asked the group (care leavers) how they identify themselves until the peer research happened, nor how society perceives the group until the social stigma survey. This is how the umbrella group of ‘orphans’ as a positive group association was identified.

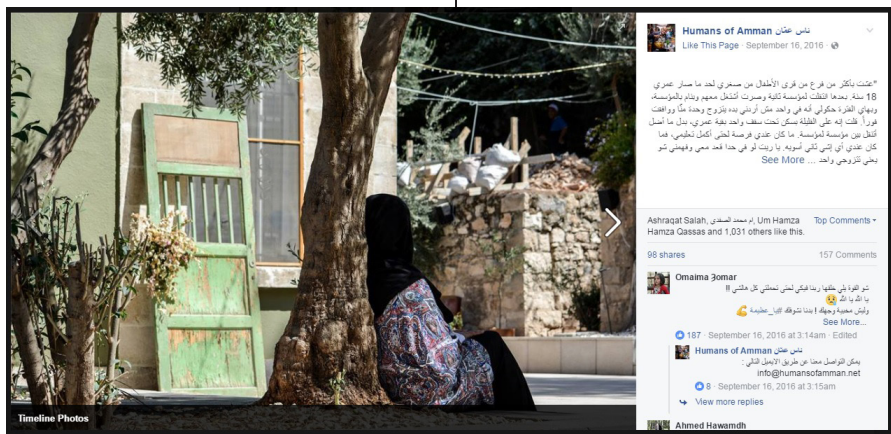
Social Stigma Survey: The survey was developed by IRCKHF with a revision and results calculated by an external party, the King Hussein Cancer Centre (KHCC), to ensure its statistic validity. The survey process was conducted between December 2015 and January 2016. The survey was completed by 600 participants; 51.8% males and 48.2% females. 88.8% of respondents lived in an urban area and 12.5% in a rural area and came from the center (372), north (168) and south (60) of Jordan. The ages of respondents ranged between 18 and 74. 63.2% of respondents were single, 34% married and 1.3% divorced, and 1.5% widowed. It is important to note that due to the length of the survey, a significant number of the respondents were students who took the time to complete it.

Theater Play: IRCKHF gave the writers of the play a report with the main findings and some of the main scenerios to address in the play. The actors then performed a draft of the play for the peer research term who provided significant feedback, actual language and scenerios. The play was performed in six different locations. It highlighted challenges that care leavers encounter in general, as well as additional obstacles that female careleavers encounter. Public polling was conducted before and after to capture audience impressions and any change in attitudes. A YouTube video of the Interactive Play by National Centre

for Culture has been posted: مسرحية - ولدت لأكون

Humans of Amman: The social media facebook page featured shared stories of youth deprived of family ties. The result was quite positive with people being sympathetic. For example, in one circumstance a young woman saw what two of her friends had written and she was able to reveal herself to them. She reported that the result of this revelation was very positive.

Target: Media (see Step 1 for more indepth information on this research)



The Facebook page was created with five stories posted on Humans of Amman

- [First post: 5 September 2016](#)
- [Story 1: 6 September 2016](#)
- [Story 2: 9 September 2016](#)
- [Story 3: 16 September 2016](#)
- [Story 4: 23 September 2016](#)
- [Story 5: 30 September 2016](#)

Tactic Selected: Media terminology research regarding orphans and youth deprived of family ties

The research focused on identifying the stigmatizing terms used against orphans and care leavers in the media. The methodology included calculation and examination of all terminology related to orphans in the various types of media (newspapers, mass media) in Jordan. All these terminologies were collected and analysed to allow for an action-oriented intervention to reduce this stigma. (see Mobilization)

Research Reflection

Know yourself

- What forms of research do you need to better understand your identified problem?
 - Rights-based information: What tactics would help you gain more knowledge of the human right that is being violated or obstructed? Consider how gender, age or disabilities might factor into the problem and your research tactics.
 - Technical information: What tactics would help you gain more knowledge of how structures and procedures are implemented? Consider how gender, age or disabilities might factor into the implementation of procedures and regulations.
 - Legislative information: What tactics would help you gain more knowledge of the laws and policies? Consider how gender, age or disabilities might factor into the development of laws and policies.
 - Social information: What tactics would help you gain more knowledge of the cultural and social structures or barriers? Consider how gender differences, such as roles between men and women, power relations, access to resources and decision making might factor into the forms of research you choose.

Know the terrain

- Consider how you can use the New Tactics tools :
 - Use the “tactical map” tool to identify people, organizations and institutions that have special expertise regarding your identified issue
 - Use the “spectrum of allies” tool to discuss appropriate tactics for engaging experts based on their position as allies, neutrals or opponents
- How can research be used to build awareness and to mobilize allies?
- How might technology help or hinder your research efforts?
 - What kinds of technology would benefit your research?
 - What kinds of technology are useful in compiling information on your issue?
 - What kinds of technology are useful for analyzing results?
 - How are marginalized groups excluded from access or use of technology (e.g., women, people with disabilities, etc.)

Know your opponent

- How can research be used to counter opposition from opponents?
- How can research be used to develop recommendations for action to engage decision-makers?
- How will decision-makers (allies and opponents) react to the results of your research?

- What considerations do you need to make regarding the method or technology you've selected?

Mobilization

Target: Civil Society Organizations

Tactic Selected: Outreach to engage civil society organizations providing services

Objective: Create a network of civil society organizations to provide services for care leavers in Jordan by building their capacities in order to continue and improve their services through inter-organizational cooperation as well as coordination with the MoSD.

Outcomes: The initial outreach targeted organizations providing services or interested in providing service to care leavers, and particularly YDFT. IRCKHF particularly engaged the organizations that agreed to use and promote positive terms. This laid the foundation for identifying potential organization for building a referral network for care leavers.

The network developed a first version of a user friendly “care leavers kit”. This includes basic areas of information such as: How to pay electric bills, opening banks accounts, getting a driver’s license, basic hygiene, shopping and buying groceries, managing money and a personal budget, and other basic life skills. All network members are in the kit along with the support they can offer. The kit also includes a “phone card” with the most important phone numbers for care leaves to keep with them.

Target: Media

Tactic Selected: Development of a “Do and don’t” terminology guide to promote positive terms for YDFT

Objectives: To address the discriminatory and stigmatizing terminology used in media reports regarding orphans and particularly children deprived of family ties

Outcomes: Media analysis on the coverage of Youth Deprived of Family Ties (YDFT) was conducted for the years between 2007 and 2016. Two components were explored: a) type of coverage and b) terminology used. In order to analyze the content, the research team searched the archives of these sites using different key words. A total of 65 articles were found and reviewed from 5 national newspapers (online), 17 local online news sites and 2 international news sites from January 2007 to March 2015. The selection of the sites was based on three papers that listed the most commonly visited newspapers and websites in Jordan. Interviews with journalists and media organizations were conducted as needed.

The outcomes of the media study helped IRCKHF advocate for a change in the way the media portrays children without familial care in Jordan. Media serve as a significant key to addressing attitudes and behaviors in the culture. Campaign messages pointed to the stigmatization experienced by youth deprived of family ties. IRCKHF conducted a round table discussion with media representatives and found in their ongoing media review and monitoring and evaluation (M&E) that media was still using stigmatizing terminology. As a result, IRCKHF created a “do and don’t” infographic terminology guide specifically

for the media. It was sent with a cover letter as a hard copy to all the major newspapers etc. The terminology guide makes sure that all journalists in the news agencies have access to it. Following the release of the “do and don’t” guide, IRCKHF monitored the way in which media was using the terms and sent individual letters citing the specific article to the editors when media sources used unacceptable terminology in their stories. IRCKHF is conducting on-going monitoring. Whenever the use of a derogatory term is used in the media a formal letter to the editor is issued by the center to help correct and improve the use of none-stigmatising terms in reference to care leavers. There has been noted compliance from different media. An important outcome of the advocacy is that they have changed the terms they use while addressing or talking about the orphans.

Mobilization Reflection

Know yourself

- What mobilization efforts will be required to achieve your “journey of change” goals?
- What special considerations might marginalized groups need in order to be mobilized (e.g., women, people with disabilities, etc.)
- What capacity do you have for such efforts?
- How might you gain additional capacity?

Know the terrain

- Use the [tactical map tool](#) to discuss:
 - What people, organizations and institutions are involved in your issue that may need to be mobilized?
 - What additional research do we need to conduct to have a better understanding of those involved or impacted (e.g., women, people with disabilities, other marginalized groups, etc.)
 - What additional research do we need to conduct to have a better understanding of those who carry responsibilities regarding the issue?
- Use the [“spectrum of allies” tool](#) to consider appropriate tactics for those identified in each segment. For example:
 - **Active allies** – what tactics will engage your allies to become even more active in working with you toward the goal?
 - **Passive allies** – what tactics will increase the interest and willingness of these allies to move to the “active ally” position?
- [Selecting tactics](#): Do the tactic choices reflect/include any gender related aspects such as difference in roles between men and women, power relations, access to resources and decision making?
- What opportunities for leadership and implementation can you share with allies to enhance your own organization’s capacities and advance your advocacy campaign? How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?

- How might technology help or hinder your mobilization efforts?
 - What is the purpose of using technology (communication for coordination, outreach for awareness raising, outreach for mobilizing action, etc.)?
 - Who does not have the ability to access or use the technology you are considering?
 - How can you reach those who do not use technology?

Know your opponent

- How will opponents react to the forms of mobilization you have selected?

Engaging Decision Makers

Target: Government bodies – particularly the Ministry of Social Development (MoSD)

Tactic Selected: Signing a memorandum of understanding (MoU)

Objectives: To gain permission and access to information for comprehensive research; to present findings and recommendations for the government's orphans strategy; to ensure the adaptation and use the recommended terminology for future discussions, and other recommendations for future government policy; and to work collaboratively on recommendations to ensure non-discriminatory care and support for orphans and youth deprived of family ties.

Outcomes:

MOU: A Memorandum of Understanding (MoU) was signed between the MoSD and IRCKHF. A MoU provides the formal basis of relationship and exchange. This process can take time when dealing with governmental bodies that must follow specific protocols for engagement with civil society. Once the MoU was signed, IRCKHF was able to engage with the MoSD to gain access to information and coordinate with staff and care givers. Communication with the MoSD took longer than had been anticipated and it was found that no interviews could take place prior to a signed MoU between the IRCKHF and the MoSD. This resulted in delays and affected access to information. For example, the IRCKHF team was unable to get MoSD definitions and statistics in order to complement definitions and statistics mentioned in the literature research.

Use of accepted terminology: During meetings convened by the Ministry which include civil society organizations, people are using the agreed terminology of orphans, care leavers or youth deprived of family ties. When people use any of the discriminatory or stigmatizing terms, people are quick to correct the terminology.

Government's Orphan Strategy: Although IRCKHF was unable to meet one of their objectives, to revise or provide recommendations for Jordan's national strategy for orphans, they have influenced the parameters of the discussions. Unfortunately, they were never able to gain a copy of the national strategy for orphans. According to a press release in 2012 it was being revised. In 2014 it had been sent to the royal court for finalization. In 2016 it was being referenced, but IRCKHF was not able to receive a copy of it. There is a perception, however, that orphans, particularly children and youth deprived of family ties, and those

leaving care are now included in “vulnerable groups”.

Coordination: IRCKHF staff gained a great deal of experience in working with governmental counterparts.

Engaging Decision Makers Reflection

These action areas provide excellent opportunities for engaging decision makers and acknowledging achievements reached along your journey of change. It is important to note that technology may help enhance your efforts in each area. Further, consider how technology can support your preparation for engaging decision makers to advance your advocacy efforts in each of the action areas that have been outlined:

Know yourself

- **Internal capacity building:**
 - Determine who within your organization or network are required to engage with decision makers (community members impacted by the problem, experts, influential allies, etc).
 - What forms of technology can enhance your internal support, communication and organizing structures to carry out your advocacy?
- **Mobilization:**
 - How will the tactics selected leverage your allies to reach decision makers?
 - Determine who within your organization, network and stakeholders are required for developing recommendations or demands for action for decision makers (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
 - How can technology enhance your outreach to your allies, other community members and decision makers?

Know your opponent

- **Research:**
 - How can research prepare you for engaging with decision makers who may oppose your position or recommendations?
 - What forms of technology can aid your research to determine the process for decisions; and who are the decision makers for your issue?
- **Engagement with decision makers:**
 - What forms of technology can help prepare you or help deliver recommendations to decision makers?

Know the terrain

- **Mobilization:**
 - Who will need to be involved or represented when presenting your recommendations or demands to decision makers?

Eventually we want to work on prevention. This would begin with those 14 years old, before they leave care. We hope that our referral mechanism will help us to review the gaps, identify the common problems faced by care leavers and then work on preventing those problems.

– **Dr. Aida Essaid, Director, IRCKHF**

- **Engagement with decision makers:**
 - What challenges do you face in your context when developing and delivering recommendations to decision makers?
 - How can you engage different target groups in decision making processes (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
 - What processes or procedures do you need to consider when engaging decision makers?
 - What preparations do you need to make to ensure that your recommendations or demands are clearly presented?
 - What considerations are needed to ensure the best results?

Monitoring, Evaluation and Future Advocacy

The overall results of the advocacy are provided in the outcomes highlighted above. In order to gather recommendations for future action, a series of meetings with key IRCKHF management personnel, care leavers and network service providers were conducted. These included focus group interviews, one-on-one interviews with key informants, and key persons recommended for consultation by stakeholders. A total of 24 people were interviewed. Unfortunately, the evaluation team was unable to meet anyone from the government. One specific future recommendation is provided below from each stakeholder category:

- Care leavers/YDFT peer researchers: Provide a longer duration for peer training.
- Network of Service Providers: Develop clear terms of reference (TORs) for roles and responsibilities.
- IRCKHF team members: Increase communication amongst team members through regular team meetings.
- Ministry of Social Development: Although no one from the MoSD was able to be interviewed, the recommendation from IRCKHF team members was to ensure a bigger role for engagement from the beginning of any future efforts.

Return to Step 1: Identify the Problem & Step 2: Create a Vision

Advancing the networks' commitment to advocating for care leavers

IRCKHF returned to Step 1 and Step 2 as they looked back at the problem tree they had initially created on this issue and where they were on their Journey of Change. As a direct result from the impact these young people had on the staff, IRCKHF has expanded their organization's mission to include direct advocacy work for this vulnerable group. They determined to concentrate their efforts in the coming period on advancing their second goal: **create a network of civil society organizations who provide services for care leavers in Jordan in coordination with the Ministry of Social Development.**

During 2017, IRCKHF's specifically worked with the referral network of civil society organizations ranging from legal, social, psychological, family planning, vocational education, etc., and including the MoSD. The network is coming out with key ways to address the gaps for care leavers including a Memorandum of Understanding, code of ethics, and by-laws for these organizations. The referral network is based on a case management system with the Sokeena and the Institute for Family Health (which is a sister organization under the umbrella of the King Hussein Foundation) as leaders in their experience with this target group of care leavers. Each network organization has five to six case managers.

A "know yourself" process was conducted to learn what each organization is able to provide for care leavers in the referral network. The network is also developing of a needs-assessment tool which the case managers will be trained to use in order to match care leavers with the appropriate organizational referral. For example, the MoSD provides funds to the Al Aman Fund to provide eligible care leavers with funds for vocational or higher education training. Unfortunately, most care leavers are not ready to avail of these funds. The Al Aman Fund will be able to develop the first file for the case manager to begin the referral process.

IRCKHF will research the usefulness of the current "care leavers kit" and based on actual care leavers' user experience, a revised version will be developed. Looking to the future, IRCKHF would like to eventually produce an audio book to target those care leavers who are illiterate.

A significant contribution is the research information, analysis, and advocacy carried out to date that will continue to guide not only IRCKHF's advocacy efforts but will certainly contribute to a wide range of future efforts by others to combat root causes of the discrimination of this vulnerable and marginalized population.

Action Plan Reflection

Know yourself

Consider the status of your advocacy campaign:

- What has changed about the problem due to your campaign? What has changed for stakeholders? How have marginalized groups been engaged, empowered, participated in leadership and decision making? Are there any differences in the level of engagement regarding men and women?
- What specific milestones in the action areas of your internal capacity building, research, mobilization and engagement with decision makers have you achieved?
- How did you acknowledge and celebrate these successes?
- What are your next milestone priorities?

Know the terrain

- What aspects of the problem have not been addressed by your campaign?
- Are the next milestones on your journey of change still relevant based on the current context?

- How can you engage your allies in determining the priorities for the next milestone on your journey of change? How can women and other marginalized groups be more engaged, empowered, and participate in future leadership and decision making?
- What has changed about your understanding of the problem and context for taking action?
- What is required in the current context to move toward your vision?

Know your opponents

- How have opponents responded to the changes or impacts on the problem?
- How can you anticipate or monitor indications that your opponents may be preparing to launch a response?
- What preparations can you make for responding to any potential actions from opponents?