

Plan International Jordan Country Strategy Development

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Overview

Plan International is a global membership organisation which has been working in Jordan since 2016, collaborating with national and international partners, to support the recovery and resilience of Syrian refugees and the Jordanian host population by providing integrated projects addressing early childhood care and development, education, child protection, gender-based violence, sexual and reproductive health rights, youth economic empowerment and women empowerment services in both host communities and refugee camps.

In 2019 Plan International Jordan (PIJO) developed its first five-year Country Strategy covering the fiscal years 2020-2024 and updated it in June 2020 and in September 2021. The strategy outlined a five-year approach to strengthening the humanitarian-development nexus through a collaborative approach to achieve collective outcomes for both humanitarian and development programmes. The PIJO Country Strategy was guided by Plan International's global strategy "100 Million Reasons" and the triple nexus approach of bridging the humanitarian-development divide through building a 'Nexus'.

In June 2024, PIJO contracted Sama Consulting to help guide the development of the new country strategy for years 2025-2029. The consultancy for the development of PIJO's new country strategy saw strategic planning as an opportunity for learning and stakeholder engagement. It entailed a two-stage process, where learnings and results would inform the new strategy.



Diagnostic Stage

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We started the process with a diagnostic stage, which included primary and secondary research. We reviewed available documents including available mid-term and final evaluations and conducted a series of consultations with different groups including 1) PIJO staff, 2) regional and global staff, 3) partners, 4) national stakeholders, and 5) beneficiaries and parents.

To ensure a comprehensive representation of perspectives in the diagnostic stage, Sama carefully worked with PIJO on selecting a diverse group of stakeholders and beneficiaries. Data collection was conducted in collaboration with PIJO and designed to capture valuable input regarding the impacts, challenges, and possible strategic direction of the future strategy.

As part of the diagnostic stage, a country-level situation analysis was conducted based on secondary research, providing updated information on Plan's thematic areas:

- Early childhood development.
- Inclusive quality education.
- Youth engagement and economic participation.
- Sexual and reproductive health rights.
- Protection from violence.



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The second stage was the strategic development stage, involving a two-day workshop with PIJO core and management teams, with participation from the reference group, in which strategic choices and objectives, delivery approaches, management objectives, and milestones were explored.

The workshop was facilitated by Patrick Crump, Jude Sajdi, and Dr. Aida Essaid.

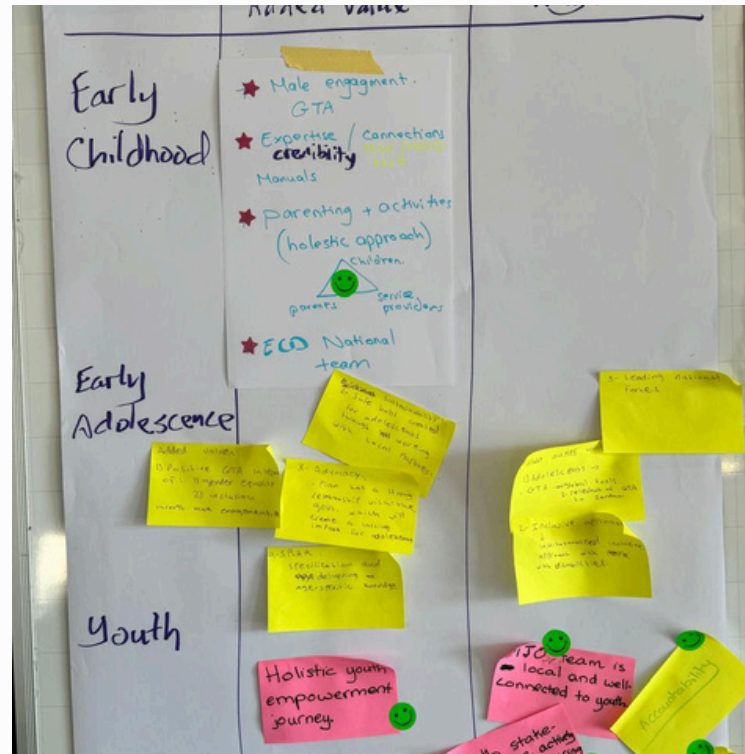
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1. Lessons learned

We started the workshop by presenting and discussing key findings from the diagnostic stage and the team worked on deriving the core strengths they aim to leverage in their future work.



2 Child transition model

The team was guided to identify their value added while looking at the child transition model (highlighting key turning points as children transition into adolescence and then early adulthood).



3. Strategic objectives

By looking at lessons learned, value added, and considering insights from the updated situation analysis, the team identified their strategic choices: program areas, objectives and interventions.

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4. Delivery approaches

Several delivery approaches were explored to determine how Plan Jordan can best implement its programs and identify the delivery modalities to prioritize for effective and inclusive implementation.



5. Organizational objectives

Finally, the team discussed and identified the resources, systems, and structured required to effectively implement the work under the strategy.



6. Validation

Once the strategic planning was complete, we drafted the strategy in collaboration with the Plan Jordan team. The main components of the new strategy were validated with the management team and some members of the regional and global teams.

