**Phases and Steps in SKYE Club Project Implementation**

The purpose of this document is to outline the required and suggested phases and steps involved in implementing a SKYE Club project, as well as provide descriptions of each step.

The steps marked with an asterisk (\*) are only required for SKYE Club pilot projects when a WV NO is first introducing the program, building staff capacity and adapting the model for its specific context.

Not all steps will be completed consecutively – it is possible for some steps to be undertaken at the same time e.g. Steps 7-9 when the SKYE Club Facilitator researches the local economic context, maps youth and stable community structures. It is recommended that SKYE Club project staffs also see the document titled ‘Illustrative SKYE Club Project Gantt Chart’ for more information about project activities and guidelines.

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| **Phases and Steps in SKYE Club Project Implementation** | | | | | |
| **Phase** | **Length of Phase** | **Step** | **Description** | **Required or  Suggested Activity** | **Who is Responsible** |
| **Phase 1. SKYE Club  Project Preparation** | **4-5 months** | 1. Identify WV ADP(s) to implement SKYE Program | The WV Operations Director and Economic Development Specialist will work together to develop a criteria for selecting an appropriate ADP(s) to pilot the SKYE Club program. Based on this criteria they will work with ADP team leaders to agree on an appropriate pilot site(s) | Required | –WV Operations Manager –Economic Development Specialist |
| 2. Develop SKYE Club project log-frame and budget | The Economic Development Specialist will work with the ADP team leader and Ministry of Quality staffs, and SKYE Club project model champion (engaging other WV staff as appropriate) to develop a log-frame and budget for the SKYE Club pilot. This is to be reviewed and ratified by the Operations Director and relevant WV SO and RO staffs. | Required | –Economic Development Specialist –ADP Team Leader –Ministry of Quality  –SKYE Club Global Champion |
| 3. Nominate or hire SKYE Club Facilitator | The Economic Development Specialist will work with the ADP team leader to identify an appropriate WV staff member based in the ADP or recruit a new staff member to act as the SKYE Club Facilitator - there exist a suite of HR documents for WV SKYE Club project staff to use to assist them in this process. Whether the SKYE Club Facilitator is part-time or full-time will depend on the number of SKYE Clubs to be opened in an ADP i.e. 1-5 SKYE Clubs requires one part-time staff, 6-15 SKYE Clubs requires one full-time staff. | Required | –Economic Development Specialist –ADP Team Leader – People and Culture |
| 4. Translate and adapt SKYE Club curriculum  and learning tools \* | The WV NO will be required to review, translate and adapt the SKYE Club curriculum for their local context. It is suggested that SKYE Club project staff work with SKYE Club Leaders to identify areas where the curriculum should be improved as they pilot the program so that it can go through a secondary adaption process after the completion of the first SKYE Club cycle in the pilot project. | Required | –Economic Development  Specialist |
| 5. Host SKYE Club Orientation Training for WV staffs | With the support of the SKYE Club Global Champion, the Economic Development Specialist and SKYE Club Facilitator will organise a SKYE Club Orientation.   The purpose of the SKYE Club orientation training is to provide SKYE Club project staff (those implementing and supporting the project) with an understanding of the SKYE Club project model, its philosophy, core components, and steps in implementation - this training has been identified as critical to the project’s success by WV offices piloting the SKYE program. The training combines experiential learning methodologies with theory and practical activities so that it will provide the project staff with the knowledge, resources and confidence to start implementing the program which includes promoting SKYE in the communities, identifying, interviewing and recruiting SKYE Leaders. Suggested WV staffs to attend this training include the SKYE Club Facilitator(s), ADP Manager, Zonal Manager and the ED Technical Specialist.   The Orientation Training is only held at the beginning of a SKYE Club project, after the SKYE Club Facilitator has been recruited. The costs of the training are outlined in the document titled ‘SKYE Club Budget Estimates and Descriptions.'   For WV NO's piloting the SKYE Club program for the first time it will be necessary for SKYE Club Master Trainers from New Horizons Foundation and the SKYE Club Global Champion to deliver this. | Required | –Economic Development Specialist –SKYE Club Facilitator –ADP Team Leader –Economic Development Regional Coordinator  – SKYE Club Global Champion –New Horizons Foundation Master Trainers (x2) |
| 6. Initiate SKYE Club Action Research Set | It is suggested that SKYE Club project staffs initiate an action research set in order to:  –better understand challenges and opportunities presented by implementing SKYE Club program, and to address these in a constructive and timely manner; –support SKYE Club project staffs; and –to glean learnings from the SKYE Club project and to record these.  It is suggested that SKYE Club project staffs meet face-to-face every 6 weeks to hold action research set meetings. | Suggested | –Economic Development Specialist –SKYE Club Facilitator –ADP Team Leader –Economic Development Regional Coordinator |
| **Phase 2. Identify and Select Community Partners** | **1 month** | 7. Research the local and national labour market | It is important for SKYE Club Facilitators to have an understanding of the local and national labour market (national because often youth migrate to other communities for work and education). This is because it will provide the SKYE Club Facilitator with an understanding of the local economy so that they can advise and connect SKYE Clubs and youth. Some of the questions a SKYE Club Facilitator should ask include: –are there jobs in the target community or other communities in my country? –if there are jobs available, what skills and qualifications are employers looking for? –are there many new business start-ups in the target community or other communities in my country? Why or why not? –What support exists for those looking for jobs? e.g. job boards, websites or services –What support exists for those looking to start a business?  The SKYE Club Facilitator can answer these questions by looking online for available data and recent reports developed by local government ministries and NGOs. The SKYE Club Facilitator can also reach out to government as well as local businesses to help give them an understanding of the local and national labour market. | Suggested | –SKYE Club Facilitator |
| 8. Map stable structures in target community | The SKYE Club Facilitator will spend 2 weeks to a month mapping stable structures in the target community. These stable structures may include churches or other places of worship, community centres, community based organisations, schools, universities, government offices. The purpose of this exercise is for the SKYE Club Facilitator to have a better understanding of what is available to the youth in the community, and also to identify possible community partners to implement the SKYE Club model or provide support (e.g. a community centre might offer a space for SKYE Club weekly meetings). | Required | –SKYE Club Facilitator |
| 9. Map youth in target community | The SKYE Club Facilitator will spend 2 weeks to a month getting to understand the situation of young people in the target community, what is available to them, what they value, and what there challenges are etc. By mapping youth and where they congregate (i.e. youth groups, places of worship etc.) it is likely that the SKYE Club Facilitator will also identify potential young SKYE Club Leaders that will be well positioned to mobilize youth through their existing networks and lead Clubs in their community. | Required | –SKYE Club Facilitator |
| 10. Identify stakeholders in target community | It is important for SKYE Club Facilitators to identify stakeholders in the community to help facilitate connections to the SKYE Club program. Potential stakeholders could include local businesses, training institutions, local government offices etc. | Suggested | –SKYE Club Facilitator |
| 11. Hold interviews and focus groups with leaders  of stable community structures, youth and major stakeholders in target community | Once the SKYE Club Facilitator has mapped stable community structures, youth and identified stakeholders, it is suggested that they hold both focus group discussions and interviews with the different groups to identify their own interests, needs, challenges and priorities, and what shared interests they may have with WV and the SKYE Club program. The purpose of this is to identify potential community partners and SKYE Club Leaders. Not all community partners will be responsible for 'hosting' the SKYE Club program; some community partners could be potential business mentors for SKYE Club youth or business partners (e.g. a new hostel has opened in community and they need the support of the SKYE Club to develop marketing plans, a website, identify local tourist activities, develop maps etc.) | Suggested | –SKYE Club Facilitator |
| 12. Promote SKYE Club program in target community | It is suggested that the SKYE Club Facilitator hold a number of small community meetings or events promoting the SKYE Club program in the target community to gain the interest of potential community partners, SKYE Club Leaders and SKYE Club members. | Suggested | –SKYE Club Facilitator |
| 13. Assess interest of potential SKYE Club community  partners | Once the SKYE Club Facilitator has identified potential community partners for the SKYE Club program through the conversations with stable community structures, youth and identified stakeholders, it is suggested that they hold meetings with potential community partners to assess their interest in implementing the SKYE Club program. During these meetings it is important for the SKYE Club Facilitator to explain the commitment required of them. | Required | –SKYE Club Facilitator |
| 14. Select SKYE Club community partners | After assessing their interest, the SKYE Club Facilitator will select the community partners responsible for 'hosting' the SKYE Club program. This will involve the signing of a Memorandum of Understanding so that each party is aware of what is required of them. | Required | –SKYE Club Facilitator |
| **Phase 3. Select and  Build Capacity of SKYE Club Leaders** | **2 months** | 15. Work with SKYE Club community partners to  identify possible SKYE Club Leaders | Working with the selected community partners, the SKYE Club Facilitator will identify potential SKYE Club Leaders. SKYE Club Leaders are often young adults and are volunteers from the community that commit to leading the SKYE Clubs. The position description of a SKYE Club Leader is available in the SKYE Club HR documents. | Required | –SKYE Club Facilitator |
| 16. Hold interviews with potential SKYE Club Leaders | The SKYE Club Leader is critical to the success of the SKYE Club program. Ensuring that the right Leader is selected and that they are fully committed to the program is of the most importance. To ensure this the SKYE Club Facilitator must hold one-on-one interviews with each potential SKYE Club Leader to assess their interest and to fully explain their role and what would be required. | Required | –SKYE Club Facilitator |
| 17. Select SKYE Club Leaders | Once potential SKYE Club Leaders have been vetted, the SKYE Club Facilitator will select 2-3 Leaders per a SKYE Club. This Leader will be required to sign a SKYE Club Leader Agreement and attend the 6 day SKYE Club Leader Training. | Required | –SKYE Club Facilitator |
| 18. Host SKYE Club Leader Training | With the support of the SKYE Club Global Champion, the Economic Development Specialist and SKYE Club Facilitator will organise a SKYE Club Leaders Training.    The purpose of the SKYE Club Leaders Training is to provide SKYE Club project staff (those implementing and supporting the project) with and volunteer SKYE Club Leaders understanding of the SKYE Club project model, its philosophy, the underlying education methodologies, how to use the SKYE Club tools, as well as how to mobilize, facilitate and work with youth. This training has been identified as critical to the project’s success by WV offices and piloting the SKYE program as well as SKYE Club Leaders. The training combines experiential learning methodologies with theory and practical activities and its objective is to provide participants with the knowledge, skills resources and confidence to open the SKYE Clubs. The maximum number of participants is around 30 because of the trainings experiential nature - it is suggested that there be 2 SKYE Club Leaders per a Club and the SKYE Club Facilitator participating in the training. Other SKYE Club project staff such as the ADP manager and ED Technical Specialist would be required to be passive participants and observe the training.   The Leader's training is held at the beginning of a SKYE Club project, as well as at the beginning of each new 18 month SKYE Club cycle when a cluster of new SKYE Clubs are being created. The costs of the training are outlined in the document titled ‘SKYE Club Budget Estimates and Descriptions.'   For WV NO's piloting the SKYE Club program for the first time it will be necessary for SKYE Club Master Trainers from New Horizons Foundation and the SKYE Club Global Champion to deliver this. | Required | –Economic Development Specialist  –SKYE Club Facilitator  –ADP Team Leader  –Economic Development Regional Coordinator  – SKYE Club Global Champion  –New Horizons Foundation Master Trainers (x2) |
| **Phase 4. Support  Opening of SKYE Clubs** | **2 months** | 19. Hold SKYE Club Leaders Meeting | A week or two after the SKYE Club Leaders Training, it is suggested the SKYE Club Facilitator gather the Leaders together to hold a meeting to gain their reflections on the training, give them a chance to ask questions as well as to together make plans on next steps. It is suggested that this is the first of monthly meetings which will then be coordinated and facilitated by the SKYE Club Leaders themselves - it is very important that the Leaders have a support network as well as a have a space to vent frustrations, talk through challenges and address them constructively and celebrate wins. This is the purpose of the Leaders meetings. | Suggested | –SKYE Club Facilitator |
| 20. Support SKYE Club Leaders to mobilize youth  and open clubs | The SKYE Club Facilitator will work with Leaders to hold small community information sessions, mobilize youth and to officially open their clubs. The role of the SKYE Club Facilitator is not to recruit the youth, but to support and mentor the Leader as they go through the process. | Required | –SKYE Club Facilitator |
| 21. Support SKYE Club Leaders to use SKYE Club  curriculum and host weekly meetings | The SKYE Club Facilitator will need to provide intensive support to the SKYE Clubs as they start-up. For the first two months it will be necessary for the SKYE Club Facilitator to attend each SKYE Club meeting in person and to have weekly phone conversations with Leaders to ensure that they are feeling comfortable with the learning tools, the youth and the process of the club forming an identity. | Required | –SKYE Club Facilitator |
| 22. Support SKYE Club to implement first  community service-learning project | The SKYE Club Facilitator will need to be available to provide SKYE Clubs with support and guidance as they plan and implement their first community service-learning project. This project is a milestone for the SKYE Club and will influence how they continue to work together as a group. | Required | –SKYE Club Facilitator |
| 23. Support SKYE Club to hold first evaluation meeting | It is critical that the SKYE Club Facilitator be present for each SKYE Club's first evaluation meeting as they evaluate their first community service-learning project. During the evaluation meetings the youth will use their SKYE Passport and Journal to reflect on what competencies they have developed as well as set learning goals for the next few months. Again, the SKYE Club Facilitators role is to be supportive and provide guidance, not to conduct the meeting. | Required | –SKYE Club Facilitator |
| **Phase 5. Ongoing  Coaching, Support and Monitoring of SKYE Clubs** | **16 months** | 24. Provide regular coaching and support to SKYE  Club Leaders | After the first two months of SKYE Clubs operating, they should be functioning well as a group and the SKYE Club Leaders should have confidence in the program and themselves. At this point the SKYE Club Facilitator can take up regular coaching and monitoring which involves visiting each Club once a month and having phone conversations with each SKYE Leader every week. | Required | –SKYE Club Facilitator |
| 25. Facilitate regular SKYE Club Leader Meetings | As mentioned in Step 19, the SKYE Club Leaders Meetings play an important role in providing a support network for the SKYE Club Leaders. After the first meeting(s) SKYE Club Leaders should be able to coordinate and facilitate themselves. There are guidance documents available that provide guidelines for SKYE Club Leaders to organise and structure these. | Suggested | –SKYE Club Facilitator |
| 26. Facilitate regular SKYE Club Leader motivational  events | As SKYE Club Leaders are volunteers, it is important to acknowledge their work and for them to feel appreciated. As such, it is suggested that the SKYE Club Facilitator host regular motivational events for Leaders - this could be a day hiking, a dinner, a training that they have requested etc. | Suggested | –SKYE Club Facilitator |
| 27. Support regular SKYE Club celebration activities | It is important for SKYE Club youth to celebrate their hard work and contributions to the community. It is suggested that the SKYE Club Facilitator support Leaders to hold regular celebrations similar to the SKYE Club Leader motivational events, e.g. a dinner, a day hiking or overnight camping etc. | Suggested | –SKYE Club Facilitator |
| 28. Support SKYE Clubs to invite guest speakers to  talk on the topics of active citizenship, leadership, employability and social entrepreneurship | Through the mapping exercise and stakeholder interviews the SKYE Club Facilitator should have a good understanding of who in the target community might be qualified and available to be guest speakers to the SKYE Clubs on topics such as active citizenship, leadership, employability and social entrepreneurship. The SKYE Club Facilitator should link and support SKYE Clubs to invite these guest speakers to their Club meetings. | Suggested | –SKYE Club Facilitator |
| 29. Facilitate and support yearly SKYE Club learning  events | The SKYE Club program is not just a project - it is a movement of young people coming together to change themselves and their community in a positive way. It is suggested that SKYE Clubs be connected to each other through Facebook groups and learning events to share the work of their Club with each other and important community stakeholders. It is recommended that the SKYE Club Facilitator facilitate and support the SKYE Clubs hold yearly learning events (conferences). | Suggested | –SKYE Club Facilitator |
| 30. Monitor and support regular SKYE Club activities  (weekly meetings, community service-learning projects and evaluation meetings) | It is important for the SKYE Club Facilitator to monitor and support regular SKYE Club activities (weekly meetings, community service-learning projects and evaluation meetings) to ensure that the program is upholding the SKYE Club minimum quality standards and reaching educational outcomes. This is done through the SKYE Club Facilitators monthly visits to each SKYE Club and weekly phone calls with SKYE Club Leaders. The SKYE Club coaching and reporting tools will also help the SKYE Club Facilitator monitor the Clubs during this time. | Required | –SKYE Club Facilitator |
| **Phase 6. Ongoing  Creation of SKYE Clubs** | **36 months** | 31. Open new SKYE Clubs (repeat Steps 11-27 for  two following 18 month SKYE Club cycles) | Should a SKYE Club pilot wish to open more SKYE Clubs after the initial SKYE Club 18 month training cycle, it will be necessary for the SKYE Club Facilitator to repeat Steps 11-27. | Suggested | –SKYE Club Facilitator |
| **Phase 7. Build  Capacity of WV Staff for Scale-up and Replication** | **2 months** | 32. Hold SKYE Club Training of Trainers \* | Should a WV NO want to scale and replicate the SKYE Club program it is highly recommended that the NO consider investing in a 7-day SKYE Club Training of Trainers. This can be done with the support of the SKYE Club Global Champion, the Economic Development Specialist and SKYE Club Facilitator will organise a SKYE Club Leaders Training.  This training is to be delivered at least 12 months after the initial 6-day training once project staffs are familiar with the SKYE Club model and have practical, hands-on experience. The purpose of the training is to build capacity in-country; equipping World Vision staff to deliver both required trainings on the model so that the SKYE Club model can be scaled-up at a low cost.   The costs of the training are outlined in the document titled ‘SKYE Club Budget Estimates and Descriptions.' | Suggested | –Economic Development Specialist  –SKYE Club Facilitator  –Economic Development Regional Coordinator  – SKYE Club Global Champion  –New Horizons Foundation Master Trainers (x2) |
| 33. Adapt and/or further develop SKYE Club Curriculum \* | It is suggested that if a WV NO would like to replicate and scale the SKYE Club program across additional ADPs after the initial piloting of the program, that there be a curriculum review process. The purpose of this process is to identify area where the SKYE Club curriculum can be further improved and adapted for the country's context - this may even involve the development of additional modules to address country specific issues. The SKYE Club Global Champion is available to support this process alongside relevant NO staff. | Suggested | –Economic Development Specialist  –SKYE Club Facilitator  – SKYE Club Global Champion |