**Phases and Steps in an IMPACT Club Project Implementation**

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

The steps marked with an asterisk (\*) are only required for IMPACT 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 8 and 9 when the IMPACT Club Facilitator researches the maps adolescents and stable community structures. It is recommended that SKYE Club project staffs also see the document titled ‘Illustrative IMPACT Club Project Gantt Chart’ for more information about project activities and guidelines.

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| **Phases and Steps in IMPACT Club Project Implementation**  |
| **Phase** | **Length of Phase** | **Step** | **Description** | **Required or Suggested Activity** | **Who is Responsible** |
| **Phase 1. IMPACT Club Project preparation** | **4-5 months** | 1. Identify WV ADP(s) to implement IMPACT Club 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 IMPACT 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. Sign letter of engagement acknowledging WVI level MoU for IMPACT \* | The IMPACT Club program is a proven approach to adolescent engagement that cultivates leadership, work readiness, entrepreneurial skills and mindsets in young people. The program was developed by New Horizons Foundation. WV has a global level partnership with New Horizons Foundation; this is outlined along with an approved business model and replication strategy in Memorandum of Understanding. All WV NOs wishing to use the IMPACT Club program must sign and scan a letter of engagement with the global Memorandum of Understanding as an appendix to this and send this to the IMPACT Club Global Champion.  | Required | –WV Operations Manager–Economic Development Specialist |
| 3. Develop IMPACT Club project log-frame and budget | The Economic Development Specialist will work with the ADP team leader and Ministry of Quality staffs, and IMPACT Club project model champion (engaging other WV staff as appropriate) to develop a log-frame and budget for the IMPACT 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 –IMPACT Club Global Champion |
| 4. Nominate or hire IMPACT 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 IMPACT Club Facilitator - there exist a suite of HR documents for WV IMPACT Club project staff to use to assist them in this process. Whether the IMPACT Club Facilitator is part-time or full-time will depend on the number of IMPACT Clubs to be opened in an ADP i.e. 1-5 IMPACT Clubs requires one part-time staff, 6-15 IMPACT Clubs requires one full-time staff. | Required | –Economic Development Specialist–ADP Team Leader– People and Culture |
| 5. Translate and adapt IMPACT Club curriculum and learning tools\* | The WV NO will be required to review, translate and adapt the IMPACT Club curriculum for their local context. It is suggested that IMPACT Club project staff work with IMPACT 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 IMPACT Club cycle in the pilot project. | Required | –Economic Development Specialist |
| 6. Host IMPACT Club Orientation Training for WV staffs | With the support of the IMPACT Club Global Champion, the Economic Development Specialist and IMPACT Club Facilitator will organise a IMPACT Club Orientation. The purpose of the IMPACT Club orientation training is to provide IMPACT Club project staff (those implementing and supporting the project) with an understanding of the IMPACT 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 IMPACT 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 IMPACT 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 an IMPACT Club project, after the IMPACT Club Facilitator has been recruited. The costs of the training are outlined in the document titled ‘IMPACT Club Budget Estimates and Descriptions.' For WV NO's piloting the IMPACT Club program for the first time it will be necessary for IMPACT Club Master Trainers from New Horizons Foundation and the IMPACT Club Global Champion to deliver this.  | Required | –Economic Development Specialist–IMPACT Club Facilitator–ADP Team Leader–Economic Development Regional Coordinator – IMPACT Club Global Champion–New Horizons Foundation Master Trainers (x2) |
| 7. Initiate IMPACT Club Action Research Set | It is suggested that IMPACT Club project staffs initiate an action research set in order to: –better understand challenges and opportunities presented by implementing IMPACT Club program, and to address these in a constructive and timely manner;–support IMPACT Club project staffs; and–to glean learnings from the IMPACT Club project and to record these.It is suggested that IMPACT Club project staffs meet face-to-face every 6 weeks to hold action research set meetings. | Suggested | –Economic Development Specialist–IMPACT Club Facilitator–ADP Team Leader–Economic Development Regional Coordinator |
| **Phase 2. Identify and Select Community Partners**  | **1 month** | 8. Map stable structures in target community | The IMPACT 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, and government offices. The purpose of this exercise is for the IMPACT Club Facilitator to have a better understanding of what is available to the adolescents in the community, and also to identify possible community partners to implement the IMPACT Club model or provide support (e.g. a community centre might offer a space for IMPACT Club weekly meetings).  | Required | –IMPACT Club Facilitator |
| 9. Map adolescents in target community | The IMPACT 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.  | Required | –IMPACT Club Facilitator |
| 10. Hold interviews and focus groups with leaders of stable community structures | Once the IMPACT Club Facilitator has mapped stable community structures and adolescents, 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 IMPACT Club program. The purpose of this is to identify potential community partners and IMPACT Club Leaders. | Suggested | –IMPACT Club Facilitator |
| 11. Promote IMPACT Club program in target community  | It is suggested that the IMPACT Club Facilitator hold a number of small community meetings or events promoting the IMPACT Club program in the target community to gain the interest of potential community partners, SKYE Club Leaders and IMPACT Club members. | Suggested | –IMPACT Club Facilitator |
| 12. Assess interest of potential IMPACT Club community partners | Once the IMPACT Club Facilitator has identified potential community partners for the IMPACT Club program, it is suggested that they hold meetings with potential community partners to assess their interest in implementing the IMPACT Club program. During these meetings it is important for the IMPACT Club Facilitator to explain the commitment required of them. | Required | –IMPACT Club Facilitator |
| 13. Select IMPACT Club community partners | After assessing their interest, the IMPACT Club Facilitator will select the community partners responsible for 'hosting' the IMPACT 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 | –IMPACT Club Facilitator |
| **Phase 3. Select and Build Capacity of IMPACT Club Leaders** | **2 months** | 14. Work with IMPACT Club community partners to identify possible IMPACT Club Leaders  | Working with the selected community partners, the IMPACT Club Facilitator will identify potential IMPACT Club Leaders. IMPACT Club Leaders are volunteers from the community that commit to leading the IMPACT Clubs. The position description of an IMPACT Club Leader is available in the IMPACT Club HR documents. | Required | –IMPACT Club Facilitator |
| 15. Hold interviews with potential IMPACT Club Leaders | The IMPACT Club Leader is critical to the success of the IMPACT 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 IMPACT Club Facilitator must hold one-on-one interviews with each potential IMPACT Club Leader to assess their interest and to fully explain their role and what would be required. | Required | –IMPACT Club Facilitator |
| 16. Select IMPACT Club Leaders | Once potential IMPACT Club Leaders have been vetted, the IMPACT Club Facilitator will select 2-3 Leaders per an IMPACT Club. This Leader will be required to sign an IMPACT Club Leader Agreement and attend the 6 day IMPACT Club Leader Training.  | Required | –IMPACT Club Facilitator |
| 17. Host IMPACT Club Leader Training | With the support of the IMPACT Club Global Champion, the Economic Development Specialist and IMPACT Club Facilitator will organise a IMPACT Club Leaders Training.  The purpose of the IMPACT Club Leaders Training is to provide IMPACT Club project staff (those implementing and supporting the project) with and volunteer IMPACT Club Leaders understanding of the IMPACT Club project model, its philosophy, the underlying education methodologies, how to use the IMPACT Club tools, as well as how to mobilize, facilitate and work with adolescents This training has been identified as critical to the project’s success by WV offices and piloting the IMPACT program as well as IMPACT 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 IMPACT Clubs. The maximum number of participants is around 30 because of the trainings experiential nature - it is suggested that there be 2 IMPACT Club Leaders per a Club and the IMPACT Club Facilitator participating in the training. Other IMPACT 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 an IMPACT Club project. The costs of the training are outlined in the document titled 'IMPACT Club Budget Estimates and Descriptions.' For WV NO's piloting the IMPACT Club program for the first time it will be necessary for IMPACT Club Master Trainers from New Horizons Foundation and the IMPACT Club Global Champion to deliver this. | Required | –Economic Development Specialist –IMPACT Club Facilitator –ADP Team Leader –Economic Development Regional Coordinator – IMPACT Club Global Champion –New Horizons Foundation Master Trainers (x2) |
| **Phase 4. Support Opening of IMPACT Clubs** | **2 months** | 18. Hold IMPACT Club Leaders Meeting | A week or two after the IMPACT Club Leaders Training, it is suggested the IMPACT 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 IMPACT Club Leaders themselves - it 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 | –IMPACT Club Facilitator |
| 19. Support IMPACT Club Leaders to mobilize youth and open clubs | The IMPACT Club Facilitator will work with Leaders to hold small community information sessions, mobilize adolescents and to officially open their clubs. The role of the IMPACT Club Facilitator is not to recruit the youth, but to support and mentor the Leader as they go through the process. | Required | –IMPACT Club Facilitator |
| 20. Support IMPACT Club Leaders to use SKYE IMPACT curriculum and host weekly meetings | The IMPACT Club Facilitator will need to provide intensive support to the IMPACT Clubs as they start-up. For the first two months it will be necessary for the IMPACT Club Facilitator to attend each IMPACT 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 | –IMPACT Club Facilitator |
| 21. Support IMPACT Club to implement first community service-learning project | The IMPACT Club Facilitator will need to be available to provide IMPACT Clubs with support and guidance as they plan and implement their first community service-learning project. This project is a milestone for the IMPACT Club and will influence how they continue to work together as a group. | Required | –IMPACT Club Facilitator |
| 22. Support IMPACT Club to hold first evaluation meeting | It is critical that the IMPACT Club Facilitator be present for each IMPACT Club's first evaluation meeting as they evaluate their first community service-learning project. During the evaluation meetings the adolescents will use their IMPACT Passport and Journal to reflect on what competencies they have developed as well as set learning goals for the next few months. Again, the IMPACT Club Facilitators role is to be supportive and provide guidance, not to conduct the meeting. | Required | –IMPACT Club Facilitator |
| **Phase 5. Ongoing Coaching, Support and Monitoring of IMPACT Clubs** | **40 months** | 23. Provide regular coaching and support to IMPACT Club Leaders | After the first two months of IMPACT Clubs operating, they should be functioning well as a group and the IMPACT Club Leaders should have confidence in the program and themselves. At this point the IMPACT Club Facilitator can take up regular coaching and monitoring which involves visiting each Club once a month and having phone conversations with each IMPACT Leader every week.  | Required | –IMPACT Club Facilitator |
| 24. Facilitate regular IMPACT Club Leader Meetings | As mentioned in Step 18, the IMPACT Club Leaders Meetings play an important role in providing a support network for the IMPACT Club Leaders. After the first meeting(s) IMPACT Club Leaders should be able to coordinate and facilitate themselves. There are guidance documents available that provide guidelines for IMPACT Club Leaders to organise and structure these.  | Suggested | –IMPACT Club Facilitator |
| 25. Facilitate regular IMPACT Club Leader motivational events | As IMPACT Club Leaders are volunteers, it is important to acknowledge their work and for them to feel appreciated. As such, it is suggested that the IMPACT Club Facilitator host regular motivational events for Leaders - this could be a day hiking, a dinner, a training that they have requested etc. | Suggested | –IMPACT Club Facilitator |
| 26. Support regular IMPACT Club celebration activities | It is important for IMPACT Club adolescents to celebrate their hard work and contributions to the community. It is suggested that the IMPACT Club Facilitator support Leaders to hold regular celebrations similar to the IMPACT Club Leader motivational events, e.g. a dinner, a day hiking or overnight camping etc. | Suggested | –IMPACT Club Facilitator |
| 27. Support IMPACT 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 IMPACT Club Facilitator should have a good understanding of who in the target community might be qualified and available to be guest speakers to the IMPACT Clubs on topics such as active citizenship, leadership, employability and social entrepreneurship. The IMPACT Club Facilitator should link and support IMPACT Clubs to invite these guest speakers to their Club meetings. | Suggested | –IMPACT Club Facilitator |
| 28. Facilitate and support yearly IMPACT Club learning events | The IMPACT 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 IMPACT 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 IMPACT Club Facilitator facilitate and support the IMPACT Clubs hold yearly learning events (conferences). | Suggested | –IMPACT Club Facilitator |
| 29. Monitor and support regular IMPACT Club activities (weekly meetings, community service-learning projects and evaluation meetings) | It is important for the IMPACT Club Facilitator to monitor and support regular IMPACT Club activities (weekly meetings, community service-learning projects and evaluation meetings) to ensure that the program is upholding the IMPACT Club minimum quality standards and reaching educational outcomes. This is done through the IMPACT Club Facilitators monthly visits to each IMPACT Club and weekly phone calls with IMPACT Club Leaders. The IMPACT Club coaching and reporting tools will also help the IMPACT Club Facilitator monitor the Clubs during this time. | Required | –IMPACT Club Facilitator |
| **Phase 6. Build Capacity of WV Staff for Scale-up and Replication** | **2 months** | 30. Hold IMPACT Club Training of Trainers | Should a WV NO want to scale and replicate the IMPACT Club program it is highly recommended that the NO consider investing in a 7-day IMPACT Club Training of Trainers. This can be done with the support of the IMPACT Club Global Champion, the Economic Development Specialist and IMPACT Club Facilitator will organise an IMPACT 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 IMPACT 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 IMPACT Club model can be scaled-up at a low cost. The costs of the training are outlined in the document titled ‘IMPACT Club Budget Estimates and Descriptions.'  | Suggested | –Economic Development Specialist –IMPACT Club Facilitator –Economic Development Regional Coordinator – IMPACT Club Global Champion –New Horizons Foundation Master Trainers (x2) |
| 31. Adapt and/or further develop SKYE Club Curriculum | It is suggested that if a WV NO would like to replicate and scale the IMPACT 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 IMPACT 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 IMPACT Club Global Champion is available to support this process alongside relevant NO staff. | Suggested | –Economic Development Specialist –IMPACT Club Facilitator – IMPACT Club Global Champion  |