The Africa We Want:
Young People Taking Charge of the African Renaissance Agenda

Evaluation Report 2017
Project Number 3600
AFRICA WE WANT

Young People Taking Charge of the African Renaissance Agenda
Project Number 3600

Implemented by the African Alliance of YMCAs and 12 National YMCAs in East, West and Southern Africa

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I. EXECUTIVE SUMMARY

This report presents an evaluation of the Africa Alliance of YMCAs' project: The Africa We Want: Young People Taking Charge of the African Renaissance Agenda (AWW). The AWW aimed to empower young people to become drivers of the African Renaissance through catalyzing and driving implementation of Agenda 2063. Agenda 2063 is a governance and development reform agenda of the African Union aimed at developing Africa’s growth trajectory over the next 50 years (from 2013), benefiting from lessons of the past.

This three-year project started on January 1, 2015 and ended on December 31, 2017. It was funded by Bread for the World, Germany, and the African YMCAs. The principal objectives of the project were to increase engagement with duty bearers due to awareness and ownership on S2C philosophy and Agenda 2063 among 10,000 youth in 12 African countries by 2017, develop capacity in 12 YMCAs in Africa to engage African Regional Economic Communities and the AU in the achievement of Agenda 2063; and that governments in at least 6 participating countries commit to increase resources towards youth related initiatives for the implementation of Agenda 2063.

The evaluation was conducted by an Independent Service Consultant from November 15, 2017 to December 20, 2017 and involved field visits to four project locations in two countries, Sierra Leone and Kenya; the review of project reports, data and relevant strategic documents of the AAYMCA and the implementing YMCAs, and an online survey that generated responses from 75% (or 9) of the 12 YMCAs including Senegal, Ethiopia, Togo, Sierra Leone, Cameroun, Kenya, Madagascar, South Africa and Zimbabwe. 89 youth beneficiaries and 12 key informants including public administrators and YMCA senior managers also participated as respondents.

AWW was strongly aligned to the YMCA’s primary focus on youth and mainstreamed into the core programs of implementing YMCAs giving some breath of sustainability. A key strength was the AAYMCA's ability to tap on additional resource streams to address gaps and apply leaning; and the harnessing of local resources and capacities by African YMCAs to support the AWW objectives.
III. PURPOSE OF THE EVALUATION

This evaluation is intended to assess the relevance, effectiveness and efficiency of the implementation plan and strategies towards achieving the results and successes of the project in the participating countries. It will specifically,

(i) Inform the progress and results achieved by the project;
(ii) Document lessons learnt and best practices within the project period in the intervention areas by country and project component;
(iii) Gather case studies and develop a case study template in order to streamline lessons learnt throughout the project;
(iv) Propose management arrangements and programmatic recommendations to be considered for future scale up and replication of the project;
(v) Identify and document key lessons learnt and best practices that the YMCAs and stakeholders can adopt to improve the design and implementation of other related projects and programmes.

The results of the evaluation will be used by Bread for the World and the YMCAs in Africa to improve the technical approach, targeting and management procedures for future multi-country interventions.

IV. METHODOLOGY

The Evaluation was conducted from November 15, 2017 to December 20, 2017. The process involved a variety of participatory sessions to allow respondents to think about the project results including: sharing stories of change, discussing the activities carried out and results achieved; and identifying lessons learnt, and recommendations going forward. Participants included AWW/AAYMCA staff, youth clubs members, foundational trainers, S2C ambassadors, project coordinators and representatives of the implementing YMCAs’ senior management. Four levels of assessments were carried out to include: Focus Group Discussion, Key Informant Interviews, Online Survey (using SurveyMonkey) and desk review – (i) 89 (41% female) youth respondents participated in four FGDs. This constituted 67% of the targeted number of FGDs. The decline in the number of FGDs was due to the inaccessibility of Madagascar sampled for field visit due to plague disease outbreak. However the targeted number of respondents for FGD was met. (ii) 12 (8% female) respondents including public administrators and implementing YMCAs senior staff participated in the KIIs.
This also constituted 120% of the targeted respondents for KII. (iii) Nine (or 75%) of the implementing YMCAs responded to the online Survey. (iv) Available AWW implementation data including reports, research findings and AAYMCA strategic documents were reviewed; and online research conducted on Agenda 2063. Four AWW project communities in two countries – Nairobi and Thika in Kenya and Freetown and Kenama in Sierra Leone, were visited for the evaluation. Questions for the FGDs are attached as Appendix 1, the KII as Appendix 2, the Online Survey as Appendix 3 and list of participants as Appendix 4, the Term of Reference as Appendix 5 and the Evaluation Timeline as Appendix 6

V. KEY FINDINGS AND RESULTS

The findings of the evaluation are arranged by the project objectives and indicators as follows:

Project Objective 1: Increased engagement with duty bearers due to awareness and ownership on S2C philosophy and Agenda 2063 among 10,000 youth in 12 African countries by 2017.

Under this Objective, the indicator targeted at least 7,000 young people (45% female) demonstrating understanding of the S2C philosophy and Agenda 2063 through subscription to R Clubs and Y Clubs, the implementation of 12 action plans (1 per country) and 6 scenario publications by 2017. Below are key findings of the evaluation in relation to objective 1 and the indicators:

11,007 (46% female) young people (110% of the target) were trained as change catalysts and mobilized other youth to carry out 1,115 actions to popularize Agenda 2063, their YMCAs’ mission and vision and the African Renaissance among YMCA members and other youth in South Africa, Madagascar, Kenya, Zimibia, Zimbabwe, Sierra Leone, Togo, Senegal, Cameroun, Ghana and Nigeria. The training and engagements with youth increased awareness on Agenda 2063, the role of the YMCA as a youth serving organization through the AWW project and empowered youth to speak freely and act in driving change.

Young people trained and supported by AWW engaged 637 local, regional and state level public administrators in at least 8 countries including Senegal, Nigeria, Togo, Kenya, Zimbabwe, Cameroun, Madagascar and Sierra Leone, at partnership and accountability meetings and organized events through presentations to duty bearers and stakeholders at workshops, conferences, or through electronic and social media. Engagements with duty bearers and youth mobilization centered on rights based issues, peacebuilding, civic engagement, environmental protection, youth entrepreneurship, sexual and reproductive health, etc. The outcomes include youth inclusion in elections observations, advocacy on youth justice, civil rights and
responsibilities, and improved access to health, education and recreational facilities. Other included woman leadership and entrepreneurship opportunities facilitation and employment opportunities for youth by state actors and other service providers. The local YMCAs collaborated with some public institutions, other youth organizations and service organizations to deliver some of these services or engagements.

986 trainers of trainers (all youth) were trained on the use of the S2C civic competence curriculum and replicated training through S2C orientation sessions to other youth leaders on popularizing Agenda 2063 and the African Renaissance. This supported peer learning and motivated young people both as beneficiaries and leaders of the AWW activities. 54,291 in-school and out-of-school youth were mobilized through 225 youth clubs and provided orientation through the S2C philosophy to support the programme results. The influx of youth through these mobilizations improved YMCA membership subscription, allowed easy mobilization of young people for community actions and civic engagements; attracted other young people to enroll into the programme, and further improved youth consciousness and image in local communities.

The targeted 6 youth scenario publications have not been achieved. However, research work involving 1,135 youth from 24 countries (17 with active YMCAs, 4 other African countries and African diaspora youth from 3 other countries) took place from March – May 2017 as a pre-scenario project.

A pocket size study guide was developed in French and English. Respondents acknowledged the study guide as reader-friendly and helpful for understanding the key information for awareness raising/popularization of Agenda 2063.

Youth respondents in FGDs and KIIIs demonstrated appreciable level of knowledge and skills in addressing issues affecting them. They were engaging, eloquent and convincing as evidence of their competencies in organizing and engaging. They care about their future and their communities, countries and Africa’s future and manage with little or nothing for results.
“From Networking… to participation in African Youth Day… to Advocating for Change”

Writing the story of his YMCA pertinent to the promise of African YMCAs to elevate the dialogue for youth voice, space and the engagement with duty bearers to drive the aspirations of African youth under Agenda 2063, Toky Andriamihaja, Communications Officer of the Madagascar YMCA, tells the champion role of his YMCA in an AWW article with highlights below:

The Madagascar YMCA has established a large network of youth who are conscious of their prevailing conditions and the role required of them and their leaders for the change they desire. They made the point that change cannot be realized without the conscious participation of young people with the right attitude, skills and knowledge to contribute by marking the celebration of African Youth Day with the graduation of the Change Catalyst Cohort 2, and on hand was a senior representative of the Youth Ministry, amongst others.

With a cream of knowledgeable young people and the relationship built with the Youth Ministry, YMCA Madagascar had since been active promoting and advocating for performance on the National Youth Policy, a role that convinced the Youth Ministry to include YMCA Madagascar in the NYP implementation process. YMCA Madagascar was admitted in 2016 to the membership of the Interdepartmental Committee headed by the Youth Ministry and includes all other ministries of government, youth civil society organizations and representatives of partner organizations including UNICEF and UNFPA to work together on a five-year roadmap for the enforcement of the NYP
Project Objective 2: Capacity developed in 12 YMCAs to engaged RECs and AU in the achievement of Agenda 2063 for the African Renaissance

The evaluation of project objective 2 focused on the indicators to assess performance against the stated objective. Under this Objective, the indicator targeted 12 YMCAs participating in the project to internalize and provide space and resources for youth to actualize Agenda 2063 based on signed MOUs. Below are key findings of the evaluation in relation to objective 2 and the indicators:
The implementing YMCAs have different youth development programmes ongoing in academic and vocational education, entrepreneurship, IT, lifeskills, sports and recreation, leadership development, reproductive health, etc. However, there are more still wanting in terms of needed upgrade, access (location) and frequency.

National YMCA movements committed to the implementation of the AWW under partnership MOUs with the AAYMCA whereby the NMs under their roles and responsibilities agreed to cover activities and staffing cost of the project with their NMs. While 12 national YMCAs were reportedly involved in the implementation of the AWW, we reviewed physical copies of individual MOUs between AAYMCA and seven (7) national YMCAs including Ghana, Togo, Madagascar, Zimbabwe, Sierra Leone, Nigeria and Kenya. AAYMCA database also contained activities implementation data from 10 countries including Madagascar, South Africa, Nigeria, Kenya, Ghana, Zimbabwe, Cameroun, Senegal, Togo and Sierra Leone. Due to Ebola, Liberia was not a mainstream country for AWW implementation but participated in some direct or related activities of the project such as the Youth Factbook research, the Youth Day Celebration and the pre-scenario building. Also, a youth from the Liberia YMCA supported project start-up training in Sierra Leone on a trainer's visit as a Trainer of Trainer. YAC exchange intern from Kenya placed in Zambia also mentioned her participation in organizing Youth Day Celebration in Zambia in 2016 in my interview with a core group of S2C ambassadors, YAC and Change Catalysts in Nairobi.

Over 90% of implementing YMCAs and their youth leaderships (S2C ambassadors, YAC and Change Catalysts) established or strengthened some levels of relationship with other youth organizations. There are also strong traces of relationships of YMCAs with youth ministries and/or statutory youth agencies in their respective countries in support of the AWW deliverables.
For example, in Senegal, there is evidence of collaboration with the Red Cross, the Scout Association, Enfant et Jeunes Travailleurs, Peace Corps, Federation Dimbaya, Union de Campeur de Kaguite, and Dynamique de Paix in support of direct or complementary activities of AWW objectives. Also in Zimbabwe the YMCA collaborated with the National AIDS Council and the Ministry of Primary and Secondary Education on a campaign against early child marriage. In South Africa the AWW youth led engagements with Correctional Services officials of Pollsmoor and Westville Prisons and Durban Metro Police officers on rights of youth in conflict with the law. Similarly in Togo, the YMCA worked with or engaged Judges and City Mayors in Aneho, Tsévié and Lomé, and public prosecutors in Tsévié and Aného, the National Youth Commission and the Ministry of Youth Affairs on youth justice issues and environmental protection issues.

The AWW has been mostly mainstreamed into the core programs of the implementing NMs and the power space concept internalized to relate to youth self-awareness, skills and knowledge; and connecting them to opportunities. This is value addition to the traditional programmes and activities of the YMCAs for youth empowerment.

The AAYMCA supported the placement of 20 trained youth advocates under the YAC project on exchange to experiment with power spaces in 8 local branches in 4 AWW implementing YMCAs (Kenya, Madagascar, South Africa and Zambia). Three female beneficiaries of the YAC shared their experiences from Madagascar, South Africa and Zambia which included working with other young people to mobilize support from the local Youth Ministry to organize disaster response for flood victims in slum communities in Antananarivo, Madagascar. In South Africa, the YAC spoke of her participation in organizing a youth march against women abuse and a youth debate on gangs in Cape Flats as victims or perpetrators. In Zambia, the YAC shared her experience of her role in organizing the celebration of the African Youth Day and special efforts made to include the deaf and dumb as highlight of diversity and inclusion. The placements supported cross-cultural learning, exposure, skills development and increased commitment of the beneficiaries to their respective clubs on return.

Efforts on engagement with RECs, AU, Ecumenical bodies and youth organizations included a YMCA youth participation at the first ever African Youth Conference on African Unity and Development organized by the African Youth Commission in January 2017 in Addis Ababa, Ethiopia.
The AAYMCA was represented by a young S2C ambassador. Also in June 2017, the AAYMCA attended the Gender Is My Agenda Conference (GIMAC) also in Addis on structured approach and framework for engagement of men and boys in efforts to end violence against women. A YMCA representative also got elected to the Youth Advisory Board of the MenEngage Alliance at the African regional youth symposium held in Uganda, amongst others regional engagement efforts of the AAYMCA during the life of the project. These relationships and engagements are broadening the network of the YMCA for complementary efforts on youth, gender and partnership. Young people also led efforts to build or increase relationship between corporate institutions and young people. In Kenya, for example, YMCA youth rallied the support of the Zambia High Commissioner and she availed herself to strengthen networking for support to girls' education in Kenya.

Young people further demonstrated organization, knowledge and skills on issues that affect them as a result of the training and leadership skills developed thereby allowing for their recognition, inclusion and voices on regional issues. For example, 4 trainers of trainers of the AWW were selected to serve as facilitators at the East African Youth Leadership Summit in Arusha, Tanzania, in late Nov 2017. African Youth Voices Competition initiated by AWW similarly provided opportunities for youth to express themselves on their African Identify through stories and arts. 175 articles were written by young people including YAC, S2C ambassadors, Change Catalysts and interns on their experiences and to express their aspirations on various youth issues and other thematic issues of concern to youth. AAYMCA staff, national YMCAs’ communications staff and international YMCA interns placed with the AAYMCA and some national YMCAs also wrote articles. Some of the themes of the articles included gender and SGBV, careers expo, write out on Valentine’s Day, Mother’s Day and Father’s Day, etc. Online and offline media such as a dedicated blogspace, AAYMCA website, newsletters, etc, were used to disseminate articles to the 12 YMCAs involved with AWW and other YMCAs throughout Africa, and obtained additional readership amongst YMCA international partners and other individuals and groups. The benefits of these media included knowledge management, sharing of programme impact, awareness raising, mobilization, networking, etc.
Rukudzo Kahlari, a Zimbabwe youth, shared his story of change in an AWW article. In his article titled: My Journey of Africa We Want: From Backbencher to Leader, Rukudzo reflected on the challenges of limited opportunities young people in Africa face that impede their chances for leadership development and contribution to social change. Recruited to the Young Advocate for Change Project (YAC), a complementary project of the AAYMCA to AWW, Rukudzo marveled, in his article, at his uncovered potentials that he prides himself over as the leader he never had imagined. Thanks to YAC.

Reared in Harare and surrounded by the obvious limitations of his society, he dared see himself as a leader. Where could he find the courage, the skills, the voice and the space to lead? Rukudzo explained that he had passion and ideas to do things but never had the “tools and knowledge” to do them. He praised the YAC as his “biggest personal life changing experience”. He had opportunities to travel outside the borders of his home country, learnt together and worked with young people from other countries and had the space to try out as a change agent on gender and youth justice issues in Durban, SA, during his 10-month placement on youth exchange. He made it to being a part of a bigger African youth plan as a beneficiary and a contributor of change.

“In prison, we managed to go through the Agenda 2063 booklets and also tried to relate their current predicaments as prisoners and where Africa is currently, what they should strive to be after prison life and what Africa should strive to be from the position it is in currently.” – Rukudzo Kahlari.

**Lesson:** Many of Africa’s youth get interred with untapped potentials or are condemned with them as lazy, criminal or violent-prone youth by our leaders and society.
Project Objective 3: Governments in at least 6 participating countries commit to increase resources towards youth related initiatives for the implementation of Agenda 2063.

The evaluation of project objective 3 focused on the performance indicators presented and assessed against the stated objective. Under this Objective, the indicator projected proportion of resources allocated to health, education, access to technology, opportunities, and capital or concerted efforts to control youth unemployment and underemployment.

The findings of the evaluation show that the anticipated results under this Objective were not achieved as the respective activities were not carried. Performance was reportedly delayed based on the two key reasons stated below as indicated by project reports reviewed:

• In year one, the AAYMCA decided to shift activities on this objective due to the reported “general lack of understanding of Agenda 2063 and the preparedness of the involved national movements”.
• This objective was later streamlined into the advocacy stage that would follow the production and dissemination of the African Youth Scenarios process. This was a consideration to decline on this objective as a “stand alone” objective. Results on this objective is anticipated to be integrated and rolled out under the Youth Scenario process once finalized.

The responses generated by the evaluation questions, the review of data and the results achieved on each component of the project were matched against the Scope of Work and analysed to demonstrate the impact, relevance, efficiency, efficacy, replicability, equity and sustainability of the intervention as follows:

i. Relevance of the implementation plan and strategy - to what extent did it align and support project objectives, the needs of the beneficiaries and strategies/policies of the Africa YMCA?

The AWW implementation activities and strategies were relevant and appropriate in addressing the identified needs of the targeted (youth) beneficiaries. Youth skills, competence and self-initiatives were built or supported by the project through organized events, trainings, research and activities that helped them to learn new skills and developed new abilities.
They got to know about their rights and responsibilities as citizens thereby increasing their civic consciousness to organize and implement a number of community actions and advocacy which included national arts festival, homeless soccer tournament, environmental clean-up activities, fitness & health walk in South Africa. In Senegal young people carried out tree planting, clean up exercises, organized “Open Day” for youth interactive engagements, organized events for the celebrations of the Day of the African Child, International Women’s Day and carried out the collection and donation of second hand clothes to needy people. Other community actions led by youth included, for example, in Kenya, AWW youth in collaboration with other youth organizations jointly advocated for fair and youth friendly engagement in election observation leading to 173 young people been selected to participate as observers during the Kenya presidential and parliamentary elections in 2017. In Zimbabwe, also, young people engaged the Sanyati Rural District Council and village leadership in a campaign against early child marriage and similarly engaged the Kadoma City Council on providing land for youth developmental project to increase access to recreational facilities for youth. Also in Togo, young people under the auspices of the AWW led a One Week Environmental Campaign styled “Clean your City” and a Three-Day Campaign on Non Violence during Elections styled, “My Vote My Life” and a civic engagement outreach named, “Talk to your Parliamentarian”, and many other events in other countries. These efforts, amongst others, also helped in building positive image and changing negative perceptions about young people in their respective communities.

Young people also felt strong connections between themselves and the YMCA through their participation in the AWW. They had opportunities to unleash their skills and express themselves through their participation, arts and articles. These are healthy for building confidence in themselves leading to personal development and making contributions of time and other resources to their clubs, the YMCA and their communities. The AAYMCA demonstrated an awareness of the changing situation and gaps and was able to respond to this effectively by adapting activities and approaches to ensure the interventions remained relevant; and scaled up on existing initiatives, and addressed some of the evolving needs and challenges. This included the mobilization of new partnerships and new funding opportunities to respond to gaps or rapidly evolving needs complementary to the objectives of AWW. This includes the Youth Advocate for Change (YAC), the gender project #RealManIIs, amongst others.
ii. How effective was the implementation plan and strategies in driving achievement of the project objectives?

The AWW implementation plan and strategies were aligned to the global YMCA movement which focuses on Space, Transformation and Impact on young people’s lives.

The project strategies were mostly anchored on the Change Model of the African YMCAs (S2C) thereby allowing for easy buy-in of YMCAs in Africa and the cultivation of skills and knowledge of an existing pool of young people already trained and active over the years under the S2C Franchising Model.

The AAYMCA used a number of tools and strategies to bolster results on the civic competence component of the project. These included revising the S2C civic competence manual, developing a project communication plan, training champion coordinators, foundational trainings and change catalysts to support project and replicate training to their peer; and organized tailored and targeted youth events and activities such as the mobilization and orientation of young people on the S2C philosophy, support to youth clubs, the organization of community actions by young people, the rebranded celebrations of African Youth Day, the Youth Factbook research, written articles by youth; and the ability of the AAYMCA to build new partnerships to mitigate gaps or scale up on results.

Project’s strategies and activities built on the S2C framework for youth capacity building strengthened by the alignment with the youth development goals of the implementing YMCAs. Young people (Foundational Trainers and Change Catalysts) were trained in leadership skills, civic consciousness and advocacy to support the attainment of the project objectives. Staff persons called Champion Coordinators were also trained to provide support in coordinating the project at each national YMCA movement.

With the training provided and with a focus on the Renaissance Agenda, strengthened by the institutional support of the implementing YMCAs, young people were the main drivers of the Africa We Want Project. With their conscious voices, skills and knowledge, and access to safe spaces, young people led organized engagements with public administrators and community actions such as advocacy, civic education, health awareness and public works. 40,075 people were reportedly mobilized under the project through organized community actions led by young people with belief and confidence in themselves for change.
Of the total 89 youth respondents who participated in focus groups, no respondent reported hearing about Agenda 2063 through other sources including government sources, other civil society organizations or the media prior to their involvement in AWW activities. These assertions were supported by the responses generated from the online survey which show 67% of all implementing YMCAs indicating just some level of public or private sector awareness such as AWW and awareness amongst some public administrators at national levels; and 22% indicating no known public awareness on Agenda 2063 in their countries. 11% of the respondent YMCAs indicated that their respective countries were fully on track with the awareness/domestication of Agenda 2063.

These stats on low awareness on Agenda 2063 are further validated by the findings of the Ministerial Follow Up Committee of the AU that reported grassroots awareness on Agenda 2063 is still challenging in member countries of the AU.

While progress were made on the objectives of the AWW by the implementing YMCAs, the phased-placement or sequencing of enrollment of the implementing YMCAs in the project design could not allow for the implementing YMCAs to be at the same level of results. For example, year 1 and year 3 YMCAs could not be on par in terms of learning, capacity development and performance on the 3 objectives of the project.
iii. How efficient was the implementation plan and strategy in driving results in an economically viable manner?

As best practice, AWW integrated its interventions with existing local efforts and capacities of the implementing YMCAs. The technical approach and strategic alignment of the project to the national YMCAs' strategic goal and current efforts enabled easy integration and mainstreaming of the AWW development goal by implementing YMCAs in their programmes and services. This led to a greater reach of the project and results thereby demonstrating value for money. However, despite signing off to the partnership on a matching contribution basis, the constraint to finance activities (as agreed under the terms of the MOUs) was a challenge common to all of the implementing YMCAs. This affected, in some instances, the commitment of staff time, the implementation of some activities and scaling up on results.

AAYMCA’s model of ‘foundational trainers’ capacity building increased the transfer of knowledge and skills on the basis of multiplying effects. It was cost effective when compared to outsourcing external facilitators and created internal capacity of young people to mobilize their fellows, transfer skills and influence change based on peer-to-peer engagements. The practice of a “trainer’s visit” at the project start-up whereby fellow youth trainers with experience in training, establishing and managing youth clubs, and running community actions within the African YMCA network were sent from their countries to conduct training with foundational trainers/change catalysts in their countries under the project. This was positive for peer learning, cross-country cooperation, team building and mainstreaming youth role in the technical roll out of the project. This was an effective approach that should be continued for future programme.

iv. How has the implementation plan and strategy impacted participating YMCAs and contributed to the attainment of the stated development goal?

The continental presence of the YMCA movement and its franchising approach of S2C whereby the YMCA movement in Africa works with young people to mentor and prepare them to positively contribute to Africa’s future were key advantages that supported the attainment of the development goal of the project.

In the two countries visited for field work, local and national public administrators interviewed recognized the viable contributions of the YMCAs in their countries. They acknowledged the role of the YMCAs in complementing their respective programmes and policies on youth empowerment and service provision.
There was more profound recognition in Sierra Leone of the YMCA as a champion youth organization influencing youth policies and leading or supporting transformative programmes for underserved youth and communities by a Commissioner of the National Youth Commission. Reports and articles (including success stories) read on Madagascar YMCA’s involvement and role in policy issues and service delivery for youth also demonstrate strong ties with the national government through the youth ministry in working with young people.

The project has contributed significantly to the operational capacities of YMCAs in terms of knowledge and skills of youth champions in social mobilization, civic engagements and community actions. Youth beneficiaries such as YAC, S2C ambassadors and change catalysts interviewed demonstrated belief in themselves and their ability to influence change. They know want they want but in many instances don’t have what it takes to achieve what they want. Helping them realize their aspirations for job skills/entrepreneurship, lifeskills, recreation and leadership, the predominant areas of aspirations expressed by young people who participated in the focus groups, can be complemented by investment in training, education, mentorship and community actions. The YMCAs are playing these roles but need to do even more as the quality of facilities, the types of programmes and services, access, etc, are still wanting.

Efforts were made to improve some facilities, rebrand activities and innovate youth products. The new approach of the celebration of African Youth Day is especially acknowledged whereby most of the activities marking the celebration in 2016 were moved to rural locations or creative activities led by youth themselves were held. Other commendable implementation strategies/practices of the AAYMCA for AWW were the integration and scale up on existing programmes, services and facilities of national YMCAs involved with the AWW implementation. This is promising for some level of sustainability, despite the challenges. Also, the AAYMCA not only popularized AWW with AAYMCA and national YMCAs’ governance and management leadships but ensured the chances for continuity on its renaissance agenda whose precepts underpin AWW through a Resolution by the 2015 Ordinary General Assembly of the YMCAs of Africa (the highest decision making body of the African YMCAs). Hence, by this evidence of the Resolution, the AWW is considered a continental effort of African YMCAs.
Case Study on rebranded African Youth Day Celebration

Country: Nigeria (YMCA)  
Location: Abuja  
Year: 2016  
Participants: Over 100 socially diverse youth from rural & urban centers  
Speaker: Senate Committee Chairman on Drugs and Narcotics, National Assembly of Nigeria  
Campaign Theme: #NotTooYoungToRun  
Collaborators: Youth Initiative and Advocacy Group and Advancement (YIAGA) and Open Society Initiative for West Africa (OSIWA)  
Highlights:  
• Presentation to the National Assembly position paper in support of a bill on youth rights and inclusion for elective offices.  
• Africa to be powered by empowered youth based on entrepreneurship as a means of self-actualization, employment and national growth.  
• Urge to Marrakech (Morocco Global Climate Change Conference, 2016) on actions to protect the ozone layer for a greener and cleaner Africa.  
Link to AWW development goal:  
Civic consciousness of youth developed with skills to mobilize, engage and promote youth voices for political inclusion and economic rights; and global concerns.

v. Will the positive changes have a lasting effect at National, Participant and AAYMCA level?
Over the three years of the project, AWW interventions reached a total of 12 national YMCA movements, in 12 countries of West, Eastern and Southern Africa, of which all benefited from at least one programme or capacity reinforcement activity. The number of beneficiary YMCAs is impressive and reflects the project design’s emphasis on reaching a large number of young people continentally. It is however obvious that such an emphasis and the funding challenges of the participating YMCAs would reduce the extent of project’s impact on each individual YMCA and the beneficiary groups.

The project objectives and results are aligned to the AAYMCA’s youth development goal through empowerment and advocacy. Since 2006, the AAYMCA has made efforts through programmes and partnerships to enhance its reach and the impact of its work among Africa’s youth and in local communities.

Empowering youth with new skills on leadership, mindsets and value orientation has enhanced their responses to self-initiatives through community actions and helped them to cope with challenges faced in everyday life but resolved for responsible behavior and efforts to change their conditions and their communities. This is a strong learning that youth aspirations and motivation to participate in self-development and community development have been engendered by the project and demonstrates the benefits of the mainstreamed role of youth in the AWW for social change.

However, in many instances, the national YMCAs’ programmes attract many youth participants at the beginning but the number dwindles as time goes by. This requires attention for review and taking actions to address the causes of attrition.
taking actions to address the causes of attrition. Also, for programmes in vocational training and entrepreneurship, improvement in programme exit strategies could positively influence the sustainable reintegration of beneficiary youth into normal life and reduce the risk of them returning to pre-project status when opportunities are lacking to utilize the acquired skills for livelihoods.

Thus, a single grant within a period of three years may not be sufficient to sustain these first-step multi-country activities of the AAYMCA to strengthen the YMCAs for the desired continental influence and outcomes on the African Renaissance. Also, the situation is different for the national YMCA movements as they are at different levels of capacity. Hence, a one-size-fit all approach to capacity building and support cannot change the story.

vi. How has the M&E system been applied and to what extent has it stimulated learning within the Africa YMCAs?

There is no evidence of a tailored M&E system of the project. Project activities were not subject to rigorous monitoring due to the absence of a project specific monitoring team or system. For example, the activities of all of the project objectives were not monitored consistently by the local YMCAs except during the visit of an official from YMCA headquarters. This has implications for the quality of project output.

However, communications plan and reporting templates were developed and helped in reporting and sharing of data and project information between the AAYMCA and the implementing YMCAs. The AAYMCA used Microsoft Excel to record and collate project statistics into a database. The database tracked quantitative achievements against targets such as number of activities implemented, number of participants or beneficiaries reached, gender differential, etc. Selected and periodic visits were also made to YMCAs based on needs such as follow ups, training, consultations, etc. The National YMCA Movements baseline matrix was used as a reliance for baseline data on the implementing YMCAs. However, project baseline assessment and mid-term evaluation were not conducted which are important in measuring progression and results in an intervention.
The absence of a project baseline data also limited the information available to the AAYMCA on the starting financial and administrative capabilities of the implementing YMCAs in meeting performance targets including financing of activities and achieving deliverables. There is also no known qualification standard for the admission of YMCAs considered into the project. This explains why results from one national YMCA to another varied. There is a need for a standardized enrollment criteria for the future based on strong statistics.

vii. Asses and document underlying factors beyond YMCA’s control that affected the achievement of the project results

A number of social, economic and political changes and events occurred during the strategic period of the project with implications for direct or indirect effects on the project to include the followings:

While Liberia participated in some activities of the AWW such as the celebration of African Youth Day, the Factbook research, and the pre-scenario building, it’s participation as a first year batch implementing YMCA was affected by the Ebola Virus disease outbreak. Plan to include Liberia sometime on during the life of the project was abandoned based on lesson learnt that it was highly unlikely to take one YMCA through the entire process of the project.

A number of political transitions, political crisis and economic recessions occurred in some of the countries were the project was being implemented with obvious direct or indirect effects on the project. For example, AWW reports mentioned post elections economic recession and targeted Boko Haram attacks in Nigeria especially in areas where the Nigeria YMCA was active with AWW implementation; the tensed national elections in Zambia, the governance decline and economic crisis in Madagascar, etc.

The reality of the youth demography in Africa and the unmatched economic opportunities remain a common challenge and also affected young people role as participants or volunteers in AWW. In some instances, there were higher expectations of youth for employment, job skills, incentives, etc, under the AWW project which could not be met and led to attrition in some instances.

According to the AU Ministerial Follow-Up Committee on the Agenda 2063 implementation process, there are higher technical and financial support by external partners, including the UN system, thereby resulting in advanced level of awareness and popularization of the SDGs (over Agenda 2063) and thereby putting the risks of parallel and competing frameworks at national level (of member states) in domesticating both the SDGs and Agenda 2063.
It is worth mentioning the impasse of the African migration issue that became highly problematic at some point of the project implementation in view of its effect on the African psyche and as a factor that had some bearing on the dignity and values system of African youth as it signifies the loss of hope in the African continent by youth who make these dangerous journeys in hope of accessing opportunities outside of the continent. The reality of “losing hope in Africa” undoubtedly challenges believe in the African Renaissance and the role young people have to play to make it happen.

The AAYMCA also reported that the European refugee crisis led to the unexpected change of priorities and the reallocation of funding by Scandinavian YMCAs and other donor agencies who are strong partners of the AAYMCA and other African YMCAs. This reportedly affected funding to the AAYMCA and some of the implementing YMCAs with bearing on both core funds and programme funding for the AAYMCA and the other YMCAs. This understandably had implications for funding some aspects of the project and some planned activities of the AAYMCA and the affected YMCAs. For example, the AAYMCA could not hold its planned second continental youth conference and a major youth advocacy training in support of the AWW deliverables. The AAYMCA also had difficulty to fund efforts to make youth more visible and active at the REC level as planned under the project as a result of this funding challenge.

viii. Asses and document the unintended outcomes of the project

The Agenda 2063 Ministerial Follow-up Committee of the AU acknowledged gains in the momentum to raise awareness on Agenda 2063 at national, regional and continental levels but acknowledged that a key gap remains with regards to awareness at the grassroots level as many ordinary African citizens continue to have inadequate information on Agenda 2063. This affirmation validated the Agenda 2063 popularization mission of the AWW project and may have supported the buy-in of other stakeholders.
Awareness helped young people engaged understand and first believe in themselves as Africans before global. The orientation on African Identity influenced YMCA youth participants in international conferences and trainings to see themselves as ambassadors of Africa beyond the YMCA. The AAYMCA successfully drew important lessons from the implementation of the AWWW and found creative ways of mitigating possible negative impasses of gaps and/or built on the impact or deliverables of the AWWW. For example, the AAYMCA mobilized additional funding for a youth exchange program (YAC) aligned to the AWWW philosophy, S2C civic competence, youth clubs, power spaces and stakeholder engagement concepts and practices. Four African YMCA movements involved with AWWW implementation participated in this youth exchange program. Two youth exchange beneficiaries interviewed in Kenya shared their experiences in supporting AWWW activities in South Africa and Madagascar during their placements.

To further strengthen deliverables on gender equality issues and explore learnings on youth reproductive health, the AAYMCA piloted the #RealManIs gender project piloted in Kenya and Zambia also as an offshoot of the Africa We Want. This was intended to mitigate learning gaps on the Transformative Masculinity component of the S2C and reinforced the gender and masculinity focus of the AWWW.

**VI. LESSONS LEARNT**

In an analysis of “breadth and depth”, the enrollment of 12 national YMCA for a 3-year program with 3 major components affected the ‘depth’ of results when considering the demand for resources and technical capacities of both the AAYMCA and the implementing YMCA. Beginning with fewer YMCA and building on the gains in future projects would further boost results levels and the strengthening of the implementing YMCA.

While implementing YMCA were enthusiastic and committed to the project, their context and realities in terms of funding difficulties could not enable them to conveniently deliver on the matching contribution arrangements they committed to under the terms of the MOUs with them. This makes the point that why African YMCA have the interest and commitments to organize and deliver relevant social programs, their obvious financial conditions remain a major impediment.
Young people are attracted more to events than meetings. Young people would pay easily for events/services than membership. YMCA needs to re-strategize its membership approach – creativity is key for talent based activities and events compared to just urge for membership subscription.

Young people think: ‘when it is about them, it should be for them’. They want adults working on youth issues to provide supportive roles and allow them (youth) to serve as the main drivers (owners). One description of power space given by a youth in Kenama, Sierra Leone, and shared by other youth is “a space for youth interactions led by youth or a space with an adult presence but for youth”.

A senior programme staff of the AAYMCA shared a particular lesson: “if we are to offer youth hope and empowerment and framework planning as they journey to the Africa we Want, then economic freedom is key. This ensures self-sustainability and freedom of choice and decision-making, and AAY links it to stewardship. A new initiative is a career expo we did in Kenya, called Career Manenoz, which attracted much interest and is being seen as a pilot for African YMCA movements who do not have such initiatives in their countries”.

Similarly, she shared lessons on the masculinity project which she said showed them that “for mindset and behavioural change, young men need their own spaces for exploration and emotional expression. After being built up and gaining their dignity, they then engage with young women from a perspective and position of more equal power”.

Below are additional lessons shared (verbatim) by AAYMCA staff based on their experiences in the implementation of the AWW project:

Networking is imperative for impact and we have done this well in terms of:
- Gender and masculinity in particular
- African Youth Day
- Interfaith dialogue for diversity and countering violent extremism

“The African Union is playing a passive role in partnering in terms of the youth aspect of Agenda 2063. Their efforts in terms of youth are itemised on paper but there is little long-term or even medium-term sustainability effort on their behalf. They also want tangible projects with which to align themselves. We need to be involved in all AU structures and processes in order to make impact as a leading youth movement and for that we need an MOU and for that we need a tangible product or project. This makes the scenarios building exercise all the more important as it is something solid that can be used to form an alliance of forward-movement at continental level”.

VII. CONCLUSION AND RECOMMENDATIONS

7.1. CONCLUSION

The AWW implementation and strategies strengthened existing networks and capacities of national YMCA movements in Africa to support the African Renaissance agenda. The project supported youth mindsets development, value orientation, skills and voices and provided opportunities for young people to be the main drivers to promote awareness on Agenda 2063. The project’s approach used the concept of power spaces to connect youth with opportunities and interventions to improve their mindsets, acquire skills and knowledge for their personal development; and to lead advocacy on the key aspirations for youth that should be achieved by 2063 under the AU framework of governance and leadership reform outlined under Agenda 2063. Youth skills, competencies and self-initiatives were built or supported by the project. They got to know about their rights and responsibilities as citizens enabling them to led policy advocacy to improve their conditions, but also led initiatives in their communities thus building their image and changing negative perceptions about young people in these communities. The project bolstered the connection between young people and their YMCAs through their participation. The skills and knowledge acquired are beneficial for their personal development and making contributions of time and other resources to their clubs, their YMCAs and their communities.

The number of implementing YMCAs (12) involved in the implementation was impressive and, to a large extent, supported the reach of the project in terms of number of beneficiaries and locations in Africa. The project was aligned to the youth development goals and programs of the implementing YMCAs and the strategic youth development goal of the AAYMCA thereby leading to easy buy-in and local support. The evaluation also found some benefits of the project for the implementing YMCAs. The implementing YMCAs uniformly reported that training and specific events like the rebranded celebrations of African Youth Day, the Youth Factbook research, community actions, the youth clubs and power spaces effected led to increased youth enrollment and participation in their YMCAs thus leading to increased membership, increased youth volunteerism and expanded reach and community services which led to local relevance. Some YMCAs also reported some ability to find some funding to sustain their activities.
The evaluation confirmed that the YMCA centers, programs and services, to a large extent, met a number of the expectations of young people for what they consider as power spaces. However, the respondents expressed concerns either on the type, quality and frequency of some of these power spaces. It was reported by some youth club leaders that there were instances of attrition by youth when there were less engaging and meaningful events or programmes at their YMCAs. Managing challenges in delivering the types, quality and frequency of activities to mobilize and retain young people at the YMCAs is therefore key to sustaining the impact of the project.

The Project's approach of mixing centralized training and home country training was effective as foundational trainers trained in a centralized location were able to pass skills and knowledge onto their local clubs in their respective countries. The onsite (home country) training helped to achieve the buy-in of implementing YMCAs' senior management and also achieved cooperation for the integration of AWW and the financing of AWW activities by their YMCAs.

In relation to the implementation of AWW activities at the national levels, the key challenges included the inadequacy of funding for activities and staff time at local YMCAs, lower capacity in advocacy and engaging at regional level, and the low pace of the domestication of Agenda 2063 by AU member states.

In sum, AAYMCA has largely met its quantitative targets on the AWW. The AAYMCA and the national YMCAs require more investment and time to strengthen the qualitative objectives and impact. At a minimum, AAYMCA should consider a follow on project to sustain the gains made and to scale up on its continental agenda of the African Renaissance focusing on young people. The current efforts of the AAYMCA on new and complementary partnerships, such as the Youth Scenarios, the Youth Factbook, complementary and follow on projects, etc, show promise. Hence, the main strategy of the AAYMCA should remained focused on long-term partnerships within its YMCA network but should seek opportunities of tapping into non-traditional funding sources and partnerships. This challenges the AAYMCA to provide leadership for the continuous review of its governance and management practices and the partner YMCAs’, building a niche in the youth sector in Africa and the respective countries of the partner YMCAs, and harness and/or build capacity of its staff and partner YMCAs so as to improve its/their competitiveness, attract youth and improve their social relevance and impact both to their clientele, local communities and relevant stakeholder institutions and agencies.
Also, in relation to the popularization of Agenda 2063 and the indicators for Objective 3, key external challenges exist so far with respect to the domestication process of Agenda 2063 by member states and the risks of parallel and competing frameworks at national levels of member states in domesticating both the SDGs and Agenda 2063. In addition to the limited capacity of implementing YMCAs in advocacy, this may also explain why engagement at the national and regional levels on Agenda 2063 was lower compared to the civic competence component of the project; and the obvious challenge with Objective 3.

7.2. RECOMMENDATIONS

7.2.a. Recommendations for partner YMCAs targeting

While African YMCAs baseline matrix which indicated the health of the NMs may have been used by the AAYMCA in selecting partner YMCAs for the implementation of AWW, it is recommended that the AAYMCA adopts a practice of selecting partner YMCAs for future multi-country project based on qualitative assessment that examines the needs, existing capacities and internal strategies of the YMCAs being targeted. With the diverse outlook of its continental YMCA network, this would improve the chances of knowing which YMCA to target for different areas of capacity building supports and partnership.
The AAYMCA should consider future capacity building programme design based on an integrated package of training, funding and technical assistance. In addition, each component of the capacity building programme should be tailored to suit each YMCA’s individual needs, initial capacity, and internal strategy. Targeting a large number of YMCAs at a go and building their capacity is time consuming, expensive and risks not capturing differences in their needs, which could reduce project effectiveness. By contrast, focusing on a smaller number of YMCAs at a time could have deeper and more lasting impact as the efforts can then tailor responses to the specific needs of each YMCA targeted. It is recommended therefore that in future an experimentation phase of working with fewer YMCAs be considered first by the AAYMCA. Then, if successful, the capacity building programme could be extended to additional YMCAs or replicated in other locations.

7.2.c. Recommendations for Project M & E

Monitoring and Evaluation is a helpful programme management and accountability practice. Less attention to it affects the quality of programme outputs and the measure of results and accountability for resources. It is recommended therefore that the AAYMCA ensures a strong M&E framework whereby it would require that implementing YMCAs adhere to sustained monitoring mechanisms, with workplans and instruments outlining measurable/verifiable indicators, means of verification and regular (preferably quarterly) monitoring schedule for future projects. The AAYMCA should also adhere to the best practices of project management which includes generating baseline data and conducting mid-term evaluations (which were lacking) to provide the means of measuring performance outcomes or any progress from start-up to the end of the intervention.

7.2.d. Recommendations for replicating best practices

The mainstreamed role of young people as both beneficiaries and leaders is practical and inherent in the AWW proposal and its implementation. This corroborates with the AAYMCA’s strategic plan and institutional focus of the YMCA on young people. This is a good practice that should be sustained by the AAYMCA and its partner YMCAs – the YMCAs “walking the talk”.

For results on a continental agenda, the AAYMCA and the partner YMCAs should maintain the practice of decentralized approach in programming as applied to the AWW implementation processes involving YMCAs in West, East and Southern Africa which also focused not only on urban localities but also rural localities, where services are most wanting; and share learning on its successes and challenges.

The YMCA is a learning organization. It has an understanding of its institutional challenges including, amongst others, the imbalances between its governance and programs with the contemporary needs of the young people it serves; the challenges it faces in relation to funding to finance it vision for change and its services and activities; competition in the youth sector and the need for increased visibility and impact. In realization of these challenges and the vision it carries, the AAYMCA has institutional plans to create signature products for niche, harness collaboration with other youth programmes and institutions, and to design sustainable programmes with innovative business models. This is laudable; however, the AAYMCA should consider investment in developing staff capacity and/or recruiting more qualified and experienced staff if it should achieve results on these plans and further provide capacity development support to the national YMCAs alone these objectives.

The integration and scale up of existing programmes, services and activities of national YMCAs into AWW project deliverables while innovating new products was practical. It is starting from the ‘known to the unknown’. This allowed for easy buy-in by the national YMCAs and mobilized them for cooperation on new ideas. The AAYMCA should document learning on this model and figure out what traditional programmes, activities or services and management practices need to be strengthened, remodeled or dropped to build the image and achieve the results it desires.

7.2.e. Recommendations for grant agreements

Within the grant mechanism of the AWW, grantees or the implementing YMCAs received technical and some materials assistance. All of the YMCAs were reportedly challenged in raising the finances to cover activities and staffing costs. As the institutional capacity and contributions of the national YMCAs can be strengthened through such arrangement, it is recommended that the AAYMCA works with the national YMCAs to strengthen their resource mobilization capacity either in proposal writing and/or income generating activities. Also, the AAYMCA can support NMs in lobbying their respective governments or accessing local corporate funding to meet the required matching contributions of the implementing YMCAs on a case by case basis.
As in the case with the communications and reporting templates developed by the AAYMCA for the project, the need for a uniformed approach and template for calculating local contributions should be similarly considered by the AAYMCA in future matching funds agreements that consider contributions in materials and services. Most YMCAs did not impute cash value on staff time, space utilization and materials support to the project thereby lowering their reported quota of contributions under the Project.

Appropriate arrangements for local staff salaries/incentives for future programme under similar matching contribution arrangement must be strongly considered by both the AAYMCA and national YMCAs to reduce the dropout level or lower commitment of time and efforts by staff. The project focal persons for AWW implementation in most of the YMCAs were youth volunteers. While the placement of youth with requisite qualification and skills is commendable, the absence of salaries or appropriate compensation plan to them affected their motivation, time input and level of results.

7.2.f. Recommendations for Coordination/Collaboration

The AAYMCA should ensure sustained coordination mechanism amongst project implementation partners and activities of senior programme and project managers at national level and with the AAYMCA. Regular coordination/project meetings should be promoted by the national YMCAs as well. Both the AAYMCA and national YMCAs should seek sustainable linkages between programme interventions and stakeholder institutions (sector organizations, line ministries and agencies, and other service providers); and ensure increased community participation/involvement into programme activities.

This would provide opportunities for shared learning and complementarity amongst the implementing YMCAs, marketing its work/results with other institutions, building synergy for greater sector impact and possibilities of tapping into in-country resources and partnerships.
APPENDIX 1

Focus Group Discussion Questions

The following questions are intended to assess youth knowledge about the AWW project, their roles and opinions on the outcomes of the AWW project:

1. What do you know about the AWW project?

2. Do you think the AWW was successful in developing young people knowledge and skills? How?

3. What activities do you think were most appropriate to the aspirations of young people?

4. What do you know about power spaces?

5. Were there such spaces in your YMCA under the project?

6. What is your opinion on the power spaces run by the YMCA?

7. How was Pocket Guide Helpful in awareness raising/popularization of Agenda 2063?

8. Do you know about the youth Factbook?
   o What role did any one of you played?
   o How helpful was such role in youth development?

9. Who in your opinion were the main drivers of AWW?

10. How was the celebration of African Youth Day done differently through support of AWW?

11. How have young people utilized the skills and knowledge acquired to improve or influence policy and to change the conditions of their communities?

12. What recommendations do you make about future YMCA youth project(s)?
A. YMCA Senior Management

The below questions focus on issues relating to the design, implementation, outcomes and lessons of the Africa We Want project and their alignment to the objectives of AWW and institutional goals of the AAYMCA and the implementing YMCAs:

1. Design and alignment with core programs and strategies
   
   - Were the 3 components of the project appropriate to your local situation and the capacity of your YMCA?
   - If no, which component(s) was mostly aligned and appropriate to your local context, strategic priorities, the skills and resources of your YMCAs?
   - Were the assumptions of the project relevant to the anticipated outcomes?
   - Was the level of funding appropriate to support the outcomes of the project?
   - Which component(s) of the project do you consider most successful in your implementation?

2. What links exist between the activities of AWW and your YMCA’s institutional goal?
   - Was youth skills built?
   - How did youth utilize their skills and what were the outcomes?
   - Was your YMCA strengthened in any way as a result of the project?
   - What other partnerships were established?

3. What capacity support did the AAYMCA provide your YMCA?
   - What were the type and frequency of technical support provided by AAYMCA to your YMCA?
   - Did key staff’s capacity and experience commensurate with their roles and responsibilities under the project?
   - How do you see your YMCA now in terms of viability and sustainability as a result of the AWW implementation?

4. What were done differently on the African Youth Day? How did this influence youth role to influence policy?

5. What has been your engagement with your national government or the relevant ministries and agencies in relation to the implementation of AWW?
APPENDIX II: KEY INFORMANT INTERVIEW

6. What lessons can you share from your experience in implementing AWW?

7. What recommendations do you make for future multi-country programs of the AAYMCA that may include your YMCA?

B. Youth Ministry/Line Agencies and Partner Organizations

The below questions focus on knowledge of and engagement with public administrators, partner organizations and other youth organizations in the implementation of AWW.

1. Do you know about the Africa We Want Project?

2. What type of relationship exists between your organization and the YMCA and how long has that been?

3. What is your opinion on the YMCA’s role/work in your country?

4. Do you see the AWW objectives to be relevant to the national youth development priorities of your government/organization?

5. What are the results on the domestication of Agenda 2063 by your government?

6. What recommendations do you make on the role/work of the YMCA in our country?
Thank you for accepting to share your thoughts and experiences. My name is Edward Gboe. I have been contracted by the Africa Alliance of YMCAs to conduct a Process Evaluation of the Africa We Want (AWW) Project funded by Bread for the World. The evaluation is intended to review how the project’s outcomes/results were achieved, how the AAYMCA developed itself, its structures (NMs) and supporting programs in support of its institutional goals, and in fulfillment of the AWW’s objectives; and to document the successes, challenges and lessons learnt for future projects.

I kindly request your objective responses to the questions to support the quality of the evaluation process.

1. As a partner YMCA, at what stage did you get involved with the project?
   a. Inception/design stage  
   b. Implementation Stage

2. Which of the following components of the project was more appropriate to your situation (local context), the capacity and resources of your YMCA? Please select as applicable.
   a. Youth Civic Competence building
   b. Building YMCAs credibility and Influence in the Region
   c. Youth Participation and Influence in Policy Implementation

3. Which component(s) of the project was mostly aligned or complementary to the core programs and strategic plan of your YMCA? Please select as applicable
   a. Youth Civic Competence building
   b. Building YMCAs credibility and Influence in the Region
   c. Youth Participation and Influence in Policy Implementation

4. Which component(s) of the project your YMCA was more successful in implementing and why? - at most 3 bullet points per component.

5. Kindly list (at most 3) key achievements of the project under your YMCA per project component.

6. Kindly list the key challenges of the project with your YMCA.
7. What was your relationship with the AAY team during the implementation of the project? Please select as applicable
   a. Provided information as needed on the project
   b. Made monitoring trips as scheduled (or as appropriate)
   c. Provided guidance or feedback on issues on a timely basis (or as appropriate)
   d. Others, please specify___________________________________________________

8. What level of capacity support was provided by the AAY during the implementation of the project? Please select as applicable
   a. Training of relevant staff/volunteers or stakeholders
   b. Support to develop appropriate tools or strategies
   c. Provision of resources/materials as applicable
   d. Support to organize special events
   e. Support to build linkages as appropriate (with key actors)
   f. Others, please specify___________________________________________________

9. Did the person or team responsible for the delivery of the AWW project at your NM have the requisite education, training and experience to facilitate the processes of the project? Yes ( ), No ( ). If No, briefly explain.

10. As far as you can ascertain, how far has the national government in your country gone to ensure that Agenda 2063 has been domesticated, with special reference to the 10 year Implementation plan?
    a. There are no known processes of domestication
    b. Some processes of domestication have been started
    c. The national government is fully on track

11. What is the level of public and/or public sector awareness on Agenda 2063 in your country?
    a. No known level of awareness
    b. Some levels of awareness
    c. Increasing levels of awareness

12. At what level of government can you say the project succeeded more in your country?
    a. At the community level
    b. At the local government level
    c. At the provincial level
    d. At the National level

13. As a follow up to Question 12 above, what level of targeting would have succeeded more in influencing policy or public service actions?
    a. At the local government level
    b. At the provincial level
    c. At the National level

14. What is your experience in the Regional engagement objectives (with regional Economic Communities of SADC, ECOWAS, EAC and ECCAS) of the project?

15. Please share any key lessons or learning under the project

16. What key recommendations you like to make for future multi-country projects of the AAY?
APPENDIX IV – LIST OF PARTICIPANTS/RESPONDENTS - FOCUS GROUP DISCUSSIONS

Country: Sierra Leone  
Location/Project Community: Kenama  
Total number of respondents: 31 (Male 17: Female 14)  
Date: November 30, 2017

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<td>Michael S. J. Mafinda</td>
<td>M</td>
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<td>Paul Richard Margai</td>
<td>M</td>
<td>078874146</td>
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<td>18</td>
<td>Thomas Samuking</td>
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<td>19</td>
<td>Koita Yusufu Siah</td>
<td>M</td>
<td>076293951</td>
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<tr>
<td>20</td>
<td>Pious Monnah</td>
<td>M</td>
<td>076651310</td>
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<tr>
<td>21</td>
<td>Abu Fofanah</td>
<td>M</td>
<td>076434981</td>
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<tr>
<td>22</td>
<td>Ahmed S. Koroma</td>
<td>M</td>
<td>076379195</td>
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<tr>
<td>23</td>
<td>Finda Jattu Kendor</td>
<td>F</td>
<td>078334364</td>
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APPENDIX IV – LIST OF PARTICIPANTS/RESPONDENTS - FOCUS GROUP DISCUSSIONS

<table>
<thead>
<tr>
<th>#</th>
<th>Name of Respondent</th>
<th>Sex</th>
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<tr>
<td>24</td>
<td>Bockarie Ansumana</td>
<td>M</td>
<td>076182960</td>
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<tr>
<td>25</td>
<td>Sulaimatu Lahai</td>
<td>F</td>
<td>030294407</td>
</tr>
<tr>
<td>26</td>
<td>Mary Margai</td>
<td>F</td>
<td>076046226</td>
</tr>
<tr>
<td>27</td>
<td>Mohammed S. Sheriff</td>
<td>M</td>
<td>076464921</td>
</tr>
<tr>
<td>28</td>
<td>Mattia Augustine Festus I</td>
<td>M</td>
<td>0787000341</td>
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<tr>
<td>29</td>
<td>Mariama S. Kanneh</td>
<td>F</td>
<td>078768009</td>
</tr>
<tr>
<td>30</td>
<td>Pateince M. Kanneh</td>
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<td>078380180</td>
</tr>
<tr>
<td>31</td>
<td>Mariama Kanneh</td>
<td>F</td>
<td>078615812</td>
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</table>

Country: Sierra Leone
Location/Project Community: Freetown
Total number of respondents: 12 (Male 4 : Female 8)
Date: November 30, 2017
APPENDIX IV – LIST OF PARTICIPANTS/RESPONDENTS - FOCUS GROUP DISCUSSIONS

**Location/Project Community: Nairobi**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>Agnes Wangechi</td>
<td>F</td>
<td>(+254)719348121</td>
<td><a href="mailto:aggywangechi@gmail.com">aggywangechi@gmail.com</a></td>
</tr>
<tr>
<td>2</td>
<td>Asman Salim</td>
<td>F</td>
<td>0715076186</td>
<td><a href="mailto:asma@ymcakenya.org">asma@ymcakenya.org</a></td>
</tr>
<tr>
<td>3</td>
<td>Lorine Amondi</td>
<td>F</td>
<td>0707173386</td>
<td><a href="mailto:amandilorraine@gmail.com">amandilorraine@gmail.com</a></td>
</tr>
<tr>
<td>4</td>
<td>Jeffrey Shihembetsa</td>
<td>M</td>
<td><a href="mailto:shihe.jeffey@gmail.com">shihe.jeffey@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Eunice Achieng</td>
<td>F</td>
<td>0708947774</td>
<td><a href="mailto:eunnyochibo@gmail.com">eunnyochibo@gmail.com</a></td>
</tr>
<tr>
<td>6</td>
<td>Wamukoya John</td>
<td>M</td>
<td>0721174828</td>
<td><a href="mailto:waimah@ymcakenya.org">waimah@ymcakenya.org</a></td>
</tr>
</tbody>
</table>

Total number of respondents: 6 (Male 2: Female 4)

Date: November 17, 2017

**Country: Kenya**

**Location/Project Community: Thika**

<table>
<thead>
<tr>
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<tr>
<td>1</td>
<td>Daniel Kye</td>
<td>M</td>
<td>0723240579</td>
<td><a href="mailto:niel.kye@gmail.com">niel.kye@gmail.com</a></td>
</tr>
<tr>
<td>2</td>
<td>Esther Wanjuru</td>
<td>F</td>
<td>0789655431</td>
<td><a href="mailto:Ewmbugua111@gmail.com">Ewmbugua111@gmail.com</a></td>
</tr>
<tr>
<td>3</td>
<td>Faith Wambui</td>
<td>F</td>
<td>0724855728</td>
<td><a href="mailto:faithtwinkim@gmail.com">faithtwinkim@gmail.com</a></td>
</tr>
<tr>
<td>4</td>
<td>Pauline Wanjuru</td>
<td>F</td>
<td>0708832922</td>
<td><a href="mailto:Pajwanjiru@gmail.com">Pajwanjiru@gmail.com</a></td>
</tr>
<tr>
<td>5</td>
<td>Elvis Mbugua</td>
<td>M</td>
<td>0729091910</td>
<td><a href="mailto:mbuguaelvo@gmail.com">mbuguaelvo@gmail.com</a></td>
</tr>
<tr>
<td>6</td>
<td>Joseph Makau</td>
<td>M</td>
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<td><a href="mailto:jamjoe1111@gmail.com">jamjoe1111@gmail.com</a></td>
</tr>
<tr>
<td>7</td>
<td>Pery Mwaura</td>
<td>M</td>
<td>0715185605</td>
<td><a href="mailto:terymwaura@gmail.com">terymwaura@gmail.com</a></td>
</tr>
<tr>
<td>8</td>
<td>Brian Oduor</td>
<td>M</td>
<td>074189445</td>
<td><a href="mailto:brianoduor@gmail.com">brianoduor@gmail.com</a></td>
</tr>
</tbody>
</table>

Total number of respondents: 22 (Male 13 : Female 9)

Date: November 18, 2017
# APPENDIX IV – LIST OF PARTICIPANTS/RESPONDENTS - FOCUS GROUP DISCUSSIONS

<table>
<thead>
<tr>
<th>#</th>
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<tr>
<td>9</td>
<td>Leah Wangari</td>
<td>F</td>
<td>0717798647 <a href="mailto:gikonyowanga@gmail.com">gikonyowanga@gmail.com</a></td>
</tr>
<tr>
<td>10</td>
<td>Elias Murambi</td>
<td>M</td>
<td>0706660816 <a href="mailto:emurambison@gmail.com">emurambison@gmail.com</a></td>
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<tr>
<td>11</td>
<td>Dennis Wamba</td>
<td>M</td>
<td>0723354447 <a href="mailto:deniswambugu@gmail.com">deniswambugu@gmail.com</a></td>
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<tr>
<td>12</td>
<td>Leone Muriuki</td>
<td>M</td>
<td>0712813284 <a href="mailto:Moher2050@gmail.com">Moher2050@gmail.com</a></td>
</tr>
<tr>
<td>13</td>
<td>Nahashon Njoguna</td>
<td>F</td>
<td>0717567805</td>
</tr>
<tr>
<td>14</td>
<td>Nimmo Mugo</td>
<td>F</td>
<td>0702745547 <a href="mailto:Wairimumuco92@gmail.com">Wairimumuco92@gmail.com</a></td>
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<tr>
<td>15</td>
<td>Casty Kaimuri</td>
<td>M</td>
<td>0717048061 <a href="mailto:castykaimuri@gmail.com">castykaimuri@gmail.com</a></td>
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<tr>
<td>16</td>
<td>Henrietta Shulusia</td>
<td>F</td>
<td>0798715781 <a href="mailto:henriettashulusia@gmail.com">henriettashulusia@gmail.com</a></td>
</tr>
<tr>
<td>17</td>
<td>Lilian Kang'ethe</td>
<td>F</td>
<td>0796557300 <a href="mailto:lillian@ymcakenya.org">lillian@ymcakenya.org</a></td>
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<tr>
<td>18</td>
<td>Lorine Amondin</td>
<td>F</td>
<td>0707173386 <a href="mailto:amondilorine@gmail.com">amondilorine@gmail.com</a></td>
</tr>
<tr>
<td>19</td>
<td>Mr. John Wamukoya</td>
<td>M</td>
<td>0721174828</td>
</tr>
<tr>
<td>20</td>
<td>Obadiah Karanja (Thika Sub county Youth officer)</td>
<td>M</td>
<td>0721909691</td>
</tr>
<tr>
<td>21</td>
<td>Assistant Chief Joseph Macharia</td>
<td>M</td>
<td>0721641614</td>
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<tr>
<td>22</td>
<td>Mr. Vincent Kachi (BMC Thika YMCA)</td>
<td>M</td>
<td>0721480752</td>
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## List of Participants – Key Informant Interviews

Total number of respondents: 12 (Male 10 : Female 2)

<table>
<thead>
<tr>
<th>#</th>
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<tbody>
<tr>
<td>1</td>
<td>Lloyd M. Wamai</td>
<td>M</td>
<td>AAYMCA</td>
<td>Programmes Executive</td>
<td>Kenya</td>
</tr>
<tr>
<td>2</td>
<td>Lilian Kang-ethe</td>
<td>F</td>
<td>Thika YMCA</td>
<td>Branch Manager</td>
<td>Kenya</td>
</tr>
<tr>
<td>3</td>
<td>Newton Kavoi</td>
<td>M</td>
<td>YMCA Vocational Training Institute</td>
<td>Principal</td>
<td>Kenya</td>
</tr>
<tr>
<td>4</td>
<td>Vincent Kachi</td>
<td>M</td>
<td>Thika Y</td>
<td>Member, Branch Management</td>
<td>Kenya</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Gender</td>
<td>Company/Position</td>
<td>Committee</td>
<td>Location</td>
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<tr>
<td>5</td>
<td>Vitalis Mukhebi</td>
<td>M</td>
<td>Faith In Action Network, Kenya</td>
<td>Program Coordinator</td>
<td>Kenya</td>
</tr>
<tr>
<td>6</td>
<td>Jared Masuma</td>
<td>M</td>
<td>Kenya YMCA</td>
<td>National General Secretary</td>
<td>Kenya</td>
</tr>
<tr>
<td>7</td>
<td>Juliana Ndavi</td>
<td>F</td>
<td>AAYMCA</td>
<td>Finance Officer</td>
<td>Kenya</td>
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<tr>
<td>8</td>
<td>David Nana</td>
<td>M</td>
<td>Sierra Leone YMCA</td>
<td>AWW Coordinator/National Youth Coordinator</td>
<td>Sierra Leone</td>
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<tr>
<td>9</td>
<td>Francis AraAdu</td>
<td>M</td>
<td>Regional Coordinator/YMCA Eastern Coordinator</td>
<td></td>
<td>Sierra Leone</td>
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<tr>
<td>10</td>
<td>Alphonso Manley</td>
<td>M</td>
<td>National Youth Commission</td>
<td>Commissioner</td>
<td>Sierra Leone</td>
</tr>
<tr>
<td>11</td>
<td>David Nana</td>
<td>M</td>
<td>Sierra Leone YMCA</td>
<td>AWW Coordinator/National Youth Coordinator</td>
<td>Sierra Leone</td>
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<tr>
<td>12</td>
<td>Joseph Macharia</td>
<td>M</td>
<td>Thika Sub County</td>
<td>Assistant Chief</td>
<td>Kenya</td>
</tr>
</tbody>
</table>
APPENDIX V – TERMS OF REFERENCE FOR
PROJECT EVALUATION

Project Title: The Africa We Want Project (AWW)

The Africa We Want (AWW) is a 3 year multi country project funded by Bread for the World, Germany. The project is currently being implemented in 12 countries under the umbrella of the Africa Alliance of YMCAs (AAYMCA).

The Africa Alliance of YMCAs (AAYMCA) is a regional network of youth empowerment movements and brings together YMCAs in 24 African countries to harness resources, provide joint solutions and share experiences in youth empowerment. Formed in 1977, the AAYMCA represents the oldest and largest Pan-African network and the only continental youth movement; serving both male and female youth from all religions and cultures, with more than 330 branches located all over Africa with a rural and urban presence. This presence makes the YMCA uniquely and strategically positioned to address youth issues in Africa.

At present, the African YMCAs serve about one million members and close to three million beneficiaries each year.

AAYMCA is looking for an experienced consultant to undertake end of project evaluation for the Africa We Want Project.

Project background and description
In 2013, Africa’s political leadership acknowledged past success and challenges and rededicated themselves to the development of the continent, the Agenda 2063. The leaders pledged their commitment to make progress in 8 key areas of which three are of primary interest to the AAYMCA: (i) African Identity and Renaissance; (ii) Determining Africa’s destiny and (iii) Africa’s place in the world. To deliver on this, the African Union Commission has put in place a continental agenda for the next 50 years (Agenda 2063). Among the objectives of the agenda is to develop Africa’s growth trajectory benefiting from past lessons.

While the primary implementers of Agenda 2063 are member states of the African Union, experience has shown that civil society and private sector experience has a place to catalyse and contribute to the implementation. Using its continental presence, and the franchising approach, the AAYMCA is supporting the popularisation of Agenda 2063, by preparing, moulding and mentoring young people to positively contribute to Africa’s future. This includes addressing subjective competencies among youth for socio-political and economic development: values, mindset, behavior and attitudes. A key tool in this process is the Subject to Citizen Civic Competence Manual.

The primary target of the Africa We Want project are 7,400 young men and women aged between 14 – 25 years old from 12 countries, living in low to middle income economic levels and have a level of schooling.

Project Objective: to empower young people to become drivers of the African Renaissance through catalysing and driving implementation of Agenda 2063.
Key project indicators;
(i) Learning indicator/output: knowledge acquired and skills learnt by over 7,000 youth and YMCA staff in 12 countries on leadership, advocacy and regional integration;
(ii) Use of output indicator: views articulated and communicated by youth and YMCAs on Agenda 2063 through written communication and engagement to national and regional policy makers; and
(iii) Result indicator: YMCAs influence felt in national and regional dialogues processes about Africa’s future through participation by youth, YMCA members and volunteers.

Expected Outcomes,
(i) Participating youth have increased voice, space and influence through awareness and ownership of Agenda 2063 and the Africa Renaissance;
(ii) YMCAs are positioned as credible and sustainable partners to regional bodies in implementation of the youth component of Agenda 2063 by 2017; and
(iii) National governments in participating countries integrate agenda 2063 in key national policy and planning documents, in particular aspiration 6, paragraph 67(h).

Project strategy
The project strategy entailed working with twelve (12) National Movements (NMS),
(i) Five NMs in year 1 (Nigeria, Kenya, Madagascar, Ghana and Liberia) reaching 1700 and 1400 young men and women respectively;
(ii) Five NMs in year 2 (Ethiopia, Sierra Leone, Togo, Zambia and Zimbabwe) cumulatively reaching xxx young men and women; and,
(iii) Two NMS in year 3 (South Africa and Senegal) reaching 11,200 young men and women.

Purpose of the Evaluation:
Using process data, this evaluation is intended to,
(i) Document lessons learnt and best practices within the project period in the intervention areas (by country and project component);
(ii) Gather case studies and develop a case study template in order to streamline lessons learnt throughout the project;
(iii) Provide programmatic recommendations to be considered for future scale up and replication;
(iv) Identify and document key lessons learnt and best practices that the YMCAs and stakeholders can adopt to improve the design and implementation of other related projects and programmes.

Scope of the Evaluation
The evaluation is expected to cover the following project components:
(i) Building Civic Competence;
(ii) Regional Advocacy;
(iii) Youth participation and influence in policy implementations.
APPENDIX V – TERMS OF REFERENCE FOR PROJECT EVALUATION

Principal Tasks of the evaluation
i. Assess the project in terms of building awareness and ownership on Agenda 2063
ii. Assess the design of the AWW project in terms of its relevance to the landscape for YMCAs and the participating countries;
iii. Assess and document the impact so far project has on participating YMCAs and youth;
iv. Assess relevance and effectiveness of the project’s strategy, management and approaches for the achievement of the project objectives in-line with overall objectives and YMCA programmes;
v. Assess and document the unintended outcomes from the project
vi. Assess and document underlying factors beyond YMCA’s control that affected the achievement of the project results;
vii. Provide recommendations for follow-up activities;

Deliverables
The deliverable of this evaluation will be a Process Evaluation Report in English. The structure and content of the report should meet Bread for the World and YMCA’s standards and reporting requirements. The length of the Report should not exceed 30 pages in total (excluding the annexes). The Report should:
i. Contain an executive summary;
ii. Be analytical in nature;
iii. Be structured around project objectives, key interventions, results and related findings/lessons learnt;
iv. Include case studies;
v. Include conclusions;
vi. Include recommendations

Timing and Duration
The total duration of the evaluation will be 20 working days within the period August 2017 and – November, according to the following plan:
i. Preparation (at AAYMCA offices), including agreeing on geographical scope of the process evaluation;
ii. Baseline review and acquaintance with the project document, project progress reports and other relevant project-related materials;
iii. Designing the evaluation plan and methodology (including approach, methods for data collection and analysis);
iv. Setting up mission dates and preparation of a detailed mission programme in cooperation with the AAYMCA Project team. The Project Team will organise the schedule of the missions, arrange transportation for the consultant and translation/interpretation, when necessary;
v. Communication with the Project Team to clarify any other matters;
vi. Country Missions one country per region (countries to be selected and prioritised with AAYMCA);
vii. Briefing with YMCA Project Teams
viii. Debriefing with YMCA project teams and AAYMCA team (discussion on preliminary results & clarification of issues).
APPENDIX V – TERMS OF REFERENCE FOR PROJECT EVALUATION

Draft reporting
i. Preparation of draft report;
ii. Presentation of draft report for comments and suggestions;
iii. Completion of the draft report and sharing with AAYMCA;
iv. Additional information and further clarification with AAYMCA and NMS;
v. Elaboration of the final report;
vi. Incorporation of comments and additional findings into the draft report;
vii. Finalization of the report and submission to AAYMCA.

Consultant Qualification
The consultant must possess the relevant qualifications and experience as outlined below:
(i) Possess at least a Master's degree or over 5 years’ experience in community and social Development
(ii) Profound knowledge and experience in Project Monitoring and Evaluation with practical experience of youth development projects/ programs;
(iii) Understanding of YMCA’s intervention strategy;
(iv) Understanding of the specifics of the current AWW project,
(v) Excellent report writing and presentation skills;
(vi) Fluency in English required.

Proposal submission instructions:

The Circulation of this TOR is limited to Consultants already working with AAY or Associates who have already a good understanding to the Africa Alliance and National Movements. Interested consultants/ associates should submit their technical and financial proposals (Max 4 pages excluding attachments) together with a cover letter.

The proposal should detail at-least the following;
i. Brief profile of the consultant/associate supported by a revised CV if applicable as an attachment;
ii. Clear understanding of the assignment as provided in this ToR;
iii. Availability (Provide details of any other commitments within the month of November 2017;
iv. References of similar assignments undertaken by consultant within the past two years specifying the name of the organization/ program, contact person, telephone and email address and attach executive summaries of the reports.
v. The budget indicating consultancy fees, DSAs during field work and travels (Field travels will be catered for by AAYMCA).

The Technical and Financial Proposals should be submitted by email, with cover letter addressed to carlos@africaymca.org.

The deadline for submission is July 28th 2017
APPENDIX V – TERMS OF REFERENCE FOR PROJECT EVALUATION

Draft reporting
i. Preparation of draft report;
ii. Presentation of draft report for comments and suggestions;
iii. Completion of the draft report and sharing with AAYMCA;
iv. Additional information and further clarification with AAYMCA and NMS;
v. Elaboration of the final report;
vii. Incorporation of comments and additional findings into the draft report;
vii. Finalization of the report and submission to AAYMCA.

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(ii) Profound knowledge and experience in Project Monitoring and Evaluation with practical experience of youth development projects/ programs;
(iii) Understanding of YMCA’s intervention strategy;
(iv) Understanding of the specifics of the current AWW project,
(v) Excellent report writing and presentation skills;
(vi) Fluency in English required.

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ii. Clear understanding of the assignment as provided in this ToR;
iii. Availability (Provide details of any other commitments within the month of November 2017;
iv. References of similar assignments undertaken by consultant within the past two years specifying the name of the organization/ program, contact person, telephone and email address and attach executive summaries of the reports.
v. The budget indicating consultancy fees, DSAs during field work and travels (Field travels will be catered for by AAYMCA).

The Technical and Financial Proposals should be submitted by email, with cover letter addressed to carlos@africaymca.org.

The deadline for submission is July 28th 2017
# APPENDIX VI – TIMELINE

<table>
<thead>
<tr>
<th>Timeline/2017</th>
<th>Activity</th>
<th>Work Location</th>
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<tbody>
<tr>
<td>1</td>
<td>Nov 9-13 Literature Review and Development of Questionnaire</td>
<td>Monrovia</td>
<td>4</td>
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<tr>
<td>2</td>
<td>15 Nov Depart Monrovia for Nairobi</td>
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<tr>
<td>3</td>
<td>16-30 Nov: Inception meetings, Field Data Collection and Data Analysis (includes travel days)</td>
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<tr>
<td>16 Nov</td>
<td>Inception meeting with focal points (AAY &amp; Kenya Y)</td>
<td>AAY/Kenya Y</td>
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<tr>
<td>17-23 Nov</td>
<td>Work session in Nairobi – including Madagascar by phone (Key Informant Interviews &amp; Focus Group Discussions)</td>
<td>YMCA/Project beneficiaries/Partners/Affiliates</td>
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<tr>
<td>28 Nov</td>
<td>Depart Monrovia for Freetown</td>
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<td>29 Nov – 1 Dec</td>
<td>Work session in Freetown (Key Informant Interviews &amp; Focus Group Discussions)</td>
<td>YMCA/Project beneficiaries/Partners/Affiliates</td>
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<td>5</td>
<td>5-10 Dec 2017 Analysis and presentation of key findings to AAY</td>
<td>Via email</td>
<td>5</td>
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<tr>
<td>6</td>
<td>12-14 Dec Feedback review, writing and submission of final report to AAY</td>
<td>Via email</td>
<td>3</td>
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<td><strong>Total</strong></td>
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</table>
APPENDIX VII – EVALUATION TARGETED SAMPLE

Sampling
The evaluation sample method is purposive. Institutions, AWW staff, beneficiaries and other stakeholders who can provide information relevant to the evaluation are sampled. Respondents have been categorized based on three operational levels: the AAYMCA, partner YMCAs, partner/collaborating organizations and beneficiary groups. This ensures a range of opinions and experiences can be captured to provide quantifiable and relevant opinions regarding the performance of AWW and some of the broader youth empowerment issues the project flagged or addressed. Included below is an overview of the types of respondents to be included in the evaluation, the methods for consultation, and a target for the number of individuals and groups to be interviewed or consulted.

<table>
<thead>
<tr>
<th>Level</th>
<th>Key Informants</th>
<th>Kils</th>
<th>Online Survey</th>
<th>FGDs</th>
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<tr>
<td>AAYMCA</td>
<td>General Secretary, Program staff, Finance staff</td>
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<tr>
<td></td>
<td></td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National organizations</td>
<td>Partner organizations/Gov’t ministries/agencies</td>
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<td></td>
<td></td>
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<tr>
<td>Partner YMCAs</td>
<td>AWW focal points/NGS</td>
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<td>11</td>
<td></td>
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<tr>
<td>Beneficiaries</td>
<td>Youth beneficiaries (change catalysts, S2C ambassadors, etc)</td>
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<td>-</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>10</td>
<td>11</td>
<td>6</td>
</tr>
</tbody>
</table>
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Nairobi Kenya