
EVALUATION REPORT

Project: Africa We Want (2018-2020)
Africa Alliance of YMCAs (AAYMCA)

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Abbreviations and Acronyms

AAYMCA	Africa Alliance of YMCAs
AWW	Africa We Want Project
NM	National Movements
WWF	Worldwide Fund for Nature
WWFROA	Worldwide Fund for Nature Regional Office for Africa

EXECUTIVE SUMMARY

This is the Final Evaluation Report for the project ‘Africa We Want (AWW)’ of Africa Alliance of YMCAs (AAYMCA) 2018-2020. The Evaluation Report responds to the guidelines put forth in the Inception Report presented to the Africa Alliance of YMCAs. Africa we want began as a three-year, multi-country project which ran from 2015- 2017. The project was officially launched in 11 national YMCA movements. It evolved to become more than a project as it emerged as an umbrella initiative for all African YMCA work, integrating Subject to Citizen (The S2C Philosophy) and methodology to give momentum push for the African Renaissance. Based on Agenda 2063, the blueprint development plan for the African continent, the project, Africa we want, is about youth taking up the lead to be in the driver’s seat for the African Renaissance. Based on the success of this project, the project was further extended till 2020, funded by the Bread for the World – Protestant Development Services.

The overall purpose of the external evaluation was to analyze whether the project achieved the original objectives and to provide an independent review of project outcomes for the organization. The evaluation provides a comprehensive assessment of the effectiveness and relevance of the project activities in supporting key aspects of the partnership, such as exchange visits, peer-to-peer learning, and the sharing of information with different stakeholders.

The questions that the evaluation answers have been organized against the criteria of relevance, efficiency, effectiveness, impact and, sustainability. Looking at the nature of the intervention and also at the objectives of the evaluation, the study used a qualitative exercise to compare changes in impact and outcome indicators. Desk research on the available reports and one-to-one interviews were used in the evaluation exercise. The evidence generated from the project evaluation including lessons learned from implementation and design and other findings would inform the future programming of the project.

Relevance

The Africa We Want Project was extremely relevant continentally as it envisaged the goal of youth empowerment and engagement towards the African Renaissance movement. The project facilitated the African Renaissance Movement which was envisioned to have far-reaching implications for African youth. The project was strengthened with research data and information gathered from the National Movements and was seen as having immense potential for youth engagement in the continent. The Africa We Want project in 2018, built on the experiences of the first phase of the project (2015-2017) and used the existing structures to implement the project activities. The project was timely and was seen as relevant in the National Movements (NMs) where the project activities were implemented. The project activities used the Power Space methodology and the Scenarios Workshops to carry out specific thematic projects in respective NMs. Therefore, the methodology facilitated country-specific advocacy projects and efforts contributing to local ownership of the initiatives.

Effectiveness

The findings from the two years revealed that the AAYMCA and the NMs are achieving the project outcome despite some challenges faced in the COVID-19 context. The project has been

implemented through strong partnerships from the NMs and other external collaborations and this had a very positive impact on the targeted National Movements. It is important to note that the project has been successful in capacitating NMs on the use of the Power Space methodology for youth engagement in advocacy efforts. The AAYMCA has built capacity of the S2C Ambassadors to lead the local advocacy efforts based on the Horizon Report and the Power Space Methodology. However, the effectiveness of the project is dependent on the further development of trained personnel in the NMs and effective follow ups of the activities. This will inform action by the YMCA partners in the future to advocate and work on country-specific and continental issues concerning youth, thereby propelling youth to play a pivotal role in the process of sustainable positive change.

Efficiency

The budget utilization has improved during the two years. However as some activities were not conducted due to the COVID-19 context there was underutilization of the budget, which was proposed for the activities in the future. Few changes in the methodology of project delivery during the COVID-19 context also shaped the budget utilization. Various cost-cutting initiatives were evident as well as collaborations with other external partnerships which assisted in savings, which were utilized for other activities in the project.

Impact

The impact created by the project is evident with regard to the outcomes achieved such as 15 African YMCAs are programmatically strengthened to empower young people with voice, space and, competencies; the advocacy capacity of the YMCA network in Africa is strengthened, and, African Youth Scenarios conferences held and domesticated through Regular exchange conferences and discussions within National Movements. New initiatives evolved such as the engagement of youth in the New Deal for Nature approach, where the AAYMCA was involved in a consultancy approach with the Worldwide Fund for Nature - Regional Office for Africa (WWF ROA) on environmental conservation. This revealed the potential of the Africa We Want project and its tested methodologies such as the Power Spaces and Scenario workshops to empower young people to discuss pertaining issues in the continent and their countries which in turn can drive the African Renaissance agenda.

Sustainability

Overall the organization is at the final evaluation of the project, with the intention of extending the project. Various strategies revealed positive efforts towards the sustainability of the National Movements. AAYMCA built the capacity of the National Movement representatives and their volunteers who were already active members in the community, and had been engaged with different locally relevant country projects. With further focused training and follow-ups, most initiatives have scope for sustainability. AAYMCA is in the process of extending working networks using the Power Space methodology and scenarios to engage and capacitate the youth for the African Renaissance. If the National Movements are further facilitated, it shows promise of a sustainable initiative. This is mainly because all the trained NM representatives are from existing local community structures and have credibility in their respective communities and the NM. Sustainability relies on training of the Power Space methodology, the scenarios and the

establishment of effective follow-ups sessions to record positive changes in the NMs. Various research studies, training materials and project reports have been produced by the AAYMCA, however, effective dissemination will yield better results towards sustainability.

Visibility

The project activities have been visible through various activities such as banners, posters and other dissemination materials such as leaflets and reports presented by the NMs and the AAYMCA. The AAYMCA and the national YMCAs led several campaigns on social media via platforms such as Facebook, LinkedIn, Instagram and, the AAYMCA website. Research Studies and relevant activity reports were uploaded to the AAYMCA website. This includes the Africa Youth Month, Scenario Workshops, S2C Toolkits and, conference details.

Synergy

The AAYMCA and the National Movements have good synergy in implementations of the project activities together. The AAYMCA relies on the National Movements for the project implantation and works on effective networking and sharing of knowledge via reporting, inception visits and, field visits. The AAYMCA and the YMCAs often co-facilitate in trainings, assisting each other in the dissemination of materials and connecting each other in networking opportunities. However, there was a need for more synergy in terms of training in relation to project implementation, evaluation and organizational development among NMs. For example, there is a need for coherence in using specific ways in which activities are documented such as the activity reports among NMs. Further, AAYMCA can play a vital role in assisting the NMs to develop skills in documentation to capture effective narratives of change.

Challenges faced

The major challenges faced by the project were related to the consistency in activities such as implementing the planned meetings, training and effective follow-ups. This was mainly due to the COVID-19 context. Hence most of the activities were pushed from the originally planned dates. In the period of the lockdown, there was no possibility to travel as most of the countries within the continent closed their borders. Additionally work from home measures were instituted, making it difficult to have a meaningful implementation of the project. The organization faced the new challenge on most of the activities now going online. The need for new ways of using the online spaces for utilizing the Power Space methodology and Scenarios Workshop became a necessity.

Recommendations and Lessons learnt

The existence of a result based framework with specified indicators revealed that there was a guidance document for the AAYMCA project 'Africa We Want' since inception. This acted as a guidance document for the project team and the evaluator (Log frame - Annual Plans and Programme). The recommendations are detailed in Section 4 of the report. Summative key recommendations for the AAYMCA are outlined below.

The key recommendations for AAYMCA were as follows: (i). The need to focus on the outreach. There is a need to move from breadth to depth; (ii). Inclusion of Specific themes for the project rather than follow a broad approach; (iii). The need for follow ups for sustainability; (iv).

The need to establish a communication plan to facilitate AAYMCA work; (v). Harnessing and documenting the Power Space Methodology; (vi). The need to train, digitize and disseminate the modules on the Power Space Methodology; (vii). Emphasize and harness the Africa Youth Month and Day; (viii). Organizational development can be improved with an effective M&E process, as well as report writing skills for NM representatives; (ix). Project visibility can be boosted by having clear plans with the donor and the implementing partners on branding the project.

1. INTRODUCTION

This is the Final Evaluation Report for the Africa We Want (AWW) Project of the Africa Alliance of YMCAs (AAYMCA) 2018-2020. The Evaluation Report responds to the guidelines put forth in the Inception Report presented to the Africa Alliance of YMCAs. The report is organized in four sections: Section one outlines the description of the project; section two outlines the purpose, scope and the methodology of the evaluation; section three analyses the findings as per the objectives of the evaluation and section four comprises the recommendations. Appended to this Evaluation Report are: the Evaluation Framework, the draft interview protocols, a draft interview guide for the Key Informants.

(i). Description of the Project: Africa We Want

Africa we want began as a three-year, multi-country project which ran from 2015 - 2017. The project was officially launched in 11 national YMCA movements. It evolved to become more than a project as it emerged as an umbrella initiative for all African YMCA work, integrating Subject to Citizen (The S2C Philosophy) and methodology to give momentum push for the African Renaissance. Based on Agenda 2063, the blueprint development plan for the African continent. The project 'Africa we want,' is about youth taking up the lead to be in the driver's seat for the African Renaissance. Based on the success of this project, the project was further extended till 2020, funded by the Bread for the World – Protestant Development Services.

(ii). Programme's Overall Goal

The overall goal of 'Africa We Want' project is to empower young people in Africa drive the Renaissance agenda and implementation of Agenda 2063.

The project outcomes are as follows:

Outcome 1: 15 African YMCAs are programmatically strengthened.

Indicators

- 1.1 On the basis of future youth scenarios, 15 African YMCAs have developed, adopted and began to implement national advocacy plans.
- 1.2 YMCAs in 15 countries implement the power space methodology (community and national level) which offers youth platforms for self-awareness, skills acquisition and realisation of political participation.
- 1.3 AAYMCA successfully implements a solid Monitoring and Knowledge Management framework with 15 National Movements.

Outcome 2: The advocacy capacity of the network of YMCAs in Africa is strengthened.

Indicators

- 2.1 The Youth Division of the African Union Commission has accepted the youth scenarios document and initiated a follow-up session with AAYMCA to discuss it.
- 2.2 AAYMCA registers commitment of at least 50% of the targeted governments to enhance youth participation in the domestication of Agenda 2063.
- 2.3 In 10 countries YMCAs established collaborative multi-stakeholder platforms with strategic partners.

2. PURPOSE, OBJECTIVES AND METHODOLOGY OF THE EVALUATION

(i). Evaluation Purpose

The overall purpose of the mid-term external evaluation was to analyze whether the project achieves the original objectives and to provide an independent review of project outputs/outcomes for the partner YMCAs. The evaluation provides a comprehensive assessment of the effectiveness and relevance of the project activities in supporting key aspects of the partnership, such as exchange visits, youth empowerment, peer-to-peer learning, and the sharing of information with different stakeholders.

The review focused on technical and operational aspects and considered issues of effectiveness, efficiency, relevance, impact and sustainability. The review identified factors which facilitated and/or impeded the achievement of objectives and provides actionable recommendations as how to improve the project taking into account the perspectives of key stakeholders and the beneficiaries. The lessons learned will enable project implementers to reorient and re-prioritizing project activities and managerial arrangements as needed for the remainder of the project. The review was forward looking, giving future directions and recommendations for the project implementers and partner YMCAs to provide a clear understanding of the major outcomes and strategy options to achieve the project's expected results more effectively and efficiently in the next phase of the project. This final evaluation was conducted for activities completed from January 2018 to December 2020. The evaluation was conducted in light of the AAYMCA objectives with regard to the strategic goal for January 2018 to December 2020.

(ii). The Project and Evaluation Objectives

The objectives of the evaluation was to:

- Assess the status of project results and how they are being achieved with an assessment of the implementers' contribution/approach,
- Inform principally the donor, but also other project stakeholders and partners on the progress in implementation, i.e. the delivery of planned outputs and outcomes achieved as progress made towards achievements of the respective objectives, while highlighting enabling factors and challenges encountered,
- Identify factors that have facilitated and/or impeded the achievement of objectives,
- Assess whether the project activities and operational modality are still relevant,
- Assess the relevance, efficiency, effectiveness, and sustainability of the project,
- Provide implementation recommendations for the remainder of the project and measures to ensure long-term sustainability,

The final external evaluation particularly assessed the following:

- **Relevance:** The review assessed the degree to which the project was, and through its adaptations, remained relevant to its objectives during the period.
- **Efficiency/management:** The review assessed if the outputs/outcomes were being realized economically in relation to the inputs provided, looking for example at whether the management structures were appropriate.

- Effectiveness: The review assessed the extent to which the project objectives are being achieved.
- Impact and sustainability: The review assessed if the project is likely to contribute to lasting change, with special focus on networking and partnerships.
- Visibility, in particular in view of communication and dissemination and how the visibility of the implementing partners is addressed.

The external evaluation exercise started on 15th December, 2020 to 15th March 2021. It assessed all aspects in relation to the potential longer-term impact and sustainability of the projects results which are key concerns in the final evaluation of the project. The delays in NMs submitting country specific reports affected the delay in conducting the evaluation.

(iii). The Evaluation Methodology

The final evaluation assessed key activities implemented during the two years project implementation in 2018-2020 by the AAYMCA in partnership with the YMCA Country offices with the indicative evaluation questions as per the evaluation framework (Annexure 1). The research methods applied was primarily qualitative. The evaluation exercise mainly relied on secondary materials such as mission reports, progress/activity reports, surveys, research reports and other relevant presentations. Detailed of these reports are attached as Annexure 2. The study also captured the views of four participants representing four NMs and one participant who was from an external organization.

The methods of the review were as follows:

- The Inception Phase began with the commencement of the contract on 15th December 2020. One preliminary meeting was held with the programme officer of the AAYMCA. The meeting was based on an introduction of the project, brief discussion on the contract and the way forward and to discuss on the draft inception report, the evaluation methodology, evaluation tools, partner YMCA responsibilities for report submission and the dates. During the Inception Phase, the evaluator conducted a preliminary document review of the documentation provided by AAYMCA. The information gathered from the launch call, TOR and preliminary document review informed the development of the research methodology, including the draft interview protocols and the interview guides.
- The following documents were reviewed prior to the interviews: AAYMCA Project Proposal, Concept Notes, and progress reports.
- On 8th March 2021, a participatory meeting was conducted with the two members of the AAYMCA to collaborate on the research findings and to get an overall assessment of the project.
- All interviews were carried online due to the prevailing COVID-19 context. The evaluator found it a challenge to get participants due to busy schedules of the participants in January and February. However, five participants from five countries participated in the study. The list of participants are attached as Annexure 3. The interview protocol and the interview guide used for the interviews are included in Annexure 4, 5, 6.

The report provides recommendations for actions necessary to increase project efficiency, effectiveness and scale up the lessons learned, strategic approach, institutional and organizational frameworks necessary to ensure long term sustainability of the project.

3. EVALUATION FINDINGS

The findings will be divided to eight sections:

- (i). Relevance
- (ii). Efficiency/management
- (iii). Effectiveness
- (iv). Impact
- (v). Sustainability
- (vi). Visibility
- (vii). Synergy

(i). Relevance

Relevance to the Identified Problem

The Africa We Want project has increased relevance in today's perspective. The political engagement of young Africans in the continent's key plan for action has been a challenge despite efforts at the continental and regional levels. Increasing apathy on the part of African youth - as a result of decades of disenfranchisement and disappointment are main continental concerns that need immediate attention. The ideals of the Africa We Want project were built on the premise that providing information, opportunities for action and a strategy for action would improve aspects of youth engagement in all facets of governance and leadership in Africa, with special attention given to Agenda 2063 as the blueprint for engagement. The first 10 year plan of Action of implementation of Agenda 2063 provided a solid operational perspective towards delivery of the Vision, as well as a roadmap for the YMCA. This decade plan of action will run until 2023, meaning that the project has relevance in the present and well into the future. Additionally, as the Agenda grows in deliverability with more and more countries adopting the Agenda into their planning systems, opportunities remain abound with the next decade plan of Action becoming a key focus area of the YMCA.

In order to confirm the situational context of youth in African countries, a study was conducted by the AAYMCA, producing the African Youth Fact book. The African Youth Factbook is therefore an important tool of influence in this space, by providing authentic data outlining several trends for youth in Africa. The research provided a baseline assessment for youth trends from different countries in Africa, aiding to shape project activities accordingly.

Significance of the Intervention

The significance of the AAYMCA intervention in the NMs were based on the need for youth engagement in governance and leadership in Africa and the need for appropriate strategy for action such as the Power Space methodology and Scenarios Workshops to reach youth in an innovative and sustainable way. The project also fits to the bridging of the youth and the National Movements with the duty bearers to bring in change for their countries. The AAYMCA served as a continental pivotal point to facilitate the youth engagement process via the Power Space methodology and Scenario workshops with their NM partnerships.

Programme activities and outputs

The overall goal of the project was to empower young people in Africa drive the Renaissance agenda for an integrated, prosperous, and peaceful Africa. To reach towards this goal, the project aimed for the following indicators:

Proposed	Achieved
75 % of African YMCAs implement evidence based Continental and country advocacy based on Futures scenario by 2020.	Approximately, 55% of this indicator was reached as COVID-19 hindered most of the delivery of activities in the year 2020. This is confirmed in the following reports: Participation at Scenario Workshops Reports, Higher Level Meeting Reports, and Online Scenario Workshop Reports.
Increased number of young people effecting change in their communities and participating in key Decision Making processes between 2018 and 2020	Higher participation of youth in workshops conducted at the continental and NMs. There was an increase of youth engagement and participation compared to 2015-2017 project cycle. Despite the COVID-19 context, the project reached the intended beneficiaries via the use of new digital platforms.
African YMCAs recognized as a key facilitative and collaborative spaces for peer organizations in youth empowerment and engagement in Africa by 2020	Thee AAYMCA advocacy efforts were recognized at the following institutions, as well as the Power Space methodology and the Scenario Workshops: African Union, COMESA, WWF

To reach towards this goal, the outcomes for the project and related activities in 2018 to 2020 were as follows: Outcome 1 - 15 African YMCAs are programmatically strengthened to empower young people with voice, space and competencies. The activities designed to reach this outcome were:

Proposed	Reached
Develop institutional communication and marketing plan for the project;	This is still work in progress as
Design and test Youth Power Space in 4 NMs;	The Youth Power Space was tested in the Ethiopian NM.
Develop Youth power space manual and other material that incorporates monitoring and advocacy etc;	Four manuals and materials were developed on the Youth Power Space by the AAYMCA.

Support to at least 3 youth leaders from the Power Spaces to attend High – Level dialogue sessions of the African Union; and,	One youth leader attended. One youth leader could not attend as the meeting was postponed indefinitely.
Power space roll out in 15 NMs.	Implemented

Outcome 2 - The advocacy capacity of the YMCA network in Africa is strengthened. The activities designed to reach these outcome were:

Proposed	Achieved
Annual NGS seminar to build competencies of the NGS in supporting the scenario Process and developing and implementing the related advocacy Plans	NGS Seminar conducted in June 2019
Hold continental Scenarios Workshop	Conducted in Kenya
Publication of scenarios document and broad distribution	Published and Disseminated Distribution of African Youth Scenarios Workshop report at the General Assembly
Training participating YMCAs leaders on how to conduct in-country scenario dialogues	Conducted for 15 NMs 30 youth leaders trained in Johannesburg, South Africa. A revised S2C Manual was also produced during this period
15 NMs conduct scenario dialogues in-country, based on the continental scenario	NMs conduct scenario dialogues in-country, based on continental scenario The AAYMCA staff conducted Co-Creation power Space sessions in South Africa, Senegal, Nigeria and Ethiopia Youth Justice projects in the countries. AAYMCA developed a draft Framework of engagement from the Power Space Methodology framework in conjunction with the Togo YMCA and the Madagascar YMCA Youth Justice Co-Creation workshops. The framework was developed into a working document that is being tested by the Ethiopia YMCA

Develop a continental (AAYMCA) advocacy strategy	The process for the AAYMCA advocacy strategy has started. However, this is still work in progress.
Hold advocacy workshops at the 11th OGM to finalise and endorse the continental scenario related advocacy plan for inclusion in NMs Strategic plans	Advocacy Summit at the General Assembly in South Africa Youth Leadership Summit, South Africa
15 national movements domesticate the continental advocacy strategy by developing respective national advocacy plans	Still work in progress.
AAYMCA organise advocacy in session for 30 Youth (S2C Ambassadors) to facilitate the implementation of incountry Power Space and secenario advocacy	Implemented
Celebration of African Youth Day	Implemented in all NMs
Initiate multi-stakeholder platforms with strategic partners in addressing key youth empowerment agenda in the continent emanating from the scenario	Initiated with multi-stakeholder platforms such as the African Union, COMESA and the WWF. The WWF collaborations And Peace Justice initiatives reached more than 10 countries. Participation of representatives of COMESA at the General Assembly in Johannesburg.
AAYMCA develop a Communication and knowledge management and monitoring framework	Work still in progress
AAYMCA captures and share knowledge, lessons, stories of change, position papers etc on youth scenarios and related advocacy	Implemented

(ii). Efficiency

According to the AAYMCA Final Narrative Report (FNR) for the year ending 2018 and the Mid-Year Narrative Report (January – June 2019), the project had produced principal outputs amidst few challenges.

In 2018, as highlighted in the AAYMCA Final Narrative Report, the African Union developed the framework for engagement of youth in Peace in Africa. This was an important milestone because previously, the African Union did not prioritize the role of youth in the peace process, whether as mediators, peace ambassadors etc in a formal, guided manner. The development of the framework was also important because the African Union initiated a co-creative approach by hosting Civil Society actors and Regional Economic community players in a consultative process in Lagos, South Africa. This was also another important milestone in the process of engagement. The change on the AU framework for Peace provided another opportunity for engagement that was previously unavailable to the Movement and to youth in the continent. The opportunity therefore expands the possible scope of work of the Movement to include engagements in Peace processes to Movements that are in conflict areas e.g Niger and Cameroon. It also provided another opportunity for policy impact through the implementation of the Framework.

The project was helped by the African Union's approach towards working closely and directly with youth and with youth led organizations. In January 2018, the Pan African Youth union and the African Union underwent significant challenges leading to the collapse of the erstwhile strong relationship. The overall effect of this is that the African Union has adopted a more outward looking and CSO friendly approach, which was evidenced by their participation in the Scenarios building workshop in March. An inaugural African Youth SDG Summit was held in Accra, Ghana in October 2018. The AAYMCA participated in planning of youth participation in partnership with the Norwegian Church Aid Nairobi office, Aregatou International, The Kenya and Ghana YWCAs, Ghana YMCA and FemNet Africa for youth in Mali, Ghana, Togo, Tanzania and Kenya. Peace projects were developed and presented in Lagos, Nigeria. it was also agreed that the process of co-creation with project targets is an important process that needs to be implemented throughout the Movement's interventions.

In 2019, as highlighted in the AAYMCA Final Narrative Report, the project period was marked by an increased attention on the Climate Change as a key factor affecting political, social and economic factors in Africa. The role of young people in Advocacy around environmental protection, emission control and other key factors of Climate change took prominence. The WWF ROA office has since been engaged with the AAYMCA in a consultancy approach to work out a strategic way in which to boost the engagement of youth in the New Deal for Nature approach.

So far, the programme has been well managed with relevant trained programme and project officers in charge of the project. The General Secretary, is overseeing the entire programme. The Project Executive executes the programme. The Grant Manager oversees the financial management of the project. The Project Executive works with the NMs to conduct the activities.

The lessons learnt during the implementation are mainly in relation to the impact of the project. The project had reached its outreach in terms of the number of targeted beneficiaries reached however needs follow ups to remain sustainable. However, there is a need to focus on the impact via the depth of interventions such as specific thematic areas and select some NMs for implementation. This will enable the activities to be well monitored and results seen. There is also

the need for consistency in activities, with effective follow ups and trainings to better yield the envisaged project impact.

(iii) Efficiency

During the project period, a total sum of USD 362,046.60 was received from Bread for the World with an additional USD 150,575.50 as AAYMCA contribution to the project bringing the total available funds to USD 512,622.63. The receipts were against a total budget of USD 549,480. Of the available funds, USD 486,743.65 was spent over the last three years 2018-2020 leaving a balance of USD 25,878.99 to be spent within the one month extension ending 31 January 2021. The savings were from the activities that were either delayed, postponed or converted to online activity due to the prevailing COVID-19 context.

Most of the budget allocations were at the AAYMCA level as most of the project activities were organized by the AAYMCA such as the General Assembly and the Scenario workshops conducted in the continental or regional levels. Other project activities conducted by the NMs such as the Youth Day were budgeted on a case by case approach as per the needs of the NMs. These activities were monitored via the activity and financial reports produced by the respective NMs.

Cost cutting had been observed as there were joint activities with the partner NMs as well as the presence of other collaborative projects and partnerships. It can be concluded that the implementation of the programme by AAYMCA has been significantly more cost-effective than implementation through other channels if we consider the implementation costs. The approach adopted by AAYMCA seems to be the most efficient way to get expected results due to its partnership with NMs in Africa. Hence the cost per activity is reasonable due to sharing costs. The project objectives were only partially achieved due to the COVID-19 context. The resources were adequate both financial and non-financial (in terms of partner NMs synergies in trainings and networking).

(iv). Impact

The design, monitoring and reporting of AAYMCA's initially proposed outcome indicators allow for a preliminary analysis of impact. However, a full assessment on the impact is not possible as some of the envisioned activities were not conducted and some of the activities have changed due to the COVID-19 context. A review of selected qualitative outcomes vis-à-vis target indicators, paired with one to one interviews led to the following assessment:

By design the project was simple with straightforward components and sub-components and followed the 2015-2017 'Africa We Want' three year project phase, hence constituted a measured starting point to assess and gradually build the capacity of the AAYMCA and the NMs. The AAYMCA's role in the project was informed by a good understanding on the history of the African Renaissance Movement, spearheaded by the Subject to Citizen (S2C) initiatives and the partnerships with the relevant NMs. The evaluation was assisted by the AAYMCA's self-reflection and own learning from the 2015-2017 phase of the Africa We Want project, research studies that formed a baseline and from the knowledge shared with the partner NMs.

The AAYMCA was appropriately reactive to the new challenges posed by the COVID-19 context that forced the postponement of some activities of the project in 2019. However, the re-start of the project activities via online means facilitated in carrying out the envisaged activities for 2019 and needed more time to adjust with the new online platforms. While the AAYMCA and the NMs implemented these activities, there should be more time to reflect on changed design of activities and the reasons for this. It was seen that there was more time needed to plan M&E activities as the new changes needed structural changes such as infrastructure and online capabilities developed in the respective NMs. Infrastructure and capabilities on the online front varied from one NM to another. The project activities needed to structure itself along with these changes for the effective delivery of project.

The AAYMCA facilitation was responsive to the needs of the NMs on youth engagement and change. Capacity-issues of the NMS also led to implementation delays. Incorporating support from the national governments often was tedious and took time.

The AAYMCA were closely involved in assisting NMs to deliver trainings on the Power Space methodology and the Scenarios but the lack of effective documentation impeded the effective narratives reported by the respective NMs. The final evaluation notes that AAYMCA needs strong M&E processes and follow ups implemented to capture appropriate changes based on the theories of change. Throughout the project, evaluation involved the use the overall Africa Alliance of YMCAs Operational Plan as well as the Quarterly reporting methodology to report on the immediate outcomes and outputs of the project. Since inception, the following methods have been built to the M&E framework: Inception visits to National Movements to support gathering and consolidation of baseline data against which to measure project success; orientation visits to National Movements during Scenarios building process and timeframes to explain methodology and tools; Organisational quarterly reports; Sharing stories of change on social media; Bi-annual case studies and testimonials; Monitoring visits; Annual report on action impact.

Throughout the project some NMs were hamstrung by resource challenges, and challenges from its own institutional arrangements which itself it identified as being unable to alter.¹ Resource challenges were felt across most of the NM representatives interviewed. Most critical deprivations have been the lack of human and financial capital in the NMs. NM staff and representatives performs multiple roles so the ability of the AAYMCA to capitalize on the activities in Institutional Capacity Building using Power Spaces faced limitations. This situation has been further aggravated by the change occurring in 2019 due to the COVID-19 context where moving to the online platforms created new changes in material development and facilitation.

However, NMs has strongly benefited from the capacity development activities throughout the project and has played a role in the implementation of the Power Space methodology and scenarios workshops in their respective countries adapting the methodologies to fit the country needs. For example, in Sierra Leone, the methodology was used to sensitize youth to prevent violence during

¹ Participant Interview, NM Representative, Nigeria. Online

election.² Some members who had participated at the high-level continental meetings gained significant experience in continental issues, networking and project exposures.³ Some planned activities of youth representatives' participation at higher level meetings were postponed, cancelled or moved online due to the prevailing COVID-19 context.

AAYMCA identified challenges in the institutional arrangements such as rigid management structures negatively affected the ability of the AAYMCA to implement learning from the NMs and to build capacity and expertise to effectively implement the project.

Over the course of the period 2018-2020 the AAYMCA closely engaged with various multi-stakeholder such as the African Union and, COMESA to attract interest to the AAYMCA activities under the Africa We Want Project. To an extent this was accomplished as most research studies were disseminated to these institutions and meetings were held in disseminating the findings. Further, representatives of these institutions attended specific workshops of scenarios and Power Spaces.⁴ Further, the AAYMCA had productive collaborations with the Worldwide Fund for Nature and the Youth Justice Programme by the Sweden YMCA/YWCA. Through the interaction with the WWF the NMs benefited in building their own capacities while ensuring that the project followed a national and local vision. These new initiatives supported in further extension of the Africa We Want project integrating with movements such as environmental conservation and youth justice. At the time of the final evaluation, however, the AAYMCA positively acknowledges the strong financial support provided by the Bread for the World – Protestant Development Services as facilitating these new project developments. Therefore the AAYMCA is determined to continue the collaboration.

In the project period in 2019, there has been increased attention on the theme of Climate Change as a key factor affecting political, social and economic factors in Africa. The Worldwide Fund for Nature - Regional Office for Africa (WWF ROA) office has engaged with the AAYMCA in a consultancy approach to work out a strategic way in which to boost the engagement of youth in the New Deal for Nature approach. This engagement was born from a realization of a common interest by both AAYMCA and WWF ROA and in the Futures Search process, for youth and for youth Engagement in Environmental conservation. Additionally, there is increasing interest in YMCA National Movements in climate change. The unifying event for 2019 was Earth Hour which was the signature event pushed by WWF and AAYMCA and one in which a number of National Movements were involved. For example, Sierra Leone YMCA embarked on sensitization and awareness raising a campaign to pupils of Kelly's Agricultural Secondary School, Western Rural district of Freetown. YMCA Liberia organised a Panel Discussion on the important of Nature and why we should preserve it after which planting of trees was done. YMCA Senegal organised a ban plastic campaign in Kaolack region. YMCA Togo organised 2 Earth Hour activities at Atakpame and in Lome. YMCA Madagascar organised sensitization workshops in schools to educate students on the importance of conserving the environment.

² Participant Interview, NM Representative, Sierra Leone. Online.

³ Participant Interview, NM Representative, Nigeria. Online.

⁴ Participant Interview, COMESA Representative. Online.

(v). Sustainability

In view of the project's achievements so far (cf. sections on effectiveness and impact), evaluator with regard to sustainability mainly focused on (a) how was the knowledge gained by the youth leaders of the NMs after the trainings and the follow up sessions trickle in their respective communities; and, (b) how was the Power Space methodology been utilized by the NMs and used for further enhancement of youth engagement and activities, and, (c) how has the project culminated to newer areas of interventions and collaborations for sustainability.

The positive collaborations between the AAYMCA and National Movements enhanced the implementation of the Africa We Want project. The project design ensured that the National Movements were not totally dependent on the AAYMCA for funds to run the project. The AAYMCA and the National Movements agreed of a strategy of delivering specific project goals such as the Africa Youth Day event and localized trainings using the scenarios and the Power Space methodology using joint funds via NM fundraising events.

Positive effects on sustainability includes trained youth representatives from the NMs. The Power Spaces and Scenarios have opened up platforms for discussion on specific issues affecting youth and their countries. Friendships via these platforms are felt in their day to day interactions. However, there is a need to see that these changes trickle to the communities in which these youth leaders work. The available structures in the communities needs to be strengthened (effective trainings) if the gains from the project are to be sustainable.⁵ This will facilitate the project to continue even after AAYMCA financial support.

Further, the existing power space initiatives have facilitated YMCAs an efficient and innovative platform for youth empowerment that encourages the use of spaces in a more efficient and effective manner, ensuring that the National Movement represented by the African YMCA movements are sustainable, reaching the goals even after the project completion.

The National Secretary General Meetings have also created a sustainable economic model. This builds on the 2015-2017 African YMCA blue print for sustainable action through the pillar of a sustainable ecosystem. AAYMCA delivered the social ecosystem approach via a social entrepreneurship strategy to guide National Movements. The AAYMCA chartered a peer assessment strategy for NMs to understand the contextual issues such as project implementation or financial constraints. The AAYMCA and NMs joint venture on the peer assessments assists in the understanding of the NMs. A good example is the assistance provided to the Zambian NM. The Zambian YMCA was in dire financial constraints to implement the project. The sustainable plan guided the AAYMCA and the Zambian NM to work together to move to the next level.

The Africa We Want project has also been able to culminate to newer areas of interventions and collaborations from external networks such as the:

(i). Youth Justice Power Space: The Youth Justice Power Space was funded by the Sweden YMCA/YWCA and other partners to establish power spaces in new YMCAs covering youth in conflict with the law. The project initially covered four NMs: Madagascar YMCA, Togo YMCA,

⁵ Participant Interview, NM Representative, Ghana. Online.

South Africa YMCA and Senegal YMCA. This was later extended to Nigeria YMCA and Ethiopian YMCA.

(ii). The AAYMCA has been engaged in a consultancy approach to work with youth in the New Deal for Nature by the WWF (Worldwide Fund for Nature). This engagement was born from the realization of a common interest of environment conservation between the two organizations: AAYMCA and Worldwide Fund for Nature – Regional Office for Africa (WWFROA). The two organizations work with national institutions and collaborate for the Earth Hour event. These events were carried out by NMs in Sierra Leone, Liberia, Senegal, Togo and Madagascar.

(iii). There was also funds generated from external sources or the implementation of the online power spaces. This is short term mainly due to the COVID-19 context and online engagement. However, the broader appeal of the Power Space methodology facilitated this approach.

The developed Power Spaces are yet to be programmatically strengthened. Most planned activities were halted due to the prevailing COVID-19 context and many Power Space trainings went online. This was a new challenge to the organization as the trainings and meetings had to cater to this online reality. Sustainability relied on more focused trainings on the Power Spaces and the scenarios as well as the establishment of proper follow up sessions to record positive changes in NMs.⁶

(vi). Visibility of the Project

The project activities has been visible through various activities such as banners, posters and other dissemination materials such as leaflets and reports. The AAYMCA and the national YMCAs led several campaigns on social media via platforms such as Facebook, LinkedIn, Instagram and the AAYMCA website. Research Studies and relevant activity details were uploaded in the AAYMCA website. This includes the Africa Youth Month, Scenario Workshops, S2C Toolkits and conference details.

(vii) Synergy

The AAYMCA and the National Movements have good synergy in implementations of the project activities together. The AAYMCA relies on the National Movements for the project implantation and works on effective networking and sharing of knowledge via reporting, inception visits and field visits. The AAYMCA and the YMCAs often co-facilitate in trainings, assisting each other in dissemination of materials and connecting each other in networking opportunities. However, there was a need for more synergy in terms of trainings in relation to programme implementation, evaluation and organizational development among NMs. For example, there is a need for coherence in using specific ways in which activities are documented such as the activity reports among NMs. Further, AAYMCA can play a vital role in assisting the NMs to develop skills in documentation to capture effective narratives of change from the respective NMs.

⁶ Participant Interview, NM Representative, Zimbabwe. Online.

(viii). Challenges faced

The major challenges faced by the programme were related to the consistency in activities such as implementing the planned meetings, trainings and effective follow ups. This was mainly due to the COVID-19 context. Hence most of the activities were pushed from the originally planned dates. In the period of the lockdown, there was no possibility to travel as most of the countries within the continent closed their borders. Additionally, work from home measures were instituted, making it difficult to have meaningful implementation of the project. Subsequently, the project was stalled during the period. For example, the Executive committee meeting originally planned for March 28 2020 but was cancelled as it coincided with the general lockdown. The meeting was held in May 2020 online. A planned meeting with the AU in Addis Ababa during the Executive committee meeting in March was called off. AAYMCA supported one youth leader to attend a planning session for a global climate change conference that was to be held in California in March 2020. This conference was postponed indefinitely.

These changes drastically affected the YMCA's ability to implement the PowerSpaces in the volume and format that was originally intended. It was difficult to reach the intended numbers as restrictions were envisioned to continue. Hence it was proposed to migrate all the intended activities involving in person meetings to online activities so as to reach as many of the intended audience in a safe manner. All Powerspace activities were transferred online as well as leaders meetings. AAYMCA focused to develop an online platform to engage youth and play the role of an online continental powerspace. The AAYMCA proposed for advocacy via webinar meetings and the Scenarios meetings via structured webinars.

4. RECOMMENDATIONS

4.1. Recommendations for the AAYMCA

Some of the recommendations for the programme are mentioned below. These are very essential from the point of view of scale up as integrating these components in future programming can pave the way for better improved results. These recommendations were arrived at through consultative discussions with the project team, one to one interviews with NM representatives and external partner organizations. Most of these recommendations are programmatic recommendations which involve further level of refinement in the programme strategies for the next phase. The following are the key lessons and corresponding recommendations that emerged out from the evaluation exercise:

(a) STRATEGIC RECOMMENDATIONS

(i). Theory of Change

The existence of a result based framework reveals that there was a guidance document for the project since inception. This acted as a guidance plan document for the AAYMCA project team and the evaluator (Logframe - Annual Plans and Project Reports). The key indicators for the project were identified and mentioned in the logframe along with the targets for the project over the project duration. This was well internalized for project monitoring purposes as well. However, there is the need for reports to capture the narrative component well to highlight the theory of change.

(ii). Evaluation of the programme

AAYMCA needs a strong evaluation design as part of the programme. A baseline study formed the interventions such as the Youth Survey and other research conducted by the organization and external networks. This partially provided a required platform for programme initiation. The comparison of the 2015-2017 'Africa We Want' project phase and yearly findings from 2018-2020 should be conducted with caution, as most of the project outputs and outcomes build from the previous experience of the two project phases and the activities are not easily distinguished. The evaluation rely on narrative reports, however this component can be further developed to highlight positive changes of the programme. The quantitative component is less captured as the target beneficiaries are reached both online and offline and activities suddenly moving to the online sphere since early 2020. However, there is further room for improvement in the qualitative component of attitude and perceptions which needs to be captured to highlight the effectiveness of the project activities. As the programme is already completed and is progressing to a new project cycle, it is critical to ensure that an evaluation design is built with this qualitative component (narratives), which will be beneficial in the next phase of the project.

(b). PROGRAMMATIC RECOMMENDATIONS

(i). Outreach: breadth to depth

The project should move beyond the outreach indicators. AAYMCA has been successful in reaching the numbers of stipulated beneficiaries. This is a need for a multi-country approach as AAYMCA represents all NMs and has played a prominent role as a networking platform strengthening the movement. However, in terms of measuring effectiveness of project activities, the AAYMCA grapples with the depth reached. While the AAYMCA takes a multi-country approach in implementing specific activities such as the Youth Day, the project can also focus on specific themes such as Youth Justice building on the AAYMCA previous experiences. This is an area that shows a need from many countries of the continent and is well highlighted at the AU level. This will enable in measuring the depth of the project in terms of the impact specific to the particular theme.

NMs should focus on narrative reports to highlight the project outcomes and the impact. This includes introducing qualitative aspects such as case stories or stories of change, taking to consideration indicators such as in-depth accounts of the event or the intervention. Case studies that focus on the advocacy intervention via written accounts or videos or photography gives a rich depth on the intervention. This needs to go beyond on how many individuals attended the event to how individuals felt during the event and how it contributed to their lives positively. Further case stories of change will enable to show how the intervention has contributed to change within the lives of its targeted beneficiaries, or changes in policy or organizational change mainly focused with indicators such as emotions and attitudinal change. For example, this can be a book of stories to show change in their individual lives or in their communities or the National Movement. Documenting stories of change is more effective especially on advocacy efforts as change cannot be shown easily using quantitative indicators. An event such as awareness on Youth Justice or Rehabilitation can be attended by many all over Africa (100 personnel). However, if we have

twenty case stories captured to evaluate their change after the event or programme using indicators of change (feelings or, attitudes on the event or programme using scales), then the stories can give the depth of change.

(ii). Inclusion of Specific Themes

There were concerns for the need to work on specific themes that are relevant to the NMs rather than work broadly on many themes. The themes can be selected based on the need as well as themes often promoted by the African Union. For example, project related discussions with the African Union revealed a strong need for data on youth justice, young people in conflict with the law. The project implementers felt that their project can fill to these needed thematic areas, where activities would be beneficially to fill these voids.

(iii). The need for Follow Ups for Sustainability

Most of the NM representatives who received trainings still felt the need for more trainings in the form of follow ups. These follow ups can be a vital link towards the sustainability of the project activities. This will also lead the trainings on the Power Space methodology and Scenario Workshops to trickle to the grassroots. Further the project activities need to be consistent, with a designed flow of meetings at least one per month, accompanied with follow up activities for the representatives. This is vital even when the advocacy strategy is rolled out at the continental level. If youth representatives do not have sufficient training on the methodology, they may not gain much from the advocacy strategy.

(iv). Communication Plan

One of the main intentions of this project was to design a communication plan. This was a need for the effective conducting of activities and dissemination flows of the AAYMCA. However, the process was not completed. The organization has smaller communication plans such as sharing the lessons learnt from Scenario Workshops and the Power Space Methodology. Developing the communication plan will be vital in the next phase of the project.

(v). Power Space Methodology

The Power Space Methodology has been well received by the National Movements and external partners to the project. Hence, there is a need to better document the methodology and its application, success stories and share widely within and outside the AAYMCA networks. There is a need to build prototypes of the methodology and create learning spaces in the next phase of the project.

(vi). Module Training, Digitization and Dissemination

The AAYMCA developed four modules related to the Power Space Methodology. The developed modules need to be disseminated among the NM representatives. This also includes trainings on how these modules will be used. There are concerns that with the COVID-19 context, most of these materials need to be digitized and facilitated for online means of delivery that could reach the grassroots. These documents also need to be translated to French. The next phase of the project may focus on the digitization and dissemination of the training materials.

(vii). Africa Youth Month and Day

Another significant impact area was around the celebration of African youth day and the Youth Month. Previous to the project, African youth day experiences were less prominent than the International day of youth. However, all participating National Movements had celebrated African youth day in one format or the other in the course of the project time. Several twitter chats and online campaigns also helped the AAYMCA support and participate in the celebrations across the continent, further adding to the improved profile of the YMCA Movement in Africa. To supplement the AU contacts, National Movements themselves reported increased engagement with CSO partners and government officers as a result of the project. This needs to be emphasized and harnessed in the next phase of the project.

(viii). Organizational Development

The project was well structured within the AAYMCA, working in partnership with the National Movements. Monitoring and Evaluation plans were evident in the project (Activity Reports, Mission Reports, General Assembly Report, Workshop Reports and Monitoring Plans), however, more emphasis should be placed in M& E to capture change. There were some concerns raised by the NMs and project staff on the better capturing of narratives required for the narrative report. There was also the need to develop skills in evaluating the disseminated materials (such as posters, stickers and even Facebook messages). More skill development in this regard will be helpful to capture best stories of the project.

Further, the NM representatives were also interested in more trainings on the Power Space methodology and report writing skills, which they can use in furthering the project activities in their respective NMs.

It is timely for the organization to embark on a risk management strategy due to the different types of risk involved. The AAYMCA had risk management strategies based on project to project basis. Project implementers felt the need and confirmed the conversations going on to implement one at the organizational level.

(ix). Programme Visibility

There is a need to have clear plans with the funder and the implementing partner NMs on the ‘how’ and ‘extent’ of making the project activities visible. A set of specific guidelines for logos, colours, font sizes etc, can harmonize the project branding for a better visibility.

(x). COVID-19 and its impact and the changes that can be considered in the project

The Power Space Platforms can be used to build resilience for young people in promoting skills such as entrepreneurship, microfinance opportunities and counselling support in the COVID-19 Pandemic crisis. Many young people in the continent is grappling with the COVID-19 pandemic and its impact on livelihoods. The Power Space can be put to test during these times to bring youth, policy makers, business professionals or entrepreneurs from NMs to network and to seek ways to optimize the context.

Annexure 1 – Evaluation Framework

This project is an extension of the original project 'Africa We Want - 2015 to 2017, with the intention of fulfilling the following Outcomes:

Impact

Young people in Africa drive the Renaissance agenda of an integrated, prosperous, and peaceful Africa.

Objectives:

- (i) Increased engagement with duty bearers due to awareness and ownership on S2C philosophy and Agenda 2063 in African countries by 2020,
- (ii) Capacity developed in YMCAs to engage RECs & AU in the achievement of Agenda 2063 for the African Renaissance, and
- (iii) Governments in participating countries commit to increase resources towards youth related initiatives for the implementation of Agenda 2063.

Outcome 1 – 15 African YMCAs are programmatically strengthened.

Outcome 2 – The advocacy capacity of the network of YMCAs in Africa is strengthened.

Levels of Analysis for each outcome	Question	Sub Questions	Indicators	Data Collection Methods	Challenges and Lessons Learnt
Relevance	1.1 Is the Organizations Activities/ Approaches relevant?	i. How did the project align with the strategies/policies of the Africa Alliance of YMCAs? ii. How did the project align with the objectives of the Africa Alliance of YMCAs? iii. How did the project align with the needs of the partner YMCAs? iv. To what extent are the project objectives still valid? Are there differences between the time when project was designed and today? v. In your opinion, do you think the project activities and outputs consistent with intended impacts and effects? Can you explain the activities and outputs versus impacts and effects? vi. To what extent are the planning assumptions still valid?	Stakeholders' perceptions on the relevance of the project based on the project objectives; project beneficiaries; project activities; outputs; impact and effect. The validity of assumptions. The significance of the intervention at local and national level. project	Document review; Stakeholder Interviews	Identification of the challenges and Lessons learnt with regard to Project relevance.

		vii. How significant are the interventions to the people it aims to serve? To what extent is the project addressing the local/regional/African needs and priorities from the point of view of AAYMCA?			
Effectiveness	To what extent are the organization's project activities resulted in project outcomes leading to the envisaged impact?	<ul style="list-style-type: none"> i. To what extent have the project objectives been achieved/are likely to be achieved? ii. To what extent have the project outcomes been achieved? iii. To what extent can the outcomes be attributable to AAYMCA? iv. What is the progress towards impact achievement of outcomes? v. Is there any unintended outcomes? vi. To what extent has the project management been carried out? vii. What factors influenced achievement/non-achievement of the project objectives? viii. What are the lesson learnt during implementation? 	Stakeholders' perceptions on the effectiveness of the project based on project outcomes achieved, impact achievement of objectives; project management; and, target outreach.	Document review; Stakeholder Interviews;	Identification of the challenges and Lessons learnt with regard to project effectiveness.

Efficiency	Are the AAYMCA/ Partner YMCA's activities/approaches efficient?	<ul style="list-style-type: none"> i. Are the objectives (Outcomes and use of outputs) being achieved economically? ii. How do the budgets compare to other similar interventions? iii. How is the trend of expenditure as compared to what was budgeted? iv. Were project activities cost efficient? v. Were the project objectives achieved on time? vi. Was the project implemented in the most efficient way? vii. Were resources adequate both financial and non-financial? 	Stakeholders' perceptions on the efficiency of the project based on project objectives, outcomes achieved, cost efficiency and, timely.	Document review; Stakeholder Interviews	Identification of the challenges and Lessons learnt with regard to project efficiency.
Impact	Are the AAYMCA and Partner YMCA's Activities/Approaches revealing the envisaged impact?	<ul style="list-style-type: none"> i. Were there Intended/unintended impact in opportunities for the project? ii. Any improvement in collaboration towards African Renaissance, Subject to Citizens movement? iii. How has the M& E system been applied, and to what extent has it stimulated learning within the Africa YMCAs? iv. How efficient was communication and sharing results between the NMs and the Africa YMCA? v. How many people have been reached directly and indirectly? 	Stakeholders' perceptions on the impact of the project based on project results, Intended/unintended impacts; impact on beneficiaries, direct and indirect impacts.	Document review; Stakeholder Interviews; FGDs	Identification of the challenges and Lessons learnt with regard to project impact.

Sustainability	How Sustainable are the project initiatives of the AAYMCA or Partner YMCAs Activities/Approaches?	<ul style="list-style-type: none"> i. How will the positive changes have a lasting effect at national and regional levels? ii. What measures are implemented to support NM's sustainability? iii. To what extent would you say that the structures created and the gains from the project will continue being experienced by the NMs after the project activities are over? iv. To what extent will the project benefits continue after financial support ceases? v. What major internal and external business factors influence achievement/non-achievement of the project sustainability? vi. Do you have a risk management framework/assessment in your project? vii. What risks might affect the sustainability of the programme? viii. How would you say, your project has inspired other initiatives? If yes, what are these initiatives? 	Stakeholders' perceptions on the sustainability of the project based on project based on inbuilt structures for sustainability, factors facilitating and hindering sustainability; risk management etc.	Document review; Stakeholder Interviews; FGDs	Identification of the challenges and Lessons learnt with regard to project sustainability.
Visibility	How visible is the donor visibility in the AAYMCA/Donor/Partner YMCAs Activities/Approaches?	<ul style="list-style-type: none"> i. How is the visibility of the project? ii. How do you disseminate your work? And to whom? 	Stakeholders' perceptions on the visibility of the donor based on project documentation; publications, IEC materials, websites; meetings and discussions.	Document review; Stakeholder Interviews; FGDs	Identification of the challenges and Lessons learnt with regard to project visibility.

Annexure 2

Reviewed Documents

Activity Report (September 2019). Sensitization on Participation in Elections and Youth Civic Engagement. Cameroon: YMCA.

Activity Report (October 2019). Training and Coaching on Leadership and Accountability. Cameroon: YMCA.

Activity Report (October 2019). Presentation of the S2C Philosophy. Cameroon: YMCA.

Activity Report (August 2020). Disbursing African Youth Scenarios. Cameroon: YMCA.

Activity Report (October 2019). Conference on Responsible Citizenship. Cameroon: YMCA.

Activity Report (November 2018). Youth Voluntary Activity for the Renaissance of Africa. Ethiopia: YMCA.

Activity Report (November 2020). Disbursing African Scenarios – Agenda 2063. Gambia: YMCA.

Activity Report (November 2020). Disbursing African Scenarios – Agenda 2063. Ghana: YMCA.

Activity Report (December 2020). National Youth Camp. Liberia: YMCA.

Activity Report (October 2020). Celebration of Africa Youth Day. Madagascar: YMCA.

Activity Report (2020). S2C Training. Madagascar: YMCA.

Workshop Report (October 2018). Youth Justice and Power Spaces. Madagascar: YMCA.

Workshop Report (August 2019). Youth Justice and Power Spaces. 3I Workshop. Ethiopia: YMCA.

Poster (2019). Africa Youth Day - Youth Voices, Actions and Engagement: Building a Better Africa. Niger: YMCA.

3I Workshop Report (March 2019). Youth Justice and Power Spaces. South Africa: YMCA.

Activity Report (August 2020). Disbursing the Africa Youth Scenarios. Nigeria: YMCA.

Activity Report (2020). Nigeria Youth Summit. Nigeria: YMCA.

Activity Report (March 2020). Youth Justice Visitation to Juvenile Project. Nigeria: YMCA.

Activity Report (January 2021). Youth Employment: How to solve the equation of youth unemployment as a key in Development. Senegal: YMCA.

Activity Report (August 2020). Popularizing of the Africa Youth Scenarios. Sierra Leone: YMCA.

Activity Report (July 2019). Stakeholders, Youth and Media. Sierra Leone: YMCA.

Activity Report (November 2020). Disbursing the African Youth Scenarios. South Sudan: YMCA.

Workshop Report (November 2020). Report on Agenda 2063 and the Scenarios for Youth Development. Togo: YMCA.

Activity Report (2020). S2C Training. Madagascar: YMCA.

Report (October 2018). Youth Justice and Power Spaces: Workshop Report. Madagascar: YMCA.

Report (August 2019). Youth Justice and Power Spaces: Workshop Report. Ethiopia: YMCA.

Report (March 2019). Youth Justice and Power Spaces: Workshop Report. South Africa: YMCA.

Report (October 2020). Youth Justice and Power Spaces: 3I Workshop Report. Ghana: YMCA.

Report (January 2019). Youth Justice and Power Spaces: 3I Workshop Report. Senegal: YMCA.

IAM4NATURE (2019). Co-Creating: the Africa Youth for Nature Network.

Logical Framework Matrix for project planning – AAYMCA Proposal.

Project Application: Proposal for financial support, Bread for the World – Protestant Development Service.

AAYMCA (2018). Youth for Peace Africa (Y4PAfrica) Maiden Consultative Meeting Report. Nairobi: AAYMCA.

Narrative Report (January – December 2018). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – December 2019). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – June 2019). Protestant for Diakonie and Development Bread for the World.

Narrative Report (July – December 2019). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – June 2018). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – June 2020). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – December 2018). Protestant for Diakonie and Development Bread for the World.

Narrative Report (January – December 2017). Protestant for Diakonie and Development Bread for the World.

Report (December 2019). National Youth Camp Report. Zambia: YMCA.

Progress Report: Africa We Want 2015-2017.

Mission Report – Nigeria (2018).

AAYMCA (2018). Horizons: Three possible scenarios for Africa's future by 2063. AAYMCA: Nairobi.

AAYMCA (2018). Africa Youth Scenarios: Scenarios Building for the Africa We Want Conference. AAYMCA: Nairobi.

YouLead Summit (2018). East Africa Youth Leadership Summit – YouLead 2018: Youth Political and Economic Inclusion - Scenarios for Sustainable Regional Integration.

Report (March 2019). Youth Justice and Power Spaces: Workshop Report. YMCA: Nigeria.

Presentations

Presentation by Isaac, Cameroon

Presentation by Ronald Mendy, Gambia

Presentation by Nehwon Saye Suah, Liberia

Presentation by Nalisoa Andrianarivo, Madagascar

Presentation by Odeajo Israel Olanrewaju, Nigeria

Presentation by Samuel Samson, Nigeria

Presentation by Pious Mannah, Sierra Leone

Presentation by Juwa Ambrose, South Sudan

Presentation – Joint Report, YouthJustice Power Spaces

Annexure 3

Participant List

1. Israel Odejo, Nigeria NM Representative
2. Mr. Masiye, Zimbabwe NM Representative
3. Mr. George Dela Coffie, Ghana NM Representative
4. Ms. Pious Mannah, Sierra Leone NM Representative
5. Mr. Silver Mwesigwa, COMESA Representative
6. Mr. Lloyd Wamai, AAYMCA Office
7. Ms. Purity Kiguatha, AAYMCA Office

Annexure 4

Interview – Consent Forms

Dear Sir/Madam,

My name is Fathima Azmiya. I am an independent consultant commissioned to carry out the final evaluation for the project – Africa We Want (2018-2020).

Programme Background

The Africa Alliance of YMCAs (AAYMCA) is a regional network of youth empowerment movements that continuously works 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, in 21⁷ African countries and 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 on a continuous basis. African YMCAs are driven by about 230 000 members and work to empower close to three million beneficiaries/project participants each year.

Evaluation Background and Purpose

The Africa We Want Project commenced in 2015 as a multi country project funded by Bread for the World, Germany and the Africa YMCAs. The Africa We Want project had 3 objectives namely; (i) 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, (ii) Capacity developed in 12 YMCAs to engage RECs & AU in the achievement of Agenda 2063 for the African Renaissance, and (iii) Governments in at least 6 participating countries commit to increase resources towards youth related initiatives for the implementation of Agenda 2063. This project was extended in 2018 for another two years. This is the final evaluation of the project, and the purpose of the evaluation is twofold: First, to assess whether the objectives of the Africa We Want project have been met, with particular consideration to the relevance, effectiveness, efficiency, sustainability, equity and visibility of the project activities. Second, to provide recommendations on key considerations, if any, for improving the effectiveness and usefulness of the project activities with regard to outputs, outcomes and the impact.

This interview: You have been selected to take part in this interview because of your participation in the project related activities. By sharing your experiences with us, you will assist us to learn from the past activities and improve the project activities in the future.

As part of the evaluation we will conduct semi-structured interview with key stakeholders. Please note that all interviews are confidential, i.e. we only use information in aggregated

⁷ Full movements: Angola, Cameroon, Egypt, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Nigeria, Niger, Senegal, Sierra Leone, South Africa, South Sudan, Tanzania, The Gambia, Togo, Zambia, Zimbabwe,

Associates movements: Côte d'Ivoire, Rwanda

format in our report, and make sure that direct quotes cannot be traced back to interviewed individuals. This is a 45 Minutes to 1 hour process, and let me know if you are fine with the time. Before we begin, do you have any questions or concerns about the evaluation or this interview?

If you would like to know more about the project and the evaluation process or if you require any additional information please get in touch with me - Fathima Azmiya, Tel: 0713838765; email: fazmiya@tum.ac.ke

Kind Regards
Dr. Fathima Azmiya

Please consent for participating in this interview online. Also, your interview will be recorded for transcribing purposes for this evaluation.

Annexure 5

Interview Guide – Project YMCA Members/Associates

Background information:

Date of the Interview:

1. Name:
2. Age:
3. Occupation:
4. Organization:
5. Country):
6. For how long have you been associated to the organization AAYMCA?
7. How have you been involved in the AAYMCA project?
8. Approximately, how many project activities have you attended/or been part of?

NB: Contextualize based on the project activity which the participant had participated.

Relevance

9. How did you find the project activity? How do you situate the relevance of the project activity in the community?
10. In your opinion, to what extent does the project activity address the local and national needs and priorities?
11. In your view, how can the project activity be improved? In your view, how can the project be designed to be more relevant with the changing trends in the community?

Effectiveness

12. In your opinion, how would you characterize the degree of preparation of the project staff/facilitator for the project activity?
13. In your view, how has the project activity assisted in advocating or lobbying for youth issues/African Renaissance/Agenda 2063?
14. In your view, how has the project activity assisted or enabled duty-bearers to play a role in African Renaissance?
15. Can you explain on how this project activity can facilitate debates/decision-making at county/national/international levels?
16. In your view, has your participation led you to be a local agent for change in issues concerning youth and development?
17. In your view how has the project looked into the context of risks management practices during trainings etc?

Efficiency

18. If you have attended a project activity did you find that it was well managed? Can you provide a reason for your response?
19. Given the significant amount of resources in project activities, do you feel they provide good value for money? Are there other, more cost-efficient, ways of achieving the same activity/objectives?

Impact

20. In your opinion, what has happened as a result of the project? Can you give examples?
23. Overall, how many people have been affected directly and indirectly?

Sustainability and visibility

24. How do you put the knowledge and skills gained during the project activity to your personal/professional life?
25. How has your participation helped in networking towards achieving the objectives such as African Renaissance, youth as active agents for change?
26. How will this project activity continue if funds ceases?
27. How can you make this project activity/initiative sustainable within community structures?
28. In your view, what type of external factors/risks affect the sustainability of the activity/initiative?
29. How can you integrate this project activity/programme with other programmes/activities you work with in the community?
30. In your view, is this project visible to the community? If yes, how?
31. How can we improve the visibility of the project activity/programme?

Please share any other observations, questions or suggestions that you feel might be relevant in the context of this evaluation.

Thank you very much for your collaboration.