



Final Report

YWCA-YMCA of Sweden

Programme Evaluation: Youth Justice II

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I. EXECUTIVE SUMMARY

The external evaluation of Youth Justice II (2018-2020) has been conducted during April-May 2021 and has its focus on the programme level, taking an overview perspective, looking at the institutional set-up, relations, mutual learning as well as analysing the methods and results at an aggregate level, guided by the evaluation questions of the evaluation Terms of Reference (ToRs).

The Youth Justice programme is coordinated and monitored by YWCA-YMCA of Sweden and implemented by the respective YMCAs in Senegal, Togo, Madagascar and South Africa. The programme partners have developed and applies the holistic YMCA Youth Justice model to work towards the objective of the intervention: "Youth in conflict with the law and those at risk of offending have taken steps towards active citizenship in all program countries during the program period".

The evaluation is conducted with a strong learning focus with the objective to evaluate the effectiveness, efficiency, impact and sustainability of the intervention and to formulate recommendations. The methodology is based on a participatory Process and Stakeholder Analysis, Results Based Monitoring and Most Significant Change. Informants from partners and stakeholders were selected through strategic sampling, prioritising to include those closest to the work, while seeking to obtain a range of viewpoints and to get a representative understanding, including differences between countries.

76 informants have been interviewed, including staff at various levels, volunteers, management authorities, and organisations that partners work with as well as focus groups with the targeted youth.

The evaluation found that the YMCA movement has clearly taken on the issue of youth justice as a core part of its work. Capacity has been built well beyond technical aspects of youth justice, by working with aspects such as rights-based approach and transformative masculinity. Ownership has been anchored at all levels in the concerned YMCAs and positive working relationships have been established with authorities in all countries, and these clearly appreciate the work undertaken (especially stakeholders at local level).

The selected intervention countries and areas, as well as the target groups and the methods of the intervention are of highest relevance. The programme represents a pertinent initiative to promote important aspects of human rights and development from a youth perspective and the initiative builds upon the African YMCA movement's own identified priorities.

The programme has undoubtedly generated significant positive effects at various levels, from learning and development at the YMCAs involved to providing new possibilities in the life of youth who have reunited with their family, learned skills to earn their living or become employable, become parts of networks and gained new acquaintances, found hope, overcome substance abuse, and even become role models or been able to help others who are vulnerable or in difficult situations.

Crucial indicators of the success include the low rate of recidivism among participants, the acknowledgement from stakeholders and duty bearers and the successful examples from the advocacy work in Senegal, where a system has been set in place to allow for alternative sentencing of youths in conflict with the law and in Togo where internal regulations for prisons is implementation in all of the country's prisons and the duration of actual time spent in preventive custody has been reduced.

Taking into account the very exposed and vulnerable situations that the target groups live in as well as the lack of support systems available, considerable efforts and resources are needed. Yet, the initiative has succeeded in delivering very good results in both an economic and timely way. The engaged and well-trained staff, the holistic approach to Youth Justice and the focus on resilience of individuals are some of the key strategies in attaining these positive effects.

The main field for improvement is the need to consolidate and expand the work in all countries, as well as strengthening the aspect of networking with larger stakeholders and develop and execute advocacy strategies for policy changes.

Generally most of the advocacy work is focused on the local level in schools, families, health-care centers and prisons, while resources, capacities and strategies for advocacy work to improve the legal and cultural structures that prevent the target groups from being active citizens and enjoying their human rights, remain undeveloped.

The potential for sustainability is considerable, the programme has become a positive example of collaboration at a regional level in Africa and the results from the work does not risk to quickly fade away. Even if the interest is high and the work has an element of momentum moving forward, it remains important to ensure financial stability and capacity to not risk the gains made.

Based on the findings, the report outlines a number of recommendations, principally at programme and project levels, including exploring synergies with AAYMCAs initiatives, consolidating the work in each country, support resource mobilisation, revising the gender approach and developing advocacy and networking.

II. INTRODUCTION

The present is the final report of the external programme evaluation of the Young Men's Christian Association (YMCA) and Young Women's Christian Association (YWCA) movement's *Youth Justice phase II* (2018-2020), funded by the Swedish International Development Cooperation Agency (Sida) through the Swedish Mission Council (SMC). The current phase is the second of the Youth Justice initiative, started in 2015. The programme is coordinated and monitored by YWCA-YMCA of Sweden and implemented by the respective YMCAs in Senegal, Togo, Madagascar and South Africa.

The programme works towards the objective: *"Youth in conflict with the law and those at risk of offending have taken steps towards active citizenship in all program countries during the program period"*. To achieve this, the programme developed and applied the holistic YMCA Youth Justice model, under the following intermediate objectives:

1. Those at risk of offending have strengthened their resilience through access to protection and training that has been successfully utilized (Prevention).
2. Those in conflict with the law enjoy access to protection and training that have been successfully utilized (Access to Justice/Health, Rehabilitation).
3. Released offenders have strengthened their resilience through access to protection and training that has been successfully utilized (Reintegration).
4. Duty bearers in all program countries have taken measures to improve the access to Human Rights, prevention and reintegration for the target group (Advocacy).
5. All programme partners have increased their capacity working with Youth Justice, adopting a Rights Based Approach (Capacity Development, Knowledge Management).

The initiative includes fifteen geographical sites, four in Togo, two in Madagascar, three in Senegal and six in South Africa. The Youth Justice approach and target groups vary between the countries and especially within South Africa, where the six independent YMCA branches focus on different target groups.

The objective of the evaluation is *"to evaluate the effectiveness, efficiency, impact and sustainability of the intervention and formulate recommendations to be used as input to the planning and forthcoming implementation of the next phase of the intervention"*. The evaluation includes a strong learning focus.

This evaluation has its focus on the programme level, taking an overview perspective and looking at the institutional set-up, relations, mutual learning as well as analysing the methods and results at an aggregate level, guided by the evaluation questions of the evaluation Terms of Reference (ToRs).

The Covid-19 pandemic has affected the programme and the target groups negatively during the last year of the programme. Inevitably, the pandemic also affected the evaluation, which has been conducted remotely. This has entailed some limitations, especially in reaching target groups and duty bearers. Through the efforts and cooperation from the staff of the national YMCAs, these limitations



have been mitigated and the evaluators wish to express their gratitude to all the involved staff in the respective countries for their kind and efficient cooperation and engagement in organising interviews and digital focus groups.

III. METHODOLOGY

The methodological approach is based on the Terms of References and continued dialogue with YWCA-YMCA in Sweden, as well as with the national YMCAs.

The methodology selected for the evaluation is based on a participatory: (a) Process and Stakeholder Analysis, (b) Results Based Monitoring, focusing on the agreed goals and targets at various levels, and (c) Most Significant Change, with focus on intended as well as unforeseen results as perceived by beneficiaries and stakeholders.

In line with international practise, the evaluation is based on the OECD-DAC definitions of Relevance, Efficiency, Effectiveness, Impact and Sustainability, as well as the aspects of inclusion of cross-cutting issues and partnership, and guided by the evaluation questions developed in the ToRs (which can be found under each subsection in the section of Findings).

Based on these, an evaluation matrix was developed in the Inception report in order to identify the methods employed to address the evaluation questions, as well as linking the questions to sources of information and planned informants. Evaluation tools including interview guides for semi-structured interviews and FGD guides were designed per categories of informants. In semi-structured interviews informants have more space to voice their ideas and raise their issues. The assignment relied chiefly on a qualitative approach. The interview guides were continuously adapted in an iterative process, to allow for triangulation of findings, exploring emerging issues.

The approach is participative by involving main stakeholders at different levels and participatory methodologies including the following:

- *Desk review* of key programme documents and reports (including project evaluations undertaken at national level in spring 2021)
- *Key Informant Interviews* (KIIs), facilitated (but not constricted) by semi-structured interview guides for qualitative information
- *Focus Group Discussions* (FGDs), using simple discussion guidelines

The evaluation takes the Logical Framework of the programme as a departure point, and analyses the programme's Theory of Change, focusing on if and how the programme contributes to strengthening the resilience of the youth target groups and to what extent they become active citizens.

The exercise is based on the following key principles:

- *Participative* – seeking and basing the evaluation on the views of stakeholders, including those the project seeks to influence. Continuous dialogue with YMCA partners regarding selection of informants and field meetings.
- *Constructive* – emphasis on finding improvements and recommendations rather than only seeking weaknesses, while also highlighting strengths and lessons learned.
- *Context sensitive* – keeping in mind constraints and difficulties, and focusing on changes achieved.
- *Sensitive to gender and diversity* - including ensuring inclusion of women informants and looking at the gender aspect of the various components.

It is important to note that this is an evaluation at the programme level, while project level evaluations were carried out in each country with the exception of South Africa. Thus, the exercise (a) takes an overview perspective looking, looking at institutional set-up and relations, dynamics between actors and mutual learning, as well as analysing at an aggregate level, (b) incorporates the findings from the project-level evaluations, yet (c) did not neglect to engage with participants and stakeholders on the ground.

Informants and selection

The selection of informants was based on the ToRs and communications with YWCA-YMCA in Sweden, AAYMCA as well as the YMCAs in South Africa, Madagascar, Senegal and Togo. The consultants communicated with each partner organisation to define a relevant and context-specific list of stakeholders as well as discuss the selection of sites.

The informants from partners and stakeholders were selected through strategic sampling, prioritising to include those closest to the work, while seeking to obtain a range of viewpoints and to get a representative understanding, including differences between countries. This includes staff at various levels, volunteers, management, community leaders, and institutions, authorities, and organisations that partners work with. Beyond the strategic sampling, so-called snowball sampling has been utilised to identify potential additional informants throughout the process.

The list of informants is annexed to the report. In total 76 informants have contributed to the evaluation, of whom just under 40 percent are women.

In order to focus the evaluation for each country one site was selected for the field-level research (two for South Africa). Yet, the evaluators ensured to investigate any differences between sites and capture key learnings from all locations throughout the process. During the second phase of the Youth Justice programme the current quantity of sites included were: Togo (4), Madagascar (2), Senegal (3), and RSA (6). Thus 1/3 of the locations are directly included for field interviews.

The selection ensures:

- *Representativity* of work undertaken (all activity types)
- *Coverage* of all four countries and main stakeholders
- *Giving voice* to the youth, male and female
- Inclusion of *incipient* and more *developed* activities
- Ease of *access* and convenience for national YMCA partner (not least due to the current pandemic)

The locations selected are:

Lomé	Capital city of Togo, with a wide number of participants (female and male), all activities represented, and with several external stakeholders. Ease of access for YMCA staff facilitating fieldwork.
Moramanga	The site in Madagascar where all activities have been implemented, while in Manjakandriana focus has been on the detention centre. Ease of access for YMCA staff facilitating fieldwork.

Port Elizabeth & Durban	In South Africa two areas have been covered. Port Elizabeth for its prevention work and resilience and Durban with focus on released ex-offenders.
Dakar	The capital of Senegal with good internet access and possibility to arrange meetings with stakeholders and duty bearers, as well as arranging focus groups with both youth at risk and ex-offenders.

Interviews and fieldwork focused on the aspects highlighted in the ToRs, as well as leaving room for respondents to raise issues that concern them and capture their experiences. Interviews took the form of Key Informant Interviews (KIIs), while youth participants were gathered in focus groups (with three to six participants), to ensure a positive and respectful atmosphere for sharing.

As the evaluation was defined as having chiefly a learning focus, working at programme level, in contrast to the parallel specific country-level evaluations, the selection of FGD participants was managed by the national YMCAs (in line with criteria established).

Gender approach

Gender is considered at various levels and from different angles. Attention has been taken to include women as informants, specifically for the involved youth. The team always strives to build trust with all informants so they will feel comfortable to share ideas. Where possible YMCA staff assisting with meetings were female when interviewing young women.

Questions on how gender is considered in the programme, including the work on transformative masculinity, and how women are included at various levels (participation, benefits etc) are included in the interview guides and were additionally followed-up with women informants. As noted, the programme works with more men than women, due to their over-representation within the three target groups.

Protocol and protection measures

Given that the initiative works with youth and people at risk, the team developed the protocol and protection measures presented in the Inception Report. These are based on the team's experience and are in line with the Code of Conduct of YWCA-YMCA of Sweden. These include aspects of: confidentiality, informed consent and adequate data management.

Limitations

Due to the Covid-19 pandemic and associated restrictions, the assignment was carried out without any travel to the programme countries and all meetings were digital or over telephone. This generally worked well, although there were instances of connectivity issues and difficulty to manage groups, as many youth were not confident to speak French and translation was necessary (from Ewe, Malagasy and Wolof). The pandemic naturally affected project implementation during 2020, entailing that certain aspects were not taken forward or were on the top of people's minds.

Inevitably, physical interviews allow for a closer personal connection, yet the digital meetings worked well, not least considering that national-level evaluations were carried out in parallel in three of the four countries.

Due to the pandemic, unfortunately it was impossible to receive the required permissions to arrange interviews with current inmates. Instead this aspect was covered by including recently released

individuals who had received support while in prison.

Further, at the time of writing there were no consolidated indicator figures available. The evaluators received the initial versions of the implementing YMCAs' final reporting and national evaluation reports, which included very disparate reporting on indicators. The figures could not be aggregated by the evaluators as this depends on definitions and should be congruent with former reporting. Therefore only a general overview and examples are presented in the current report, and reference is made to the upcoming final programme report for detailed quantitative numbers and results related to the results matrix.

IV. FINDINGS

Relevance

The selected intervention countries and areas, as well as the target groups and the methods of the intervention are of highest relevance. The programme represents a pertinent initiative to promote important aspects of human rights, as expressed in central international conventions, and development from a youth perspective. Moreover, the initiative builds upon the African YMCA movement's own identified priorities.

The four countries included in this intervention have a very young population, with approximately 60 percent of the population under the age of 25. Togo, Senegal and Madagascar are defined by DAC as belonging to the category of 'least developed countries' and South Africa is ranked as an insecure country with extremely high prevalence of homicide, perception of criminality, violent crime and access to weapons.

The intervention targets youth at risk of offending and youth in conflict with the law. These groups consist of youth who, due to one or several disconnections in key areas of a young person's life, are pushed into destructive ways of managing and coping with life. The targeted youth face multidimensional challenges linked to poverty and growing up in disadvantaged communities while also lacking tools and support needed to be able to handle these challenges.

Due to a mix of improper governance, lack of resources and knowledge, corruption, lack of accountability and denial of services – duty bearers in the selected countries fail to respond to the challenges faced by the young sections of its population, which prevents the targeted youth from enjoying active citizenship. Young people play an important and positive role in maintaining and promoting democratic, peaceful, equal and sustainable societies. However, youth at risk and youth in conflict with the law are groups commonly neglected by their societies. They lack voice, space and ability to influence those in authority and they are facing extensive challenges to claim their rights.

The high relevance of the Youth Justice intervention is based on its holistic approach, ensuring personal development and transformation of the individual and his/hers integration into the community to bring positive and sustainable change. The intervention is a part of the all African YMCA's development goal of giving young people the voice, space and ability to influence those in authority. The target groups in the intervention are some of the most vulnerable and exposed citizens in their respective countries and through the intervention they are given tools and opportunities to take steps towards active citizenship. In addition, by supporting vulnerable youth, the work aims at reducing levels of crime and improving the societies from within.

"In the beginning I was surprised that they worked with this difficult issue, and very impressed!"
Lawyer

"The YMCA has very good quality and good workshops for the inmates and ex-offenders. They give good motivation and training for the youth and it's a very effective program. We in the government don't have such programs and since the YMCA have a number of social workers they are working with it's very beneficial and we can see good results"
Governmental staff

"It's a good project, since the young people have so many problems and come from very difficult areas. The kids have nothing to do so it's very good to.. give them opportunities and skills"

Partner CSO representative

Effectiveness

- ❖ To what extent has the intervention framework (i.e., the activities within each intermediate objective) contributed to strengthening the resilience of the target groups?

The Theory of Change (ToC), centered on strengthening the resilience of the youth target groups and enabling them to integrate in the society, is appropriate and has clear and apt connections between a) programme goal, b) intermediate objectives and c) implemented activities. Although the programme is implemented somewhat differently in the various locations (within and between countries) to account for differences in context and experience, the intervention framework (the YMCA Youth Justice model), is understood and referred to by all partners. During the beginning of the second phase and in connection with the mid-term review ToCs were developed for each country, and in parallel a global ToC was developed to present the programme to external stakeholders.

Turning to each intermediate objective and the contribution of the respective activities towards strengthening the resilience of the target groups, these unmistakably point at the validity of the model and the work undertaken, as there are clear links between vision and activity on the ground, as well as valid assumptions on the causal relationship between activities, results and actual effects. The programme's contribution towards developing the resilience of the involved youth is also discussed in the sections of Impact and Sustainability.

The set of activities under the first intermediate objective, supporting youth from at-risk groups, has been an important part of the work, feeding lessons learned from work with youth who had come in conflict with the law, into preventive efforts supporting youth to improve their situation and avoid the ordeal of ending up in conflict with the law. While targeting has at times been imperfect, the application of YMCA's holistic approach, giving access to protection and training, has indeed strengthened the various facets of resilience including personal and psychological development, social competence, problem solving skills, vocational skills and employability, development or mending of social and family networks, and ultimately becoming citizens who can influence society for the better. Core activities promoting the resilience of youth include: counselling, personal development and psychosocial support, restoring family links, aiding youth to return to school, body mind spirit and vocational training.

The set of activities under the second intermediate objective, aimed at youth in conflict with the law, clearly and directly contribute towards resilience, by starting the process to strengthen individuals and guide them back into society, while improving conditions and indirectly providing hope for those who could not yet be assisted by the projects. Core activities promoting the resilience of youth include: counselling, personnel development and life skills training, psychosocial support, legal clubs and legal support, promotion of health standards, advocacy and interaction with prison authorities and vocational training.

In practise, the set of activities under the third intermediate objective, supporting reintegration of ex-offenders, is a continuation of the work within prisons with youth in conflict with the law, by continuing the process to reintegrate them into society and taking steps towards their future. Core activities promoting the resilience of youth include: multidimensional reintegration support such as

vocational training, family reunification, body mind spirit, personal development, mentoring and psychosocial support and vocational training.

The set of activities under the fourth intermediate objective, advocacy and involvement of duty bearers in support of the target group, is an important complement to the more direct intervention. Yet, while there are some significant results on policy changes on a national level in Togo and Senegal, generally most of the advocacy work is focused on a local level. While not dismissing the importance of awareness raising work with communities, schools, families, health-care centers and prisons, advocacy remains the aspect of the work with most potential for improvement in terms of effectiveness and impact (despite already being highlighted as an area for improvement in the application). Core activities promoting the resilience of youth include: promoting change in the contextual situation through youth led research and advocacy, dialogue with authorities and representatives at various levels, networking and partnerships.

The set of activities under the fifth intermediate objective (capacity development/knowledge management) has formed an integral part of the approach, and has contributed directly to the success of the work. All programme partners have increased their capacity working with Youth Justice, not least through learning exchanges, and adoption of key tools such as the rights-based approach, and the concept of resilience which has reinforced the holistic support which has been central in the success of the approach. Core activities promoting the resilience of youth include: building the capacities of the implementers to improve in their work through capacity building of staff, learning exchanges, research, and investments in institutional capacity such as financial management capacity and systems.

This programme aimed at reaching a target of 29,180 youth from the three target groups during the period 2018-2020 (South Africa: 19500, Togo 2500, Senegal 3180, Madagascar 4000). At the time of writing the final figures were not available from all the countries, although the evaluators expect that, depending on how definitions are handled and how aggregations are done, these figures would be largely met. Nonetheless it is important to mention that, due to the different approaches in the four countries, definitions vary between countries. It should also be noted that while some youth receive intensive support, others are reached in more cursory fashion. For example in South Africa the Power Space training has targeted broader groups of school children, not necessarily only youth at high risk of offending. The evaluation sees these prevention campaigns and broader training sessions as important, being an initial step to involve schools and reaching youth at higher risk.

Based on the figures available to the consultants, and with reference to the caveats on the comparability of data and major differences in reporting (refer to section of Efficiency), below is a table of key figures linked to the three first intermediate objectives of the programme's logframe (gender disaggregated where data available).

	South Africa	Madagascar	Senegal	Togo
Percentage of budget	35%	10%	16%	21%
Intermediate objective 1: Those at risk of offending have strengthened their resilience through access to protection and training that has been successfully utilized	29 332 (11987 Female)	4112 (35.3% Female) powerspace beneficiaries	409	2087 powerspace beneficiaries

Other key indicators		692 (325 Female) life skills training 96 (61 Female) vocational training 67 (27 Female) connected to job opportunity or similar	104 reunited with family, 31 returned to school 329 life skills training 20 connected to job opportunity or similar	505 psychosocial support and/or family reunification 42 connected to job opportunity or similar
Intermediate objective 2: Those in conflict with the law enjoy access to protection and have received training that has been successfully utilized	3980 (947 Female)	908	395 informed about legal rights	402 gained access to justice 225 vocational training
Other key indicators		76 gained access to justice	14 legal support	505 psychosocial support or family links restored
Intermediate objective 3: Released offenders have strengthened their resilience through access to protection and training that has been successfully utilized	71 (8 Female)	17	128	62
Other key indicators		8 businesses established by ex-offenders	101 family reunification 23 life skills training and connected to opportunity	47 used their increased capacities for a better reinsertion

Sources:

South Africa - Draft final report, page 7

Madagascar - Draft final report, pages 2-3 & National evaluation report, pages 11-13

Senegal - Draft final report, pages 7-11 & National evaluation report, pages 23-28

Togo - Draft final report, pages 7-11 & National evaluation report, pages 19-20

Note that the consolidated indicator figures were not available at the time of writing. The evaluators received the initial versions of the implementing YMCAs' final reporting and national evaluation reports. The figures could not be aggregated by the evaluators as this depends on definitions and should be congruent with former reporting. Therefore only a general overview and examples are presented and reference is made to the upcoming final programme report for detailed quantitative numbers and results related to the results matrix.

Finally, it must be recalled that the programme has been defined as a learning process, rather than focusing solely on service provision, and that there has been a conscious decision to invest in geographical expansion.

Efficiency

❖ To what extent has the intervention delivered results in an economic and timely way?

“YMCA does an impeccable job ... despite working with very delicate issues”
CSO partner

The intervention is focused on contributing to strengthening resilience for the target groups. Resilience is defined as the ability to manage and cope with stresses and shocks that emerge in the life of the target groups and the programme strives towards empowering youth by making healthy and long-term coping strategies available. Furthermore, an equally important component has been to strive to improve the legal and cultural structures that influence a young person's ability to be an active citizen.

Taking into account the very exposed and vulnerable situations that the target groups live in as well as the lack of support systems available, considerable efforts and resources are needed. Yet, the initiative has succeeded in delivering very good results in both an economic and timely way.

Key factors that have enabled this is both that the YMCA's in the four countries have very engaged and caring staff and board members, who strives for a holistic approach to assist in developing young people's lives, and the use of trained and experienced social workers and trained YMCA volunteers to supplement the project teams to implement a broad range of activities. The use of volunteers contributes to financial efficiency, although in some countries they receive a small payment, which has contributed to their commitment and to stability and retention of knowledge.

Moreover, the work of the legal clubs is a cost-efficient approach to replicate and implement the judicial approach without relying extensively on expensive judicial experts. Similarly, for example in Senegal and Togo, collaborations with specialised CSOs aid efficiency, although strategic collaboration with larger organisations and institutions that may have larger financial resources and ability to influence authorities seem to be missing. Another example is from South Africa, where at local levels there has been good collaboration with governmental institutions and civil society organisations arranging skill training activities for youth and many of their targeted youth at risk have been enrolled. Not least the partnership with Durban Municipality which contributed with financial support to an ex-offender group, enabling them access to co-operative and business skills training and access to government funding to start their own business.

The Youth Justice approach is very participative, building on and supporting young persons visions and ideas, and builds upon local resources and networks (not least through restoring family links where possible, or forging new positive relationships and acquaintances among the youth through sports and other activities). Local communities are also included, for example in Madagascar's Solidarity groups, which are part of the selection process of youth who receive support to reintegrate, and thus get involved in the process for the community to accept these individuals back.

The evaluators find that the administrative costs and the economic support to YWCA-YMCA Sweden (14% of the total programme budget) is reasonable and well used. Beyond co-ordinating, monitoring, evaluation and reporting, YWCA-YMCA Sweden has contributed with important and appreciated expertise, building partnerships and contributing to learning and sustainability. The Africa Alliance of YMCA has also contributed in an efficient way, given their relatively small part of the programme (1% of the total programme budget). The evaluation finds that all the implemented partners have been

efficient in regards to their activities and results related to the allocated budget to each partner (South Africa 35% of the total programme budget, Togo 21%, Senegal 16%, Madagascar 10%).

Despite the difficulties, partners have been flexible and managed to adapt budget resources and time planning to the Covid-19 pandemic, while still finding important ways to support the target groups. However, the evaluators found that one of the six branches in South Africa (Soweto) did not adapt well and staff hired within the project have been working with other activities, leading to a situation where the project is not working efficiently in Soweto. Since no external national evaluation was conducted in South Africa and this evaluation is at program level, it has been difficult to get a detailed understanding of the situation at each branch.

A backside of the deep and engaged relations with the target groups has been that it has taken staff resources and energy that could have been used in advocacy work to improve the legal and cultural structures that prevent the target groups from being active citizens and enjoying their human rights.

Another area where there is room for improvement is within monitoring, evaluating and reporting of the activities and results. For example, including clear commonly defined criteria for the measurement of the indicators at the programme level, and highlighting not only individual stories in the reporting, but also other important examples of change (for example at policy or institutional level).

The programme's logical framework includes sixteen indicators. The indicators are brief, remain open for interpretation, and it is unclear if the four countries have similar definitions in collecting and reporting the required data.

The indicators, for example the indicator #5 "Perceived sense of belonging", do not meet the criteria of SMART indicators (Specific, Measurable, Attainable, Relevant, and Time-bound). Even indicators that are more specific, can be measured or interpreted differently, as there is no specification of time period, what exactly is defined as 'target group' (the whole target group or those specifically involved in a particular activity). It is also not clear if, for example, the rate of recidivism of a pre-selected group of youth can be compared with national averages (as difficult cases may be avoided, thus improving statistics, and time scope may be very different).

While in dialogue with YWCA-YMCA Sweden the M&E system is not described as having any unclarity, in their reporting the implementing YMCAs do not include all indicators, report figures that can not be clearly aggregated (for example it is unknown if various figures include the same or different individuals), include a mix of reporting in total numbers and percentages (differing from one year to another), etc. However their reporting on their own more defined "sub-indicators" seems relatively well-developed and is expected to be accurate.

In summary, for external parties it is very difficult to get a suitable overview of the progress of the programme in relation to its indicators, not least as the annual reporting to SMR does not focus on results nor includes aggregated reporting on the indicators. While this is in line with the reporting format, the evaluators believe that having this as a requirement from the start would have contributed towards resolving doubts, definitions and differences in interpretation.

Case study: Testimony of a young woman (19) included in the prevention work in South Africa

Before I met the YMCA I had dropped out of school and was only at home and I didn't have any hope. In my community there are so many problems with drugs, crimes, killings, I see it every day. The problem is always about money, we also have a struggle at home, even with food. When I started to come to YMCA my self confidence became bigger and bigger, so it gives me a sort of home and even if I don't have money I get the chance to meet equals and to do activities and to do training and learning.

Here I always have the support and can feel important. I still have some issues with stress and anxiety, especially when there are issues at home or in my community, but when I come to the YMCA I don't have these feelings, I feel free. I also got some training and support here about my stress issues, it was good, it was important and now I know that I have to decide and control my life.

Since I came here, doing so many things and learning a lot, I feel happiness, my situation is far more better. Now I have my dream to be a professional dancer and the YMCA helped me to get into dancing classes. When I get old I want to have my own place and an own boutique, I need to encourage myself to start my own business. But since I'm a drop out I don't know how to do it, that's why I need the YMCA to help me.

It's also good that we speak about abusing women, there are so many obstacles for women, so many struggles. I think the women in the program benefit a lot of this, we get good support in so many areas and ability to stand for ourselves.

I also started to invite more people from my community to come here. When I have seen my change I think that they can also have a better life if they could also go to this training and get the support of the YMCA and it really gives them something else than being in the streets and to join gangs. I also managed myself to help a girl who was using drugs. I took her to church and supported her and now she is doing better, so I can also help more people to get a life.

Partnership

- ❖ In what way has the relationship between the YWCA-YMCA Sweden and its cooperation partners affected the impact and implementation of the project?

In general, the relationships between the YWCA-YMCA Sweden and the cooperation partners have been respectful, effective, containing both a listening and a learning perspective. This includes the common planning for the intervention, the introduction of the two new countries, as well as the ambition to include elements of adaptive management, giving each partner the flexibility to adopt activities according to changes in conditions and/or due to new information.

The various countries and areas have different contexts and challenges and each YMCA has different expertise and experience, focusing their work in different areas of the Youth Justice work. That being said, all projects in the intervention share a common framework and number of core activities, where they aim to address the challenges and obstacles of the target groups to claim their rights.

Allowing partners to focus on their strengths and to use adaptive and flexible management, has served the partnership and the implementation of the programme well. For example, during the

Covid-19 outbreak all partners could quickly adapt to the new challenges through a number of new activities aimed to strengthen the resilience of the target groups. Yet a drawback has been the difficulty to, in all instances, having comparable indicators.

The wider partnership, including AAYMCA, and the collaboration between the involved YMCAs has contributed positively to the programme - for example giving Togo and South Africa mentoring roles, has worked well. Further, the learning approach has been important and in interviews all partners can describe examples of learning and inspiration from other partners.

The YWCA-YMCA Sweden has coordinated and monitored the multi-country Youth Justice program in an efficient way and, together with the AAYMCA, has contributed to strengthening the capacity of partners. The components of resilience analysis, Theory of Change, the Power Space methodology and Transformative masculinity are main examples that have greatly benefitted the intervention. All partners have expressed that they have appreciated the support, training and methods and also used the additional tools in the Youth Justice framework.

However, the evaluation also finds that there have been some specific areas where a closer and more effective cooperation could have improved the work further, this includes strategic development, advocacy and monitoring and reporting.

Cross-cutting Issues

- ❖ To what extent has the cooperation partners integrated the cross-cutting issues raised in the programme application in their implementation?

The implementing partners have made great efforts and showed good results in addressing the short and long-term challenges of the target groups in the intervention. The multidimensional effect of poverty is clearly visible in every part of the Youth Justice programme and in the daily life of the targeted youth. To actively engage and to strengthen the resilience of youth at risk of offending and youth in conflict with the law, requires a lot of resources and capacity and also involves family/community relations, access to school and public/leisure services and access to income possibilities and adult learning.

The evaluation however found that several of the cross-cutting issues, raised in the application, have not been fully addressed and integrated in the programme nor in the partners' respective Youth Justice activities. Considering the budget and the resources required to meet the needs of the target groups, it is understandable that resource and time limitations have forced some of the cross-cutting issues down on the list of priorities, while addressing mainly those most relevant in each context.

It is nevertheless important to analyse how partners have approached the cross-cutting issues. In general, similar patterns and experiences can be seen across the four implementing partners. Each cross-cutting issue is summarised below.

Gender equality: The YMCA has made effective efforts to integrate gender equality in the whole movement and gender equality is a key area of assessment when the movement undertakes their joint internal assessment of its member organisations. Gender equality is also one of the core components of the YMCAs of Africa's Subject to Citizen philosophy, where Transformative Masculinity seeks to re-orientate the male as the gender dominant person and norm, towards equality in all kinds of relationships at individual, group and national level.

A majority of the Youth Justice target group are men. This is linked to the fact that young men globally, and in Africa, are overrepresented among the group at risk of offending and in conflict with the law. However, the intervention also strives to include young women from all three target groups in the intervention, including women prison inmates.

While the program is correct in adapting to the gender composition of the various subgroups and focuses more on men than women, the program in general lacks in addressing the situation of girls and women trapped in prostitution. Prostitution can be seen as another side of criminality that exploits vulnerable women, putting them at grave risk of violence and abuse. While it has been argued that the programme is not best suited to their needs, the evaluators find that if a strong gender approach would have been integrated from the beginning it could have been (and still can be) molded to include this important aspect (whether directly or indirectly through partnerships with specialised resources).

Interviews with targeted youth to coordinators, Secretary Generals and board members, show that there is awareness and engagement about the problems linked to gender inequality and traditional gender norms. During the mid-term review it was decided to focus on the integration of the transformative masculinity work, instead of undertaking the planned gender scan. While the evaluators appreciate the work with transformative masculinity, due to its high relevance, it would have been important to carry out a thorough gender analysis of the approach and work undertaken, preferably with the support of external gender specialists and leading to a corresponding action plan.

A growing number of gender-based violence offenders in prisons and victims in vulnerable communities where the rule of law is weak has been identified. As a response to this, Transformative masculinity training has been organised for project staff and is included in the awareness raising, life skills training and psychosocial support provided to the target groups. A good example is from South Africa, where the YMCA developed The Transformative Masculinity Manual to be used in both awareness raising and training for the target groups.

In conclusion, there is awareness and good examples of efforts to address gender inequality and the root causes of gender based violence, but gender equality is not yet part of all planning, implementation, monitoring and evaluation of the intervention.

Climate, environment and disaster risks is one of the cross-cutting issues that have not been widely addressed and integrated, with few exceptions. Knowledge on the environment and climate is generally low among the partner organisations, especially on a local level and the general sense is that it is an area beyond the responsibility of each individual.

This programme does not have the resources nor capacity to boost the YMCAs' environmental awareness and impact. However, there are some examples of including the environment in different training and awareness sessions. The AAYMCA has started to develop the idea of integrating environmental challenges in the Youth Justice work, including youth engagement in environmental security and some of the involved YMCAs have made climate and environmental awareness a strategic priority for the coming years.

An interesting example can be found in Madagascar, where the theme of the environment has been introduced and Environment clubs organise tree planting and reforestation sessions, aiming at preserving the environment.

Peace and conflict: The implementing partners mainly focus their work to address and mitigate local and family conflicts, although the programme can be said to contribute towards the five pillars of the UNSCR 2250.

The intervention includes youth driven initiatives such as peace-promotion groups, local action groups, and sports and culture events that link up youth from different backgrounds and creates a sense of belonging. There are positive examples in Madagascar with testimonies from relatives and friends who experience a calming atmosphere in their community and family, since the youth concerned have changed their behavior. In South Africa conflict management is a core component of the YMCA Life Skills manual and all participants in Youth Justice are exposed to a workshop on conflict resolution. In Togo the participants of Youth Justice were involved in the prevention of violence during the February 2020 presidential election and have been involved in manifestations for peace.

Corruption: The four countries included are gravely affected by corruption in their societies. This affects the intervention by reducing the efficiency of the administrations they work with, especially with respect to access to justice for the poor and the young, as well as affecting possibilities for advocacy work to change practices. The programme partners have adopted the Anti-corruption policy of the YMCA.

YMCA Togo shows a good example of being active to reduce corruption affecting the target groups. Through their Youth Justice work and close interaction with the government, the YMCA was asked to provide young paralegal volunteers to run the Access and Guidance Offices for litigants installed in order to reduce the injustice suffered by people unaware of the legislation. Similarly inside the prison, the legal clubs help by providing similar information.

Religion and religious freedom: The YMCA is a Christian organisation, yet their policy and practice is to enable space and opportunities for youth regardless of their faith. The projects create safe spaces where everyone is welcome, serving as meeting points and platforms for joint activities for example in Senegal and Madagascar. There are no reports of religious conflicts or disadvantages for non-Christians, however there is a risk that youth could feel excluded and disadvantaged, for example as values and methods are expressed from a Christian perspective and many staff and board members are Christian and involved in church activities.

HIV and Aids: In Sub-Saharan Africa the consequences of HIV and Aids are grave and street oriented youth and inmates in correction centers and prisons both live in environments where they are more vulnerable. Therefore YMCA partners have integrated the issue into their work by including information about HIV-AIDS in the life skill training and awareness campaigns.

Alcohol and drug misuse is very present in the daily life of the target groups. Many children and youth come from fragile family structures that are often linked to alcohol and drug misuse. A majority of the target group have been or are facing their own alcohol and drug abuse.

The issue of alcohol and drug abuse is integrated into the whole process of their holistic approach empowering youth and providing them with alternative solutions. All the partners have policies against alcohol and drugs during their activities, but they still welcome and address the youth who have alcohol and drug problems, and where necessary referrals are made and support provided for participants to attend rehabilitation centers and psychosocial support.

The cross-cutting issue of alcohol and drug abuse is well integrated in the project and the partners report that their approach and engagement positively influenced the attitudes of young people.

Impact

- ❖ To what extent has the programme generated significant positive or negative, intended or unintended effects?
- ❖ What was the programme's impact for direct and indirect target groups?
- ❖ What were the internal and external factors which contributed to or inhibited change?

"It goes beyond the relationship of beneficiary-donor. They genuinely help us, and provide a feeling of alleviation (from all difficulties and uncertainties)"

Released ex-offender

The programme has undoubtedly generated significant positive effects at various levels, from learning and development at the YMCA organisations involved to providing new possibilities in the life of youth who have reunited with their family, learned skills to earn their living or become employable, become parts of networks and gained new acquaintances, found hope, overcome substance abuse, and even become role models or been able to help others who are vulnerable or in difficult situations.

Crucial indicators of the success is the low rate of recidivism among participants, the acknowledgement from stakeholders and duty bearers and the successful advocacy work described further down. The engaged and well-trained staff, the holistic approach to Youth Justice and the focus on resilience of individuals are some of the key strategies in attaining these positive effects.

Yet, there is certainly potential for growth within the four countries. Not least as important capacity has been established and still relatively few sites and low sections of society are presently included.

Across the four countries living conditions for offenders in prison, released offenders and vulnerable youth at risk remain precarious. The staff and leaders of the YMCA organisations have good knowledge and ideas about how governmental and institutional decisions could change the situations for the vulnerable youth, but in general, the organisations lack capacities and strategies to advocate for policy changes at higher levels. It should also be noted that due to both corruption and lack of governmental finances (that have been even more exposed during the Covid-19 pandemic), it is not an easy path to influence and advocate for changes at the national levels.

Nonetheless, there are important changes that have taken place at national levels, for example in Senegal where, as a direct consequence of YMCA's intervention, for the first time a system has been set in place to allow for alternative sentencing of youths in conflict with the law, allowing them to avoid being sentenced to prison, simultaneously building improved ties between the Senegalese Ministry of Justice and civil society.

Another example is that from Togo, where the YMCA advocated for and drafted internal regulations for prisons which, while not yet officially adopted by the Ministry of Justice, is observed in all Togolese prisons. Furthermore, the duration of actual time spent in preventive custody has been reduced, decreasing the amount of people in legal limbo.

More generally, access to justice and awareness of rights has been promoted, leading to what could be described as an incipient change in paradigm (giving a practical example of the importance of working with rights-based approach), notably in contexts such as prisons where human rights and human dignity often were circumscribed. Another important result is the interest awoken in

rehabilitation work at prison level, a work described by authorities as very important yet which they currently have no financial means to work with. In addition, the health and nutrition situation has improved in Togolese prisons and there are also accounts of abuse in prison decreasing.

"When we come to the prison we are seen as their door to liberty, we represent hope"

YMCA staff

Looking at the YMCA movement in Africa, it is clear that both at regional level and in the countries included, the programme has not only been welcomed, but become an integral part of their strategy and their successes. While learning and growing with the programme, initiatives to expand and raise additional funding have started to sprout, and the process initiated by the programme has contributed to the development of AAYMCAs new initiative with Youth Justice, where the German organisation Bread for the World has financed a Youth Justice programme in four additional countries. A substantial financial contribution secured from Norway for the youth justice work in South Africa, starting in 2022, has also been obtained.

No negative effects have been reported nor could be discerned by the evaluators. However due to lack of resources and the need to prioritise and focus, there may be perceptions of unfair selection procedures, for example in Moramanga (Madagascar) where inmates from peripheral areas were excluded according to the selection criteria, or the lack of focus on vulnerable girls and women (described in the section on Cross-cutting issues) that was highlighted in especially Senegal and Togo.

As described throughout the report, the programme has had an important impact on the lives of involved individuals from the three direct target groups, i.e. a) youth at risk of offending, b) youth in conflict with the law, and c) Ex-offenders.

While from a quantitative viewpoint, for example the quantity of Ex-offenders reached, the results may remain modest, the importance of the programme may rather lay in the learning and development process (as intended) as well as in terms of the depth of change. The holistic support provided has given rise to what may be described as *transformative change* at individual and (incipiently) at community level. Transformative, or transformational, change refers to a deep change including aspects of identity, emotions, relationships, actions and paradigm, with elements of irreversibility. This aspect is encapsulated into the programme's definition of *resilience*, which includes aspects of personal development, psychological stability and social competence, developing one's economic skills set and employability, becoming part of family and/or social support networks, acquiring life skills and being aware of rights and duties, ability to solve problems and making positive life choices and contribute to societal change.

It is clear from interviews with youth, personnel and stakeholders undertaken by the evaluators, as well as the national evaluators, that the life of the involved youth, beyond being helped to overcome their economic, social or judicial challenges, have changed radically, albeit one step at the time.

"YMCA ... have impacted our lives in prison, accompanying the return to our families, financing our projects, our social reintegration, in our preparation to face society (stigma)"

Ex-offender

"Before called delinquent, now treated with respect"

Released ex-offender

"I got a place to feel normal and meet people who believe in me, it's a really good support. I got new friends and I didn't need to be with the gangster friends... and then YMCA helped me to go back to school after I dropped out" Young person at risk

The change may be best grasped when comparing to the multiplicity of complex situations the work embarked from. For example, volunteer social workers describe how in initial contacts with young people living on the streets, they were often threatened or chased away. Many youth had no vision of their future and were caught in substance abuse.

Several youth informants described the difficult process of change, and the importance of the trust relationship with the YMCA personnel. Many youths have also created lasting bonds among themselves, supporting each other and creating a reinforcing social network.

Finally, a very positive sign (generally only found in projects where real trust has been established, according to the experience of the evaluators) is that a high proportion of the youths and stakeholders interviewed did not focus on themselves when asked for recommendations, rather requesting that the support be extended to others in difficult situations.

"We need ymca everywhere, in prisons, in schools. there are so many problems... I could really recommend the YMCA to so many more... it needs to expand...so we can reach more vulnerable kids...." Released ex-offender

Officially, the indirect target groups are constituted by: a) adult inmates (29 years and older), and b) YMCA members. Yet, in reality more groups are affected positively by the work, including families, other youth, communities etc.

There is a direct tangible impact, in terms of reduction of prison overcrowding and improved conditions (especially in Togo), as well as a decrease in recidivism and at-risk youth engaging in criminal activity, which in the long run would serve to decrease crime and violence levels.

On top of this, there is a more indirect effect, creating hope, providing positive role models, showing the good side of youth, and developing productive members of society and future citizens. This remains at a small scale, and is difficult to measure without an in depth on-site study, but has a broader potential.

Furthermore the programme has proved a model that works well and that could be important, not least as many countries across the Sahel (but also various countries across Central Africa, Horn of Africa and Mozambique) face the threat of extremist movements, which tend to recruit idle youth with few hopes for the future. The programme's model provides an alternative to youth by promoting human rights and developed citizens who in small scale have already started to contribute to the improvement of their societies.

Key factors contributing towards change include the following:

- ❖ A main factor, which could be likened to forming the backbone of the intervention, is YMCAs strong background working with social issues, and especially its network of knowledgeable and committed social workers and staff who understand the context well and can form strong links with the young people involved. Many of these staff and volunteers are young persons themselves. (internal).

- ❖ Linked to the above, is the design of the programme as a longer term approach rather than a quick intervention, and a holistic approach building up individuals' and groups' resilience (internal).
- ❖ An important advantage has been the flexibility in the approach and its adaptation to each national and local context, while also promoting learning and exchanges between sites and countries (internal).
- ❖ Change has also been aided by the interest of respective administrations and institutions, as the work made concrete contributions to acute problems and was seen in good light (external).

Key factors inhibiting change include the following:

- ❖ Insufficient resources to extend the in-depth work beyond relatively small quantities of individuals, linked to a certain extent to the decision to focus on learning and extending to more countries rather than consolidating in each country (internal). Likewise, financial instability has the potential to become a threat to the continuation of work and the sustainability of its results (external).
- ❖ Limited experience of working with advocacy for policy changes and limited collaboration with other actors (beyond smaller civil society organisations) (internal).
- ❖ Imperfect targeting/selection of participants, sometimes including those not really at risk, and especially potentially missing an important and vulnerable section of persons at risk, namely girls and women trapped in prostitution (internal).
- ❖ Inevitably, the work throughout the last year was affected by the Covid-19 pandemic, although in a sign of its flexibility and disposition to assist those in need the YMCAs provided essential support for example to penitentiary facilities in response (external).
- ❖ Contextual difficulties, including corruption and bureaucracy (sometimes hindering or delaying work) and poverty and lack of opportunities (including many examples of youth finding it difficult to participate and sometimes dropping out to be able to ensure they can feed themselves each day) (external)

Sustainability

- | |
|---|
| <ul style="list-style-type: none"> ❖ To what extent will the benefits of the intervention continue? ❖ Has the intervention contributed to structural and sustainable change in the partner organizations? ❖ Has the intervention contributed to structural and sustainable change for the target groups? |
|---|

The programme holds a strong potential for sustainability, through building up capacities and experience, creating replicable success stories and incipiently influencing change at institutional and national level.

The YMCA movement has clearly taken on the issue of youth justice as a core part of its work and is becoming a visible and recognised actor in the field (being invited to debates, collaborations and

starting to attract funding). Positive working relationships have been established with authorities in all countries, and these clearly appreciate the work undertaken (especially stakeholders at local level).

The ownership has been anchored at all levels in the concerned YMCAs. Capacity has been built well beyond technical aspects of youth justice, by working with aspects such as rights based approach and transformative masculinity, as well as improving finance systems - for example at YMCA Madagascar the financial requirements of the agreement have been integrated into the financial policy documents for the whole organisation.

Not least, the programme has become a positive example of collaboration at a regional level in Africa, for example the development of the Africa Youth Justice Working Group, which potentially will gain in importance as various youth justice initiatives will work in parallel. These are results which will not simply fade away, as interest is high and the work has an element of momentum moving forward.

Initial steps have also been taken towards financial sustainability, with most countries able to provide multiple examples of fundraising attempts, where South Africa stands out, having secured a large funding from Norway. The funding from Bread for the World to the AAYMCA Youth Justice program in four additional countries is another positive example of the credibility and sustainability of the Youth Justice interventions. Yet, at a time when the intervention is in a favourable position for scaling-up, financial sustainability in Togo, Senegal and Madagascar, even for current levels of work, remains fragile in the event that Swedish support would wane.

At individual level, as mentioned throughout the report, there are plentiful stories of change, brought about by the committed support from YMCA staff, providing legal aid, helping with psychological support, restoring family links, supporting personal development, providing new spaces of social interaction, developing new role models, and supporting educational and economic endeavors. Many youth share their histories with pride and it is clear that their resilience keeps strengthening.

At a wider level, the work has promoted change at societal level promoting acceptance and reducing stigmatisation, and involving concerned individuals and community members - from families to employers and civil society. For example in Madagascar, Solidarity groups have been formed, consisting of local representatives including elders, Church, educational sector, civil society, etc. These groups are involved in the selection of the youth in conflict with the law who will receive assistance, and in the process become vested in the situation of these youth, aiding to promote societal acceptance from their respective vantage points and reducing the barriers for their reintegration. Further, the initiative is important through its role in breaking vicious cycles, providing alternatives and thereby contributing to reducing crime and violence, while building up productive members of society (including examples of former beneficiaries now helping other youth in difficulties).

Specifically, at penal institutions and among prison authorities the initiative has had an important impact, both in terms of providing alternatives and promoting a human rights based approach, and tangibly improving conditions and reducing overburdening. These examples have been picked up by authorities at various levels, and interest has been shown in increasing collaboration and even in some cases, providing funding directly to the efforts. However, the economical restraints following the covid-19 pandemic, is reported to already have a negative effect of governmental funding and initiatives to support the Youth Justice work.

Nonetheless, the advocacy work remains somewhat incipient, although there are examples of influence and change at national level, such as those provided by the work with alternative sentencing in Senegal or prison regulations in Togo. Influencing structural, institutional and legal change, and thereby promoting wider impact and sustainability, is the aspect where the programme still needs to improve its capacity.

As shown in the section on cross-cutting issues, beyond the aspects of social and institutional sustainability, there are also some initial examples of work with environmental sustainability.

V. CONCLUSIONS

The second phase of the Youth Justice programme has served to bring the process forward, expanding the initiative to include Senegal and Madagascar, bringing in the African Alliance of YMCAs more substantially, as well as continuing to develop the model and refine the work.

The programme is highly relevant, both due to the specificities and requirements of the context and due to the selected approach. The work builds upon the national YMCAs strengths working at grassroots level, as well as the possibilities granted by the wider YMCA collaboration regionally and internationally. Ownership of the initiative is high at all levels, and the programme has served to raise the profile and establish YMCA as a respected actor within youth justice in the four countries.

The learning approach has served well to build capacity, and the flexibility of the approach has enabled adaptation to the specific context and experience in each country. This has allowed for a productive partnership and an efficient use of limited resources.

In terms of effectiveness, solid progress towards goals and objectives can be noted, and there is a clear causal relationship between the plans and implemented activities with the positive effects seen, not least in building up the resilience of the included youth. The holistic approach has been key in building up the resilience of the included target groups and positive effects and impact can be noted at various levels.

Throughout this report, examples and quotations show that the Youth Justice framework, the programme goal and objectives, as well as the cooperation partners' activities and results contribute to strengthening the resilience of the involved youth. From the relatively high number of informants interviewed, it is clear there is a good understanding of the link between the contextual needs, the Youth Justice framework and the programme goal and objectives.

From the interviews with the target groups, it is apparent that the support has strengthened their ability to manage and cope with stresses and shocks that may emerge in their life, as well as being empowered in making healthy and long-term coping strategies. Many have gone through a deep change including aspects of identity, emotions, relationships, actions and paradigm, including elements of irreversibility. This aspect is encapsulated into the programme's definition of *resilience*, which includes aspects of personal development, psychological stability and social competence, developing one's economic skills set and employability, becoming part of family and/or social support networks, acquiring life skills and being aware of rights and duties, ability to solve problems and making positive life choices and contribute to societal change.

Furthermore, the programme has also started to contribute to an equally important aspect - improving the legal and cultural structures that influence a young person's ability to be an active citizen.

However, there remains a need to consolidate and expand the work in all countries, as well as strengthening the aspect of networking and advocacy. The potential for sustainability is considerable, although it remains important to ensure financial stability to not risk the gains made.

"YMCA became like our family ... They gave us a future"
Young informant

VI. RECOMMENDATIONS

This evaluation has been designed and carried out with a strong learning focus throughout. Based on the findings of the evaluation the recommendations below have been formulated. The recommendations are categorised into short, medium and long term perspectives and divided into programme level, project level as well as recommendations for the funding partner.

Programme level / YWCA-YMCA Sweden:

- Explore potential synergies with the new AAYMCA youth justice initiative in Ethiopia, Cameroon, Nigeria and Zimbabwe (Short term) and analyse the possibility to merge programme-level coordination (Medium to long term). Potential synergies may include: initiatives to build capacity and exchange experiences within advocacy at policy level, institutional networking and fundraising, pooling of resources for specific aspects of management and coordination, research and learning, etc.
- Consolidate the work in the current countries rather than risking over-expansion, and focus on advocacy and partnerships at policy level to achieve wider change (Medium term).
- Support resource mobilisation and focus on long term financial sustainability in the countries (Short term).
- Ensure the gender approach is strategic and support efforts to work with the most vulnerable women and girls - refer to recommendation at project level (Short to medium term).
- Given that the work is undertaken with vulnerable groups, implement a common complaint mechanism/whistleblowing system that covers all levels of the intervention and includes all potential aspects from fraud and mismanagement to abuse (Medium term).
- Based on the experience of working with the programme and the lessons learned from the pandemic period, proactively seek to reduce travel and maximise digital meetings in order to promote environmental and financial sustainability as a general principle (Medium term).

Monitoring, evaluation and reporting:

- Develop and improve monitoring and reporting, capturing and showcasing success stories at all levels, having clear and well-defined common indicators, that all partners report on, that are SMART, and defined similarly across all the implementing countries (Short term).
- Investigate and address the situation in the Soweto branch and carry out an external evaluation in South Africa after year one of the Youth Justice III program. Focus on a learning perspective and future collaborations, assisting all branches to work effectively and improving the monitoring and reporting work (short term).
- Cross-cutting issues shall not be reported as general issues, but connected to the programme (How do the issues affect the programme and specific context - how does the programme affect the issues) (Short term).

- Give time so that national evaluations are conducted before the overall evaluation and link the ToRs of the national-level evaluations to the ToR of the overall programme evaluation. Ensure that all national-level evaluations are conducted by external evaluators (Medium term).

Projects level / Partner YMCAs and AAYMCA:

- Consolidate in the countries, and focus on advocacy and partnerships at national level (including national and international organisations) to achieve wider change. Capitalise on the potential to bring up important issues from the ground (evidence-based advocacy) from current experience, plus possible research (Medium term).
- Increasingly link up with other organisations (also international organisations), for example those providing vocational training, adult alphabetisation programmes, or support the formation of cooperatives, in order to pool resources and build on mutual support (i.e. focus on key expertise areas and outsource certain specialised tasks) (Short to medium term).
- A complete approach to youth justice should include the aspect of prostitution affecting women and girls (i.e. looking at the main issues affecting women, rather than how women are included in a predefined problem). An analysis should be made in each country, after which pilots or partnerships with specialised organisations may be considered (Short to medium term).
- Continue the work with transformative masculinity to promote positive norms, values, attitudes and behaviours and prevent gender-based violence in its various forms (Medium term).
- Consider including support to youth reintegrating so that they can at least have one secure meal per day (often mentioned as a cause for drop out in activities where food is not included) (Short term).
- Take a strategic longer-term approach to vocational training, including further diversification to avoid overcrowding, sustainability and management of risks (Medium to long term).
- Consider forming Solidarity Groups, based on the experience in Madagascar where these groups oversee selection and build community involvement - refer to section on sustainability (Medium term).
- Increasingly consider employment opportunities linked to environment, recycling and sustainable energy (Medium to long term).

Funding partners / SMC:

- Continue providing support to this important initiative that is bringing about important change for vulnerable groups, communities and incipiently at society/national, while strengthening the YMCA movement regionally in Africa (Medium term).
- Other funding partners may wish to consider pooling their resources with this initiative, expanding and strengthening work at national level (Medium term).

ANNEXES

i) Acronyms

AAYMCA	African Alliance of YMCAs
Covid-19	Corona Virus Disease 2019
FGD	Focus Group Discussion
HIV & Aids	Human Immunodeficiency Virus and Acquired ImmunoDeficiency Syndrome
KII	Key Informant Interview
KFUM	Kristliga Föreningen för Unga Människor
M&E	Monitoring and Evaluation
MSC	Most Significant Change
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
Sida	Swedish International Development Cooperation Agency
SMART	Specific, Measurable, Attainable, Relevant, and Time-bound
SMC	Swedish Mission Council
ToC	Theory of Change
ToR	Terms of Reference
UNSCR 2250	United Nations Security Council Resolution 2250
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association

ii) List of informants

	♀	♂
SWEDEN		
Niclas Sannerheim, International Secretary YWCA-YMCA		1
Vsevolod Lukashenok, Program administrator, YWCA-YMCA		1
Alexander Clemensson, Secretary General YWCA-YMCA		1
Karin Olofsson, former Secretary General YWCA-YMCA	1	
Vera Gahm, Desk officer/Program administrator, SMC	1	
Anne-Lena Hansson, former Desk officer/Program administrator, SMC	1	
KENYA (AAYMCA)		
Lloyd M. Wamai, Programmes Executive, AAYMCA		1
Lantonirina N. Rakotomalala, Secretary General, AAYMCA	1	
TOGO		
Gildas Tona, Project Coordinator YMCA		1
Irene Abalo, Site Coordinator, Lomé	1	
Kafui Addoh, Responsable M&E	1	
Kudzo Degboe-Ayih, Responsible for Human Rights and Advocacy		1
Semanou Noel, volunteer		1
Raphael Aziako, volunteer		1
Régisseur de la Prison Civile de Lomé		1
Kassim Maliwoé, Director Prevention, Commission National des Droits de l'Homme		1
Joseph, Mouvement d'Action pour la Réinsertion des Enfants Marginalisés (Marem)		1
Coco de Kofi Woenagnon, President, Solidarité Mondiale pour les Personnes Démunies et les Détenus (SMPDD)		1
Parent/Tutor		1
Trainer		1
At-risk Youth, Lomé	2	2
Ex-offenders, Lomé	3	4
SOUTH AFRICA		
Mpume Zama, Youth Justice National manager YMCA	1	
Mike Cuthbert, Youth Justice Development director 2018-2020, YMCA		1

Ian Booth, Secretary General, YMCA Durban		1
Aviwe Klaas, Youth Justice coordinator YMCA Durban	1	
Gil Harper, Former M&E officer SA YMCA	1	
Bongulwazi Mavimbela, Facilitator YMCA Durban		1
Lungile Luthuli, Facilitator YMCA Durban	1	
Yonela Nodayinge, Facilitator YMCA Durban	1	
Lerato Lebopo, Secretary General YMCA Nelson Mandela Bay	1	
Pelisa Camagu, Youth Justice coordinator, YMCA Nelson Mandela Bay	1	
At-risk youth, YMCA Nelson Mandela Bay, focus group	1	2
Ex-offenders, YMCA Durban, 2 focus groups	1	5
Malinge Mhlakaza, Raymond Mhlaba Skills Centre, Port Elizabeth		1
Slindo Luthuli, Safer Cities, part of the city Municipality in Durban	1	
SENEGAL		
Christian Ndour, Project Manager, YMCA		1
Raoul Cabo, Site Coordinator, Dakar		1
Jean Pierre Ndong, President, Coeur de Justice		1
At-risk Youth, Dakar		2
Ex-offenders, Dakar	1	1
MADAGASCAR		
Heriniaina Randriamalala, Program Executive Officer, YMCA		1
Ony Malala Rakotonirina, Project Manager	1	
Toloboavonjy Fenohasina, Local Coordinator Moramanga	1	
Lee Rafidimanantsoa, Specialist Educator, Moramanga prison		1
At-risk youth, Moramanga	2	2
Ex-detainees, Moramanga	3	3
Volunteer, monitoring and follow-up		1
Jacques Patrick Ramilison, Head of Moramanga prison		1
Tojo Rakotoarivelo, Lawyer and member of Solidarity group		1
Total:	29	47

iii) List of references

Beris Consulting “Evaluation finale du projet Youth Justice II” 2021 (Togo)

Harper, G “Evaluation of Youth Justice Programme at South Africa YMCA For project cycle period 2015-2017” 2018

Sène, M “Mission d’évaluation externe rapport final” 2021 (Senegal)

Unspecified “Evaluation finale du projet Preventive and restorative youth justice in Madagascar” 2021

Upton, S “S2C Youth Justice Project in Togo 2015-2018 Final Evaluation” 2019

YWCA-YMCA-Sweden “Application Development Cooperation Intervention: Youth Justice II (2018-2020)” 2007 (with annexes and follow-up communications)

YWCA-YMCA-Sweden “Application Development Cooperation Intervention: Youth Justice III” 2020 (with annexes and follow-up communications)

YWCA-YMCA-Sweden “Final report: Subject to Citizen Youth Justice 2015-2017” 2018

YWCA-YMCA-Sweden “Internationell strategi 2020-2025” 2019

YWCA-YMCA-Sweden “Workshop report: Mid term review” 2019 (with annexes and related material)

In addition:

Implementing plans and periodic progress reporting from national YMCAs and YMCA-YWCA Sweden

Agreements between parties of the programme

Job descriptions partners of the programme

TERMS OF REFERENCE FOR PROGRAMME EVALUATION OF YOUTH JUSTICE II

The YWCA-YMCA of Sweden is seeking to engage consultant services to undertake an evaluation of its intervention Youth Justice II implemented by four African YMCAs: YMCA Togo, YMCA Senegal, YMCA Madagascar and YMCA South Africa.

1. GENERAL INFORMATION

1.1 INTRODUCTION TO YWCA-YMCA OF SWEDEN

YWCA-YMCA of Sweden is a global youth movement with a holistic view on the human being, providing a platform where young people can develop to their full potential, and meeting current needs of youth today. The YWCA-YMCA Sweden consists of 150 local associations with 45,000 members involved in sports, scouting, youth clubs, choirs etc. The organization is affiliated with the World YWCA and YMCA and the YMCA and the YWCA of Europe. As the national organization, YWCA-YMCA of Sweden has the responsibility for organizational identity, leadership training, international cooperation etc.

The core of our international work is developing youth organizations so that they are effective and relevant for the youth. The three focus areas of the national strategy – Inclusiveness, Identity & Agency and Gender Equality – work as a basis for the principles found in the YWCA-YMCA of Sweden's International Strategy: mutuality, equality, sustainability, human rights, gender equality and environmental awareness.

Currently, the YWCA-YMCA Sweden runs development interventions in Belarus and Ukraine ("Youth Force"), Palestine ("Strengthening Young Women") and Africa ("Youth Justice III"). All programmes are supported by Sida through our membership in a framework organization Swedish Mission Council (CIVSAM funding).

1.2 EVALUATION OBJECT: INTERVENTION TO BE EVALUATED

Introduction

The evaluation object is the intervention Youth Justice II (2018-2020) funded by the Swedish Mission Council through the Sida Civsam support. The intervention is the second phase of the so-called Youth Justice initiative, started in 2015. The intervention is coordinated and monitored by YWCA-YMCA of Sweden and implemented in Senegal, Togo, Madagascar and South Africa by YMCA Senegal, YMCA Togo, YMCA Madagascar and YMCA South Africa respectively. Based on the African YMCAs own strategic framework (called Subject to Citizen), the overall goal of the intervention is:

Young people have the voice, space and ability to influence those in authority.

Time period: 1 January 2018 – 31 March 2021

Total budget: 14 328 588 SEK

Objectives

The programme objective: Youth in conflict with the law and those at risk of offending have taken steps towards active citizenship in all program countries during the program period.

To achieve this, the programme applied the holistic YMCA Youth Justice model which is specified through the following intermediate objectives:

1. Those at risk of offending have strengthened their resilience through access to protection and training that has been successfully utilized (Prevention).
2. Those in conflict with the law enjoy access to protection and training that have been successfully utilized (Access to Justice/Health, Rehabilitation).
3. Released offenders have strengthened their resilience through access to protection and training that has been successfully utilized (Reintegration).
4. Duty bearers in all program countries have taken measures to improve the access to Human Rights, prevention and reintegration for the target group (Advocacy).
5. All programme partners have increased their capacity working with Youth Justice, adopting a Rights Based Approach (Capacity Development, Knowledge Management).

The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

Target groups

The intervention targets three identified groups:

1. Youth at risk of offending
2. Youth in conflict with the law
3. Ex-offenders

These groups consist of youth who are pushed into destructive ways of managing and coping with life and are thus at risk of offending the law. They face multidimensional challenges linked to poverty and disadvantaged communities while also lacking tools and support, due to weak or dysfunctional duty bearers, needed to be able to handle these challenges. Indirect target groups are representatives from all authorities that influence the target group's ability to take steps towards active citizenship (such as police, social workers, school staff, prison officials etc.).

For further information, the intervention proposal/document is attached as Annex 1.

1.3 EVALUATION RATIONALE

The programme ends in March 2021. Thus, the evaluation is expected to summarize and evaluate the whole programme and its results. While being based on the Final Reports on

project level (i.e., the Final Report and evaluations issued by each cooperation partner in the respective country of the programme), the evaluation will play a role and influence the Final Report on the programme level.

Furthermore, the Youth Justice programme continues into Youth Justice III. Therefore, the evaluation's conclusions will be taken into consideration when starting up the new phase of the programme.

The term "resilience" was introduced into the Youth Justice framework during this programme phase. In the recently started Youth Justice III programme, the term takes an even bigger role becoming the central concept in the programme's objectives. Thus, evaluating the implementation of the resilience concept is highly relevant for the continued work within Youth Justice.

2. THE ASSIGNMENT

2.1 EVALUATION PURPOSE: INTENDED USE AND INTENDED USERS

The purpose of the evaluation is to assess the results of the finished intervention Youth Justice II to learn what worked well and what worked less well. The results shall be evaluated against the established objectives and goals in the programme. The evaluation will be used to provide a solid ground for the next phase (Youth Justice III) and further develop its methods, objectives, baseline data and relevant indicators.

Therefore, the evaluation is important for future planning and starting up of the new phase of the programme, for the partner organization's strategy implementation and as the basis of the Final Report to the donor organization SMC.

The primary intended users of the evaluation are the programme management of YWCA-YMCA Sweden and its partner organizations within the Youth Justice II and III programmes.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users. Tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

During the inception phase, the evaluator and the YWCA-YMCA of Sweden will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 EVALUATION SCOPE

The evaluation should consider:

- the data/documents generated by the programme such as the Final Reports and Annual Reports (Progress Reports) from all of the programme partners
- the project staff at all of the implementation partners (e.g., programme officers, volunteers, employees etc.)
- the target groups of the programme in a limited number of countries

- youth beneficiaries i.e., youth at risk of offending, youth in conflict with the law, ex-offenders
- duty bearers such as authorities as well as moral duty bearers such as parents to the youth beneficiaries.

Particularly, the evaluation should focus on analysing the programme's claims that its framework contributes to strengthening the resilience of the youth target groups of the programme. This task contains an evaluation of the connection between a) the programme goal, b) the intermediate objectives and c) the implemented activities as well as the cooperation partner's understanding of that connection.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 EVALUATION OBJECTIVE: CRITERIA AND QUESTIONS

The objectives of this evaluation are to evaluate the effectiveness, efficiency, impact and sustainability of the intervention Youth Justice II – with a particular focus on resilience (as mentioned in section 2.2 on evaluation scope) – and formulate recommendations to be used as input to the planning and forthcoming implementation of the next phase of the intervention, the recently started Youth Justice III. The evaluation shall have a strong learning focus.

The evaluation questions are:

- **Effectiveness:** Is the intervention achieving its objectives?
 - To what extent has the intervention framework (i.e., the activities within each intermediate objective) contributed to strengthening the resilience of the target groups?
- **Efficiency:** How well are resources being used?
 - To what extent has the intervention delivered results in an economic and timely way?
- **Impact:** What difference does the intervention make?
 - To what extent has the programme generated significant positive or negative, intended or unintended effects?
 - What was the programme's impact for direct and indirect target groups?
 - What were the internal and external factors which contributed to or inhibited change?
- **Sustainability:** Will the benefits last?
 - To what extent will the benefits of the intervention continue?
 - Has the intervention contributed to structural and sustainable change in the partner organizations?
 - Has the intervention contributed to structural and sustainable change for the target groups?
- **Crosscutting issues**

- o To what extent has the cooperation partners integrated the crosscutting issues raised in the programme application in their implementation?

- **Partnership**

- o In what way has the relationship the YWCA-YMCA Sweden and its cooperation partners affected the impact and implementation of the project?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 EVALUATION APPROACH AND METHODS

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The use of Outcome Harvesting (or Most Significant Change) is recommended in order to capture results beyond the LFA matrix. The evaluation is expected to include interviews with and draw examples from implementing partners, project staff, cooperation partner's volunteers, target groups of the programme and Africa Alliance of YMCAs (e.g., the programme executive). Furthermore, the evaluation shall include Final Reports, Annual Reports and other data and documents generated in the programme. Through interviews or other methods, the evaluator should strive to verify and validate the monitoring data collected during the implementation of the programme.

In dialogue with the YWCA-YMCA of Sweden the selected consultant(s) will suggest a detailed methodology during the inception phase. The evaluation design, methodology and methods for data collection and analysis, detailed working plan etc. are expected to be fully developed and presented in the inception report.

Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall, to the extent possible, present mitigation measures to address them.

The evaluator should facilitate the entire evaluation process with consideration of the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) the methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where the evaluation addresses sensitive or confidential issues, evaluators should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 ORGANIZATION OF EVALUATION MANAGEMENT

This evaluation is commissioned by the YWCA-YMCA of Sweden. The intended users are the YWCA-YMCA of Sweden together with its cooperation partners YMCA South Africa, YMCA Togo, YMCA Senegal, YMCA Madagascar, who also are the programme's implementing partners, as well as Africa Alliance of the YMCAs.

The YWCA-YMCA of Sweden will be responsible for the management of the evaluation, for evaluating tenders, approving the inception report and the final report of the evaluation, participate in the start-up meeting of the evaluation as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

However, learning and participation are essential aspects of the evaluation process. In order to increase the partners' internal ownership and build mutual accountability for the results, the cooperation partners of the programme will be provided with an opportunity to comment on the final report draft.

2.6 EVALUATION QUALITY

The evaluation shall be carried out in line with the evaluation policy of the SMC (Annex 2). The evaluator/s shall follow the Code of Conduct of YWCA-YMCA of Sweden (Annex 3).

2.7 TIME SCHEDULE AND DELIVERABLES

Suggested timeline and deliverables

It is expected that a time and working plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between 22nd of March until 22nd of May. The timing of any surveys and interviews needs to be settled by the evaluator in dialogue with the main stakeholders during the inception phase. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase. However, it is expected that the whole assignment is completed by 21st of May 2021.

Set times and deliverables	Participants/responsibility	Deadlines (preliminary)
1. Start-up meeting (digital)	The YWCA-YMCA of Sweden, evaluator/s	22th of March
2. Draft inception report	Evaluator/s	26th of March
3. Comments on draft inception report	The YWCA-YMCA of Sweden	1st of April
4. Inception meeting (digital)	The YWCA-YMCA of Sweden, evaluator/s	8th of April
5. Data collection, analysis, report writing and quality assurance	Evaluator/s	
6. Draft evaluation report	Evaluator/s	7th of May
7. Comments from intended users	The YWCA-YMCA of Sweden	14th of May
8. Final evaluation report	Evaluator/s	21st of May
9. Digital presentation of the Final Report (digital meeting)	Evaluator/s, the YWCA-YMCA of Sweden, intervention partners, the SMC	

Inception Report

The inception report will form the basis for the continued evaluation process and shall be approved by the YWCA-YMCA of Sweden before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, a stakeholder mapping, methods for data collection and analysis as well as the evaluation design. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. A specific time and work plan, including number of hours/working days, for the remainder of the evaluation should be presented. The consultant/s is expected to update the YWCA-YMCA of Sweden on the progress of the evaluation on a weekly basis and highlight any challenges or delays faced.

Final Report

The final report shall be written in English and in a manner that is understood easily by the intended users. The final report should have clear structure. The executive summary should be maximum 2 pages. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed, such as validity and reliability of the findings. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Concrete examples and direct quotes from interviewed stakeholders – which can contribute to a better understanding of the whole picture – are especially requested. Conclusions should be substantiated by findings and analysis. The report shall describe to what extent the programme has met the established objectives.

Recommendations and lessons learned should flow logically from conclusions. Key lessons should preferably be divided by levels of implementing actors (such as the YMCAs), duty bearers and international partners. Recommendations should be specific, directed to relevant stakeholders, based on the intended purpose of the evaluation and categorised as short-term, medium-term and long-term. Recommendations should be based on the key lessons and be possible to be taken forward by the YWCA-YMCA of Sweden, the cooperation partners and/or the donor.

The report should be no more than 25 pages excluding the front page, table of contents, executive summary and annexes (i.e., Terms of Reference, Inception Report etc.).

2.8 QUALIFICATIONS

The evaluator/s shall have documented skills and experience from conducting evaluations and leading evaluation teams, including communication and facilitation skills. The evaluator/s shall possess the following:

- Documented theoretical and practical experiences of Swedish development cooperation and/or international aid.
- Expertise in human rights-based approach.
- Experience of evaluating empowerment of vulnerable groups.

- Evaluation and monitoring expertise of monitoring tools, especially Outcome Harvesting and qualitative data techniques.
- Experience of participatory approach and strong communication skills.
- Proficiency in English.
- Not to be bankrupt, convicted of crime in the profession, being guilty of serious professional misconduct nor have tax liabilities. Please include VAT-number.

The following competencies are highly recommended and will be taken in consideration when assessing the tenders:

- Familiarity with the context of Southern and Western Africa.
- Proficiency in French.
- Competence of criminology in order to analyse the programme framework and results from a criminological point of view.

The tenders will also be assessed in relation to:

- The experience of the team/consultant.
- The evaluator(s) understanding of the assignment.
- The methodology suggested and the set-up of the work.
- The evaluator(s) ability to guarantee the quality and utility of the final product.
- Total cost, including travel and other costs (VAT).
- Disposition and presentation of the bid.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

2.9 FINANCIAL AND HUMAN RESOURCES

There is a set budget amount available for the evaluation. The YWCA-YMCA of Sweden will use the set budget as indicative when assessing the tenders.

The contact person at the YWCA-YMCA of Sweden is Niclas Sannerheim, international Secretary of YWCA-YMCA of Sweden. The contact person should be consulted if any problems arise during the evaluation process. The contact person will provide relevant documentation and contact details to the cooperation partners and the donor.

The evaluator will be required to arrange the logistics such as booking interviews and keeping contact with the cooperation partners.

3. SUBMITTING THE TENDER

All tenders must be written in English. The consultant shall submit the following information in PDF:

- Profile and CV of each consultant involved containing a full description of relevant qualifications and professional work experience and their role in the evaluation process.

- References regarding similar assignments conducted plus one example of previous evaluation conducted by the evaluator/s.
- A methodological proposal.
- Suggested procedure for quality assurance, with focus on inclusion of key users.
- Suggested timeframe.
- Suggested budget, including all costs and VAT. The budget shall include a breakdown as follows:
 - o Professional fees estimated on the number of hours.
 - o Estimates for reimbursable expenses.
 - o Total amount (including VAT).

Tenders shall be submitted via e-mail to niclas.sannerheim@kfum.se no later **12th of March, 2021**.

We welcome consultants both from Sweden and abroad.

For questions or clarifications please contact International Secretary of YWCA-YMCA of Sweden Niclas Sannerheim on niclas.sannerheim@kfum.se.