

Youth Lead Activity

Cooperative Agreement #720-611-18-LA-00-002

Activity Monitoring, Evaluation, and Learning Plan

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ACRONYMS

ADS	Automated Directives System
AOR	Agreement Officer’s Representative
AMELP	Activity Monitoring, Evaluation, and Learning Plan
CLA	Collaborating, Learning and Adapting
CSO	Civil Society Organization
DQA	Data Quality Assessment
FHI 360	Family Health International
FOI	Fidelity of Implementation
GRZ	Government of the Republic of Zambia
IRs	Intermediate Results
ME&L	Monitoring, Evaluation, and Learning
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PITT	Performance Indicator Tracking Table
PWD	Persons with Disabilities
RF	Results Framework
SCS	Strengthening Civil Society
TOC	Theory of Change
TBD	To Be Determined

1. INTRODUCTION TO ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN

This Activity Monitoring, Evaluation, and Learning Plan (AMELP) describes how Family Health International (FHI 360) will effectively monitor, manage, and adapt based on performance data and project learning. The AMELP will serve as an institutional knowledge-management resource that helps the Zambia Youth Lead Activity (Youth Lead) staff and partners to address operational constraints while documenting any necessary corrections. Furthermore, it will facilitate timely adaptive management and program decision making, informed by reliable data collection and analysis that illustrates the effectiveness of implementation and achieving the expected results.

The AMELP is aligned with Youth Lead’s technical strategy and identifies critical opportunities to utilize monitoring, evaluation, and learning (ME&L) to inform program strategy through its adaptive management approach. It highlights Collaborating, Learning, and Adapting (CLA) initiatives that will strengthen activity implementation by providing opportunities to learn from partners and data, inform planning and adaptation, and facilitate rapid responses. CLA activities will also identify strategic entry points for stakeholder collaboration that will leverage the impact of this program through sharing resources, information and coordinated efforts.

To help Youth Lead deepen its impact, the AMELP will serve as a critical tool for fostering sustainability of activity results. Findings from ME&L activities will be shared with USAID and relevant project staff, partners, and other stakeholders to ensure best practices and lessons learned are integrated into future activities to amplify the outcomes and impacts of the program. Youth Lead will use the AMELP to promote gender empowerment and social inclusion, by disaggregating indicators by gender, age, and persons with disabilities (PWD) as appropriate to inform staff of program adjustments needed for more integrated social inclusion approaches.

This AMELP serves to:

- Articulate key performance indicators’ precise definitions, data collection methods, baseline values and targets;
- Delineate data management processes for Youth Lead staff that align with USAID’s data quality standards (ADS 201.3.5.8); and
- Outline CLA initiatives that leverage the impact of this program by providing opportunities to learn from partners, stakeholders and data, and to coordinating rapid, adaptive program management responses.

The AMELP is a “living” document that guides overall project performance. As the project or country context changes, Youth Lead will review the AMELP to determine whether changes to performance indicators or other aspects need to be made, to ensure the processes and tools continue to be salient for program management decision-making. FHI 360’s management team will inform USAID of any changes suggested for the ME&L approach under Youth Lead.

1. OVERVIEW

2.1 Project Description

Youth Lead will implement activities across two inter-related program objectives. The first, Youth Development, will build youth's civic engagement skills through a training and internship program that culminates in grant-funded, youth-led projects across all sectors, including but not limited to addressing women's rights, health, and good governance. The second program objective, Institutional Strengthening of Local Actors, will establish structures and systems for engaging youth as leaders in government agencies, non-profit organizations, and private businesses. Additionally, through opportunities to scale and/or grow community-based, youth-led projects and advocacy campaigns that promote youth civic engagement, this objective will help prepare youth to become the next generation of leaders in their communities.

The **goal** of Youth Lead is to support, network, and elevate outstanding young leaders from across Zambia to amplify the impact of their work and inspire civic innovation, promote a culture of sustained citizen-responsive leadership through capacity building of individuals and youth-led formal and informal civil society organizations, as well as the government entities that should be supporting them.

The main results that will support Youth Lead to achieve its program's goal are:

- Objective 1 – *Youth development and capacity building*
 - Result 1.1: Increased internship and mentorship opportunities for youth in government, private sector, and civil society
 - Result 1.2: Zambian youth in targeted learning institutions and communities equipped with leadership skills
- Objective 2 – *Institutional strengthening*
 - Result 2.1: Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program
 - Result 2.2: Strengthened capacity of Zambian government entities and civil society organizations to lead civic engagement and advocacy initiatives.

2.2 Results Framework

The Youth Lead project is being co-created with stakeholders. This process began in October with the formation of an Advisory Board. The board has helped us identify youth mappers and interested stakeholders and given us entry points into the civil society, government, and private sector space. In November and December, youth mappers collected information on the challenges and opportunities for youth in terms of internships, leadership, and youth engagement. This process of mapping helped to inform the development of the program's Theory of Change (TOC) and the Results Framework (RF). The TOC assumed by FHI 360 reflects a development hypothesis that *if* youth are provided with targeted leadership training and hands-on civic work experience, and *if* Government entities, business and civic society organizations strengthen their capacity to provide a structured internship opportunity for youth to engage in a meaningful way that fosters civic engagement skills, *then* Zambian youth will emerge as the next generation of youth leaders well equipped to implement advocacy and civic engagement initiatives in their communities.

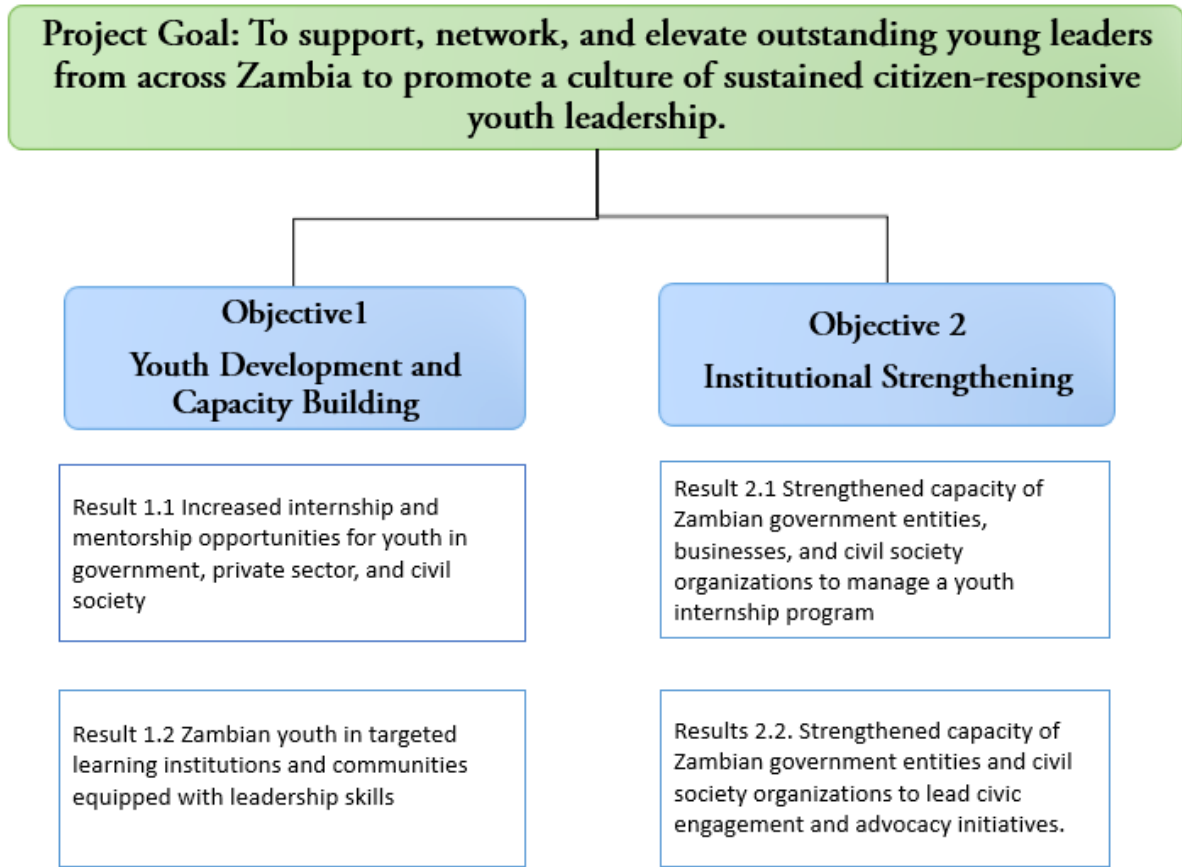


Figure 1 Youth Lead Preliminary Results Framework

2.3 Critical Assumptions

The successful implementation of Youth Lead is contingent on the continued validity of several assumptions. Youth Lead will monitor these key assumptions regularly to optimize planning and adaptation.

Key assumptions for the program include:

- **Availability of businesses, civil society organizations, and government entities to host a structured internship program.** Central to Youth Lead is the belief that these entities would support and effectively utilize and mentor interns. Youth Lead may not find as many willing internship-hosts as expected. Should this arise, Youth Lead will have to rely on a smaller number of organizations for intern placements, starting with the pool of organizations represented in the Advisory Board and those that agreed to participate in interviews during the Youth Mapping Activity.
- **Government of Zambia willingness to work with Youth Lead to improve their national internship framework.** The Government of Zambia is currently undertaking the creation of a new framework for internships and other work-based learning. Youth Lead assumes that the proposed internship program will both meet the criteria of this new framework and inform and influence the creation of this framework. The program assumes that there will be consistent communication between the relevant Ministries,

including the Ministry of Higher Education and Ministry of Youth, Sport, and Child Development, and the project as the framework is developed. Should the internship program not meet the legal requirements, Youth Lead staff will modify the internship program to meet government requirements as necessary (e.g., increase or decrease the duration to be consistent with legal definitions of internship).

- **Youth leadership skills will allow youth to engage more innovatively and actively in their communities.** While Youth Lead will instill the soft and technical skills required for youth to become leaders, it will be up to their communities to view youth as leaders and accept them into leadership positions. Youth Lead will therefore need to not only empower and train youth, but also help them find space in their communities to practice their civic education and leadership skills. Additional trainings to sensitize community members and internship hosts will be added pending the results of contextual assessments, performance indicator data and learning activities, and funding.

In addition to performance indicators, Youth Lead will also monitor sentinel indicators, a complexity-aware monitoring technique that signals processes of change and reveals the need for additional analysis. These indicators will help USAID and Youth Lead to monitor changes to external factors and relationships among actors engaged in the program and will be designed upon the analysis of data collected during the contextual analysis completed in the first quarter of FY 2019.

2. MONITORING AND EVALUATION

3.1 Performance Indicators

The following Youth Lead indicators were selected to ensure the project captures the data required to achieve impact, with some degree of flexibility to adapt to changes to the program upon completion of co-creation. The indicators include both USAID standard as well as activity-specific indicators. The indicators have been carefully framed to support learning for timely management as well as reporting. Table 1 outlines 18 indicators to be monitored under this program. Details including baseline and targets can be found in Annex A: Performance Indicator Tracking Table, while data collection procedures are described in Annex B: Performance Indicator Reference Sheets (PIRSs).

Because the program deals with a multitude of variables (e.g., the work ethic of each individual intern; the relationship between intern and supervisor; the capacity of the intern host to deliver a strong internship experience; the internships themselves; etc.), the performance indicators are supplemented by additional data collection methodologies to capture the breadth of Youth Lead’s outcomes and impacts.

Table 1: Overview of Indicators

Indicator		Type of Indicator	
Objective 1: Youth development and capacity building			
Result 1.1 Increased internship and mentorship opportunities for youth in government, private sector, and civil society			
1	Number of youth placed in internships	Custom	Output
2	Number of youth trained in social or leadership skills through USG assisted programs (YOUTH-1)	USAID Standard F indicator	Output

3	Number of individuals receiving civic education through USG-assisted programs (DR 3.2-5)	USAID Standard F indicator	Output
4	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)	USAID Standard F indicator	Output
5	Number of USG-supported activities designed to promote or strengthen the civic participation of vulnerable groups	Custom	Output
Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills			
6	Percentage of Youth Lead internship program alumni demonstrating increased knowledge and skills in priority domains	Custom	Outcome
7	Percentage of Youth Lead internship stakeholders (participants and employers) reporting satisfaction with the internship and leadership program	Custom	Outcome
8	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)	USAID Standard F Indicator	Outcome
9	Number of youth who participate in civil society activities following social or leadership skills training or initiatives from USG assisted programs (YOUTH-4)	USAID Standard F Indicator	Outcome
Objective 2: Institutional strengthening			
Result 2.1. Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program			
10	Number of organizations providing internships for youth	Custom	Output
11	Percentage of organizations, businesses, and government entities that meet minimum standards for structured internship	Custom	FOI
12	Percentage of organizations, businesses, and government entities improving their internship program as a result of the Youth Lead activity	Custom	Outcome
Result 2.2. Strengthened capacity of Zambian government entities and civil society organizations to lead civic engagement and advocacy initiatives.			
13	Number of USG-assisted organizations with increased performance improvement [IM-level] (CLBN-8)	USAID Standard F Indicator	Outcome
Cross-Cutting			
14	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. (GNDR-4)	USAID Standard F Indicator	Outcome
15	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (DR 4.2-2)	USAID Standard F indicator	Output
16	Number of public policies introduced, adopted, repealed, changed or implemented with citizen input	USAID Standard F indicator (legacy)	Output
17	Number of USG-supported activities designed to address health related issues and needs in the community	Custom	Output
18	Number of civil society organizations (CSOs) receiving USG assistance engaged in health initiatives	Custom	Output

3.2 Additional Illustrative Indicators

The list of indicators will be revised upon completion of the co-creation process, and finalization of the leadership curriculum, that may address additional topics including good governance and health. Some illustrative indicators that may be added include:

- Number of men and women reached with messages on maternal, newborn, and child health (MNCH) at community level.

3.3 Data Collection Approaches

To support overall learning under Youth Lead, data collection approaches will include qualitative and quantitative assessments and surveys. Specific data collection methods will support tracking of output and outcome indicators. The most common methods are listed below in Table 2.

Table 2: Data Collection Methods

Method	Purpose	Indicator(s)	Responsible
Review of Training and Technical Assistance Reports	To determine the thematic areas and stakeholders involved in Youth Lead activities; to monitor Youth Lead's ability to support youth leaders and CSOs, and Youth Lead's partners' and local partner(s)' ability to support government initiatives and policies.	1,2,3,4,5, 9,10,15,16, 18	Local partner(s); ME&L Specialist(s)
Sign-in Sheets	To learn what types of participants and CSOs benefit from Youth Lead's activities (e.g. trainings, leadership workshops, capstone activities), as well as the number of beneficiaries reached through activities	2,3,4	Local partner(s)
Pre- and Post-Tests	To understand the knowledge and skills gained by participation in internship and training activities	6,8, 14	ME&L Specialist(s)
Capacity Assessments	To determine which CSOs have improved their organizational development, especially in priority areas, and have developed youth-sensitive approaches to programming	11,12,13	Chief of Party; ME&L Specialist(s)
Surveys	To find out the impact of Youth Lead activities and programming on program stakeholders, and program stakeholders' satisfaction with Youth Lead activities; combination of digital, phone, and in-person surveys	6,7,8,14	ME&L Specialist(s)
Random Site Visits	To ensure fidelity of implementation of the internship program hosts	11	ME&L Specialist; Internship Coordinator
Capstone Reports	To gather data and information regarding civic engagement and advocacy interventions	5, 9,16, 17	ME&L Specialist(s)

In addition to the data collection methods, below are an illustrative list of assessments and surveys to be conducted. Youth Lead may potentially introduce new assessments to meet shifting needs of effective implementation and to respond to country context. These methods were

specifically chosen to capture the nuanced experiences of Youth Lead participants – both interns and intern hosts.

Youth mapping exercise. Within the first ninety days of the project, Youth Lead will complete a youth mapping exercise to inform the Youth Lead program’s understanding community perceptions of youth, community perceptions of gender equality, current youth leadership skills and levels, and current opportunities for youth to act as leaders in their communities. Results from this contextual mapping are being analyzed in the second quarter of FY 2019 and will influence work plan design and curriculum development. Initial findings have affirmed the need for gender equality modules in the curriculum design, and three gender indicators have therefore been added as performance indicators.

Internship advising and performance monitoring. Throughout the internship cycle, dedicated partner staff (*to be designated upon partner selection, but likely the Internship Coordinator and ME&L Specialist*) will monitor intern placement, progress, and growth through a series of advising sessions. Semi-structured interviews at the start, middle, and end of each cohort will inform participant satisfaction of the internship program (INDICATOR 7) including adherence of the internship host to minimum internship requirements (INDICATOR 11), intern’s knowledge and skills gained (INDICATORS 6, 8), and adaptive program management of the leadership curriculum between cohorts. This will also support the collection and sharing of success stories.

Application review and exit interviews for internship hosts. Before approving a business, civil society organization, or government entity as a possible internship host, Youth Lead will ask each organization to submit an application with pertinent information about the existing structures in place for an intern, including prior experience hiring interns or running an internship program. This information will serve as the rolling baseline assessment for INDICATOR 11. Upon conclusion of each cohort for which that unique organization has hosted an intern, the organization will participate in an exit interview to collect information about the progress that organization has made in their individual internship programs.

Random observation of internship host organizations. To demonstrate fidelity of implementation (FOI), Youth Lead will randomly select a statistically relevant sample of internship businesses, civil society organizations, and government entities hosting interns each cohort and visit their offices to ensure that they are meeting the minimum requirements of the Youth Lead internship program. These minimum requirements will be detailed upon completion of the co-creation process by the local partner in collaboration with FHI 360; illustrative examples include having a scope of work for each intern, assigning each intern a dedicated supervisor, and establishing a schedule for performance reviews of each intern. This process will collect data for INDICATOR 11.

Most significant change. Because of the diverse experiences that each intern will have, FHI 360 and its local partner(s) will use the Most Significant Change methodology to understand the most impactful experiences of interns (INDICATORS 6, 9) – and their employers. Reviewing the records from advising sessions and notes from interviews held with intern-hosts, the ME&L team will review and select participants from each cohort to share their story regarding the impact the Youth Lead intervention has had on their lives. These deeper dives into select beneficiaries experience from each cohort will demonstrate the diverse effects of Youth Lead and generate success stories.

Administration of the capacity assessments. The Chief of Party will administer the Organizational Capacity Assessment with partner organization(s) upon partner selection (INDICATOR 139.) The assessment cover six key domains, each with sub-areas: human resource management; governance and leadership; sustainability; monitoring and evaluation; finance and grants management; and technical domain(s). The OCA measures organizational capacity against established standards in each domain and is followed by a prioritization exercise that requires partners to take the lead in determining their priority needs. The OCA scoring and assessment processes are participatory; all individuals from the partner organization play a part in administering the assessment, as well as reviewing and finalizing scores.

Additionally, the Chief of Party will administer the Youth Programming Self-Assessment (YPSA) created under and funded by the SCS Global Leader Award. The tool is focused on the Positive Youth Development (PYD) Framework developed by the USAID-funded project YouthPower (Assets, Agency, Contribution, Enabling Environment) and will be adapted to best fit country and programmatic needs. Through this tool, our local partner(s) will assess their programming and create action plans on how to improve their implementation of the PYD approach.

Surveys. Surveys – including pre- and post-tests and satisfaction surveys – will be administered to all program stakeholders, from interns to intern-hosts. Quantitative responses from surveys will be triangulated against qualitative and quantitative responses from the advising sessions to inform participant satisfaction of the internship program (INDICATOR 7), intern’s knowledge and skills gained (INDICATORS 6, 8, 146, 8), and adaptive program management of the leadership curriculum between cohorts. Surveys will also be sent to interns following the conclusion of their internship to gauge their current involvement in leadership initiatives and activities in their communities (INDICATOR 9)

3.4 Data Collection by Partners

Youth Lead will engage its local partner(s) in the data collection process as those primarily responsible for performance indicator data collection and require that local partner(s) each host key ME&L personnel. These team members will build the organizational capacity of the partner organization in data collection and utilization for strategic planning and adaptive management. Consistent monitoring of progress toward the outcomes of Youth Lead will require that the local partner(s) have a clear understanding of project indicators for which they will collect data as well as the appropriate processes to ensure the quality of data.

Local partner organization staff will be recommended to participate in a hands-on comprehensive ME&L course at the beginning of their grants: FHI 360’s *Planning for Monitoring and Evaluation* course that was developed for *Philanthropy University*. As part of the course, partners will become familiar with the common Youth Lead indicators and will receive training on tools developed for ensuring data quality and for standardized reporting across both organizations.

Monitoring, evaluation, and reporting are essential parts of Youth Lead. The ability to rapidly collect, review, analyze, and communicate findings is essential for maximizing program results. To facilitate this process, the Youth Lead ME&L Specialist will be responsible for ensuring pertinent data is shared in a timely manner with program staff to support adaptive management. To ensure data quality to provide reliable information for program decision-makers and to

accurately report results, appropriate data quality standards are integrated throughout the data management process.

3.5 Evaluations

The Youth Lead team will collaborate with USAID should it decide to implement an external evaluation. No internal evaluation was included in the award program description.

4. DATA AND KNOWLEDGE MANAGEMENT

4.1 Data Collection and Learning Loop

Monitoring, evaluation, and reporting are essential parts of Youth Lead. The ability to rapidly collect, review, analyze, and communicate findings is essential for maximizing program results. To facilitate this process, the Youth Lead ME&L team will be responsible for ensuring pertinent data is shared in a timely manner with program staff to support adaptive management. To ensure data quality to provide reliable information for program decision-makers and to accurately report results, appropriate data quality standards are integrated throughout the data management process.

4.2 Data Management System

To ensure consistent and effective ME&L management, Youth Lead will use an online data management hub to gather, process, and report on data. In coordination with key technical staff and partners, the ME&L team will be responsible for ensuring all indicator data is entered into a SharePoint-based online data management system that FHI 360 has effectively used for multiple civil society programs.

Data uploaded through SharePoint is aggregated on a Power BI project dashboard which will allow Youth Lead to provide updates on the programs progress as soon as data is inputted into the database on a quarterly basis. These will be set up by the HQ Research and Evaluation team, with editing access shared with the local ME&L Specialist. The database and dashboard will allow program staff to monitor key performance indicators, analyze and visualize data to make management decisions, and communicate progress to stakeholders. Local partner(s) and other program stakeholders will receive varying levels of access to the database, allowing them to submit indicator data and view data based on differing restrictions.

4.3 Data Quality Assurances

The quality of reported data depends on the strength of the underlying data management and reporting systems. Youth Lead will engage local partner(s) in data collection processes as frontline actors for certain indicators; as such, the ME&L team supporting Youth Lead will put an emphasis on developing the capacity of local partner(s) as needed. This includes capacity development in data collection and utilization for strategic planning and adaptive management.

Consistent monitoring of progress towards the outcomes of Youth Lead will require local partner(s) have a clear understanding of the Youth Lead indicators that they need to track and what methods are appropriate for data collection. Identified staff members of the local partner(s) will be expected to complete a comprehensive ME&L course at the beginning of their grant. Local partner(s) will become familiar with the common Youth Lead indicators and receive

training in all tools developed by Youth Lead for standardizing reporting across all local partner(s) and to ensure data quality and consistency. Youth Lead will use uniform indicator reporting forms on its shared online data management system to ensure efficient, timely, and consistent indicator data collection across all local partner(s) contributing to a given indicator.

Given that Youth Lead is an Associate Award, we will use a standard data quality assurance process to:

1. Verify the quality of data reported (check for validity, integrity, precision, reliability, and timeliness)
2. Assess the data-management and reporting systems used by all SCS Global and Associate Award implementers
3. Develop action plans to address any improvements or changes needed in both the data and the data management and reporting systems

A System Assessment Protocol will support the implementation of the DQA and will be administered at each level of the data collection and reporting systems. The main purpose of the System Assessment Protocol is to identify potential challenges to the quality of reported data. The assessment of the data management and reporting systems takes place in two stages: first, an off-site desk review of documentation provided by Associate Award implementers, and second, follow-up visits to the implementers by the SCS Global ME&L Backstop or Associate Award ME&L Backstops, as appropriate.

Details on specific data quality processes for indicators are further explained in Annex B – Performance Indicator Reference Sheets (PIRSs). The PIRSs combined with tools that facilitate consistent and high-quality data collection will be the first step to ensuring overall data quality. Table 3 depicts functional areas and summary questions to guide Youth Lead overall data quality assurances; this guide serves as a quick check for the ME&L team at a macro-level to ensure the overall system is working accurately. If while using the guiding questions, the ME&L team discovers gaps, these gaps will be documented along with an action plan to address said gaps and an identified time for reviewing the specific area later to ensure the actions steps have been taken. Additionally, Annex C – Data Quality Assessment Process¹ depicts the DQA approach for individual Youth Lead indicators, focusing more at the micro-level.

Table 3: Guiding Data Quality Assurance Questions

Functional Areas	Summary Questions
ME&L Structures, functions, and capabilities	Do key ME&L and data management staff have clearly articulated and assigned responsibilities?
	Have the key ME&L and data management staff received the required training?
Indicator definitions and reporting guidelines	Are there operational indicator definitions that meet USAID requirements (demonstrating validity, integrity, reliability, precision, and timeliness), and are the definitions understood by all local partner(s) and data collectors?
	Has the activity clearly documented in written guidance what is reported, by whom and to whom, and how and when reporting is required?
	Are there standard data collection, reporting forms that are systematically used?
	Are data recorded with sufficient precision/detail to measure relevant indicators?

¹ FHI 360’s DQA Process is an adaptation of [USAID Recommended Data Quality Assessment Checklist](#) to ensure its responsive to the activity level data collection.

Functional Areas	Summary Questions
Data collection and reporting forms and tools	Are data maintained in accordance with international or national confidentiality guidelines?
	Are source documents kept and made available in accordance with written policy?
Data management processes	Does clear documentation of collection, aggregation, and manipulation steps exist?
	Are data quality challenges identified and are mechanisms in place for addressing them?
	Are there clearly defined and followed procedures to identify and reconcile discrepancies in data?
	Are there clearly defined and followed procedures to periodically verify data?

5. COLLABORATING, LEARNING, AND ADAPTING

5.1 Youth Lead CLA Agenda

In keeping with FHI 360’s best practice of incorporating CLA core principles into ME&L systems, Youth Lead’s AMELP is structured to promote learning and adapting by: creating a learning environment and inclusive team; fostering open dialogue; responsiveness to feedback; and, willingness to work with others. Youth Lead will employ an adaptive management approach throughout the life of the activity. This CLA approach will support Youth Lead in utilizing the evidence base at its disposal in decision-making and course correcting activities. Youth Lead will foster both an internal and external-facing CLA culture to enable stakeholders to identify critical points to collaborate.

To capture, analyze, and generate lessons learned and actionable items from the feedback and information elicited during the forums and learning events, Youth Lead will implement specific CLA activities as highlighted below. The program will ensure that initiatives complement similar efforts by USAID and others to avoid duplication. Moreover, mechanisms will be designed to ensure that the Youth Lead team, local partners, and USAID have regular access to program learning, and the ability to adapt as needed. This will increase Youth Lead stakeholders’ ability to make use of opportunities and address challenges in a dynamic operation environment and thereby maximize impact.

External-Facing CLA. This approach will ensure the participation of, and information-sharing with, Youth Lead’s broader stakeholder group with representation from local partner organization(s) and members of the advisory board. The goal of these activities is to share best practices and lessons learned among local partner(s) while fostering a sense of collaboration between them. This will allow local partner(s) to remain agile in their implementation, while maximizing the outcomes of their activities. Additionally, sharing CLA findings with USAID will help to inform USG priorities, funding allocations, as well as future USG-GRZ dialogue.

Internal-Facing CLA. To promote knowledge-sharing and collaboration, Youth Lead’s ME&L team will work directly with the program staff each day to ensure that learning leads to evidence-based decision making and agile programming. Additionally, a system of feedback loops will be developed to facilitate the reporting of ME&L findings to the Youth Lead implementation staff. Findings from internal CLA activities will help improve data utilization and real-time learning for increased programmatic outcomes and impacts over the life of program.

The table below details opportunities for capturing and utilizing tacit knowledge that will help optimize activity impact. Youth Learn approaches learning as an integrated process, asking both critical questions that promote collaborative learning and strategic questions that will help build adaptive learning. Please see Annex D which describes the Youth Lead CLA plan in more detail.

Table 4: CLA Activities

Activity	CLA Focus
<i>External-Facing: Youth Lead Stakeholders</i>	
Quarterly Reflection Meetings	<ul style="list-style-type: none"> • Events serving as “learning reviews” with program staff and project stakeholders; intended to help capture tacit knowledge or anecdotal evidence or trends seen during program implementation • Reflect on lessons learned and any impediments to progress or effectiveness in program implementation • Sharing best practices and successful adaptations to amplify outcomes across the different stakeholders • A review of indicators data, survey or assessment results, as well as a discussion on successes and challenges in each quarter will serve as an opportunity for Youth Lead leadership and partners to determine whether any programmatic course corrections are needed.
Strategy Review Sessions	<ul style="list-style-type: none"> • Hosting an annual informal session with USAID to review the learning from the past programmatic year • Based on the findings from the <i>Quarterly Reflection Meetings</i>, agreeing on what adjustments need to be made to the strategy or the work planning process for the following programmatic year
<i>Internal-Facing: Youth Lead Staff</i>	
SCS Global Research and Learning Agenda	<ul style="list-style-type: none"> • Youth Lead will participate in, and benefit from, the SCS Global studies on informal organizations and online as well as benefit from learning generated through other research • Through SCS Global, Youth Lead will benefit from tools, best practices, and lessons learned shared from other programs of a similar mandate
Quarterly Reflection Meetings	<ul style="list-style-type: none"> • Discuss strategic programming issues and identify necessary adaptations • Monitoring critical assumptions, including the environmental context

5.2 SCS Global CLA Agenda

Youth Lead will benefit from the SCS Global Leader Award Research and Learning Agenda at no cost to the program. The Research and Learning Agenda includes five topics that have been identified in consultation with USAID and through a broad and participatory process of engaging civil society and media strengthening practitioners and researchers around the world.

The Research Agenda undertakes research as it relates to these topics, and disseminates resulting resources to the development practitioner community, including SCS Global program implementers. Youth Lead will have access to SCS Global Resources through the SCS Global website, and relevant resources will be shared directly with Youth Lead staff by the SCS Global Research team. As a result, findings from other countries’ experiences will be shared with Youth Lead so that all SCS Global implementers may learn from other country experiences and lessons learned.

6. ME&L ROLES AND RESPONSIBILITIES

The Youth Lead monitoring and evaluation team will be defined upon partner selection but will have at least one ME&L Specialist based in the local partner focused on Program Objective 1 and a dedicated ME&L backstop based in Washington, DC.

The field-based **ME&L Specialist** will be responsible for overseeing all ME&L activities for the entire program, including activities conducted by their organizations, local partner(s), and internship hosts. The Specialist will be responsible for leading and/or advising on data collection tool development, capacity building and technical assistance support to partner(s) and ensure that their organization is in line with USAID data quality standards. The technical integrity of data collected and uploaded into FHI 360's SharePoint will be checked by the HQ-based ME&L Specialist. *This role has been identified as key personnel in the search for partner(s).*

Designated staff at Youth Lead's local partner(s) will be responsible for uploading documentation of their activities and surveys conducted into FHI 360's SharePoint. They will be provided with specific tools and templates to ensure uniformed data collection and data reporting on activities. As applicable, local partner(s) will also be asked to provide supporting documentation or photos of activities as well as detailed activity sign-in sheets. *These staff members will be designated once the local partner organization(s) have been selected.*

The ME&L field team will be supported by **FHI 360's Research and Evaluation team** based in of Washington D.C. The ME&L Backstop will remain in contact with the field team, providing capacity support and as needed. The ME&L Backstop will assist in tool development, analysis, and monitor data provided by the field, serving as a second review committee of data collected through the program. To support in complex data analysis, or to troubleshoot issues with data management systems, the ME&L Backstop will be able to seek support of specialized **members of the research and evaluation team** for tool creation, data visualization, database creation and maintenance, and surge analysis support, as needed.

The **SCS Global ME&L Backstop** and **SCS Global Project Director** will facilitate connections among AA programs to share experiences and lessons learned and include the Youth Lead activity on relevant research and learning projects as applicable.

7. REPORTING

7.1 Quarterly Progress Reports (QPRs)

Within 30 days from the end of the quarter, Youth Lead shall deliver to USAID three quarterly reports each year (the annual report serves as the fourth quarterly report) that document progress made in the implementation of the annual work plan and will contain any issues and challenges encountered, along with feasible proposed courses of action to resolve them. It will include a narrative describing the field visits and findings, targets, and justification for new values for the next reporting period. Reports will include references and analysis of health-related indicators and related highlights. As part of the QPRs, Youth Lead will include the PITT as an Annex to illustrate the achievements against indicator targets for the reporting period.

7.2 Annual Report

The annual report will present the cumulative achievements (including all assessments, studies, and other reports) by the Recipient during the first three quarters and achievements during the fourth quarter. It will include successes and challenges related to implementation, corrective measures/actions, status of planned activities, recommendations to USAID as well as a revised work plan for the following year based on those recommendations.

7.3 Success Stories

Youth Lead will submit at least three success stories per year.

7.4 Final Report

Youth Lead will submit a final report within 90 calendar days after the expiration or termination of the award. The final report contents will meet requirements as set in 2 CFR 200.328.

7.5 Financial Reporting

A SF-425 shall be used to report actual expenditures and shall be submitted within 45 calendar days from the end of each quarter, except that the final report shall be submitted within 90 calendar days from the estimated completion date of this Agreement. The recipient shall submit the SF-425 form in the following manner:

- An original copy to the Payment Office;
- A copy to the AOR;
- A copy to the Agreement officer; and
- The original and two copies of the final financial report to the Accounting Office, USAID

ANNEX A: PERFORMANCE INDICATOR TRACKING TABLE (PITT)

#	Indicator	Data Source & Collection Method	Frequency of Data Collection	Disaggregation	Baseline	Annual Targets			
						FY18	FY19	FY20	LOP
Objective 1: Youth development and capacity building									
Result 1.1 Increased internship and mentorship opportunities for youth in government, private sector, and civil society									
1	Number of youth placed in internships	Record review	Quarterly	Sex; age, vulnerable group, type of host organization	0	100	150	100	350
2	Number of youth trained in social or leadership skills through USG assisted programs (YOUTH-1)	Record review, sign in sheets	Quarterly	Sex; age, vulnerable group	0	100	150	100	350
3	Number of individuals receiving civic education through USG-assisted programs (DR 3.2-5)	Record review, sign in sheets	Quarterly	Sex; age, vulnerable group	0	100	150	100	350
4	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)	Record review, sign in sheets	Quarterly	N/A	0	50%	50%	50%	50%
5	Number of USG-supported activities designed to promote or strengthen the civic participation of vulnerable groups	Record review	Annually	Focused on: Gender; LGBTI; Women's Rights; Indigenous Rights; Disability Rights; Religious Freedom; Human Rights; Media Freedom;	0	10	15	10	35

#	Indicator	Data Source & Collection Method	Frequency of Data Collection	Disaggregation	Baseline	Annual Targets			
						FY18	FY19	FY20	LOP
				Youth; Organization sector					
Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills									
6	Percentage of Youth Lead internship program alumni demonstrating increased knowledge and skills in priority domains	Surveys	Annually	Sex	0	75%	75%	75%	75%
7	Percentage of Youth Lead internship stakeholders (participants and employers) reporting satisfaction with the internship and leadership program	Surveys	Annually	Sex, stakeholder type	0	75%	75%	75%	75%
8	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)	Record review, sign in sheets	Quarterly	Sex	0	100	150	100	350
9	Number of youth who participate in civil society activities following social or leadership skills training or initiatives from USG assisted programs (YOUTH-4)	Records review, survey	Annually	Sex	0	60	90	60	210
Objective 2: Institutional strengthening									
Result 2.1. Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program									

#	Indicator	Data Source & Collection Method	Frequency of Data Collection	Disaggregation	Baseline	Annual Targets			
						FY18	FY19	FY20	LOP
10	Number of organizations providing internships for youth (cumulative annual targets)	Record review	Quarterly	Type of organization	0	25	35	50	50
11	Percentage of organizations, businesses, and government entities that meet minimum standards for structured internship	Surveys, monitoring calls	Annually	Type of organization	0	100%	100%	100%	100%
12	Percentage of organizations, businesses, and government entities improving their internship program as a result of the Youth Lead activity	Surveys, monitoring calls	Annually	Type of organization	0	50%	50%	50%	50%
Result 2.2. Strengthened capacity of Zambian government entities and civil society organizations to lead civic engagement and advocacy initiatives									
13	Number of USG-assisted organizations with increased performance improvement [IM-level] (CLBN-8)	Organizational capacity assessments	Annually	Type of organization	0	0	0	0	2
Cross-cutting indicators									
14	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. (GNDR-4)	Surveys	Annually	Sex	0	50%	50%	50%	50%
15	Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (DR 4.2-2) (cumulative annual targets)	Record review, assessment of	Quarterly	N/A	0	12	14	20	20

#	Indicator	Data Source & Collection Method	Frequency of Data Collection	Disaggregation	Baseline	Annual Targets			
						FY18	FY19	FY20	LOP
		host organizations							
16	Number of public policies introduced, adopted, repealed, changed or implemented with citizen input	Record review	Annually	Country, status of change, type of policy/change, sector	0	0	0	0	1
17	Number of USG-supported activities designed to address health related issues and needs in the community	Record review	Annually	N/A	0	1	3	1	5
18	Number of civil society organizations (CSOs) receiving USG assistance engaged in health initiatives (cumulative annual targets)	Record review, assessment of host organizations	Quarterly	N/A	0	5	10	15	15

ANNEX B: PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.1: Increased internship and mentorship opportunities for youth in government, private sector, and civil society
Name of Indicator (1): Number of youth placed in internships
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): This indicator will measure the number of youth aged 18-25 placed by Youth Lead in internships with business enterprises, government, and/or civic society organizations (CSOs) who complete their 6-month engagement with host organization
Unit of Measure: #
Disaggregated by: Sex, age, type of host organization
Justification & Management Utility: This indicator will allow Youth Lead to keep track of students who are placed in internships and stay with the host organizations sufficiently long to gain necessary knowledge and skills
PLAN FOR DATA COLLECTION
Data Collection Method: Youth Lead will develop a database of all students placed in internships which will serve as a tracker of their performance and completion of internship objectives.
Data Source: Internship Database
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q3
Known Data Limitations and Significance (if any): The indicator measures the length of the internship but not the strength of the engagement
Action Taken or Planned to Address Data Limitations: Another indicator, measuring student satisfaction with the program, as well as qualitative follow up interviews with interns will be used to provide Youth Lead with information about the strength of the engagement.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.1: Increased internship and mentorship opportunities for youth in government, private sector, and civil society
Name of Indicator (2): Number of youth trained in social or leadership skills through USG assisted programs
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (YOUTH-1)
DESCRIPTION
Precise Definition(s): Social or leadership skills training: Training that focuses on skills that will enhance youth's ability to interact within their community. This training includes a focus on management, leadership, life and/or soft skills, and/or civic engagement. Training: For the purpose of this indicator, training is defined as an intervention/ session (virtual and/or in person) of at least one day that has learning objectives and focuses on enhancing a certain skill. A focus group or meeting can be considered under training if within the listed skills topics. Individuals will be considered trained if they complete 80% of the training. Individuals completing less than 80% will not be counted. Count each person once even if they receive multiple interventions.
Unit of Measure: #
Disaggregated by: Sex, age, vulnerable group
Justification & Management Utility: This indicator will measure the number of youth who successfully complete Youth Lead training
PLAN FOR DATA COLLECTION
Data Collection Method: Review of Internship Database and sign in sheets from trainings.
Data Source: Internship Database, sign in sheets
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q3
Known Data Limitations and Significance (if any): The indicator measures participation in training, but not actual outcomes of the trainings
Action Taken or Planned to Address Data Limitations: Pre- and post- assessments will be utilized to capture skills that youth gain from training
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.1: Increased internship and mentorship opportunities for youth in government, private sector, and civil society
Name of Indicator (3): Number of individuals receiving civic education through USG-assisted programs
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (DR.3.2-5)
DESCRIPTION
Precise Definition(s): Civic education will be defined as the provision of learning activities that inform and empower citizens to engage in democratic processes. Civic education includes curriculum-based trainings, community-based trainings in underserved areas, public service announcements or electronic media, written materials, internet-based information and messages using new media or technology (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter). Any individuals that receive civic education through print, broadcast, or new media, as well as via in-person contact because of Youth Lead programming will be counted under this indicator. For print and broadcasting civic education approaches, Youth Lead stakeholders must get documentation from the media house with population estimates of their reach to be counted under this indicator (e.g. community radio must provide written letter stating that their estimated listenership is approximately 1,300 individuals). For new media (i.e. social networking sites), Youth Lead will only report on individuals that have reacted to content or have shared content. Estimates for the number of viewers regardless of engagement with the material will not be counted under this indicator. For any in-person contact, direct counting of individuals in attendance will be counted.
Unit of Measure: #
Disaggregated by: Sex, age, vulnerable group
Justification & Management Utility: This indicator will help to inform programming support for civil society and help identify priorities for allocation of resources. This will also help Youth Lead to demonstrate the broad reach of USG democracy assistance in Zambia.
PLAN FOR DATA COLLECTION
Data Collection Method: Review of Internship Database and sign in sheets from trainings
Data Source: Internship Database, sign in sheets
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: Youth Lead ME&L Specialist and Internship Coordinator
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q3
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be aggregated and analyzed based on the mechanism
Presentation of Data: Tables and narrative explanations highlighting notable achievements and disaggregation
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (3): Result 1.1: Increased internship and mentorship opportunities for youth in government, private sector, and civil society
Name of Indicator (4): Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (GNDR-2)
DESCRIPTION
Precise Definition(s): The unit of measure will be a percentage expressed as a whole number. Numerator = Number of female program participants Denominator = Total number of male and female participants in the program
Unit of Measure: %
Disaggregated by: N/A
Justification & Management Utility: This indicator will allow Youth Lead to track female participation and ensure that the program is equally benefiting male and female youth
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of activities to strengthen women's and vulnerable groups' participation based on source documentation
Data Source: Training reports; Technical Assistance Reports; Curriculum lesson plans
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist and grantees
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q3
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be aggregated and analyzed based on the activity type
Presentation of Data: Tables and narrative explanations highlighting notable achievements and disaggregation
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID’s development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (3): Result 1.1: Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (5): Number of USG-supported activities designed to promote or strengthen the civic participation of vulnerable groups
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
<p>Precise Definition(s): An activity is a specific, individual action under Youth Lead, for example a training or a capacity development initiative, or an advocacy campaign to encourage and increase vulnerable groups’ participation. To be counted, the activity should explicitly identify strengthening, promoting, or increasing vulnerable groups’ participations as one of its objectives. Illustrative examples of activities that promote and strengthen vulnerable groups’ participation include by are not limited to:</p> <ul style="list-style-type: none"> • Support or training for vulnerable individual civil society members or women-led and/or vulnerable group-led CSOs • Support and training for vulnerable individual members of communities through capstone programs • Efforts to encourage vulnerable individuals’ participation in community meetings, organizations, and/or citizen-government dialogues. <p>This indicator does not include activities designed to retain or recruit women or vulnerable individuals into positions within local or national government, nor does it include activities that work with political parties to increase the number of candidates and/or members who are women or vulnerable individuals.</p>
Unit of Measure: #
Disaggregated by: Type of vulnerable group an activity focuses on
Justification & Management Utility: This indicator will allow Youth Lead to determine whether activities are building necessary or enabling conditions for the achievement of long-term, sustainable progress towards more inclusive civic processes, especially for youth. This will support increased citizen accountability and decision-making that better reflects the needs and interests of all citizens. In addition, this output is a contributing factor to long-term progress towards increasing gender equality, women’s empowerment, and youth rights.
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of activities to strengthen women’s and vulnerable groups’ participation based on source documentation
Data Source: Training reports; Record review
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist and grantees
Location of Data Storage: Data will be uploaded to FHI 360’s SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be aggregated and analyzed based on the activity type
Presentation of Data: Tables and narrative explanations highlighting notable achievements and disaggregation
Reporting of Data: Data will be reported annually through the PITT table

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (6): Percentage of Youth Lead internship program alumni demonstrating an increased knowledge and skills in priority domains
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): This indicator will measure increase in knowledge and skills in priority domains, identified as key areas that youth need to strengthen in order to be strong active leaders in the community.
Unit of Measure: %
Disaggregated by: Sex
Justification & Management Utility: This indicator will allow the program to track the effectiveness of the internships and their value added in increasing youth's ability to become strong and active leaders in their community.
PLAN FOR DATA COLLECTION
Data Collection Method: Youth Lead will identify priority domains, develop an instrument that measures those areas, and administer the survey pre- and post- internship to all youth participating in Youth Lead
Data Source: Intern Survey
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): The content of the survey has not been developed yet, but a potential limitation is that it might need to include concepts that are generally hard to track over time, such as soft skills.
Action Taken or Planned to Address Data Limitations: Survey instrument will be carefully piloted on a sample of youth to ensure that the tool is contextualized prior to administration.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Stata
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (7): Percentage of Youth Lead internship stakeholders reporting satisfaction with the internship and leadership program
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): The percentage of internship participants and employers who feel that the internship meets their expectations, measured by a set of questions related to the internship objectives.
Unit of Measure: %
Disaggregated by: Sex, stakeholder type
Justification & Management Utility: This indicator will allow the program to track the extent to which the internship program meets the expectation of both the youth placed in internships and organizations that are hosting them
PLAN FOR DATA COLLECTION
Data Collection Method: Youth Lead with administer a survey among all interns and host organizations that will measure their satisfaction with the program, determine what aspects are working well and identify potential areas for improvement.
Data Source: Satisfaction Survey
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Given the survey volume and in order to enable quick analysis, the survey will be mostly quantitative, and not able to capture nuanced feedback that participants might have on their experience.
Action Taken or Planned to Address Data Limitations: Periodic qualitative follow up with youth internship participants will also be conducted to solicit more in-depth information about their experience and support the quantitative analysis
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Stata
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area: : Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (8): Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (GNDR-8)
DESCRIPTION
<p>Precise Definition(s): This indicator is a count of the number of persons trained with USG assistance to advance gender equality or female empowerment objectives in the context of their official/formal role(s) within a public or private sector institution or organization.</p> <p>To be counted under this indicator, a person must have been trained in their role as an actor within a public or private sector institution or organization. Persons receiving training in their individual capacity, such as livelihoods training designed to increase individual or household income, should not be counted under this indicator. Public or private sector institutions or organizations include but are not limited to: government agencies forming part of the executive, judicial, or legislative branches; public and private health, financial, and education institutions; and civil society organizations such as rights advocacy groups, business associations, faith-based groups, and labor unions.</p> <p>To be counted under this indicator, persons must have participated in a training of at least 3 hours, with content designed to develop or strengthen the institution's/organization's capacity to advance gender equality or female empowerment objectives. Stand-alone gender trainings may be counted under this indicator, as well as trainings where gender is integrated within a broader sector training. In the latter case, the training must include a substantial focus on gender issues (e.g., gender issues are addressed throughout the training, there is a gender module that explores the relevant gender issues in depth, etc.).</p>
Unit of Measure: #
Disaggregated by: Sex
Justification & Management Utility: This indicator intends to capture sustainability of Youth Lead efforts to build youth community leadership
PLAN FOR DATA COLLECTION
Data Collection Method: Review of Internship Database and sign in sheets from trainings
Data Source: Record review, sign in sheets
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Potentially low response rate, social desirability bias.
Action Taken or Planned to Address Data Limitations: The importance of participating in the survey will be emphasized to the participants while they are still part of the program to increase the response rate. Concrete examples will be solicited to verify self-reported level of engagement.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel or Stata

Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth Development and Capacity Building
Name of Result Area (1): Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (9): Number of youth who participate in civil society activities following social or leadership skills training or initiatives from USG assisted programs
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (YOUTH-4)
DESCRIPTION
Precise Definition(s): This indicator will measure the extent to which the internship participants demonstrate active leadership in their communities following the completion of their engagement with Youth Lead
Unit of Measure: #
Disaggregated by: Sex
Justification & Management Utility: This indicator intends to capture sustainability of Youth Lead efforts to build youth community leadership
PLAN FOR DATA COLLECTION
Data Collection Method: All youth implementing capstone programs in their communities will be counted under this indicator. In addition, youth completing the program but not participating in capstone projects will be surveyed after their participation of the program.
Data Source: Record review, alumni survey
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Potentially low response rate, social desirability bias might be issues in the administration of the alumni survey.
Action Taken or Planned to Address Data Limitations: The importance of participating in the survey will be emphasized to the participants while they are still part of the program to increase the response rate. Concrete examples will be solicited to verify self-reported level of engagement.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel or Stata
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID’s development portfolio
USAID Intermediate Result: Institutional strengthening
Name of Result Area (2): Result 2.1: Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program
Name of Indicator (10): Number of organizations providing internships for youth
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): Number of organizations engaged by Youth Lead which provide a structured internship opportunity which meet the minimum criteria defined by the program.
Unit of Measure: #
Disaggregated by: Type of organization
Justification & Management Utility: This indicator will allow Youth Lead to track the number and the type of organizations engaged to provide internships for youth
PLAN FOR DATA COLLECTION
Data Collection Method: Program will create a database of host organizations and their characteristics
Data Source: Record review
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360’s SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Organizations might feel incentivized to exaggerate the strengths of their internship opportunities
Action Taken or Planned to Address Data Limitations: Proper documentation will be required to support self-reported data
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Institutional strengthening
Name of Result Area (2): Result 2.1: Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program
Name of Indicator (11): Percentage of organizations, businesses, and government entities that meet minimum standards for structured internship
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): The percent of organizations that meet the minimum standards of what Youth Lead defines as a structured internship, such as formal announcement of internship opportunities, institutionalized role of an internship mentor, and other requirements as defined by the program
Unit of Measure: %
Disaggregated by: Type of organization
Justification & Management Utility: This indicator will allow Youth Lead to identify organizations that require additional support in strengthening their ability to provide youth with structured internship opportunities
PLAN FOR DATA COLLECTION
Data Collection Method: Host organizations capacity to provide a structured internship program will be measured by a simple tool developed by Youth Lead which will ask organizations to describe the characteristics of the internship opportunities that they provide
Data Source: Assessment of host organizations
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Organizations might feel incentivized to exaggerate the strengths of their internship opportunities
Action Taken or Planned to Address Data Limitations: Proper documentation will be required to support self-reported data
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Institutional strengthening
Name of Result Area (2): Result 2.1: Strengthened capacity of Zambian government entities, businesses, and civil society organizations to manage a youth internship program
Name of Indicator (12): Percentage of organizations, businesses, and government entities improving their internship program as a result of the Youth Lead activity
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): The percentage of organizations that demonstrate improvement in the structure of the internship program offered to youth
Unit of Measure: %
Disaggregated by: Type of organization
Justification & Management Utility: This indicator will supplement the previous indicator counting organizations that meet Youth Lead standards for a structured internship and be sensitive to incremental improvements in the ways in which organizations offer internship opportunities.
PLAN FOR DATA COLLECTION
Data Collection Method: Host organizations capacity to provide a structured internship program will be measured by a simple tool developed by Youth Lead
Data Source: Assessment of host organizations
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Organizations might feel incentivized to exaggerate the strength of their internship opportunities
Action Taken or Planned to Address Data Limitations: Proper documentation will be required to support self-reported data.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Institutional strengthening
Name of Result Area (2): Result 2.2: Strengthened capacity of youth-led organizations at the community level to lead civic engagement and advocacy initiatives.
Name of Indicator (13): Number of USG-assisted organizations with increased performance improvement [IM-level]
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (CLBN-8)
DESCRIPTION
Precise Definition(s): The number of organizations provided with organizational capacity development support by Youth Lead that demonstrate improvement in priority domains as defined by the program. The domains will be defined through the finalization of a Youth Lead-adapted Organizational Capacity Assessment (OCA).
Unit of Measure: #
Disaggregated by: Type of organization
Justification & Management Utility: This indicator will allow Youth Lead to track the impact of its institutional strengthening activities
PLAN FOR DATA COLLECTION
Data Collection Method: Organizational capacity assessment (OCA) will be administered pre-and post-engagement with relevant CSOs
Data Source: Organizational capacity assessment results
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: MEL Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): OCA might not sufficiently reflect the needs of the CSOs in the Zambia context
Action Taken or Planned to Address Data Limitations: Youth Lead will determine whether any adaptation and contextualization of the OCA tool will be necessary prior to administration.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID’s development portfolio
USAID Intermediate Result: Youth development and capacity building & Institutional strengthening
Name of Result Area: Result 1.2 Zambian youth in targeted learning institutions and communities equipped with leadership skills
Name of Indicator (14): Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities.
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (F, GNDR-4)
DESCRIPTION
Precise Definition(s): This indicator will be used to gauge the effectiveness of USG efforts to promote gender equality by measuring changes in attitudes about whether men and women should have equal access to resources and opportunities in social, political, and economic spheres. Changes in attitudes are measured via the Equal Opportunity survey administered in conjunction with training or programs in any sector which include goals or objectives related to gender equality and women’s empowerment. Projects that aim to change participants' broad attitudes about gender equality are particularly relevant.
Unit of Measure: %
Disaggregated by: Sex
Justification & Management Utility: This indicator will demonstrate capacity building and opinion change on gender norms of leaders trained through the program, and will lead to a more inclusive Zambian society, and by proxy, increase opportunities for participation of both genders..
PLAN FOR DATA COLLECTION
Data Collection Method: Administration of the Equal Opportunity survey as part of leadership training; use of survey at other relevant trainings/events. The unit of measure will be a percentage expressed as a whole number.
Numerator = the number of participants whose survey scores have improved over time
Denominator = the total number of participants who participated in the relevant training/programming For example, if the number of participants whose scores improved over time (the numerator) divided by the total number of participants in the training/program (the denominator) yields a value of .40, the number 40 should be the reported result for this indicator. Values for this indicator can range from 0 to 100.
The numerator and denominator must also be reported as disaggregates.
Data Source: Survey
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist
Location of Data Storage: Data will be uploaded to FHI 360’s SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth development and capacity building & Institutional strengthening
Name of Result Area: Result 2.2. Strengthened capacity of Zambian government entities and civil society organizations to lead civic engagement and advocacy initiatives.
Name of Indicator (15): Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (F, DR 4.2.-2)
DESCRIPTION
<p>Precise Definition(s): Any CSO that receives technical assistance or financial support through the Youth Lead project will be counted as having received USG assistance. Of these CSOs, any that initiate or participate in advocacy interventions will be counted toward the indicator. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal. It may include a wide range of activities, such as lobbying, public interest litigation, letter writing campaigns, civil disobedience, etc. Advocacy interventions tend to:</p> <ul style="list-style-type: none"> • Be strategic (a deliberate, planned action, not random); • Involve a set of actions that are sustained in order to build and direct pressure; • Be designed to persuade; • Involve alliance building. <p>Successful advocacy efforts result in change.</p>
Unit of Measure: #
Disaggregated by: N/A
Justification & Management Utility: Advocacy by CSOs serves as a mechanism for citizen to influence and provide oversight of government functioning, decision-making, and action, and building advocacy ensures not only government accountability, but citizen participation. This indicator measures the number of organizations receiving technical and/or financial assistance from Youth Lead that are engaged in advocacy efforts.
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of CSOs based on source documentation
Data Source: Record review, assessment of host organizations
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist; Internship Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): Organizations might feel incentivized to exaggerate the strength of their advocacy opportunities
Action Taken or Planned to Address Data Limitations: Proper documentation will be required to support self-reported data.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth development and capacity building & Institutional strengthening
Name of Result Area: Result 2.2: Strengthened capacity of youth-led organizations at the community level to lead civic engagement and advocacy initiatives.
Name of Indicator (16): Number of public policies introduced, adopted, repealed, changed or implemented with citizen input
Is this a Standard Indicator: <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (legacy indicator)
DESCRIPTION
Precise Definition(s): Public policies include any law, regulation, policy or similar directive that is formally adopted by either the legislative branch or a unit of the executive branch at any level. Introduced refers to draft legislation formally being presented and accepted for consideration by legislative or executive bodies. Adopted refers to new policies not previously existing that have been adopted by the legislative or executive branch. Repealed refers to existing or draft policies that are removed or prevented from establishment. Changed refers to an existing policy that has been substantively changed. Implemented means the policy has been made operationalized. Citizen input means that the public, citizens, and/or civil society organizations have proposed language used in, provided comments incorporated into, or monitored the implementation of the policy. This indicator will only count public policies that have been influenced with input from citizens that receive technical or financial assistance from Youth Lead.
Unit of Measure: #
Disaggregated by: Level of influence (e.g. introduced, adopted, repealed, changed); Sector
Justification & Management Utility: This indicator will allow Youth Lead to track and depict how technical and financial assistance through Youth Lead has resulted in changes to the public policies in Zambia and has facilitated the transformation of youth and other vulnerable group policies.
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of changes based on source documentation
Data Source: Capstone report; updates from local partner organization;
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex 3 – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be aggregated and analyzed based on the level of influence
Presentation of Data: Tables and narrative explanations highlighting notable achievements and disaggregation
Reporting of Data: Data will be reported annually through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID’s development portfolio
USAID Intermediate Result: Youth development and capacity building & Institutional strengthening
Name of Result Area: Result 2.2: Strengthened capacity of youth-led organizations at the community level to lead civic engagement and advocacy initiatives.
Name of Indicator (17): Number of USG-supported activities designed to address health related issues and needs in the community
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): An activity is a specific, individual action under Youth Lead, for example a training or a capacity development initiative, or an advocacy campaign to encourage and increase vulnerable groups’ participation. To be counted, the activity should explicitly identify addressing health related issues and needs in the community as one of its objectives.
Unit of Measure: #
Disaggregated by: N/A
Justification & Management Utility: This indicator will allow Youth Lead to determine whether youth-led projects supported by Youth Lead are, to a satisfactory extent, addressing health issues, with health being one of the key areas of focus for the program.
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of activities based on capstone activity reports
Data Source: Record review
Frequency and Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist and grantees
Location of Data Storage: Data will be uploaded to FHI 360’s SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be aggregated and analyzed based on the activity type
Presentation of Data: Tables and narrative explanations highlighting notable achievements and disaggregation
Reporting of Data: Data will be reported annually through the PITT table

PERFORMANCE INDICATOR REFERENCE SHEET
USAID Development Objective: DO 4: Improve development outcomes through the integration of DRG principles and practices across USAID's development portfolio
USAID Intermediate Result: Youth development and capacity building & Institutional strengthening
Name of Result Area: Result 2.2. Strengthened capacity of Zambian government entities and civil society organizations to lead civic engagement and advocacy initiatives.
Name of Indicator (18): Number of civil society organizations (CSOs) receiving USG assistance engaged in health initiatives
Is this a Standard Indicator: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
DESCRIPTION
Precise Definition(s): Any CSO that receives technical assistance or financial support through the Youth Lead project will be counted as having received USG assistance. Of these CSOs, any that initiate or participate in advocacy interventions focused on health will be counted toward this indicator.
Unit of Measure: #
Disaggregated by: N/A
Justification & Management Utility: This indicator measures the number of organizations receiving technical and/or financial assistance from Youth Lead that are engaged in advocacy efforts towards health improvements in the community as one of the key areas of focus for Youth Lead.
PLAN FOR DATA COLLECTION
Data Collection Method: Documenting the number of CSOs based on source documentation
Data Source: Record review, assessment of host organizations
Frequency and Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: No additional cost to the program
Individual(s) Responsible: ME&L Specialist; Internship Specialist
Location of Data Storage: Data will be uploaded to FHI 360's SharePoint as part of the Youth Lead data management system where the PITT is stored
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: FY19 Q4
Known Data Limitations and Significance (if any): N/A
Action Taken or Planned to Address Data Limitations: Proper documentation will be required to support self-reported data.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: See Annex C – Data Quality Assessment Process
PLAN FOR DATA ANALYSIS
Data Analysis: Data will be stored and analyzed in Excel
Presentation of Data: Tables and graphs
Reporting of Data: Data will be reported quarterly through the PITT table
OTHER NOTES
Notes on Baselines/Targets:
Other Notes

2	Has the margin of error been reported along with the data? (Only applicable to results obtained through statistical samples).			
3	Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change?			
Integrity – Data collected should have safeguards to minimize the risk of transcription error or data manipulation				
1	Are procedures or safeguards in place to minimize data transcription errors?			
2	Is there independence in key data collection, management, and assessment procedures?			
3	Are mechanisms in place to prevent unauthorized changes to the data?			

SUMMARY	
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of data?	
Significance of limitations (if any):	
Actions needed to address limitations prior to the next DQA:	

If no data are available for the indicator:	Comments
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible?	
When will data be reported?	

ANNEX D: CLA PLAN

Activity or Process	Responsible Office or Person	Expected Outcomes	Timing	Resources	Next Steps
Strategic Collaboration					
Partnership with the National Youth Development Council of the Ministry of Youth, Sport, and Child Development	Youth Lead COP	The National Youth Council improves its capacity to effectively engage youth	Ongoing	MOU, regular communication, staff time	Sign an MOU that clarifies roles and responsibilities, develop a work plan for the collaboration
Partnership with local implementing partner	Youth Lead COP	Internship program is effectively managed by the local partner	Ongoing	Grant mechanism, regular communication, staff time	Develop a work plan for the collaboration, launch the first round of internships and leadership and civic engagement skills training
Partnership with host organizations	Youth Lead COP	Organizations engaged with the program provide quality internships for youth	Ongoing	Regular communication, regular monitoring, staff time	Continue discussions with interested organizations that have already been identified; engage new potential actors
Learning					
M&E data collection processes	MEL Specialist(s)	Produce data that will be utilized to make key programmatic decisions	Ongoing	M&E instruments for data collection, staff time	Develop instruments to collect programmatic data
Dashboard utilization	MEL Specialist(s)	Facilitate data utilization and learnings	Ongoing	Data from M&E data collection processes, software, staff time	Develop a dashboard

Activity or Process	Responsible Office or Person	Expected Outcomes	Timing	Resources	Next Steps
Review of M&E data	MEL Specialist(s)	Utilization of data to facilitate learnings and make programmatic changes	Ongoing	Data from M&E data collection processes, staff time	Develop an analysis plan
Opportunities for Reflection					
Regular meetings of youth interns	Internship Coordinator	Sharing of feedback and lessons learned that will inform program activities over the life of the project	Weekly	Discussion format, interns, internal staff	Coordinate the first meeting once the first cohort of interns is established
Quarterly Reflection Meetings	MEL Specialist(s)	Discuss evidence or trends observed during program implementation; review data and decide on programmatic changes; reflect on lessons learned	Quarterly	Results of assessments, dashboard, internal staff	Analyze M&E data, review dashboard
Annual Strategy Review Sessions	MEL Specialist(s)	Agree on what adjustments need to be made to the strategy or the work planning process for the following programmatic year	Annually	Results of assessments, dashboard, all internal and external stakeholders present	Review learnings from quarterly reflection meetings, analyze M&E data, review dashboard