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KENYA

YALI REGIONAL LEADERSHIP CENTER EAST AFRICA

FINAL PROJECT CLOSEOUT REPORT
APRIL 1, 2015 – MARCH 28, 2022
AWARD NO. AID-OAA-A-15-00030

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**USAID KENYA - Young African Leaders Initiative (YALI)
Regional Leadership Center – East Africa**

FINAL CLOSE OUT REPORT

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Abstract

This is the final project close-out report for the YALI Regional Leadership Center East Africa Program funded by the United States Agency for International Development (USAID) and implemented by Deloitte & Touché LLP. It describes the accomplishments and lessons learned; compares actual results (at all levels) with the expected results established at the beginning of the activity; reasons why expected results if any were not met and gives recommendations for future interventions. It also looks at the final financial status of the activity and other pertinent information as required by USAID.

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

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Glossary of terms

Beneficiaries: defined as, “the individuals, groups, or organizations, whether targeted or not, that benefit directly or indirectly, from the intervention.”

Performance Indicators. The performance indicators are linked to a desired result (Output, Outcome, or Impact). To the extent possible, the indicators are quantitative, i.e., counts, percentages, or binary (yes/no). This limits room for error and the range of evaluations that occur when outcomes are judgmental. It also allows for a more mechanized process of collecting the needed data. However, there are also important qualitative indicators that measure progress toward the realization of outcomes and impact.¹

Performance Monitoring and Analysis. The project monitoring process focuses on variances between the indicator targets and actual data, generates explanations where discrepancies are observed, and suggests adjustments as necessary, to project scope, directions, activities, timetable, and/or targets. In certain instances, and based on felt and emerging need, the process in selected cases involves further delving into underlying causes and how a specific country context determines what’s possible and what’s not.

Performance Reporting. Quarterly and Annual Reports based on agreed reporting formats and timelines.

Return on investment or return on costs: Return on Investment (ROI) estimates relating investment (inputs) to benefits (results). It is a ratio between net income and investment. A high ROI means the investment's gains compare favorably to its cost. As a performance measure, ROI is used to evaluate the efficiency of an investment or to compare the efficiencies of several different investments.²

Targets: are benchmarks that set up a clear course of action

U- Learn- A diverse and dynamic on-line learning environment designed to provide educational, informational and media resources that enable, empower, and enhance the knowledge and skills of young leaders who will be the change-makers in the region.

U- Connect—this was the center’s online platform that served mainly as a repository for alumni resources.

¹ YALI RLC EA Performance Monitoring an evaluation plan May 2015- April 30th, 2019

²

https://www.google.com/search?q=return+on+investment&rlz=1C1SQJL_enKE910KE910&oq=Return+on+invetment&aqs

Acronyms

AFDB	African Development Bank
AWF	Africa Wildlife Foundation
COVID 19	Novel Corona Virus Disease 2019
KU	Kenyatta University
LoP	Life of Project
MCF	Master Card Foundation
MWF	Mandela Washington Fellow
PBMP	Performance-Based Management Plan
M&E	Monitoring and Evaluation
PBMS	Performance-Based Monitoring System
PMP	Performance Monitoring Plan
PWD	People with Disability (PWD)
RLC	Regional Leadership Center
ROI	Return on Investment
SSTA	Short-Term Technical Assistance
SOPs	Standard Operating Procedures
TOC	Theory of Change
USAID	United States Agency for International Development
USAID IPs	United States Agency for International Development Implementing Partners
YALI	Young African Leaders Initiative
YALI RLC EA	Young African Leaders Initiative Regional Leadership Center East Africa
YALI RLC WA	Young African Leaders Initiative Regional Leadership Center West Africa
YALI RLC SA	Young African Leaders Initiative Regional Leadership Center South Africa
YALI LMS	Young African Leaders Initiative Learning Management System

Executive Summary

Deloitte is pleased to present the final project close-out report for the Young African Leaders Initiative Regional Leadership Center East Africa (YALI RLC EA) Project funded by the United States Agency for International Development (USAID) and MasterCard Foundation, with support from other private and public sector partners. The total Estimated USAID Amount was \$ 16,781,830.00 and total cost-sharing amount (Non-Federal) was \$881,486.00³. The project was implemented from (April 1, 2015 to March 28, 2022).

YALI RLCEA aimed to train, empower, inspire, and connect young leaders to create the next generation of African leaders. Working in 14 countries in the larger East Africa region, the program applied cutting edge and proven approaches to expand leadership skills and competencies for participants, and provided a platform for networking and collaboration among members. The program's outcome structure was as follows:

- (1) Youth are improving the cadre of leadership in business and entrepreneurship, civic leadership, and public management in East and Central Africa,
- (2) Country alumni networks are actively providing support to the young leaders of East and Central Africa,
- (3) The RLC graduates demonstrate leadership behaviors in their communities, businesses, or governments,
- (4) The RLC graduates have the sustained support they need from their peers and from public-and-private-sector organizations to enact change, and.
- (5) Corporate/business entities, civil society organizations, and public agencies are supporting the RLC and creating a conducive environment for its sustainability through partnerships.

Over the last 7 years, YALI RLC EA (hereafter referred to as the Center) implemented programs that championed and empowered young people in East and Central Africa to start taking active leadership roles in their communities and countries. The project was built on the premise that believing in and equipping youth with strong leadership foundations, business and entrepreneurial skills, civic leadership and public management frameworks was a foundation for the change Africa deserves. The goal of the Center was to improve the cadre of youth leadership in business and entrepreneurship, civic engagement, and public management. Achieving this goal was a critical milestone in ensuring enhancement of youth leadership as laid out in the initial project proposal.

Monitoring, Evaluation and Learning (MEL) component was developed to monitor and assess project processes, outputs and outcomes; support learning by Deloitte as the implementing partner and USAID as the funding organization. Data was collected through the YALI Management Information System (MIS) and RLC project and financial records. Existing data collection forms (DCFs) were developed for collecting and aggregating the indicators. In addition, the project team used information collection methodologies like Key Informant Interviews, documentation of case studies, human-interest stories, and personal testimonies of participants to track the impact of the Center's programs on individual participants (Alumni) and institutions.

³ AO-signed Deloitte EA RLC Cooperative Agreement AID-OAA-A-15-000

During the 7-year implementation period, the Centre has made significant achievements in addressing the challenges facing youth leadership in the 14 focus countries.

Summary of performance on selected indicators

- 4,689 young leaders were selected and recruited for training against an LOP target of 3,960
- 4,319 young leaders demonstrated increased understanding of project formulation against a target of 3,700
- 2,910 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa against a target of 2,230
- 74 public and civil society organizations are working with the RLC to support and create a conducive environment for young leadership in entrepreneurship, civic leadership, and public management against an LOP target of 30.
- 98 % of young leaders reported having applied leadership skills against a target of 80%

Qualitative Impact

During the seven years, YALI RLC EA alumni continued to implement diverse initiatives that had diverse positive impacts in their communities. YALI participants demonstrated high levels of leadership traits, skills and knowledge, and leadership behaviors and practices after the training.

YALI RLC EA provided an opportunity to network and connect with a community of people working to better Africa in different spheres of life. For example networks were created with alumni whose initiatives focus on environment and wildlife conservation to walk the journey of transforming Africa.

The Project offered young women an opportunity to learn a variety of skills that helped them in their professional and personal lives while being exposed to positive, young, and successful women role models. As a result their attitudes towards themselves and their place in society changed for the better. YALI RLC EA has motivated young women to be involved in gender advocacy issues in their countries which has motivated young women their communities to take up challenging opportunities to transform their communities.

YALI RLC EA provided an opportunity for the young leaders to create “spaces where every person, especially those coming from marginalized communities, could get access to education. The young leaders believes that education is a powerful tool for solving the existing community challenges and shaping the future. They were inspired to believe that young people should not just participate in the social-economic agenda, they should be at the center of the agenda to drive it.

The young leaders expressed confidence in their abilities to carry out their business ventures attributing their knowledge and experiences to their YALI RLC EA training. YALI RLC EA ignited the fire of self-awareness and self-development in the young leaders. They currently are confident enough to transfer knowledge to people around them.

The project offered the young leaders and opportunity to support their countries achieve Sustainable Development Goal No. 6; to ensure availability and sustainable management of water and sanitation for all as well as join global initiatives to drive action to address climate change.

Lessons Learnt

YALI RLC EA has demonstrated that U-Learn, the Center's virtual library, is a good approach as it provided learning resources to participants, graduates, and thousands of youths throughout the region.

Qualitative data suggested huge barriers hampering implementation of learning when graduates returned to their home countries. The largest barriers were financial (lack of own funds, lack of funds among investors, and a generally depressed economy), followed by ageism (younger people are generally less trusted), and political factors related to government bureaucracy and corruption. As such future similar YALI RLC EA projects should offer increased guidance on how to manage the funding environment post-program or information on likely funding resources.

The alumni visits were a testament to the transformations made in the different communities in of the fourteen countries. Impact stories were captured and validated among alumni in different countries and regions. They also provided opportunities for networking and collaborations.

Language barrier was mentioned as one of the greatest barriers that affected communication. As such future interventions should include addressing language barriers, internet-based communication and sign language for persons living with disabilities and those living in the rural areas with internet connectivity challenges.

Mentors are one of the strongest forms of leadership support and networking opportunities for professional support before, during, and after the program. As such the mentorship programme should be strengthened to have a ripple effect.

Recommendations

Future similar initiatives should think critically on how to reach the underrepresented groups, the marginalized, the rural and persons living with disabilities. Although it may require more resources to do so it's worth it. One of the suggested ways to reach them was using USAID missions in countries

Deliberate efforts should be put in the delivery of content at the RLCs to support equal distribution of impact across sub-groups (age and gender). For example, support women entrepreneurs, rural folk and persons with disabilities.

Regional Leadership Centers should prepare participants for the challenges they may face upon their return to their countries and provide them with potential coping strategies. For example offer increased guidance on how to manage the funding environment post-program or information on likely funding resources.

If feasible, the RLCs should also examine and implement opportunities to provide ongoing support to alumni, such as a list of online resources for continued learning, so that they can continue to grow, learn, and use their skills after YALI is complete⁴.

In terms of resource mobilization, it would be important for the next phase to focus on local resource mobilization to support the alumni chapter and initiatives in their own countries. For example get binding contracts from the stakeholders at the program inception so that they are held liable and deliver to their commitments.

⁴ YALI PE Impact evaluation 2018

Participants do not benefit equally. Citizenship (and country-level factors such as culture and societal norms) and income source explained the most variation in skills and knowledge acquisition at end line. As such during the design of the curriculum such factors should be considered

I.0 Background

The Young African Leaders Initiative (YALI) is the U.S. government's signature effort to invest in the next generation of African leaders. Nearly 1 in 3 Africans are between the ages of 10 and 24, and approximately 70% of sub-Saharan Africa under the age of 30. Such a high number of young people is an opportunity for the continent's growth – but only if these new generations are fully empowered to realize their best potential⁵. YALI was launched in 2010 to support young African leaders as they spur growth and prosperity, strengthen democratic governance, and enhance peace and security across sub-Saharan Africa. The Mandela Washington Fellowship for Young African Leaders is the flagship program of the U.S. Government's Young African Leaders Initiative (YALI). Established in 2014, the Mandela Washington Fellowship has brought nearly 5,100 young leaders from every country in Sub-Saharan Africa to the United States for academic and leadership training. The Fellows, between the ages of 25 and 35, are accomplished innovators and leaders in their communities and countries.

In July 2014, former U.S. President Obama announced the creation of four Regional Leadership Centers in Ghana, Kenya, Senegal, and South Africa. These Centers are physical hubs across the continent, to encourage transformational learning and enhance leadership skills. The YALI East Africa Regional Leadership Center is located at Kenyatta University in Nairobi. The project is funded by USAID and MasterCard Foundation, with support from other private and public sector partners and is managed by Deloitte East Africa, as the implementing partner. The Center serves 14 East and Central African countries, namely: Burundi, Central African Republic, Congo, Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Tanzania, Somalia, South Sudan, Sudan, and Uganda.⁶ YALI was a seven-year program (April 12015 to March 28 2022) that aimed to train, empower, inspire, and connect young leaders to create the next generation of African leaders. Across the region, the Center is recognized as a catalyst for transformational learning and leadership development with a robust curriculum that uses holistic, interactive, experiential education to equip and motivate young people to take on greater leadership responsibilities in their respective communities, countries, and continent. Additional learning opportunities are provided through the mentorship program that links alumni with practitioners, experts, and experienced actors in different sectors.⁷

The Young African Leaders Initiative (YALI) Regional Leadership Centers East Africa (RLC EA) conducted leadership training for African youth aged 18 to 35. Participants focused on a technical track (business and entrepreneurship, civic leadership, or public management) and principles of transformative leadership following YALI's leadership model⁸ of effective communication, empathy, introspection, clear vision, and integrity. The selection process was rigorous and competitive across the 14 countries. By providing experiential leadership training and supporting the participants to build and expand their networks, participants were equipped as transformational and change-makers in their communities, countries, and the continent.

Additional learning opportunities were provided through the mentorship program that linked alumni with practitioners, experts, and experienced actors in different sectors. The program applied cutting-edge and

⁵ <https://www.un.org/ohrlls/news/young-people%E2%80%99s-potential-key-africa%E2%80%99s-sustainable-development>

⁶ YALI RLC EA MEL Plan Addendum (August 2021)

⁷ YALI Regional Leadership Center East Africa, Performance Monitoring Evaluation and Learning Plan May 1, 2015-December 31, 2021

⁸ Impact Evaluation End Line Report (2021)

proven approaches to expand leadership skills and competencies for participants and provided a platform for networking and collaboration among members.

1.1 The purpose of the project

The Young African Leaders Initiative (YALI) was designed as a mechanism to address the need for enlightened, empowered, and engaged African leaders, by providing youth the opportunity to embrace new ideas, explore cutting-edge concepts, and become part of Africa's leadership resurgence. The project aimed to increase the level of leadership and youth empowerment in East Africa during its tenure.

1.2 Project Justification

The need to invest in grooming strong, results-oriented leaders came out of the statistics: nearly 1 in 3 Africans are between the ages of 10 and 24, and approximately 60% of Africa's total population is below the age of 35⁹. According to the World Bank, eleven million youth per year will enter Africa's labor market for the next decade and despite growth in formal sector employment, most will be relegated to low-wage, low-skill opportunities that do not provide a pathway to prosperity¹⁰. Youth unemployment (around 10.6 percent of the African youth was unemployed in 2021¹¹) under-participation of women in the workforce (the current global labor force participation rate for women is just under 47% while for men, it's 72%¹²), and a plethora of other constraints formed the foundation for enhancing youth leadership in East and Central Africa. The overall goal was to advance leadership and produce graduates who make a positive difference in their countries, communities, or organizations.

1.3 Description of the activities and methods of assistance used under the Program

YALI promoted three models, one of which was the development of the YALI RLC EA designed to identify and empower leaders. The programs were inclusive, embracing future leaders regardless of ethnicity, socio-economic status, gender, or disability. From the year 2015 when 78 young leaders were selected as finalists for the inaugural Cohort 1, the program made immense strides in impacting positive and practical change in the region. Youth from all cadres of life and diverse backgrounds between the ages of 18-35 had a fair chance to apply for and be selected to participate in the program. Over the years, the Admissions and Talent Team constantly improved and reworked its robust strategic recruitment plan to reach the most marginalized youth in East and Central Africa. More young leaders from rural settings, females, those who identify as non-conforming, and those living with disabilities have been selected and recruited into the program over the years.

In year 1 (2015/2016) and year 2 (2016/2017), the center was running a 12-week residential and virtual hybrid structure program. In year 3 there was a transition to the 4-week intense residential program. The transition saw the virtual learning component of the previous structure scrapped, leaving the full-time residential component. Among other transitions during this time was the decision to have more local

⁹ YALI RLC EA Implementation Plan for year 3- May 1, 2017 to April 30, 2018

¹⁰ YALI RLC EA Implementation Plan for Year 3- May 1, 2017 to April 30, 2018

¹¹ <https://www.statista.com/statistics/1266153/youth-unemployment-rate-in-africa/>

¹² <https://www.theigc.org/impact/increasing-womens-participation-in-the-workforce/>

facilitators and experts to train the young people in a way to promote more contextual and local curriculum that is tailored to the African context. The 4-week training program was a residential program, on-site at the Kenyatta University – YALI Regional Leadership Center in Nairobi and through project-based development and achievement both individually and in teams. This was informed by the continuous learning and adaptation to run the project more efficiently and effectively. As a result,

- Costs were significantly cut. For example, the transportation cost to facilitate the two-return ticket was reduced to one return ticket.
- Local facilitators were relatively more affordable and developed a more curated curriculum to enhance the learning.
- This shift resulted in three additional days that led to the introduction of a leadership communication module and a community service component in collaboration with the Kenya Alumni Chapter.
- The increased real-time interaction with participants continued to be instrumental, especially in tackling design challenge tasks and other in-country fieldwork activities.¹³

When covid hit in March 2020, the center was closed, and the program shifted to purely online cohorts. An online platform was secured from YALI West Africa that had been running online courses even before the advent of COVID-19. The online program managed to train more at a lesser cost (savings from flight costs and residential). However, challenges were experienced in online program such as poor internet connectivity especially in the rural areas as well as with the application as indicated during an interview with a project staff.

Not everyone is tuned to accept virtual training, some struggle either with connectivity or application in general- Interview with Project staff

After the admissions, participants used the first week to work on fundamental foundational training that involved team building activities at Brackenhurst hotel in Limuru and then Diversity & Inclusion module later that week. The second week involved three critical leadership modules, namely: This is Africa, Design Thinking, and 7 Habits of highly effective people which were distributed in three groups concurrently throughout the week. The third week saw sector-specific training in Public Management, Civic Leadership, and Business & Entrepreneurship followed by an introduction to the Design Challenge. The final week was mainly for developing the presentations, pitching, and commencement.¹⁴

The program worked towards attaining five key primary outcomes as follows.

- i. The youth are improving the cadre of leadership in business and entrepreneurship, civic engagement, and public management in East and Central Africa by 2021.
- ii. Country alumni networks are actively providing support to the young leaders in East and Central Africa.
- iii. The RLC EA graduates demonstrate leadership behaviors in their communities, businesses, or governments
- iv. The RLC EA graduates have the sustained support they need from their peers and from public-and-private-sector organizations to enact change

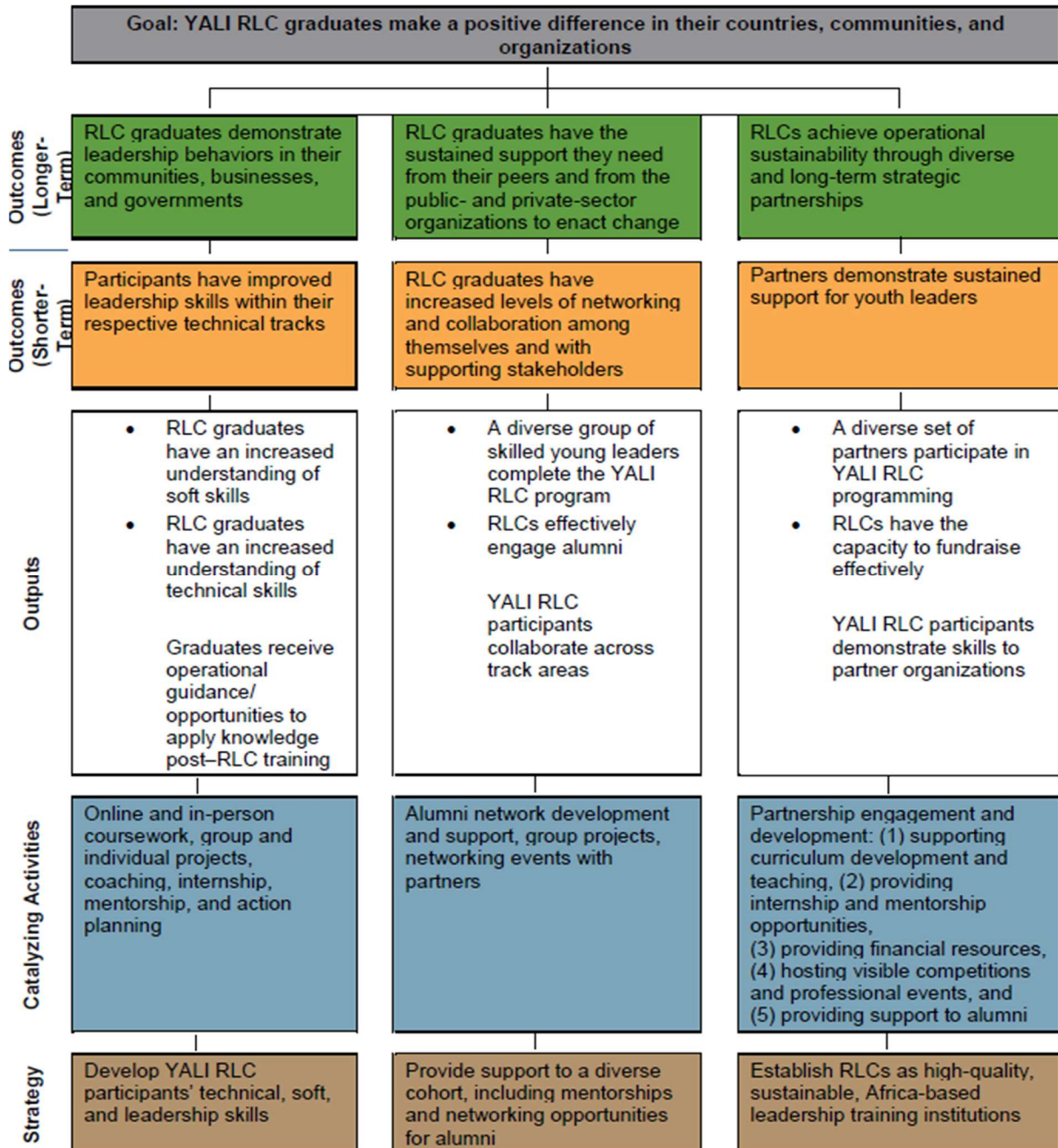
¹³ YALI Regional Leadership Center East Africa IMPLEMENTATION PLAN FOR YEAR 4 May 1, 2018 - April 30, 2019

¹⁴ Midline RLC Evaluation year 1-4

- v. The RLC EA achieves operational sustainability through diverse and long-term strategic partnerships

The below Theory of Change (ToC) describes how this intervention was going to bring about results.

Figure 1: YALI Theory of Change (ToC)



2.0 Key Achievements (Quantitative Impact)

Outcome 1: The youth are improving the cadre of leadership in business and entrepreneurship, civic engagement, and public management in East and Central Africa by 2021.

Cumulatively, the total number of participants selected and recruited for training into the program is 4,689 (118% against a target of 3,960 – including the two special cohorts, DOW and WiAP). The project thus surpassed its projected target by 18%. Some of the challenges faced were immigration, securing Somali Visas, attrition of admitted finalists due to various reasons, and the unprecedented COVID 19 pandemic that forced the centre to be closed in March 2020 and the project to resort to online training. Despite the internet connectivity challenges encountered, the online cohorts presented YALI RLC EA with a rare opportunity to empower and train more youth with the Centre training approximately 200 participants per cohort with a graduation rate of 80-80%.

Output 1.1: One fully equipped and functional RLC set up as a world-class training facility by July 2015

In July 2015, a fully equipped functional facility was set up at the Chandaria Business and Innovation Building at Kenyatta University. This accomplishment was possible due to a) Deloitte’s ability to contract and procure goods and services under a USAID expense authorization letter that was provided prior to the signing of an agreement, b) the agreement by contractors and suppliers to delay any payments until the agreement was signed, even while doing the work or supplying goods in advance, and c) the “fronting” of capital by Deloitte itself to move the implementation forward in advance of the award.¹⁵

Figure 2: A fully equipped and functional RLCEA Located in Kenyatta University



¹⁵ YALI REGIONAL LEADERSHIP CENTER EAST AFRICA QUARTERLY PROGRESS REPORT MAY 1-JULY 31, 2015

Due to the Covid 19 pandemic, the center was closed in March 2020 to around October 2021. Although onsite training did not resume, the facility remains in perfect condition with the routine maintenance always done to ensure the standards remain in place.¹⁶

Output 1.2: One Steering Committee and One Advisory Committee formed for the RLC EA by July 2015

When the project started (back in 2015/16) the Center’s governing structure included a Steering Committee and an Advisory Committee as two separate entities. The Steering Committee, consisted individuals, holding a largely strategic role, to work with the Center’s leadership to establish a strong foundation for success then and in the future. The Advisory Committee provided technical advice and worked closely with the Center’s management team on various facets of implementation, including but not limited to Admissions, Curriculum, Alumni Relations, and Marketing/Communications. The Advisory Committee members were selected based on their technical expertise and their institutional knowledge of the Center’s activities. However, over time it emerged that there were overlaps in responsibilities/roles and two bodies were merged into one body which retained the Steering Committee title. Currently, what serves the purpose is the Transition Taskforce that continues to steer the wheel towards transition. As the project transitions, the steerCo remains in place to see off the new phase to success.

Table 1 Key achievements (Quantitative)

Table 1: Cumulative program achievements by performance indicator, 2015-2022 (Outcome 1)

Indicator Number	Indicator	Project Target	Progress Achieved To-date
Outcome 1: The youth are improving the cadre of leadership in business and entrepreneurship, civic engagement, and public management in East and Central Africa by 2021.			
Output 1.1	One fully equipped and functional RLC set up as a World Class training facility for the youth by July 2015	1	1-Completed
Output 1.2	Output 1.2 One Advisory Committee and One Steering Committee formed for the RLC by July 2015	2	2- transition task force & a Steer Co.
Output 1.3	3,960 young leaders selected and recruited for training into the RLC by 2021	3,960	4,689 (118%)
Output 1.4	3,700 young leaders demonstrating increased knowledge and self-confidence as a result of training at the RLC by 2021	3,700	4,315 (116%)
Output 1.5	740 young leaders demonstrating improved leadership skills because of mentoring by 2021	740	288 (Not met due to challenges of online mentoring)

¹⁶ YALI M&E Performance Indicator Tracking Table

Output 1.6	3,700 young leaders demonstrating increased understanding of project formulation after group projects by 2021	3,700	4,315- Surpassed by 18%
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Output 1.3: 3,960 young leaders selected and recruited for training into the RLC EA by 2021

From the year 2015 when 78 young leaders were selected as finalists for the inaugural Cohort 1, the program has made immense strides in impacting positive and practical change in the region. By the end of the project, March 2022, 4,689 young leaders had selected, recruited and trained. The number is inclusive of the two special cohorts (DOW and WiAP) as well as the recruitment numbers for the YALI Africa Wide cohort. The ratio of female to male was 51% female to 49% male young leaders.

Distribution per country is as shown on table 2 below. Kenya being the host country for the RLC EA had the highest number of participants (1665=972 female and 693 male) followed by Uganda with 317 female and 273 male.

Only 4% of persons living with disabilities were selected and recruited into the program. Qualitatively, in terms of the reach of project beneficiaries, what disadvantaged especially the rural participants, was internet based communication. The other challenge was the language barrier from countries like Congo, Djibouti, and Ethiopia where English is not the first language causing difficulties in communication.

Table 2: Distribution of applicants by gender and country of origin

	Female		Male		Non-Conforming		Total	
	Participant	Percent of Total	Participant	Percent of Total	Participant	Percent of Total	Participant	Percent of Total
Burundi	76	2%	97	2%	0		173	4%
C.A.R	13		47	1%	0		60	1%
D.R. Congo	81	2%	123	3%	0		204	4%
Djibouti	23		26	1%	0		49	1%
Eritrea	18		30	1%	0		48	1%
Ethiopia	228	5%	246	5%	4		478	10%
Kenya	972	21%	693	15%	7		1672	36%
Rep. of Congo	56	1%	88	2%	1		145	3%
Rwanda	129	3%	119	3%	0		248	5%
Somalia	57	1%	92	2%	0		149	3%
South Sudan	67	1%	145	3%	0		212	5%
Sudan	120	3%	94	2%	1		215	5%
Tanzania	217	5%	221	5%	2		440	9%
Uganda	317	7%	273	6%	6		596	13%
Grand Total	2,374	51%	2,294	49%	21		4,689	100%

Source: Previously submitted YALI RLC close out report.

Table 3: Distribution of applicants by disability status

Demographic	Female		Male		Non-conforming		Total	
	Count	Percent of Total	Count	Percent of Total	Count	Percent of Total	Count	Percent of Total
No	2301	49%	2195	47%	17	0%	4,513	96%
Yes	73	2%	99	2%	4	0%	176	4%
Grand Total	2,374	51%	2,294	49%	21	0%	4,689	100%

Table 4: Urban-Rural Distribution of applicants

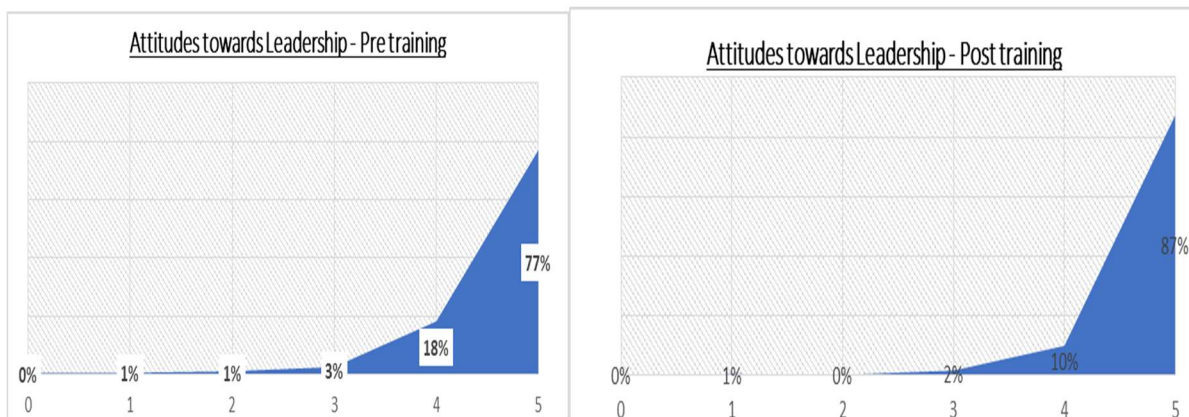
Demographic	Female		Male		Non-conforming		Total	
	Count	Percent of Total	Count	Percent of Total	Count	Percent of Total	Count	Percent of Total
Peri-urban	522	11%	486	10%	5	0%	1,013	22%
Rural	402	9%	495	11%	6	0%	903	19%
Urban	1,450	31%	1,313	28%	10	0%	2,773	59%
Grand Total	2,374	51%	2,294	49%	21	0%	4,689	100%

Output 1.4: 3,700 young leaders demonstrating increased knowledge and self-confidence because of training at the RLC EA by 2021

As to whether the young leaders demonstrated increased knowledge and self-confidence because of training at the RLC EA, the indicator target was surpassed by 24% with an attrition number of 423 participants. A comparative analysis of pre- and post-training data was done and the findings indicate a significant attitude change towards leadership from 77% before training to 87% after the training as shown in figure 4 below.

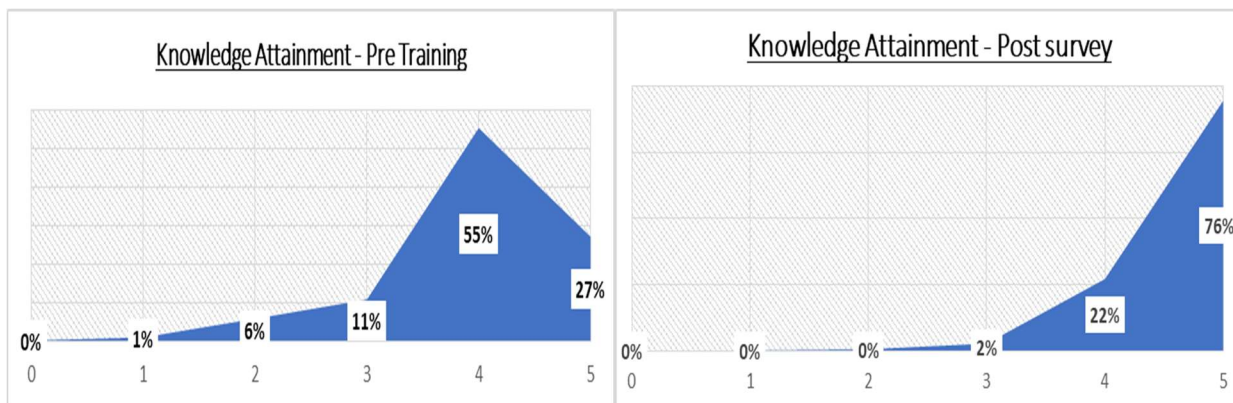
Qualitatively, participants talked of changes at the personal level which included, increased confidence, the soft skills necessary to achieve their goals, and a sense of improved leadership abilities. Many participants talked of how YALI brought them a new vision or passion or motivated them to do more. Others spoke of gaining increased confidence—through practice during the sessions, and by interacting with inspiring individuals—to move forward with their goals while others focused on the soft skills developed through YALI, including presentation skills, teamwork, and a desire to learn.

Figure 3: Attitude towards Leadership- Comparative analysis of Pre- and post-training.



There was a significant attitude change towards leadership from 77% before training to 87% after the training as shown in figure 3 above.

Figure 4: Knowledge attainment



There was an increase in knowledge levels after the training from 55% before training to 76% after training.

Participants reported an increase in knowledge after the training, the least reported 3 (they know but did not feel confident). None reported not understanding how to do the tested parameters after training (1% to 0%). A tremendous increase in those reporting mastery i.e., has a strong understanding after the training (27% to 76%). In general, the knowledge and skills domain reported a significant change after training (4.05 to 4.72). The Highest increase was witnessed on the rating of the communication skill, i.e., how to communicate my vision so that stakeholders understand their role in my initiative (0.95). The Participants rated transparency and the need to tell stakeholders both success and failure as one of the most important (4.33) in the pre-training assessment. This remained the highest rated in the post-training survey, with a higher rating (4.81). Qualitatively, participants who passed through the program were said to have been transformed in their thought process, they dared to dream bigger in terms of scaling up the projects they were doing before joining the center, and their confidence levels went up. From the transformational fund, some of them became employers.

Case study I: Vulcain Yengo-Cohort I

My passion to realize this dream drove me to apply to the YALI Regional Leadership Center East Africa, and I was fortunate enough to be in the first cohort which started in July 2015. Going through the program was an amazing experience that surpassed my expectations. A unique aspect of this leadership program is the lifelong engagement that Alumni have with the Center. Since I graduated from the program, I have been busy with my business, Minerve Distribution (MD), which sells and distributes frozen goods to retail shops in Brazzaville using an innovative transportation mode, known locally as Kavaki motors which are motorized cargo tricycles. Upon graduating from the Center, many networking and grant opportunities were opened to us. I had the opportunity of submitting my idea for a business plan grant competition offered by the Center's partner, the United States African Development Foundation (USADF). The first USADF disbursement of \$7,000 complemented my \$10,000 initial investment and another \$50,000 I was able to raise from investors. So far, my business has grown approximately seven times over, in less than a year.

When I first launched the business in July 2016, I had two medium-sized freezers used for storage. At the time, my storage capacity was between \$1,500 to \$2,000 worth of goods and our daily sales were between \$200 and \$1,000. Today, I have one large freezer container with a storage capacity of food worth \$30,000 and our sales have grown to \$5,000 per day. When I started, I had two full-time employees, now we have seven employees. My business is growing and in the next two months, it is projected to achieve \$8,000 in sales per day. The growth of the business has been remarkable, and it has potential since the Republic of Congo does not have a factory that processes frozen goods such as chicken and beef. Our goal is to rear chicken and beef cattle, then process and package the products for sale.

Output 1.5: 740 young leaders demonstrating improved leadership skills as a result of mentoring by 2021

The mentorship program was set up to ensure that participants and alumni benefit from role models who inspired them in the professional and personal spheres. The program's goal was to offer relationships that increased the success of YALI alumni towards building the cadre of leadership required for Africa. However, this indicator was significantly underachieved at (39%). The reason was that in the initial model, mentors were supposed to be enlisted, and mostly it was Kenyans who were enlisted. Bearing in mind the program coverage of 14 countries, it was quite challenging to do online mentoring. Through feedback and commitment to learning from evaluation and learning process, the approach was revised in 2018 to allow Alumni chapters in the respective countries to get local mentors. This was a slow process, and the numbers were significantly depressed and not what the program had anticipated. The revision of the approach worked well and according to the 2018-2019 quarterly report, USAID was happy with the numbers reported because it was a true reflection of the achievements on the ground.

{...We revised the numbers downwards-the goal of the mentorship program was to have people who had under holding with the alumni in their initiatives- The one-off meetings are not what the program had envisaged...} Project staff

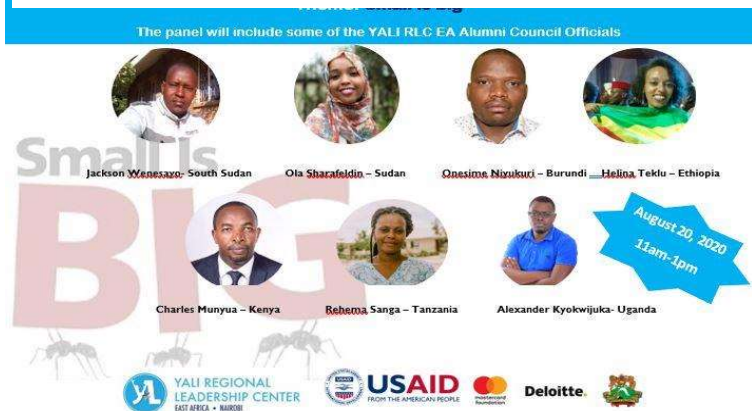
As such, over the years, the program undertook several changes including revamping the mentorship platform to ensure a seamless process. This was motivated by the need to look at the ultimate impact of the process rather than the process of matching which initially informed the proxy process of collecting data on this indicator. The department focused on reviewing the existing mentorship processes to inform an improved experience as well as assess the post-mentorship effect using the system. Mentor data drawn from different databases since the inception of the program was consolidated into a central database and duplicate entries were removed which resulted in a total of 311 mentors in the new database. The mentors

were then engaged through telephone conversations to gauge their willingness to continue mentoring participants and alumni and only 82 were willing. Some of the reasons expressed by those who did not wish to mentor included tight schedules and other conflicting priorities as others cited that they were currently involved in other mentorship activities that were not related to the center.

The Mentorship Toolkit was also revised to reflect the goal of the program and mentor and mentee guidelines developed as quick referral tools. The mentorship portal was revised and some of the changes made included refining how mentor and mentee details were viewed as well as how mentors approved/rejected mentee requests and the creation of an interface for mentors to view the pending/approved/rejected requests. An alumni login button was also added to the website for ease of access by the mentees. The mentor application form and mentorship section on the YALI website were also updated for consistency with other related materials such as the mentorship portal, mentorship toolkit, mentor, and mentee guides. An Email Address (mentorship@yalirlceastafrica.org) where all mentorship communication was centrally managed and where mentor and mentees would write to in case of any challenges was also set up. The roll-out of the revamped Mentorship Program was held in 2021. A demonstration session was held with all YALI RLC EA staff members prior to the program officially rolling out and a Mentor induction session that had 19 participants took place in the same year. To date, 274 mentor-mentee matches have been made on the platform. Conversations with partners such as DOW, Africa Wildlife Foundation, and Digital Opportunities Trust were initiated for them to support the program by offering their staff as mentors of the program. Consultative discussions were also held with the country alumni chapters to support the Center in the implementation of the program at the country level.

Apart from the structured mentorship, other sessions offering mentorship to alumni were organized over the years. For instance, to encourage and build a culture of proper self-reporting of results, an engaging learning lab dubbed *how to tell your story* was conducted in July 2019. This was in alignment with alumni needs on how to better position themselves as authentic leaders when sharing their leadership journeys with the world. In August 2020, a group mentorship session was organized for Cohort 39 participants and hosted by alumni mentors with the theme being *small is Big*. The forum sought to encourage and inspire leaders to take the first step in pursuing their dreams and implement their ideas however small since all the big accomplishments start small. This was a step towards ensuring the transformation of community, country, and the continent of Africa.

Figure 5: Cohort 39 Fireside chat



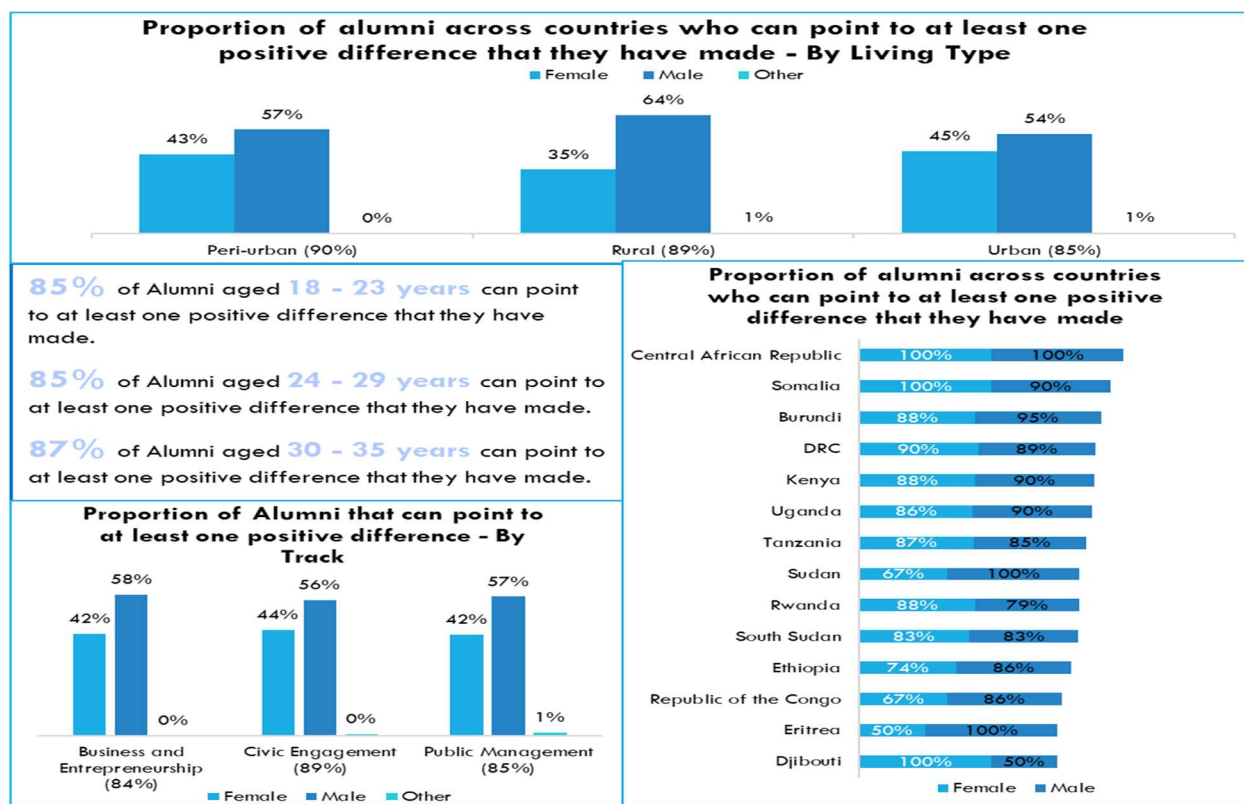
In the same year, a fireside chat was conducted with Cohort 33 participants on the topic *Future of Skills and Jobs for the Youth*. This discourse intended to encourage the 104 young leaders to challenge their conventional way of thinking about the application of their skills sets, more importantly, after going through the Design Thinking and Seven Habits of Highly Effective People classes. The young leaders appreciated the session saying that it helped them to introspect about how they view the world and the current changing dynamics in the workplace.

In 2020, the Center convened a successful expert session facilitated by the globally acclaimed Miri Rodriguez from Microsoft Inc. The session whose theme was *The Art of Storytelling* was attended by over 70 alumni from across the region and equipped participants with skills and tools for effective communication, personal branding and positioning for grants using insightful storytelling techniques. In 2021, the Center mobilized alumni to attend a session on *Harnessing the Power of your Ecosystems* delivered by Jeff Aludo. Jeff is the Founder of the Aludo Group and is an influential strategist and business thought leader with more than 20 years of experience working with over 200 companies in over 20 global markets.

Output 1.6: 3,700 young leaders demonstrating increased understanding of project formulation after group projects by 2021

YALI training participants were taken through the Human-Centered Design (HCD) module which is “a creative approach to problem-solving where participants are presented with a problem statement by a third-party organization to work on in smaller groups. This Design Challenge was meant to solve the challenge(s) that the organization was experiencing to adequately meet their stakeholders’, clients’, or customers’ needs. The participants were provided with the tools and knowledge on how to approach this Challenge during a two-day program on Design Thinking. The figure below shows the proportion of alumni across the countries who demonstrated an understanding of project formulation.

Figure 6: Proportion of alumni across countries who point a positive difference



Source: YALI RLC Ex-post Survey, December 2021

Alumni that can point to at least one positive difference in their countries, communities, and/or organizations, CAR 100%, Somalia 93%, Burundi 92%, Uganda 89%, DRC 89%, Kenya 89%, Republic of Congo 85%, Tanzania 86%, Sudan 82%, South Sudan 83%, Ethiopia 82%, Rwanda 83%, Djibouti 67% Eritrea 67%. An analysis of the proportion of alumni across the countries who could point at least one positive

difference that they had made was done. Glaring differences were seen across gender especially for countries like Sudan where only 67% female against 100% male, Ethiopia 70% female against 86% male and the Republic of Congo 67% against 86% Female could point at least one positive difference. Cultural prejudices, traditional gender roles, lack of collateral to finance businesses and microcredit were barriers that impacted negatively on female performance.

Outcome 2: Country alumni networks are actively providing support to the young leaders in East and Central Africa.

Over the years, the Alumni department has continued to work with Country alumni chapters to strengthen the relationships between the Center and the different alumni networks. A significant part of these interactions aimed at ensuring that opportunities for collaboration and support were shared. The Chapters also served as platforms where alumni in a specific country would come together to implement projects and initiatives that appeal to their needs while strengthening networking and collaboration amongst themselves. An alumni database, called U-Connect, was launched in January 2016 and served as a platform to provide resources to alumni.

The first Country Chapter was started in Tanzania in late 2015 and by April 2016, nine additional Chapters had been commissioned. Currently, alumni Country Chapters have been established in all 14 partner countries in East and Central Africa served by the Center. To enhance continuous engagement and reach alumni who are on the outskirts of major cities, Country Chapters were encouraged to consider the formation of sub-chapters at the country level leading to the Alumni Chapter of Ethiopia actualizing the formation of four alumni sub-chapters in Mekelle, Bahir Dar, Jimma, and Dire Dawa cities. The Alumni Chapter of Kenya also formed sub-chapters across all the 47 counties in Kenya. These would operate under the main chapter in the different major cities of the country and present a platform for alumni to continue giving back to their community using the knowledge and experience that they acquired from the YALI RLC EA program. The Alumni Chapter of Kenya conducted YALI Mashinani outreach visits which were avenues for discussions aimed towards establishing stronger collaboration between the National and County Chapter leadership

Table 5: Cumulative program achievements by performance indicator, 2015-2021 (Outcome 2)

Outcome 2: Country alumni networks are actively providing support to the young leaders in East and Central Africa			
Output	Indicator	Targeted young leaders	Target achieved-
Output 2.1	2,230 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa by 2021	2,230	2,910 engaged in alumni activities
Output 2.2	250 young leaders report improved leadership skills and opportunities as a result of alumni activities supported by the Transformation Fund and/or other Partner-funded initiatives by 2021.	250	188 Reported improved leadership skill
Output 2.3	12,300 young leaders demonstrate increased knowledge and improved	12,300	9,415 (YL demonstrated

leadership skills after engaging with the online learning platform under U-Learn, U-Connect	increased knowledge
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Output 2.1: 2,230 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa by 2021

2910 participants against a target of 2,230 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa by 2021. The YALI Alumni network continues to grow and their participation in their communities and societies is being felt more post the project. Collected quarterly, this indicator is evidence of how proactive the Alumni network is towards creating impact. To illustrate this a few examples are cited below.

Example 1: The first Country Chapter was started in Tanzania in late 2015 and by April 2016, nine additional Chapters had been commissioned.

Currently, alumni Country Chapters have been established in all 14 partner countries in East and Central Africa served by the Center. To enhance continuous engagement and reach alumni who are on the outskirts of major cities, Country Chapters were encouraged to consider the formation of sub-chapters at the country level.

Example 2: Alumni Chapter of Ethiopia actualized the formation of four alumni sub-chapters in Mekelle, Bahir Dar, Jimma, and Dire Dawa cities.

The Alumni Chapter of Kenya also formed sub-chapters across all the 47 counties in Kenya. These would operate under the main chapter in the different major cities of the country and present a platform for alumni to continue giving back to their community using the knowledge and experience that they acquired from the YALI RLC EA program. The Alumni Chapter of Kenya conducted *YALI Mashinani* outreach visits which were avenues for discussions aimed towards establishing stronger collaboration between the National and County Chapter leadership

In 2019, the Ethiopia Alumni Chapter in a collaborative effort with the Kenya Alumni Chapter worked together to bring together 23 youth passionate about Climate Change and mitigation for a Climate Change Africa expo that was organized at the Center. The goal of the initiative was to serve as a bridge that connected the youth with climate change projects to possible investors, experts, and volunteers to ensure the inclusion and active participation of youth voices from Africa in the international climate change negotiation. In the same year, 8 alumni from the coastal region in Kenya under the innovative entrepreneurship program for Youth Empowerment Program Initiative, (YEPI) (designed to catalyze their businesses and empower them to be consistent in their entrepreneurial journey) organized the Governors Start-up Challenge which sought to bring 10 most promising and brilliant entrepreneurs from the coastal region of Kenya. 46 and 86 young women and men respectively applied to take part in the one-week boot camp meant to expose them to design-driven entrepreneurship, the business model canvas, pitching skills, networking opportunities, and inspirational sessions.

In 2020, in-country alumni outreach activities were carried out by members of staff in Kenya, Ethiopia, the Republic of Congo, and Uganda. These activities were key in providing a landscape analysis of alumni initiatives as well as identifying gaps, challenges, and opportunities in which both the Chapters and Center could tap into. A crucial activity during the visit was to engage youth organizations for potential strategic

partnerships and act as host organizations for alumni activities. The organizations visited were Uganda Youth Network, Plan International Uganda, OpenSpace Center, GDE-Institute De Gestation Et De Développement Économique, and Young Success Crossroads.

During the same period, The Alumni chapter of Ethiopia started facilitating online courses through a Telegram group (@YALILearnsEthiopia). Through this platform, the Chapter shared online course materials, discussed the guiding questions, held conversations on chat, and finally awarded certificates to group members. Through the #MyYALIexperience hashtag, alumni shared their experiences and stories before, during, and after YALI to inspire other young people in their communities. Meanwhile, The Democratic Republic of Congo Alumni chapter participated in the CONGO UNITES conference, which brought together 251 young people, 130 females and 121 males, from 26 provinces of the DRC as well as from the diaspora in June 2019. The conference aimed to inspire, connect and equip a new generation of leaders in DRC for hope and national reconciliation. This Conference of Young Leaders of the DRC answered the need to connect the young leaders of the DRC around a vision of national unity, stability, and development.

Since 2019, the Alumni Chapter of South Sudan has been running a Basic Computer Literacy program. The program which runs throughout the year targets micro and small business owners, students on holiday, school dropouts, and other young people interested in enhancing their computer skills. Three to six alumni volunteers over six weeks to train participants on basic computer skills using facilities at the American space located at the University of Juba. Participants are given hands-on training covering the general introduction to computers (Software and Hardware), Microsoft Office packages, email creation and operation, and web browsing. Between July 2019 and March 2021 over 40 young people gained digital skills to help them fit in the current job market and digitalize business opportunities. The chapter now plans to roll out our free hands-on training courses in graphics designing, and computerized accounting packages to job seekers to boost their chance of gainful employment.

Figure 7: participants undergoing basic computer literacy training



To further strengthen a continuous learning experience, the Alumni Department supported the Alumni Council in forming online sub-teams. The purpose of this was to encourage cross-cultural learning and have like-minded leaders in the roles across countries come together to share ideas, challenges, and opportunities to synergize their efforts to better lead their respective country alumni chapters and rise above the COVID-19 pandemic. This enabled leaders across the countries to engage in meaningful discussions on how to creatively utilize the available networks to amplify impact through strategic activities. The team is composed of 53 alumni who lead various committees.

The Center continued to encourage alumni to participate in activities carried out in their respective countries. For example, in 2019, 225 alumni attended SOAR Africa which was a Leadership Summit aimed

to create a progressive and thought-provoking platform where leaders and entrepreneurs have conversations that inspire economic progress for the continent. Invited alumni lauded the YALI Program for providing them with a space where they could champion the right leadership values, share learnings, transfer knowledge, and gain mentorship. In the same year, in a partnership between DOW and YALI, the Center held a Design Challenge focusing on waste management. The partnership enabled the Center to facilitate a Human Centered Design challenge process and provided an Alumni based cohort of 12 individuals working in waste management and circular economy. The winning team of the Design Challenge received a nominal award to fund the initial concept for the Dow Social Impact project.

The Nakuru County subchapter held a Commencement Ceremony for 220 youth and adult learners who had undergone training by the Chapter, in partnership with Kenya National Library Science in 2019. Among the topics covered included Digital Literacy, Transformative Leadership, and Computer Security and Blockchain Technology. This was the sixth cohort that had undergone training by the Chapter as illustrated by the photo below.

Figure 8: Commencement ceremony for 220 youth trained in Nakuru Chapter Alumni in 2019



To mark Nelson Mandela Day on July 18, 2021, the YALI RLC EA Alumni Chapter of the Republic of Congo through its County Alumni Representative of Pointe Noire, organized a training seminar on the theme: “The Leader in face of inner wounds: A case study of Nelson Mandela” with an audience made up of 30 young people (13 alumni and 17 other youth) from all social strata. Several sub-themes were developed including 10 inner wounds, consequences of inner wounds, identifying and exteriorizing one’s inner wounds, and forgiveness among others. The main objective of the seminar was to encourage the young people to promote peace, reconciliation, and a culture of diversity.

Figure 9: Commemoration of Nelson Mandela Day on July 18, 2021, at the Republic of Congo



Alumni took part in a webinar with Clinton Health Access Initiative held in July 2021. The forum presented a platform for about 200 alumni across the four RLCs to learn more about the recruitment process for the organization to increase regional local hires for upcoming job opportunities and identify areas of partnership with alumni in the health sector.

The Alumni Marketplace Event took place in September 2021 bringing together key stakeholders, alumni, and partners across the four Regional Leadership Centers. The event held through a virtual platform attracted 1,322 registrations and featured an exhibition hall of 40 selected YALI RLC alumni projects and businesses initiatives. 439 alumni from East Africa registered for the event. The official MOU signing between YALI and HP Life also took place during the event. The event also included fireside chats and critical conversations such as the African Continental Free Trade Area (AfCFTA) among others.

Finally, the Center also held virtual reunion sessions with alumni of the special cohorts (DOW and WiAP) in September 2021. These were interactive sessions with the alumni seeking to identify what they were currently doing, how the YALI training impacted them, and the support they would require from the Center. The center planned for country visits to WiAP alumni projects and initiatives in six countries namely Rwanda, Kenya, Ethiopia, Republic of Congo, Uganda, and Tanzania with USAID participation in Rwanda, Uganda, and ROC. During the visit, a total of 20 new stories were identified and documented, while others were validated and inaccurate information expurged. The value of Transformation Fund in advancing alumni initiatives was proved for example, Sally Musonye was awarded the Trailblazer award during the international women's day. She emerged the winner of Queen of African Energy 2021.

Some of the challenges experienced during the country visits were scheduling as visiting dates kept on changing from the chapters and alumni. The scheduling challenges affected USAID participation in some countries. There were also logistical facilitation challenges, especially delayed allowances.

Output 2.2: 250 young leaders report improved leadership skills and opportunities as a result of alumni activities supported by the Transformation Fund and/or other partner funded initiatives by 2021

The Transformation Fund was established in 2016 to provide additional resources and support to alumni with outstanding initiatives as they extended the Center's impact within their communities and countries. Through alumni conversations and information sessions, alumni were continually sensitized to the opportunities available for them through the Transformation Fund. In 2018, the Center received 38 applications for Transformation Fund. Ultimately, 8 applications were funded. Most of the funded projects

had a focus on building capacity and skills (application of design thinking and education package to vulnerable youth and women), creating decent employment opportunities, and participating in other community activities such as environmental conservation.

In August 2020, the Project established a multi-stakeholder Transformation Fund Awards Committee bringing together 8 members drawn from Kenyatta University, USAID, Deloitte, RLC staff, and a representative of the Alumni Council. The call for proposals in five categories (Secretariat Funding, Alumni Mapping, Group Projects, Hall of Fame individual category, and Innovation in working with Government) attracted 169 applications that went through a three-stage review process and were awarded 20 projects. Awardees were also taken through a documentation and accountability webinar.

188 young leaders against a target of 250 reported improved leadership skills and opportunities as a result of alumni activities supported by the Transformation Fund and/or other Partner-funded initiatives.

Table 6 below provides a summary of Transformation Fund disbursements during the period.

Table 6: Status of disbursements made under the Transformation Fund by Category and Country.

Funded Projects-15			
Name of Project	Country	Category	Brief Description
Economic Empowerment for Women	South Sudan	Group Project	Sustainable economic empowerment for vulnerable women in Juba by offering tailoring training.
Organic Hydroponic Kitchen Gardens in Kibra Slums	Kenya	Group Project	Sustainable organic farming intensification and food security among vulnerable women in Kibra slums through the establishment of organic hydroponic kitchen gardens.
Training in menstrual hygiene management	Uganda	Group Project	Reduce the rate of unemployment among adolescent girls by equipping them with skills for the production of hygienic re-usable sanitary pads and soap making.
Reusable Pads Training and Donation	Uganda	Group Project	Promote retention of girls in education systems through training and empowering them in the making and use of reusable sanitary pads.
Schooling of underprivileged children	Republic of Congo	Group Project	Schooling of underprivileged children to reduce high rates of illiteracy in the Republic of Congo.
Digitrade	Tanzania	Group Project	To democratize digital skills and opportunities to youth as a source of livelihoods.
BIHUSA	DRC	Group Project	Empowering young mothers on the techniques of transformation of single coloured into multi-coloured fabrics
Art for Leadership	Kenya	YALI Hall of Fame Individual Project	To empower 25 young artists from the slums within Nakuru both musically and economically.

Mushroom Knowledge Base	Uganda	YALI Hall of Fame Individual Project	Empowering youth for sustainable development by creating employment opportunities for at least 80 youth in Masooli village in Uganda.
Start-up Garage	Uganda	Innovation in Working with Government	Stimulation of growth of sustainable business start-ups for increased youth employment and income.
Youth Leadership Transformation Summit (YLTS)	Kenya	Innovation in Working with Government	To positively transform the country through deepening youth inclusion in law and policy-making processes at the National and County levels of government.
Alumni Chapter of Uganda Mapping Exercise	Uganda	Alumni Mapping	To facilitate the Country Chapter's alumni mapping activities through a phone-based data collection exercise.
Alumni Chapter of Kenya Mapping Exercise	Kenya	Alumni Mapping	To facilitate the Country Chapter's alumni mapping activities through a phone-based data collection exercise.
Alumni Chapter of Uganda Secretariat Funding	Uganda	Secretariat Funding	Support offered to chapters based on an agreed roadmap to formalization upon provision of necessary evidence of registration either as an independent organization or as an affiliate to an already existing organization
Alumni Chapter of Kenya Secretariat Funding	Kenya	Secretariat Funding	Support offered to chapters based on an agreed roadmap to formalization upon provision of necessary evidence of registration either as an independent organization or as an affiliate to an already existing organization
Pending Projects (5)			
Sudan Youth Tour for WASH	Sudan-Funding under processing	Group Project	Educate Sudanese youth about their role in solving water challenges, empower them to contribute to improved water security, water resources management, and sanitization amongst rural communities in Sudan.
Alumni Chapter of DRC Mapping Exercise	DRC	Alumni Mapping	To facilitate the Country Chapter's alumni mapping activities through a phone-based data collection exercise.
Alumni Chapter of Tanzania Secretariat Funding	Tanzania	Alumni Mapping	To facilitate the Country Chapter's alumni mapping activities through a phone-based data collection exercise.
Alumni Chapter of Burundi Secretariat Funding	Burundi	Secretariat Funding	Support offered to chapters based on an agreed roadmap to formalization upon provision of necessary evidence of registration either as an independent organization or as an affiliate to an already existing organization

Alumni Chapter of DRC Secretariat Funding	DRC	Secretariat Funding	Support offered to chapters based on an agreed roadmap to formalization upon provision of necessary evidence of registration either as an independent organization or as an affiliate to an already existing organization
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Note: On the pending project above, the Finance team disbursed funds for the Sudan Youth Tour for WASH but the Awardee cites that the funding is yet to be received by the supplier. The funds were returned as the credit party did not accept USD payments. They were requested to provide the correct routing information for USD currency which they have not done to date.

The rest of the projects are still pending as the Alumni mapping and Secretariat grants were milestone based and the chapters did not meet the requisite milestones/submit necessary documentation for funding purposes

In 2021, the call for applications for round 3 of the Transformation Fund went out for three categories (Country Chapter Funding, Group Projects, and Special Cohorts) and attracted 139 applications from 11 countries i.e., Kenya-52, Republic of Congo-23, Uganda-16, Tanzania-11, Rwanda-9, Burundi-8, DRC-5, Ethiopia 5, Sudan-4, South Sudan-3, Somalia-3. An information session had been conducted with 17 DOW and WiAP alumni with the aim being to induct them on the opportunities available for them. Following a rigorous review process including panel presentations, 26 projects were selected for funding as captured in Table 7 below:

Table 7: Projects selected for funding November 2021`

Group Projects	
Name of Project	Country
Inclusion of the youth in promoting peace, security, and good governance	Kenya
Rescue an Adolescent Girl (RAG)	Uganda
Slum back up project	Rwanda
Sex education & reproductive health rights for persons with physical & intellectual disabilities	Uganda
Creating Safe Environment to Address Sexual Violence Among Adolescent Girls	Tanzania
Enhancing capacities of adolescent girls, young women & leaders to curb GBV & teenage pregnancies	Uganda
Empowering Brazaville young people through entrepreneurship skills training	Republic of Congo
Mental Health Promotion	Kenya
Fa Business Design Studio	Uganda
Somali Youth Economic Empowerment for Livelihood	Somalia
Special Cohorts Category	
Name of Project	Country
Clean Energy Solution for Agribusiness	Tanzania
Riparian Land Restoration Through Bamboo	Kenya
Enhancing Access and Adoption of Improved Cook Stoves to Vulnerable Communities in the Lake Region	Kenya

Eco-Charcoal Briquettes for Clean Cooking	Tanzania
Kijiji Ukulima Eco Project	Kenya
Promoting Renewable Energy Solution in Farming	Sudan
Ashgold Africa Initiative	Kenya
Solar-Powered Irrigation System	Rwanda
Farm to Food	Kenya
Eco-Solution Plastics Recycling Plant	South Sudan
Energy-saving biomass Cook Stove Production	Kenya
Country Chapter Funding Category	
Name of Project	Country
Alumni Chapter of the Republic of Congo	Republic of Congo
Alumni Chapter of Sudan	Sudan
Alumni Chapter of Kenya	Kenya
Alumni Chapter of Uganda	Uganda
Alumni Chapter of Tanzania	Tanzania

By March 2021, 188 out of the targeted 250 young leaders had reported improved leadership skills and opportunities as a result of the transformational funding. The transformation Fund continues to impact the lives of people through the initiatives set up by the fund beneficiaries. That is, while it has not been achieved, its success highly depends on the fundraising efforts of the project and we are sure that this could have been achieved had the project embarked on this at inception. Also in the next phase, the team can learn from the current lessons to achieve more success.

Output 2.3: 12,300 young leaders demonstrate increased knowledge and improved leadership skills after engaging with the online learning platform under U-Learn

Covid 19 pandemic interfered with the work plan for year 6 as the center was closed from March 2020 to November 2021. Before the pandemic, there were plans to hold many in-person engagements with country chapters. This opportunity was missed due to the pandemic and in it, the opportunity to document, mentor, inspire, verify, validate reports, and address challenges on the ground. However, despite the challenges, 9,336 young leaders against a target of 12,300 young leaders demonstrated increased knowledge and improved leadership skills after engaging with the online learning platform under U-Learn, U-Connect. This is 76% percent of the set target. More online learning has diversified the curriculum content of the program with more IT-related partners such as IBM, HP, and CISCO coming onboard. The YALI LMS is now up and running with the first trial cohort having already taken place..

Over time, other online learning resources have come up such as HP Life, Microsoft Imagine Academy, the training itself, and have boosted the number. The U-Connect was done away with at some point so the indicator number to report kept adjusting with time. Therefore, there is a need to review how this indicator is calculated to ensure that the right number is captured. The YALI RLC EA LMS saw less usage of the U-Learn platform¹⁷. More online learning diversified the curriculum content of the program.

Table 8: U-Learn Registration Numbers April 2015 - June 2021

¹⁷ is providing all types of information that will increase knowledge and skills, including scholarly articles, videos, "Top Ten" lists of best practices, blogs, podcasts, and much more

New registered users	N/A
Active Users	5,426
Article & Video reviews	271
Course Views	3,167
Tool kit Views	37
Page Visits	2,121

Outcome 3: The RLC graduates demonstrate leadership behaviors in their communities, businesses, or governments.

Since the establishment of Country Chapters in 2016, alumni have continued to take up leadership positions in their countries as part of the Executive Committee. Aspirants were allowed to campaign and share their manifestos with their fellow alumni to understand their visions and aspirations before they were voted for. The Center oversaw the election process and those who were successful served the chapter for two years. The most recent elections took place in 2021 with those appointed to office expected to serve in the period 2021-2023. The new officials then shared their proposed work plans for the term and country-specific meetings were held to discuss areas of support that were beneficial to both the Center and the Country Chapters.

Output 3.1: % of young leaders who report having applied leadership skills within the past 6 months

Table 9: Cumulative program achievements by performance indicator, 2015-2021 (Outcome 3)

OUTCOME 3: The RLC graduates demonstrate leadership behaviours in their communities, businesses, or governments			
Output	Indicator	% young leaders targeted	Achieved %
Output 3.1	% of young leaders who report having applied leadership skills within the past 6 months	80%	98%
Output 3.2	% of young leaders demonstrating improved knowledge and attitudes in leadership (self-efficacy, communication, and planning)	80%	51%

This is a short-term test of the application of the skills learned in the YALI program. 98% of the respondents' reported having applied these leadership skills in the last 6 months. More males (99%) demonstrated this than their female counterparts (97%). This difference was also seen by their living types aggregation with those from Peri-urban, Rural, and Urban reporting 99.5%, 98.8%, and 97.9% respectively.

Alumni continued to exhibit leadership behaviors in their countries as they executed projects and initiatives meant to bring about transformational change. For example, after gaining skills in the Business and Entrepreneurship Track, Isack Imani (Cohort 32) started TakaCycle, a smart waste collection model to enable low-income communities to capture value from their waste. TakaCycle is a for-profit social enterprise that promotes environmental sustainability, socio-economic development, and community health by providing efficient, reliable, affordable, novel, and environmentally friendly waste management, collection, disposal, recycling, and awareness services in Tanzania's densely populated urban neighborhoods. Isack's vision is to accelerate Tanzania's transition to an increased usage of smart and sustainable waste management by use of technology and innovation.



Output 3.2: % of young leaders demonstrating improved knowledge and attitudes in leadership (self-efficacy, communication, and planning)

The team believes that a higher percentage of RLC EA graduates continue demonstrating improved knowledge and attitudes in leadership (self-efficacy, communication, and planning). 51 % from the targeted 80% demonstrated improved knowledge and attitude change in leadership. 51% was from physical (in person) cohorts while 44% were from online cohorts. The M&E YALI working group complained about this indicator on how it was calculated in the MIS. However, no action was taken.

Case study 3: African Peacemakers Alliance founded by Yoal Gatkouth Riek (Cohort 39) continued to engage young people in dialogue on democracy, good governance, and human rights to identify current gaps and ways of fixing them as a way of promoting great leadership in South Sudan. The discussions were structured such that young people got to meet and talk to young leaders in government. The organization's partnership with the USAID Funded Democracy International also enabled hundreds of youths to benefit from meaningful participation in national issues at the Juba Civic Resource Center.

Figure 11: Discussions on democracy, good governance, and human rights at the Juba Civic Resource Center in South Sudan.



Case study 4: To commemorate Menstrual Hygiene Day on May 28, 2021, YALI alumni Serfine Adhiambo (Cohort 41, Kenya) through her organization, Great Daughters of Nyakach, held celebrations at Ahero Resources Center where 150 girls received basic menstrual health hygiene lessons and dignity kits.

Figure 12: 150 girls received basic menstrual hygiene training and dignity kits during menstrual hygiene day held on May 28, 2021



Outcome 4: The RLC graduates have the sustained support they need from their peers and from public-and-private-sector organizations to enact change

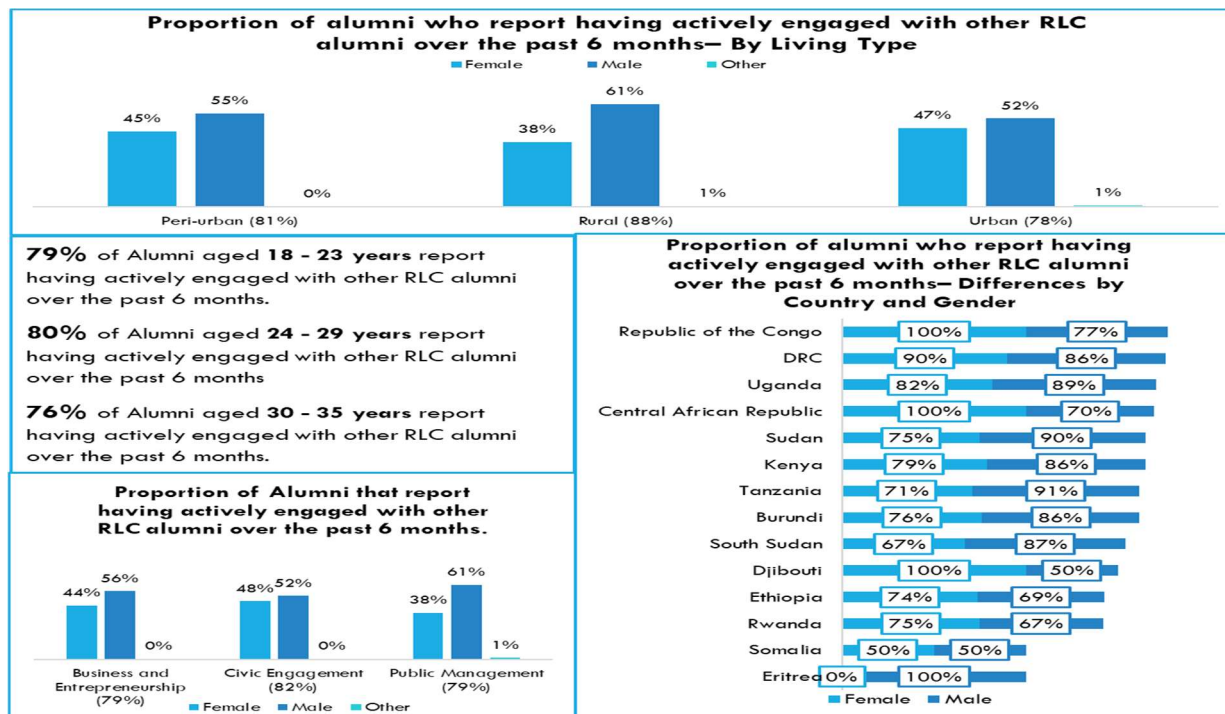
Table 10 Cumulative program achievements by performance indicator, 2015-2021 (Outcome 4)

Outcome 4: The RLC graduates have the sustained support they need from their peers and from public-and-private-sector organizations to enact change			
Output	Indicator	Targeted %	Achieved %
Output 4.1	% of RLC EA alumni who report having actively engaged with other RLC alumni over the past 6 months	80%	80%
Output 4.2	% of RLC EA alumni who report having actively engaged with other relevant stakeholders over the past 6 months	80%	69%

Output 4.1: % of RLC alumni who report having actively engaged with other RLC alumni over the past 6 months

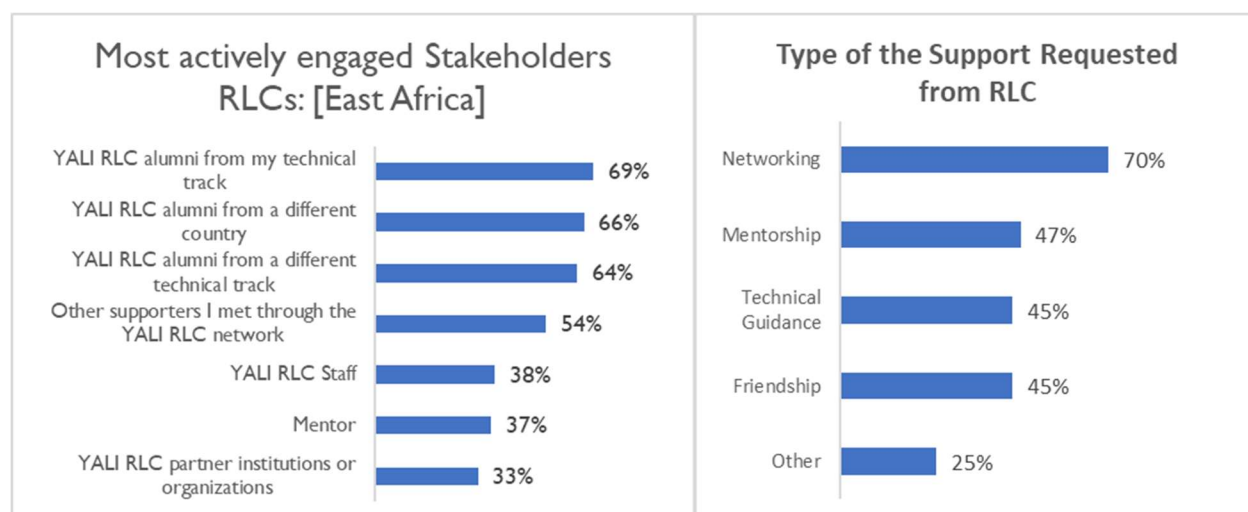
The RLC EA Alumni continued to interact with one another. As expected, those that attended physical training scored more (81%) as compared to those in online training (74%). Though more males (82%) reported engaging fellow alumni than females (77%), they both engaged Alumni from the same technical track the most.

Figure 13: Proportion of alumni who report having actively engaged with other EA RLC



Source: YALI RLC Ex-post Survey, November 2021

Figure 14: The Most actively engaged stakeholders and the type of support sought



Although the most active engagement was from members of the same track, networking and mentorship remained the key support sought from the Center as shown by figure 14 above. In addition, there were gender gaps in the proportion of alumni who reported having actively engaged with other RLC alumni over the past 6 months as shown in figure 13 above. As alluded to earlier, the gender gap in education, uneven distribution of responsibilities, institutional and cultural barriers were among the factors behind the gender disparities.

Output 4.2. % of RLC alumni who report having actively engaged with other relevant stakeholders over the past 6 months

The score was below the target of 80%. The YALI graduates posted a 69% score on this indicator. That is, 69% for responses from in-person cohorts and 61% from online cohorts. The RLC believes that the indicator had a relatively low score because of the little engagement between most RLC graduates and the relevant stakeholders.

Outcome 5: Corporate/business entities, civil society organizations, and public agencies are supporting the RLC and creating a conducive environment for its sustainability through partnerships

Table 11: Cumulative program achievements by performance indicator, 2015-2021 (Outcome 5)

Outcome 5: Corporate/business entities, civil society organizations, and public agencies are supporting the RLC and creating a conducive environment for its sustainability through partnerships			
Output	Indicator	Targeted support to EA RLC by other Org	Achieved Targets.
Output 5.1	Public and civil society organizations are working with the RLC EA to support and create a conducive environment for young leadership in entrepreneurship, civic leadership, and public management	30	74
Output 5.2:	\$6 million raised toward the RLCEA Sustainability Fund by 2021	\$6,000,000	\$300,000
Output 5.3:	\$600,000 raised toward the RLC EA Transformation Fund by 2021.	\$600,000	\$275,000
ES.2-52:	Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance”	N/A	9

Output 5.1: Public and civil society organizations are working with the RLC to support and create a conducive environment for young leadership in entrepreneurship, civic leadership, and public management.

This has been achieved in that out of the targeted 30 public and civil society organizations, 74 are working with RLC EA to create a conducive environment for young leaders in entrepreneurship. The number is the total number of partners highlighted in the leverage tracker. They include organizations that have

provided direct funding (monetary), or those that have provided in-kind (non-monetary) support to the project.

Output 5.2: \$6 million raised toward the RLC Sustainability Fund by 2021

This has not been achieved. Out of the targeted \$ 6,000,000, \$275,000 was achieved. The Center continued to forge partnerships and collaborations with the private sector seeking to extend the partnership beyond the life of the program. Partners engaged included MasterCard Foundation, Kenyatta University, Dow, KCB Group, Mpesa Foundation Academy, GIZ, and KTDA. The Center also continued to work with the various technology partners to enhance the delivery of the online cohorts. These partners are Microsoft, Cisco, HP Life, and IBM as part of the Transition.

While the team sustained their effort on building partnerships and raising funds, there was a challenge in getting commitments from the organizations who had committed to give funds at the beginning of the project. Furthermore, the effects of COVID-19 shifted most organizations' focus from the youth project to other areas of health, primary education, and other livelihoods support which were a priority at the time. As such efforts to raise funds during the last two years of operation did not bear much fruit. Considering this, the Center had to adapt partnerships and fundraising efforts towards strengthening current partner relations and seeking funding that speaks to more support for alumni who remain the greatest sustainability evidence of the program achievement over the years.

The center built partnerships with Kenya Commercial Bank, Citibank, USADF, Dow, and Rendeavour (among others) that provided both cash and in-kind support. In addition, partnerships with organizations such as Microsoft and Africa 24 Media were expanded to increase both visibility and leverage. The in-kind contribution amounted to USD 3,750,000 while cash contribution was USD 100,000. Although the Partnership Team's efforts were continually hampered by the lack of a mechanism to raise significant cash for the Center's sustainability, this is an avenue if pursued further can yield significant results towards local resource mobilization.

The table below provides a breakdown of the leverage by partner and contribution description.

Table 12: Breakdown of leverage by partners

#	Resource Partner Name	Organization Type	Local or Non-Local	Total Value of Commitment (per MOU or LOI)	Project Contribution to Date (All Resources)	Project Contribution to Date (Leverage Only)	Amount Contributed in This Quarter	Contribution Type (Cash, In-Kind)	Counts as Leverage (per the GDA APS)	Contribution Description (This Quarter's ONLY)
1	Microsoft	Private Business	Non-Local	\$ 6,000,000	\$ 3,400,000	\$ 3,400,000	0	In-Kind Cash	Yes	Provision of Biz Spark and Office 360 software for RLC
2	Howard University	Higher Education Institute	Non-Local	\$ -	\$ 2,000,000	\$ -	\$ 200,000	In-Kind	No	Staff time for Curriculum Development on the Public Management Track
3	KCB	Private	Local	\$850,000 \$120,000	\$70,000	\$50,000	-	Cash		
3	Howard University	Higher Education Institute	Non-Local	\$ -	\$ 2,000,000	\$ -	\$ 30,000	In-Kind	No	Travel Expenses for 3 people from DC to Johannesburg for 8 days
4	Dow Chemical	Private Business	Non-Local	\$ 4,000,000	\$ 1,000,000	\$ 1,000,000	\$ 100,000	Cash	Yes	Cash contribution
5	Cisco	Private Business	Non-Local	\$ 1,000,000	\$ 120,000	\$ 20,000	\$ 100,000	In-Kind	No	Access to Cisco's existing Network Academy
6	Cisco	Private Business	Non-Local	\$ 1,000,000	\$ 120,000	\$ 20,000	\$ 20,000	In-Kind	Yes	Travel & Time for Cisco CEO to present at evening RLC session on Networking

Output 5.3 \$600,000 raised toward the RLC Transformation Fund by 2021.

During the period, the Center managed to raise \$ 303,812 (50%) against a target of \$600,000 for the Transformation Fund. The ability to attract funding through Deloitte from other profit-making organizations did not work well due to conflict of interest. Deloitte formed a company called YALI RLC limited to act as a vehicle to run with the fundraising aspect. The in-kind donations amounted to USD 3,750,000.

3.0 Cross Cutting Issues

3.1 Gender equality and Women Empowerment

In order to implement the principles of USAID's Policy on Gender Equality and Women's Empowerment, Deloitte focused on integrating gender into the YALI Regional Leadership Center East Africa from day one. It did this in four ways. First, it integrated female professionals onto the project team, with 43% of the overall project staff, and 40% of the leadership team being women. Secondly, it ensured at least 50% representation of women into its cohorts. In the recruitment phase, the Project delivered targeted messaging to increase the number of female applicants. As a result, more women, 51% of the young leaders compared to 49% of male young leaders were recruited into the program even though women had constituted only 34% of overall accepted applicants. It also sought to increase the number of women applicants by reaching out to gender-based organizations in its target countries. Finally, it highlighted women leaders such as Wanjiru Kamau-Rutenberg (AWARD) and Amrote Abdallah (Microsoft), whose stories served to empower and challenge women in both the civil society and business and entrepreneurship sectors. The Center staff included women into each of its trips outside Kenya and it engaged with women's associations in Kenya as well to increase the number of female applicants.

The Center also rolled out specific initiatives to integrate gender into its programs and curriculum and overall operations. This includes continuing outreach to and through women's associations, incorporating gender-focused discussions during the diversity and social inclusion course, to help participants understand and recognize the various gender biases and identify mechanisms of ensuring everyone in society is included in all aspects. The center also enriched a special section under Resources within the U-Connect alumni portal dedicated to gender resources. March of every year is celebrated as International Women's Day, distributing a special Cohort Communique that features alumni and what they are doing to advance gender equality. The center also identified gender experts to host learning labs that focus on various aspects of the gender discourse as well as continuing to support the Gender Equality task force teams in the various Alumni Chapters to execute activities that they will identify.

In addition, the Center continued to promote diversity and inclusion by continuing to conduct outreach to organizations that promote diversity and inclusion, implementing an equal opportunity approach in all chapter and alumni engagements for peoples of all genders, abilities, religions, tribes, ethnicity, orientation, and economic status, continuing to populate a special section under resources within the U-Connect alumni portal dedicated to diversity and including an alumnus who can speak on disability issues onto Alumni & Volunteer Relations Advisory Committee.

Other conscious efforts by the project to promote gender equality and women empowerment were through; balanced distribution of the Transformation fund, conducting a women-only special cohort, the Women in African Power (WiAP), including the compulsory Social Inclusion and Diversity module in the curriculum and ensuring balanced representation in the country chapter leadership.

However, it's worth noting that while the legal framework for gender equality and women empowerment was established in the fourteen countries represented by the Center, cultural prejudices, traditional gender roles, and lack of collateral to finance their businesses and microcredit were barriers that impacted negatively on female performance.

3.2 Environmental Compliance

During the project period, the team remained vigilant and committed to promoting a sustainable environment. For example, in 2017, the project team discouraged printing content that could otherwise be used in softcopy and encouraged the use of digital gadgets to create, modify, read, and share content to ensure a cleaner environment. Thereafter, the use of printed training materials was replaced with digital content including facilitator handouts, training models, class group projects, assessments, and surveys during cohort training.

Other environmental compliance activities include collaboration with other partners in tree planting activities such as Family Bank (Baba Dogo primary school in Nairobi) and Citi Bank (The Forest, at Kereita). During the COVID-19 period, the Project continued to implement containment measures in line with Government of Kenya regulations by restricting and monitoring the numbers of visitors and staff in the YALI office premises.

During all phases of construction, Deloitte sought to address environmental issues identified in the Initial Environmental Examination (IEE) and it has established an ongoing monitoring mechanism as outlined in the (IEE) to ensure compliance

Furthermore Alumni continued to promote environmental sustainability through their projects and initiatives. For example Isack Imani (Cohort 32) started TakaCycle, a smart waste collection model to enable low-income communities to capture value from their waste. TakaCycle is a for-profit social enterprise that promotes environmental sustainability, socio-economic development, and community health by providing efficient, reliable, affordable, novel, and environmentally friendly waste management, collection, disposal, recycling, and awareness services in Tanzania's densely populated urban neighborhoods. Isack's vision is to accelerate Tanzania's transition to an increased usage of smart and sustainable waste management by use of technology and innovation.

In 2019, the Ethiopia Alumni Chapter in a collaborative effort with the Kenya Alumni Chapter worked together to bring together 23 youth passionate about Climate Change and mitigation for a Climate Change Africa expo that was organized at the Center. The goal of the initiative was to serve as a bridge that connected the youth with climate change projects to possible investors, experts, and volunteers to ensure the inclusion and active participation of youth voices from Africa in the international climate change negotiation.

The center ran the first special cohort in the sustainability and circular economy funded by DoW chemicals. This saw the young people taught and mentored and capacitated in the three Rs of the circular economy namely recycle, reuse and reduce.

3.3 Monitoring engagement of higher education Institutions

Howard University gave an in kind contribution of staff time for Curriculum Development on the Public Management Track. Kenyatta University has taken over the running of YALI after the close out. KU and its strategic positioning as a premier educational institution with extensive experience in youth leadership development is ideal for the sustenance of the project.

3.4 Private sector engagement

In addition to the core partners, USAID, MasterCard Foundation and Kenyatta University, the YALI RLC was supported by the following private partners. KCB, Knod Foundation, DOW, Africa 24 Media, M-Elimu, Microsfot, Family Group, P&G, Global Give back Circle (GGBC) Cisco, Mara Foundation, Atlas Nara, One, Mpesa Foundation Academy, GIZ,Equity foundation, IBM, KTDA and MCKimsy and company. The partnerships and collaborations with the private sector were meant to forge partnership beyond the life of the program.

3.5 Collaboration with Government of Kenya Agencies

During the period, the Centre made make linkages with, Kenya Power and Lighting Company (KPLC) board through its partnership with the East African Energy Program (EAEP) after hosting the Women in Africa Power Cohort. Mention has been made of the Youth Leadership Summit (YLTS) that was hosted by the YALI Chapter of Kenya and attended by officials from the Ministry of ICT, Innovation and Youth Affairs. Mention is also given for the YALI@200 celebrations which saw interactions with officials from the Ministry of Public Service, Youth and Gender Affairs, the Ministry of Education, and representatives from the Youth Enterprise Development Fund.

3.6 Sustainability

Financial

The Center's sustainability approach includes: 1) Raising discretionary funding to be used for alumni relations as well as other activities that would enrich the program; 2). Building an endowment fund that would ensure program continuity beyond the current funding period; and 3) promoting the development of country-specific chapters that would not only increase its profile in terms of applications and sponsorships, but also in terms of branding.¹⁸

Programmatic

The changes in the learning environment to include U-learn (this is a virtual learning platform designed to provide educational, informational, and media resources to youth leaders throughout East and Central Africa) and U-connect were a significant programmatic development in the area of sustainability. The launch of U-Learn provided learning resources to participants, graduates, and thousands of youths throughout the region which could be a platform for accessing information.

Organizational

The alumni were organized in chapters in each country. The chapters are an excellent infrastructure for peer support and a platform to access resources such as the transformation fund. These chapters also serve to create more visibility of the Center on the ground and social media. This setup ensures accountability, local ownership and buy in amongst the communities they are located in.

3.7 Digital Technology

The changes in the learning environment to include u-learn and u-connect saw significant developments in the area of digital technology. The launch of U-Learn, the Center's virtual library, provided learning resources to participants, graduates, and thousands of youths throughout the region.

The Center continued to work with the various technology partners to enhance the delivery of the online cohorts. These partners are Microsoft, Cisco, HP Life, and IBM. As part of the Transition.

¹⁸ YALI REGIONAL LEADERSHIP CENTER EAST AFRICA QUARTERLY PROGRESS REPORT MAY 1-JULY 31, 2015

3.8 Exit strategy

The Project developed a comprehensive institutional development plan to guide the capacity building of Kenyatta University (KU) so they can take over the running of the project after closeout. KU and its strategic positioning as a premier educational institution with extensive experience in youth leadership development is ideal for the sustenance of the project.

The alumni chapters and sub chapters in each country are an excellent exit strategies for peer support and a platform to access resources. These chapters create more visibility of the Center on the ground and ensures accountability among the alumni and the sustainability of the initiatives they are engaged in.

4.0 Impact of the Program

4.1 Impact of the program to the beneficiaries (YALI Alumni)

Personal Changes

Changes at the personal level often included things like increased confidence, the soft skills necessary to achieve their goals, and a sense of improved leadership abilities. Many talked of how YALI brought them a new vision or passion or motivated them to do more. Others spoke of gaining increased confidence through practice during the sessions, and by interacting with inspiring individuals to move forward with their goals while others focused on the soft skills developed through YALI, including presentation skills, teamwork, and a desire to learn. The alumni linked personal changes directly to the curriculum or programming structure: learning about and experiencing cultural diversity and a broader worldview, practice in public speaking or communications, or specific modules that made an emotional impact and increased motivation to serve others.

Business and Professional Changes

Most alumni reported positive impacts on their businesses or careers. Substantially more alumni reported starting their own business after YALI. In many cases, however, these businesses were still under development or were just getting off the ground¹⁹. Many of those who did not identify business improvements still shared changes in their professional lives due to YALI, including having a network to leverage for resources and job seeking, a strong reference point on their Curriculum Vitae (CVs), and increased management skills that made a difference in the workplace. Others reported obtaining new positions at their existing employer, taking on more leadership roles, being more proactive, and acting more confidently with coworkers and clients.

Many alumni reported increased incomes, and most attributed this increase to YALI. Skills from YALI helped them to obtain new positions that increased income; YALI gave them the confidence and skills to pursue a new endeavor; or YALI connected them to new opportunities that resulted in greater business or professional success. In addition, alumni often felt that they had acquired the skills necessary to help them earn more in the longer term.

Civic and Community Engagement

Civic engagement also increased significantly. This is true both in terms of engagement with community development efforts, as well as increased participation in politics. Most alumni reported to be involved in civic or community-level work, and that their participation had

¹⁹ Impact Evaluation Report 2018

increased since completing the YALI program. Some were working directly in community development others were involved in community councils while others did advocacy/political participation. Others reported continued engagement in organizations they had worked with previously, or a desire to increase their engagement in the future. This aligns with alumni's strong perspectives on leadership. There were notable gender differences in civic and community engagement. For example, those who increased their political participation or advocacy work were men, ages 24 years and over while women reported greatest increases in community development efforts²⁰. Hence a need to encourage more women to engage in political participation.

Time Management

Alumni also report notable changes in their ability to make decisions, as well as how they spent their time. Most alumni felt they were better able to make decisions in all aspects of their lives post YALI. And most alumni report spending more time on productive activities like work, managing a business, or supporting their community. Many alumni reported increasing time invested in community, business, and professional efforts. It's worth noting that changes in use of time varied by sub-groups. For example, trends show that men are more likely to increase business and economic activities, compared to women. Furthermore, older alumni (over 30 years old) were more likely to report increased time on business activities compared to the younger alumni (under 30 years) who were more likely to devote time to other professional or work activities.

4.1 Impact of the program in assisting USAID in meeting targets.

The USAID team had an opportunity to learn from a regional program like YALI from the operational context point of view and from the project management point of view. The uniqueness and diversity of challenges experienced show that there is a need to diversify and find a way of reaching the very much marginalized, the underrepresented and rural groups.

USAID seeks to empower the youth from diverse backgrounds, transforming them to become employers. Although the alumni continue to face challenges, especially financial, in translating YALI's idealistic vision into practice the shift in their mindset is attributable to the program. In future it would be important to equip the alumni with fundraising skills.

5.0 Monitoring, Evaluation and Learning

YALI RLC EA Monitoring, Evaluation and Learning (MEL) component was developed to monitor and assess project processes, outputs and outcomes; support learning by Deloitte and partners; and provide quantitative longitudinal data related to the project objectives. The project's M&E plan identified 16 key output from 5 outcome indicators, as well as a series of process indicators that it would use to report on program performance. (Appendix I- Performance Data Table).

The MEL Advisor and the Program Manager ensured that all members of the project team were oriented on research ethics, the data collection and management systems and Standard Operating Procedures (SOPs). The MEL Advisor had the responsibility for ensuring that data collection, storage and analysis was

²⁰ YALI PE 2-Impact evaluation 2018

conducted in line with the project SOPs. Deloitte maintained a central archive for storage of all project records including the evaluations, assessments and research data and soft copies of the activity data. Three sets of longitudinal research data were collected: baseline, midline and end line as well as an impact assessment at intervals.

During the period, the Centre's Alumni, M&E, Partnerships, and Learning and Curriculum departments continued to participate in the bi-weekly YALI Africa virtual collaborative meetings largely, to harmonize documents aimed at standardizing admissions and curriculum delivery.

6.0 Challenges encountered

From a reach point of view and looking at the statistics, more participants were recruited from urban and peri-urban locations as compared to rural. Structurally the recruitment process disadvantaged the rural people because the communication was mainly over the internet and whether they became aware of the existence of the program was dependent on whether they had a connection in their areas or not and whether they would have the courage to apply for it.

Language barrier. The program targeted both English and French-speaking countries, but the communication was done in English. As such, countries like Congo, DRC, CAR, and others like Ethiopia and Djibouti where English is not their first language were disadvantaged.

Covid interference from March 2020 reduced in person engagement and hence an opportunity was missed to document, inspire, and validate the reports coming from various countries.

The challenge of sustainability still stands. Alumni face challenges, especially financial, in translating YALI's idealistic vision into practice. Lack of financial resources to implement the ideas taught by YALI is the biggest challenge alumni face.

In the first two years, expatriates were recruited to occupy the top positions necessitated by the urgency to implement the program. The Program may have lost an opportunity to promote more contextual and local curriculum tailored to the African continent right from the onset. High turnover of personnel was also experienced during the Life of the Program due to uncertainty of the end date of the award.

The fundraising idea through Deloitte did not work well as it created a conflict of interest. The corporates that had committed money (although not through contractual basis) to the Barack Obama YALI were not happy sending money to a profit-making organization like (Deloitte) as well as not getting any tax incentives.

The effects of COVID-19 shifted most organizations' focus from the youth to other areas of health, primary education, and other livelihoods support programs. The Center did not, therefore, raise any funds during the last two years of operation. Considering this, the Center had to adapt partnerships and fundraising efforts towards strengthening current partner relations and seeking funding that speaks to more support for alumni who remain the greatest sustainability evidence of the program achievement over the years

7.0 Recommendations

Future similar initiatives should think critically on how to reach the underrepresented groups, the marginalized, the rural and persons living with disabilities. Although it may require more resources to do so it's worth it. One of the suggested ways to reach them was using USAID missions in countries

Deliberate efforts should be put in the delivery of content at the RLCs to support equal distribution of impact across sub-groups (age and gender). For example, support women entrepreneurs, rural folk and persons with disabilities.

Regional Leadership Centers should prepare participants for the challenges they may face upon their return to their countries and provide them with potential coping strategies. For example offer increased guidance on how to manage the funding environment post-program or information on likely funding resources.

If feasible, the RLCs should also examine and implement opportunities to provide ongoing support to alumni, such as a list of online resources for continued learning, so that they can continue to grow, learn, and use their skills after YALI is complete²¹.

In terms of resource mobilization, it would be important for the next phase to focus on local resource mobilization to support the alumni chapter and initiatives in their own countries. For example get binding contracts from the stakeholders at the program inception so that they are held liable and deliver to their commitments.

Participants do not benefit equally. Citizenship (and country-level factors such as culture and societal norms) and income source explained the most variation in skills and knowledge acquisition at end line. As such during the design of the curriculum such factors should be considered.

8.0 Lessons Learnt

Strategically target to reach certain types of participants, such as underrepresented young Africans, such as rural, marginalized groups, persons living with disabilities, women who may not otherwise get access to similar types of leadership opportunities, either due to communication barriers or otherwise. The intervention could include addressing language barriers, connectivity (internet-based communication) to include simple short messages, use of USAID missions in countries etc.

Mentors are one of the strongest forms of leadership support and networking opportunities for professional support before, during, and after the program. As such the mentorship programme should be strengthened to have a ripple effect.

RLCs offer increased guidance on how to manage the funding environment post-program or information on likely funding resources. This can boost confidence for alumni in starting their own businesses or community initiatives. Institutionalize a system to link recent YALI graduates with practical technical advice and funding opportunities with different organizations upon graduation

The RLCs should also examine and implement opportunities to provide ongoing support to alumni, such as a list of online resources for continued learning, so that they can continue to grow, learn, and harness their skills after YALI is complete.

Integrate alumni who have gone through the system to shape future interventions. For example, alumni who have gone through civic leadership should be seen to come and educate the communities on civic and community engagement.

²¹ YALI PE Impact evaluation 2018

Expanding U-Learn and U-connect services and blending it with the YALI four-week programming to multiply the effect of YALI to young Africans in terms of both qualitative and quantitative experience. This will significantly improve the outcomes.

Have a mechanism for receiving feedback through alumni or through other interactions and analyze the feedback to inform future interventions to the implementing partner and the funding organization. This would help in repositioning themselves better. e.g., have a tracker looking at ICT and negotiate for funding from the donor based on the feedback received.

For sustainability purposes, blend the funded program with one where some fee is charged to encourage innovation and buy in by private companies. This would require innovation in tailor-made training required by the private companies.

In terms of shared funding by different stakeholders, get binding contracts from the stakeholders at the program inception so that they are held liable and deliver to their commitments.

9.0 Financial report

According to our expenditure analysis, the highest cost for this project was other expenses at USD 6,697,230. Major cost items under the budget line were student learning and curriculum development, security services and advertising and events. Costs are consistent with the budget line. The cost of travel, transport and per diem was also high because of bringing participants from and back to their countries after the training. However minimal discounts from Kenya airways, and through the Msafiri platform via credit card helped to keep the cost down. Participant training cost reduced significantly when a decision to have more local facilitators and experts to train the young people. This was advantageous as it promoted more contextual and local curriculum that is tailored to the African context.

The expenditure on Fringe benefits as consistent to what was expected.

.E.C.: USD \$ **21,515,838.00**

Cumulative Obligation: \$ **19,103,078.00**

Cumulative Expenditure: \$ **19,428,207.19**

Table 13: LOP Budget

Budget Lines	LOP Budget (USD)
Personnel	2,481,193.79
Fringe Benefits	885,607.22
Participant Training Costs	2,563,724.59
Travel, Transportation and Perdiem	5,809,348.22
Equipment	292,202.97
Supplies	212,784.00
Contractual	1,540,309.38
Subcontractor	1,048,004.50
Other Direct Costs	6,682,663.33
DOW	
Power Africa	
Total Cost	21,515,838.00

Table 14: Summarized actual expenditure along budget lines, broken down by financial year spanning the LOP.

	End of April 2022		End of April 2021	End of April 2020		End of April 2019		End of April 2018		End of April 2017			
Approved	Cumulative	ANNUAL EXPENDITUE	Cumulative	ANNUAL EXPENDITUE	Cumulative	ANNUAL EXPENDITUE	Cumulative	ANNUAL EXPENDITUE	Cumulative	ANNUAL EXPENDITUE	Cumulative	ANNUAL EXPENDITUE	
Budget	Disbursements	YR7	Disbursements	YR6	Disbursements	YR5	Disbursements	YR4	Disbursements	YR3	Disbursements	Y2	Y1
Line Items	End of Period		End of Period		End of Period		End of Period		End of Period		End of Period		End of Period
Personnel	2,490,512.97	343,112.04	2,147,400.93	432,450.59	1,714,950.34	278,504.45	1,436,445.89	286,519.47	1,149,926.42	188,948.52	960,977.90	116,909.90	1,077,887.80
		-		-		-		-		-		-	
Fringe Benefits	765,707.49	11,555.50	754,151.99	36,550.56	717,601.43	128,079.22	589,522.21	144,107.81	445,414.40	80,220.62	365,193.78	267,557.94	97,635.84
		-		-		-		-		-		-	
Participant Training Costs	1,21	119,	1,096	121,	975,003.88	975,		-		-		-	

	6,04 2.59	449.26		,593. 33	589.45		003.88										
		-			-		-		-		-		-		-		
Travel, Transport ation and Perdiem	5,69 7,97 2.25	30,8 90.6 7		5,667 ,081. 58	16,3 09.9 6		5,650 ,771. 62	22,8 41.0 8	5,62 7,93 0.54	1,63 8,55 2.02		3,98 9,37 8.52	1,45 0,70 3.71		2,53 8,67 4.81	1,91 2,34 6.28	626,32 8.53
		-			-		-		-		-		-		-		
Equipmen t	254, 500. 09	3,25 6.25		251,2 43.84	35,7 34.3 0		215,5 09.54	32,2 75.4 5	183, 234. 09	34,3 98.0 6		148, 836. 03	7,42 3.11		141, 412. 92	19,9 67.9 5	121,44 4.97
		-			-		-		-		-		-		-		
Supplies	159, 396. 92	2,54 7.95		156,8 48.97	3,31 2.85		153,5 36.12	20,3 92.7 7	133, 143. 35	20,9 00.5 3		112, 242. 82	26,2 59.8 9		85,9 82.9 3	50,6 07.5 0	35,375. 43
		-			-		-		-		-		-		-		
Contract ual	1,28 8,49 2.53	81,1 24.9 1		1,207 ,367. 62	207, 406. 75		999,9 60.87	170, 021. 84	829, 939. 03	41,0 77.7 1		788, 861. 32	126, 246. 47		662, 614. 85	300, 349. 86	362,26 4.99
		-			-		-		-		-		-		-		
Subcontra ctor	1,04 8,00 4.50	-		1,048 ,004. 50	-		1,048 ,004. 50	85,3 67.6 4	1,13 3,37 2.14	25,1 42.0 0		1,10 8,23 0.14	37,2 76.3 7		1,07 0,95 3.77	652, 705. 57	418,24 8.20
		-			-		-		-		-		-		-		

Other Direct Costs	6,197,230.62	237,636.72		5,959,593.89	79,284.62		5,880,309.27	150,186.71		5,730,122.56	822,037.92		4,908,084.64	1,148,251.74		3,759,832.90	2,243,338.01		1,516,494.89
		-			-			-			-			-			-		
DOW Expenses	254,485.87	117,694.74		136,791.13	41,333.66		95,457.47	40,457.47		55,000.00	55,000.00			-			-		
		-			-			-			-			-			-		
Power Africa	55,861.38	55,861.38			-			-			-			-			-		
		-			-			-			-			-			-		
Total Costs	19,428,207.19	1,003,129.41		18,425,077.78	973,972.74		17,451,105.04	1,732,395.23		15,718,709.81	3,067,735.52		12,650,974.29	3,065,330.43		9,585,643.86	5,329,963.21		4,255,680.65

10. Annexes

Annex 1: Performance Data Table (FY)

Annex 2: Performance Data Table (LOP)

Annex 3: List of Report Delevered to USAID Table

Annex 4: Global Positioning System

Annex 5: Country Profiles

Annex 5a: Introduction Paragraph of countries

Annex 5b: Success stories

Annex 5c: Media Coverage

Annex 5d: Unique Programming Issues and challenges and Recommendations

Annex I: Performance Data Table (FY)

#	Indicator	Definition	Unit of Measure	Reporting Frequency	Data Source & Collection Method	LOP Target	Yr. 1 target	Yr. 2 target	Yr. 3 target	Yr. 4 target	Yr. 5 target	Yr. 6 target	Yr. 7 target	Target Justification
1.1	One fully equipped and functional RLC set up as a World Class training facility for the youth by July 2015	A fully equipped and functional RLC established at Kenyatta University	Quantitative	Quarterly (This was a one-off indicator)	YALI Project Records	1	1	N/A	N/A	N/A	N/A	N/A	N/A	
1.2	One Advisory Committee and One Steering Committee formed for the RLC by July 2015	The Advisory Committee are members selected based on their technical expertise and institutional knowledge of the Center's activities. The Steering Committee is part of the Center's governance structure that consist of individuals selected as per the bylaws	Quantitative	Quarterly (This was a one-off indicator)	YALI Project Records (Meeting minutes)	2	2	N/A	N/A	N/A	N/A	N/A	N/A	
1.3	3,960 young leaders selected and recruited for training into the RLC by 2021	These are individuals aged 18-35 years recruited/admitted into the program for the Leadership training	Quantitative	Quarterly	YALI Project Records (Admissions Report)	3960	560	640	960	800	500	500	-	
1.4	3,700 young leaders demonstrating increased knowledge and	These are individuals aged 18-35 years to whom significant knowledge or	Quantitative	Quarterly	YALI Project Records (Curriculum Report)	3700	500	500	800	900	500	500	-	

	self-confidence as a result of training at the RLC by 2021	skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills												
1.5	1.5 740 young leaders demonstrating improved leadership skills as a result of mentoring by 2021	Only those participants who successfully complete their mentorship sessions as attested to by the action plans will be reported in this indicator.	Quantitative	Quarterly	YALI Project Records (Alumni Report, Mentorship Report)	740	105	120	150	180	100	85	-	
1.6	1.6 3,700 young leaders demonstrating increased understanding of project formulation after group projects by 2021	This indicator captures the number of group projects that have had a successful 4-week interaction, guidance and support from an external project advisor assigned to them by the RLC team	Quantitative	Quarterly	YALI Project Records (Alumni Report)	3700	500	500	800	900	500	500	-	
2.1	2,230 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa by 2021.	This indicator aims to capture the number of alumni who participate in the country chapter activities, perpetuate the activities and create partnerships for progress	Quantitative	Quarterly	YALI Project Records (Alumni Report)	2230	315	360	450	540	285	280	-	
2.2	250 young leaders report improved leadership skills and opportunities as a result of	The indicator will track the number of graduates who have been able to access the fund as well as the "transformational	Quantitative	Quarterly	YALI Project Records (Alumni Report, T. Fund Report)	188	15	30	45	60	50	50	-	

	alumni activities supported by the Transformation Fund and/or other Partner-funded initiatives by 2021.	projects” that the funds have been able to realize												
2.3	12,300 young leaders demonstrate increased knowledge and improved leadership skills after engaging with the online learning platform under U-Learn, U-Connect	U-Learn will feature interactive learning tools for the young leaders who were not able to secure admission to the RLC. The U – Learn will also contain tools for the alumni to perpetuate further training to their peers. U-Connect will feature points of connection for participants and alumni.	Quantitative	Quarterly	YALI Project Records (Curriculum Report)	12,300	2,050	2,050	2,050	2,050	2,050	2,050	–	
3.1	% of young leaders who report having applied leadership skills with in the past 6 months	This indicator will identify YALI graduates who within 6 months of graduation continue to apply leadership skills as a result of their training.	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	N/A	N/A	80%	80%	80%	80%	–	
3.2	% of young leaders demonstrating improved knowledge and attitudes in leadership (self-efficacy, communication, and planning)	This indicator will identify YALI graduates who within 6 months of graduation continue to apply leadership skills as a result of their training.	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	N/A	N/A	80%	80%	80%	80%	–	

4.1	% of RLC alumni who report having actively engaged with other RLC alumni over the past 6 months	This indicator will identify YALI graduates who are using the alumni networks and are meeting relevant stakeholders.	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	N/A	N/A	80%	80%	80%	80%	—	
4.2	% of RLC alumni who report having actively engaged with other relevant stakeholders over the past 6 months	This indicator will identify YALI graduates who are using the alumni networks and are meeting relevant stakeholders.	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	N/A	N/A	80%	80%	80%	80%	—	
5.1	Public and civil society organizations are working with the RLC to support and create a conducive environment for young leadership in entrepreneurship, civic leadership, and public management	The indicator captures the number and nature of support received from public organization in support of the RLC function. The support could be either cash, in-kind or both	Quantitative	Quarterly	YALI Project Records (Partnerships Report)	30	15	15	0	0	—	—	—	The indicator had a total of 30 partners all to be achieved within the first 2 years of the project
5.2	\$6 million raised toward the RLC Sustainability Fund by 2021	The indicator tracks the value of USD mobilized towards the RLC Sustainability Fund by 2021	Quantitative	Quarterly	YALI Project Records (Partnerships Report)	\$6,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	—	—	—	
5.3	\$600,000 raised toward the RLC Transformation Fund by 2021.	The indicator tracks the value of USD mobilized toward the Transformation Fund	Quantitative	Quarterly	YALI Project Records (Partnerships Reports)	\$600,000	\$150,000	\$150,000	\$150,000	\$50,000	\$50,000	\$50,000	—	

Annex 2: Performance Data Table (LOP)

#	#	Indicator	Unit of Measure	Reporting Frequency	Data Source & Collection Method	LOP Target	LOP ²² Results	Narrative
1	1.1	One fully equipped and functional RLC set up as a World Class training facility for the youth by July 2015	Quantitative	Quarterly (This was a one-off indicator)	YALI Project Records	1	1	Achieved. This was a one-off indicator. The facility hosting the YALI RLC is based at the Chandaria Business and Innovation Building at Kenyatta University. To this far, the facility remains in perfect condition with the routine maintenance always done to ensure the standards remain in place.
2	1.2	One Advisory Committee and One Steering Committee formed for the RLC by July 2015	Quantitative	Quarterly (This was a one-off indicator)	YALI Project Records (Meeting minutes)	2	2	Achieved. This was also a one-off indicator. Both the Steering and Advisory Committees were formed and constituted within the necessary framework. To date, the two are not very active, especially after the extension. Instead, what serves this purpose is the Transition Taskforce that continues to steer the wheel towards transition.
3	1.3	3,960 young leaders selected and recruited for training into the RLC by 2021	Quantitative	Quarterly	YALI Project Records (Admissions Report)	3960	4689	Achieved. This indicator has been achieved and exceeded by 18%. The number is inclusive of the two special cohorts (DOW and WiAP) as well as the recruitment numbers for the YALI Africa Wide cohort. With a high number of applications (81,038 qualified applicants) received to date, the 5% acceptance rate is evidence of how competitive the program is.
4	1.4	3,700 young leaders demonstrating increased knowledge and self-confidence as a result of training at the RLC by 2021	Quantitative	Quarterly	YALI Project Records (Curriculum Report)	3700	4315	Achieved. The indicator target has been surpassed by 16%. The attrition number of 423 participants since graduation translates to a 9% rate since the program inception.
5	1.5	1.5 740 young leaders demonstrating improved leadership skills as a result of mentoring by 2021	Quantitative	Quarterly	YALI Project Records (Alumni Report, Mentorship Report)	740	288	Not Achieved. The mentorship was and remains a critical offering as a program intervention. The current number is 39% but expected to go up. The mentorship process was interrupted along the way after the system had to be reviewed and be revamped. The matching portal is now revamped with a mentees campaign scheduled to take place. The mentor's campaign has already been carried out
6	1.6	1.6 3,700 young leaders demonstrating increased understanding of project formulation after group projects by 2021	Quantitative	Quarterly	YALI Project Records (Alumni Report)	3700	4315	Achieved. As part of the training and a prerequisite to be called a YALI Alumni, one must go through the module on project formulation. We, therefore, reckon the increased understanding of project formulation through these group projects. The number has been exceeded by 16% and is expected to go up once the YALI Africa-wide cohort ends.
7	2.1	2,230 young leaders engaged in alumni activities across the 14 country chapters in East and Central Africa by 2021.	Quantitative	Quarterly	YALI Project Records (Alumni Report)	2230	2910	This has been achieved. The YALI Alumni network continues to grow and their participation in their communities and societies is being felt more. Collected quarterly, this indicator is evidence of how proactive the Alumni network is proactive towards creating impact.

²² Numbers reported should include results up to the end of last quarter.

8	2.2	250 young leaders report improved leadership skills and opportunities as a result of alumni activities supported by the Transformation Fund and/or other Partner-funded initiatives by 2021.	Quantitative	Quarterly	YALI Project Records (Alumni Report, T. Fund Report)	250	188	This has been achieved @ 75%. The transformation Fund continues to impact the lives of people through the initiatives set up by the fund beneficiaries.
9	2.3	12,300 young leaders demonstrate increased knowledge and improved leadership skills after engaging with the online learning platform under U-Learn, U-Connect	Quantitative	Quarterly	YALI Project Records (Curriculum Report)	12,300	9,336	This has been achieved at 76% percent of the set target. Future similar projects should review how this indicator is calculated to ensure that the right number is captured. More online learning had diversified the curriculum content of the program with more IT-related partners such as IBM, HP, and CISCO coming onboard.
10	3.1	% of young leaders who report having applied leadership skills with in the past 6 months	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	98%	This has been achieved. This is a short-term test of the application of the skills learned in the YALI program. 98% of the respondents' report having applied these leadership skills in the last 6 months. More males (99%) demonstrated this than their female counterparts (97%). This difference was also seen by their living type's aggregation with those from Peri-urban, Rural, and Urban reporting 99.5%, 98.8%, and 97.9% respectively. Analysis by Gender point to a gender gap in education, mismatch between women's skills, cultural and institutional barriers as being factors affecting females.
11	3.2	% of young leaders demonstrating improved knowledge and attitudes in leadership (self-efficacy, communication, and planning)	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	51%	This has not been achieved. Out of this percentage, 54% were from physical (in person) cohorts while 44% were from online cohorts.
12	4.1	% of RLC alumni who report having actively engaged with other RLC alumni over the past 6 months	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	80%	This has been achieved. The RLC Alumni have continued to interact with one another. As expected, those that attended physical training scored more (81%) as compared to those in online training (74%). Though more males (82%) reported engaging fellow alumni than females (77%) due to the above mentioned reasons, they both engaged Alumni from the same technical track the most.
13	4.2	% of RLC alumni who report having actively engaged with other relevant stakeholders over the past 6 months	Quantitative	Quarterly	YALI Information Management System (MIS)	80%	69%	The score remains below target. The YALI graduates posted a 69% score to this indicator. That is, 69% for responses from in-person cohorts and 61% from online cohorts. The RLC believes that the indicator had a relatively low score because of the little engagement between most RLC graduates and the relevant stakeholders.
14	5.1	Public and civil society organizations are working with the RLC to support and create	Quantitative	Quarterly	YALI Project Records (Partnerships Report)	30	74	This has been achieved. The number is the total number of partners highlighted in the Leverage Tracker. These are organizations that have worked with the RLC to support and create a conducive environment for young people. They

		a conducive environment for young leadership in entrepreneurship, civic leadership, and public management						include organizations that have provided direct funding monetary), or those that have provided in-kind (non-monetary) support to the project.
16	5.2	\$6 million raised toward the RLC Sustainability Fund by 2021	Quantitative	Quarterly	YALI Project Records (Partnerships Report)	\$6,000,000	\$300,000	This has not been achieved. The fund raising concept was not really bought and lack of binding contracts for those who had pledged to hold them liable did not help the situation
17	5.3	\$600,000 raised toward the RLC Transformation Fund by 2021.	Quantitative	Quarterly	YALI Project Records (Partnerships Reports)	\$600,000	\$275,000	This has not been achieved. These funds have gone a long way to supporting excellent projects and initiatives spearheaded by the RLC Alumni.

Annex 3: List of Reports Delivered To USAID Table

The following grant reports are development experience materials:

- Performance reports (quarterly).
- Final performance reports

Financial Year	Report Type & Period	Submission Status to USAID (Specify if the report has been submitted and approved by USAID. If No, state the expected date of submission)	Submission Status to DEC (If Yes, provide DEC link, If No, If No, state the expected date of submission)	Any Comment
FY1	Quarterly Reports (2015-2016) Survey Reports Annual reports	Submitted	https://decfiles.usaid.gov/decfiles/f0fa4499f0b1452b9ae7dd4cf8f905a7.pdf	No
FY2	Quarterly Reports (2016-2017)	submitted	https://decfiles.usaid.gov/decfiles/8c9d249a2638411caf8ab96ebf8	No

			b02fa.pdf	
FY3	Quarterly Reports (2017-2018) Annual Reports	Submitted	https://decfiles.usaid.gov/decfiles/3d2d9c94df9a42c2a41f6344834e2ac9.pdf	No
FY4	Quarterly Reports (2018-2019)	Submitted	https://decfiles.usaid.gov/decfiles/982a34d188cd45838393bbe4b39f261f.pdf	No
FY5	Quarterly Reports (2019-2020)	Submitted	https://decfiles.usaid.gov/decfiles/05bffb49e464018992b10250f135ce2.pdf	No
FY6	Quarterly Reports (2020-2021)	Submitted	https://decfiles.usaid.gov/decfiles/11d79831ff0a41d3b284f71ee222ef27.pdf	No
FY7	Quarterly Reports (2021-March 2022)	Submitted	https://decfiles.usaid.gov/decfiles/5eb994229bd84fd9ba6d8cac53bb0827.pdf	No
LOP	Final Close Out Report (Life of Project)	Not submitted yet	On approval by AOR	No

Annex 5: Country Profiles & Success stories

Annex 5a: Country Introduction Paragraph

Annex 5b: Success stories

1. Uganda

Five hundred and fifty-seven (557) young Ugandan leaders have graduated from the Center since inception and have joined the Uganda Alumni Chapter. The story of Dennis Orech, an alumnus depicts the power of making new networks and utilizing the practical aspects of the YALI RLC EA course content, specifically, the 7 habits of highly effective people and design thinking modules that brought about a paradigm shift in the quest of his leadership journey. Here is his story:



Dennis Orech-Cohort 41

Yammie Shoppers is an e-commerce platform/ online marketplace currently operational in Northern Uganda in Lira City. Yammie Shoppers was launched in 2020 in response to the COVID-19 restrictions that rendered most people immobile. The platform links both SMEs and clients through a digital platform that transforms small businesses from dependence on brick and mortar to a hybrid existence.



Through this connection, Yammie shoppers discovered a gap between service providers who at times can't legally register, have no physical premise, and do not have the resources to run digital operations and clients seeking quality services at pocket-friendly prices.

"It's a testament that through the skills I garnered during the YALI Cohort 41, I was able to network in effect to meet our CEO who had the infrastructure (mobile app and website, www.yammieshoppers.com) but no business. With minimal resources and business skills, I acquired in the business and entrepreneurship track, a mastermind partnership was formed. It's on this basis that our team has been operational" says Orech. During the second total lockdown in our country, boda-bodas riders who are youth as a majority were rendered without a source of income.

We saw this as an opportunity to integrate them into our system as micro franchise courier service providers which worked perfectly. Early adopters of our service were able to register as service providers and maintained a stream of income without the costs that are accrued with maintaining a physical store. Other services like home cleaning, laundry among others became popular too. How to win friends and influence people, a book that was studied extensively during the cohort has played a pivotal role in my maturation as a businessman and an individual. It contained sage wisdom and maxims that are universal in human relations, and which encompasses whole business procedures. In the next five years, we are looking forward to integrating fintech and internet farming into our portfolio, areas that are pertinent to the indigenous per the needs exhibited by the community.

My YALI network has played a crucial role, especially in the YALI community of Gulu City. YALI RLC EA provides an opportunity to network and connect with a community of people working to better Africa in different spheres, they provide the flint, the fire, boost to strive on for a better future. The quality of people here is only matched by the top echelon of European and American business communities. I will forever be grateful for the opportunity YALI availed to me.

2. Ethiopia



Four Hundred and forty-six (446) young leaders from Ethiopia have graduated from the Center. They continue to inspire and transform their communities. An example is Network, which is applying her acquired skills and knowledge to bring meaningful change to her community. Melatwork, a champion of women empowerment, inclusion, and development, credits her growth, meaningful contribution to society, and success to knowledge that she acquired after attending the YALI program. Here is her account:

Melatwork Tibebe Mengesh- Cohort 33,



My project is named “WhatNext”: Non-profit Women Empowerment and Mentorship program designed to equip women with leadership, self-development, and soft skills to enable them to be confident, independent, and competent in their professional as well as personal lives. Our Mission is to inspire women to recognize their power and elevate them to live up to their potential, be a positive influence in their community and be role models

for next generations WhatNext’s vision is to create a safe platform for women to learn and be mentored to overcome current issues impeding their growth says Melatwork I had the idea before I joined YALI however I was given the platform as an alumna and I learned how to execute my idea due to lessons I learned at YALI.

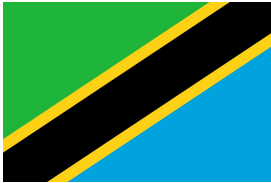
Upon my return, I worked closely with the alumni chapter in Ethiopia, and I met other alumni to engage them in WhatNext. Then, I was elected as the chairperson of the YALI RLC Alumni Chapter of Ethiopia and President of the YALI Ethiopia Alumni Association. This appointment within my network has enabled me to meet more alumni and offered me a chance to work with them in youth empowerment while promoting the YALI Brand. We are in the process of legally registering the YALI Ethiopia Alumni Association which will enlarge our presence in the community to make a huge impact

The impact of my project is that young women are learning a variety of skills that helps them in their professional and personal lives while being exposed to positive, young, and successful women role models. There is also a WhatNext telegram group dedicated to posting different opportunities like job vacancies, scholarship applications, and events that will contribute to their growth. The program is a weekly program to be completed in 12 weeks, there is also a book club with 8 books to be read by participants. In addition, participants are also required to take YALI online courses of their choice to help them nurture or find their passion. Due to WhatNext, my participants' attitude towards themselves and their place in society has changed for the better. The program is successful because the purpose is clear and righteous.

I have grown a lot as a result as well. I am a better mentor, educator, and researcher because of YALI. I have more than 860 members in the WhatNext telegram group and I have been able to conduct this training for 2 years in 4 cycles with cycle 5 scheduled to begin in October. I have trained and certified

116 young women. As a policymaker serving the public, I hope to influence a positive change and quality education as well as quality health care not only within my country but also across Africa and the globe. Lessons like design thinking, global leadership, stakeholder engagement, monitoring, and evaluation have helped me see where I want to take my career. The challenges I have faced are balancing my career and my volunteer community engagements. In addition, reaching out to partners to expand my project to touch a lot more lives has been truly challenging. Thankfully YALI has given me the tools to help me navigate through those challenges. My advice for someone who wants to join YALI RLC EA is to utilize each opportunity it offers. You must be open, honest, and willing to do the work required to achieve long-lasting success.

3. Tanzania



The Tanzania Alumni Chapter comprises three hundred and ninety-seven (397) young leaders, each of them with valuable stories and knowledge from their learning sessions in YALI RLC EA. They joined other inspired young leaders like Ian Tarimo Cohort 7 who credits his business growth to the design challenge and 7 habits of highly effective people modules. Through his business activities and initiatives, Tai Tanzania has opened doors to over

50 young entrepreneurs across Tanzania providing the community with a storytelling platform through animation.

Ian Tarimo-Cohort 7

Ian Tarimo is a passionate youth leader who believes that education is a powerful tool for solving the existing community challenges and shaping the future. He holds a Bachelor of Science in information technology and has several years' experience working in community project management.

When Ian Tarimo, 33, graduated from university, he knew he wanted to make an impact, but was unsure of what to do next. Coming from a family of public servants he was inspired by his parents' lifelong dedication to the public sector, and so he ultimately decided to follow in their footsteps.



Together with some of his university friends, he began brainstorming creative and engaging ways to positively influence young people in Tanzania.

Ian founded Tai Tanzania, an NGO which utilizes audiovisuals and 3-D animations to inspire positive behavior changes among youth. But he

quickly realized he needed to narrow his focus. After searching for opportunities, he applied to be part of the Civic Leadership training at the Young African Leaders Initiative (YALI) East Africa Regional Leadership Center.

Through YALI, Ian met diverse young leaders from the African continent, gained leadership and sector-specific skills, and developed a new way of thinking. "One of the best lessons I learned during my training at YALI was about impact sustainability. I learned that social impact is not a quick process; it takes time, and different stakeholders must play their part and the importance of building strong networks". These lessons inspired him to form tight connections and bonds with fellow leaders who do amazing work in their spaces, and they continue to support one another.

The first project for Tai Tanzania addressed sexual and reproductive health issues facing adolescent girls, including teenage pregnancy, which prevents girls from accessing education. Ian's team was inspired to use 3D animation to raise awareness and empower adolescents from a UNICEF project called "Sara Communication Initiative". The project used short movies to tell stories and convey

educational messages to girls. From this inspiration, they created the 3D animation series Harakati za Lucy which uses “edutainment” to tell the stories of teenage girls going through hardships due to lack of safe menstrual education and access to menstruation management resources.

“Young people should not just participate in the social-economic agenda, they should be at the center of the agenda. They should own and drive the agenda. At Tai, we work closely with young people in all stages of our programs including the production of animations and radio dramas.”

Recently, as COVID-19 was affecting Tanzania, Ian noted how the current prevention recommendations were not being followed in certain societies in Tanzania because they lacked access



to hand sanitizer, and stay-at-home orders were difficult to enforce. He went to a community center located in an informal settlement and approached the kids to brainstorm innovative ways to raise awareness of COVID prevention measures. The kids came into the studio and developed dances and lyrics for a video, while Ian and his team recorded and animated their ideas. The end product was a music video, Tuishi Salama, which stresses

the importance of practicing healthy habits, like washing your hands, to prevent the spread of COVID-19. Tai Tanzania currently uses a variety of mediums to reach its target audiences such as radio, TV, social media, printed advertising, and marketing materials. Ian’s initial team of three has expanded to a team of 50 like-minded young employees dedicated to social justice and equality by utilizing technology to educate and inspire social change. Ian says that he is grateful for the lessons and networks that YALI RLC EA provided, making him well equipped to create “spaces where every person, especially those coming from marginalized communities, have access to education.”

4. Rwanda



Two Hundred and Twenty-Two (222) young leaders from Rwanda continue to express confidence in their abilities to carry out their business ventures, attributing their knowledge and experiences to their YALI RLC EA training. Grace Ineza is excited about her acquired pitching skills. Here is her account:

Grace Ineza-Cohort 10



My name is Ineza Umuhoza Grace, I am a self-motivated eco-feminist impact-driven activist in the climate change sector serving the global community. I believe in the power of sharing community voices in the pursuit of achieving global climate justice.

I come from Rwanda, a small country in Africa that contributes little to the current climate crisis, and yet we are at the frontline of experiencing its impacts! Growing up in my childhood, I have a memory of waking up in the middle of the night to save my life as the intensive rain associated with the wind destroyed my house ceiling and allowed my bedroom to be a little of a lake! I choose to be part of the solution by contributing to the very best of myself.

YALI RLC EA experience strengthened my engagement. I applied with the commitment to learn more about Civic Engagement. For a month, I received training to be a leader who would serve the African community by using the available tools in my environment.



I made friends and gained family from across Africa, but the most essential benefit of YALI RLC EA is that I regained hope for a sustainable Africa. I am the founder of a youth NGO called The Green Fighter aiming to increase youth active participation in the environmental sector, starting in Rwanda.



vision into tangible hope for the community.

In 2020, with the COVID pandemic breaking out, along with global youth we realized that the climate crisis is more threatening. We founded what is known today as the Loss and Damage Youth Coalition, a global initiative aiming to drive action to address climate change with 350 members in 45 countries. Indeed, the YALI RLC EA platform provides an experience that will turn your

5. Sudan



Two Hundred and six (206) young leaders from Sudan have graduated from the Center since its inception. One such leader is Amna who got the confidence to voice women's concerns through her organization called Sudan World Youth Parliament for Water (WYPW). Here is her account:

Amna Omer-Cohort 10

"I grew up in Sudan witnessing severe water scarcity. I developed this keen interest to try and bring a lasting solution to the water scarcity plight in my country. This pushed me to study Civil Engineering, specializing in Water Engineering, and pursue a master's degree in integrated water resources management. My passion later became a motivation to support my country achieve Sustainable

Development Goal No. 6, ensure availability and sustainable management of water and sanitation for all.

My initial work never considered the gender issue, but it took me less than a year to realize that women in my country did not have enough opportunities to participate in sustainably providing water for their communities. In Sudan, not very many women take up leadership roles in providing lasting solutions to the numerous challenges that face the communities. This is the reason I started thinking of what to do to open the sector for women.

The first step towards realizing my dream of providing solutions for the water sector in Sudan with a women's lens was my selection to represent my country at the 2015 World Youth Parliament for Water (WYPW). I established a national chapter for the WYPW in Sudan but then realized my leadership skills were a bit wanting. This is when I learned about YALI RLC East Africa through a friend who had gone through the Center. I applied and was successful in July 2016 to participate in Cohort 10, and to date, I can say this was the best thing to have ever happened to me! The training built my confidence and made me believe in my ability to establish Sudan Youth Parliament for Water (SYPW), which I established in January 2017 as a youth network acting for water around Sudan and with the mission to develop, support, and promote the potentials of Sudanese youth to contribute to the application of the Sustainable Development Goal No.6 in Sudan.

In less than one year, SYPW has built a network of more than 130 active members aged between 18 to 35 years, 56% of them being women. As the SYPW president, I plan to continue advocating for youth participation in water-related decision-making processes and discussions. I also aim to reach all the regions in Sudan that are facing water problems and work together with the youth to achieve SDG 6 in those regions. As a young Sudanese female, establishing Sudan Youth Parliament for Water (SYPW) was not an easy task for me, but I think I have proven that Sudanese youth can do a lot in the water sector in Sudan. I wouldn't have been able to do this had I not gone through the YALI Leadership Training at the East African Leadership Center.”

6. Democratic Republic of Congo



One hundred and eighty-six (186) young leaders from the Democratic Republic of Congo have graduated from the Center. 166 of these are members of the vibrant DRC Alumni Chapter. We profile the story of Adams Cassinga who attended Cohort 16 and is currently a park ranger and wildlife activist

Adams Cassinga-Cohort 16

I am a park ranger and a wildlife activist. I founded Conserv Congo to preserve the biodiversity of the Congo Basin. A core mandate of Conserv Congo is also to train and equip rangers with skills to effectively carry out their duties and also protect themselves from the many dangers they face in the line of duty. With a high prevalence of commercial and subsistence poaching in all our parks, at least 200 rangers are killed in the line of duty every year. This is because many rangers in the country are

without or with just basic training and thus many times the rangers find themselves less equipped than the poachers they fight daily. My wow! The moment for having gone through the YALI program is in the network I built with my fellow alumni. Today I have been able to join hands with other alumni whose initiatives focus on environment and wildlife conservation and together we walk the journey of transforming Africa. It is so nice when you know that you are not alone in the steps you take and that you can always bank on someone else to boost your growth. This is the effect YALI has had on me and I have seen tremendous growth in my organization from these connections.

Before going through the Center, I was only working with 5 people, compared to 15 and several volunteers currently. After leaving the Center, trained over 400 park rangers, leading to my selection, along with two other rangers, to go to Poland later this year for a specialized anti-poaching course. The impact I am having post the YALI program has been so immense that I have been invited to the White House to speak about the protection of African Elephants, just after I attended the Ivory Crush in New York last year. We have hosted over 20 volunteer eco-tourists who come to our country for various reasons including research and leisure. This way we share selflessly our natural blessing with the rest of the world. The DRC has a pivotal role to play in regional conservation due to its geographical location and size and we are pushing our country in that direction through our day-to-day activities.

7. South Sudan

One hundred and seventy-eight (178) young leaders from South Sudan continued to demonstrate their desire to sensitize their fellow young people to discover their calling. Kuol Arou is among the alumni transforming their communities in South Sudan. Here is his story.



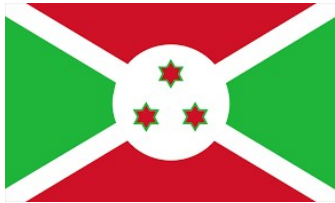
Kuol Arou- Cohort 37

Kuol is a South Sudanese peacebuilder based in a refugee settlement in Northern Uganda. After the 2018 deadly conflict between the refugees and the host community, he founded the Shabab Peace and Environment Action Group (SPEAK) to bring together youth from both refugees and host communities to tackle their differences. The aspect of the environment was one of the main areas of conflict Kuol decided to solve this situation by engaging youth from both sides to work on the development and preservation of natural resources to benefit both communities. Through the Peace Caravans Program planned by Kuol and the team from SPEAK, the level of interactions and peaceful co-existence has increased and there are currently no reports of incidences of fighting between refugees and their hosts. "I learned about YALI in our leadership network in which some members were YALI RLC Alumni. They would always talk about the impact of YALI, and one would visibly see how their Leadership skills and actions had improved. What stood out for me at YALI is the diversity and the spirit of being together in action. I made a network at YALI and I am grateful for the tireless support this network has given me. The SPEAK initiative was formed but couldn't do much before my experience at YALI like it is doing now. There has been immense support from the YALI RLC EA Alumni chapter of South Sudan. My advice to someone who would want to join YALI RLC EA is to go for it. I have been trying to make sure that my team experience the YALI even if they are not made part of the program



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8. Burundi



One hundred and fifty-eight (158) young leaders from Burundi continued to transform their communities during the period. Below is the impact story of Aimé-Patrick Manirakiza of Cohort 40.

Aimé-Patrick Manirakiza-Cohort 40

I have 4 years of experience in the Telecom sector at Econet Wireless Burundi. Currently, I'm an Associate at Higher life Foundation and International Organization which works in Education to support orphans and vulnerable children by offering computer training and Database Management skills.

Besides this work, I'm a Founder of the Sayangana Association, whose focus is on environmental cleanup and planting fruit trees in schools. The reason behind this project is that the harvest that will be obtained of these mangoes, one part will be sold to pay school fees to orphaned and vulnerable children, the purchase of school equipment, and another part will be consumed by children at school. Before participating in YALI, I did not have much experience in leadership and entrepreneurship. After participating, I acquired a lot of experience which allowed me to extend my project of cleaning up campaigns to create a new project to plant fruit trees to help orphans in school. In the beginning, the association had only 10 people, but after 3 months of starting, the association was able to welcome 150 new volunteer members. We have currently planted 80 fruit trees and continue to plant 20 trees every month. Through YALI I improved a lot in terms of leadership, entrepreneurship, civic leadership. I learned the qualities of a good leader and a good entrepreneur. In my association, people who knew me before participating in YALI were surprised to see my way of leading, my way of collaborating with

others. Whenever I am asked about the source of my experience? I direct them to the YALI site so that they can register.”



9. Somalia



One hundred and twenty-nine (129) young leaders have graduated from the Center, with the Somalia Alumni Chapter continuing to grow. The story of Amoun Ismail of Cohort 10 displays the passion and desire to mold other leaders:

Amoun Ismail-Cohort 10

“Despite having a first degree in Health Sciences, my passion for good leadership and community work has pushed me to pursue training and certification in disciplines such as project management, good leadership, and personal development. Thanks to the power of social media, I saw a post on Facebook about the YALI RLC EA program call for applications. I applied and was fortunate to be admitted to Cohort 10. The training was an eye-opener to me. The skills I got have helped me build on my community work, helping me interact better with the women whom I empower to become better leaders. I am currently involved in gender advocacy issues and motivating young women in my community in Hargeisa to take up challenging opportunities to transform their communities. I have now focused my advocacy efforts to end violence against women, specifically female genital mutilation, and working with and mentoring five girls in my neighborhood girls to support them in their life journey. Besides my advocacy work, I have also started an online business selling African outfits to promote and showcase the brand Africa. My business has grown, thanks to the utilization of skills acquired during the YALI RLC training, and I have now employed five Somali young women. My theme in life since the YALI experience has been “I choose to be strong and empower women to lift other women”. I believe that a true leader does not just create faithful followers, but molds other leaders.”

10. Republic of Congo



The Republic of Congo has one hundred and thirty-two (132) young African leaders who have graduated from the Center. In 2020, staff from the Center visited the country to support the alumni and document how the alumni are transforming their communities. The visits to alumni were a testament to the transformations made in the different communities in Congo. Through the visits, it was evident that the alumni have also transformed their lives. Here is a summary of some of the visits made to program alumni.

Vulcain Yengo-Cohort I

All through my younger days, I have been passionate about entrepreneurship. At the age of 15 years, I started my first business selling household oil lamps, clothes, and juice on the streets of Brazzaville. While the business failed due to the continual rise in oil prices, my dreams did not die with it. I always knew I had a heart for business, and I, therefore, set out to enhance my skills. To realize my dream and to empower other Africans to improve their economic power, through entrepreneurship I set out to the U.S. to pursue a Business Management degree at Brigham Young University Hawaii. Upon graduation in April of 2014, I chose to return to Brazzaville, because I wanted to realize my dream of becoming an entrepreneur.

My passion to realize this dream drove me to apply to the YALI Regional Leadership Center East Africa, and I was fortunate enough to be in the first cohort which started in July 2015. Going through the program was an amazing experience that surpassed my expectations. A unique aspect of this leadership program is the lifelong engagement that Alumni have with the Center. Since I graduated from the program, I have been busy with my business, Minerve Distribution (MD), which sells and distributes frozen goods to retail shops in Brazzaville using an innovative transportation mode, known locally as Kavaki motors which are motorized cargo tricycles. Upon graduating from the Center, many networking and grant opportunities were opened to us. I had the opportunity of submitting my idea for a business plan grant competition offered by the Center's partner, the United States African Development Foundation (USADF). The first USADF disbursement of \$7,000 complemented my \$10,000 initial investment and another \$50,000 I was able to raise from investors. So far, my business has grown approximately seven times over, in less than a year.

When I first launched the business in July 2016, I had two medium-sized freezers used for storage. At the time, my storage capacity was between \$1,500 to \$2,000 worth of goods and our daily sales were between \$200 and \$1,000. Today, I have one large freezer container with a storage capacity of food worth \$30,000 and our sales have grown to \$5,000 per day. When I started, I had two full-time employees, now we have seven employees. My business is growing and in the next two months, it is projected to achieve \$8,000 in sales per day. The growth of the business has been remarkable, and it has potential since the Republic of Congo does not have a factory that processes frozen goods such as chicken and beef. Our goal is to rear chicken and beef cattle, then process and package the products for sale.

Beyond focusing on business, I organize the annual Nduenga (local word for Wisdom) Entrepreneurship Conference. Last year, we reached 900 people. About ten YALI Regional Leadership Center East Africa alumni from different countries attended the conference. More sponsors have shown interest to partner with us at the annual entrepreneurship conference. My dream to train Congolese nationals on how to start and run successful businesses is still alive and thriving. So far, we have trained over 100 Congolese and those who have been through the training are doing amazing things in their communities. For example, Christ Tracyvih Ewanga Nde, a 2016 Entraide graduate and one of the best volunteers for the 2016 Nduenga 2016 Conference, just launched his business ID Tech. ID Tech provides services in IT, Network SetUp, Computer maintenance, and other services. The company has ten employees, all native Congolese with a great vision. Nkazi Charli, owner of Kazison Cake and winner of the Nduenga competition 2015 just launched a pastry training for young men and women in Brazzaville. His first training project has been sponsored by UNICEF! When I was a university student, I raised funds to shoot a documentary profiling successful entrepreneurs in Africa, to inspire others. I continue to tell this story of transformation and hope to reach many more Africans and show how entrepreneurship is changing lives in Africa. I am grateful to the YALI Regional Leadership Center East Africa for opening many doors for me.

I I.Djibouti



A total of Forty-one (41) young African leaders from Djibouti have graduated from the Center. The story of Fathia, a cohort 12 alumna and a youth ambassador from Djibouti, demonstrates the caliber of individuals and the interactions participants at the Center interact with.

Fathia Hassan Moussa-Cohort 12

Djibouti- Book Caravan; promoting education for sustainable development:

“ Life is an open book, and every day is one more lesson. My experience at the YALI Regional Leadership Center East Africa helped me learn more from other young people from different African Countries and find solutions to some of the challenges we deal with in our communities. As an SDG and Youth Ambassador in Djibouti, I am very passionate about the promotion of quality education among young people, especially women and girls. After the YALI training in Nairobi, I co-founded Book Caravan, with a friend of mine, an association that promotes reading and writing among young people. To this end, we have conducted book caravans at two international festivals - the 10th edition of the ‘Hargeisa International Books Fair’ in Somaliland and the 10th edition of the ‘Story Moja Festival’ in Nairobi. Education is paramount and it may be the key to the realization of all the SDGs and their targets. In this regard, my aim through the Book Caravan is to strengthen basic education and re-evaluate it for the future generation. Today’s youth are our future, educating them will ensure that they can find ground-breaking solutions to today’s pressing issues such as climate change, famine, poverty, and drought. Book Caravan collects books, creates libraries in rural zones, visits different schools, and trains them on the importance of reading and writing, but also promotes the creation of house editions of books to encourage more youth writers by supporting them in editing and publishing their books. I love to spend my free time in the municipal library where I read stories to the children to give them a taste for reading and sensitize them on the importance of education and the preservation of the environment.”

12. Eritrea



Forty-two (42) young African leaders from Eritrea have graduated from the Center since 2015. One of the graduates, Mikal Habty of cohort 17, is excited to share his transformational journey. Here is her account:

Mikal Habty Cohort 17

“Although I was doing my job diligently before I encountered YALI RLC EA, I always felt that something was missing. I used to do things like what I was told only – nothing less, nothing more. There wasn’t any room for the dreamer inside of me. But once a good friend of mine informed me about the YALI program and how it is helpful in one’s personal life and community in general, I was encouraged to sign up. No word can express the experience I have gained from the program. Discussing ideas with young people from different cultural, educational, and work backgrounds made the program not only interesting but unique to me. The most important thing I have learned, which currently has changed the way I live my life, is how valuable one’s ideas are. I have started to share my ideas confidently and started to respect other people’s ideas as well. After graduating from YALI RLC in Nairobi, I found the courage to create a circle of six women friends where we all can share our dreams, business issues, and social issues. YALI RLC ignited the fire of self-awareness and self-development in me. I am now on a new path to impart this flame to the people around me, be it in my workplace or circle of friends. It is through sharing that one can transfer knowledge and experience. I believe by doing so, I

am helping my fellow friends and colleagues to improve their standards -the standard of their critical thinking, solving problems abilities and expressing of their ideas freely.”

13. The Central African Republic



A total of fifty-four (54) young African leaders from the Central African Republic graduated from the Center. They have inspiring stories that demonstrate their leadership abilities towards the identification of opportunities and seizing them. Marius is an example of a young leader who from his previous work identified critical gaps in the youth space and was quick to apply acquired skills to bring about change.

Bailab; providing financial literacy to young entrepreneurs: Marius Gnalis-Rafai, Cohort 3.

“The history of Be-Africa Innovation Lab (Bailab) cannot be told without mentioning the YALI Regional Leadership Center East Africa. Ten years ago, in 2007, I was appointed as Loan & Risk Analyst at the Commercial Bank Centrafrique (CBCA). During my four years of experience with the bank, I reviewed thousands of loan requests, interacted with small and medium business owners, and felt their motivations, their frustrations, and also their experiences. Through these interactions, I came to realize that informal management without any record-keeping is one of the biggest hurdles of having optimal experience in accessing funding and dealing with the fiscal administration and other important business stakeholders. Being admitted into the third cohort of the YALI Regional Leadership Center East Africa program in November 2015 was a golden opportunity to advance my entrepreneurship aspiration of helping other young people to succeed in their businesses. My YALI experience transformed this budding desire into ‘Be-Africa Innovation Lab’ (Bailab) - A consulting business providing entrepreneurial and financial literacy and support to business owners and aspiring entrepreneurs. I was mostly motivated to begin this initiative after the Design Driven Entrepreneurship and the Pitch classes at the RLC in Nairobi. To date, Bailabis is working with over 100 young people in the country, through various learning and support mechanisms. When I decided to dive into entrepreneurship, my purpose was about seizing opportunities to make money. Today, I am driven 15 by a higher purpose, a vision toward a legacy for my community, for the Central African Republic, and for Africa.

14. Kenya



One thousand five hundred and sixty-eight (1,568) young Kenyan leaders graduated from the Center from 2015 to 2021 and have joined the vibrant Kenya Alumni Chapter. The inspiring journey of Irene Etyang-one of the alumni is that of a leader who is passionate about food innovations geared at transforming the local food system in rural parts of Kenya purposefully through climate-smart crops, to achieve food and nutritional security in the country. Here is her story:

Akimaa Grassroots Food Revolution - Irene Etyang, Cohort 20

After my undergraduate studies in Food Science and Technology, I first encountered severe cases of child malnutrition when I volunteered serving communities at World Vision. My heart was so unsettled with the situation that the need to offer nutritional interventions consumed my mind. I became determined to go the extra mile to understand the root cause of the dire nutrition situation which further helped intensify the desire to elevate the burden of malnutrition and avert attendant health problems.



I ever since established that local interventions to nutritional needs have the greatest promise of lasting impact and sustainability. I innovated a nutrients-rich snack from Finger Millet, peanut, and honey in my attempt to help the community maximize revenue from millet farming through value addition. This innovation secured me the opportunity to participate in the prestigious YALI RLC in 2017(Kenyatta University), YEPI in 2018(Mombasa), Mandela Washington Fellowship in 2019(Oklahoma State University, USA), YGAP Kenya in 2020, and Leaders in Innovation Fellowship at the Royal Academy of Engineering in London in 2021.



With the help of food research officers at KIRDI (Kenya Industrial Research and Development Institute) I came up with second innovation, AKIMAA Instant Porridge (Sour and Special Mix) to provide the market with both nutritious and easy to prepare porridge.

Together with my husband, we initiated Nutrition To Unlock Little Champions

([link](#)), a homegrown school feeding program for children in primary schools in July 2021. We target to reach 30 primary schools in 5 counties of Kenya with AKIMAA in Busia, Kisumu, Baringo, Turkana, and West Pokot by the end of 2025 and are currently supporting three schools. With the first term of success in the school feeding initiative, we have observed with satisfaction that, pupils fully adhered to schooling activities, no absenteeism was reported and that hunger-related illnesses were not observed as was the case before the school feeding. Based on these desired outcomes, we are working harder to expand the school feeding program to 5 schools or more in the second term, beginning on 11th October 2021.

Annex 5c: Media Mentions

Through a strategic partnership with the media fraternity and stakeholders in the region, the Centre made significant developments in terms of media appearances, publications, and documentation which established and increased the Centers visibility. The strategic partnership ensured that the visibility was structural and sustainable. As such, the Centre got publicity through TV broadcasts, Radio, vlogs, blogs, digital tabloids, podcasts, documentaries, and newspapers among others. Below is a summary of media visibility with links.

Table 15: Visibility through media interactions

	Description	Media Platform	Scale	Link
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1	Get to know more about YALI Leadership Program in Africa	Radio Citizen Kenya	National	link
2	Special Report	Vlog	Continental	Link
3	Partnership between KNLS AND YALI RLC EA Alumni	Sitcom Interview MBCI TV	National	Link
4	Creating future leaders with the YALI RLC East Africa	Documentary at Videos4Africa	Continental	Link
5	YALI Alumni chapter and its objectives	Sitcom @SWITCH TV	National	Link
6	Partnership News/P	Daily Nation News paper	National	Link
7	Alumni Feature	Daily Nation News Paper	National	Link
8	Alumni Feature	Daily Nation News Paper	National	Link
9	Alumni Feature	Daily Nation/My network	National	Link
10	Special Feature	Daily Nation	National	Link
11	Alumni Feature	Daily Nation	National	Link
12	Alumni Feature	Business Daily	National	Link
13	Alumni Feature	Amref Ethiopia	Continental	Link
14	Feature	Channels Television	Continental	Link
15	News Feature	KTN NEWS	continental	Link
16	Alumni Feature	The East African Standard	East Africa	Link
17	YALI @2000	The Star News Paper	National	Link
18	Feature on 1 st Commencement	The Standard News Paper	National	Link
19	Alumni Feature	The standard News paper	National	Link
20	Alumni & Partnership Feature	The standard News paper	Continental	Link
21	Alumni Feature	Kenyans.co.ke - Digital Tabloid	National	Link
22	Alumni Feature	Citizen digital	National	Link
23	Alumni feature	Digital Tabloid	National	Link
24	Alumni Feature	Digital Tabloid	National	Link

Annex 5d: Communications

During the period, the number of postings to various platforms increased significantly. These include alumni impact stories, partner and stakeholder engagements, and alumni interactions. There was an increase in Twitter Facebook and LinkedIn impressions, and this is attributed to the number of postings of alumni impact stories, daily postings by respective alumni using hashtags #MyDayinYALIRLCEA and #YALITransformation. Some of the key social media engagements events included the YALI Africa Alumni Market Place Event, YALI RLC EA Transformation Fund Campaign, and more recently, the YALI Africa-wide Cohort Launch. To date, the Centers twitter handle has 20,695 followers, 17,585 tweets, and an average monthly of over 20,000 impressions. (Table 15).

Table 15: Social Media Analytics

Instagram	Facebook	Twitter	LinkedIn	YouTube
1448	19,313	20,695	21,159	1,890

Communications materials

The Center adopted various ways to communicate with the staff, alumni, and partners. The first Alumni newsletter was published in March 2016. *The Momentum*, which highlighted the alumni's actions and impact. This newsletter was distributed in electronic form to the alumni in cohorts 1, 2, and 3. Other significant communications materials included the quarterly newsletters, documentaries, photography, cohort, and alumni communique. To date, the project has been able to develop and disseminate 12 issues of *The Leading Edge* which was produced quarterly. Some documentaries demonstrate various impacts of the projects.

Speaker series

The communications team produced the speaker series videos featuring high-profile guests that were edited for the length and content and posted on the Centre's YouTube platform and page. To date, the communications team has posted 58 videos with over 99,000 video views and 1,920 subscribers.

Applications Campaigns

During the application campaigns over the years, the Communications team developed messages and memes to publicize the application windows to attract qualified applicants particularly women, youth who live in rural areas, and persons living with disabilities. Using images of select Alumni, the Communications Team developed memes that were used to share quotes inspiring young people to apply for the program. The quotes were used to share experiences and skills acquired when those alumni were trained at the Center. The application messages and memes were also shared with partners and like-minded organizations, including YALI Network, Opportunities 4 Africans, among others. The memes were also forwarded to Alumni Country Chapters and Country Liaisons for circulation in their respective countries. The team also developed messages to be shared on WhatsApp and telegram, a method that proved very effective, with some Telegram Jobs and Opportunities channels picking up the messages and exposing them to thousands of young people across the region, reaching a greater audience.
