

Youth Champions Initiative Evaluation

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Table of Contents

List of Charts	2
Acknowledgements	3
Acronyms	4
Executive Summary.....	5
Evaluation Overview	7
About the Youth Champions Initiative	8
Evaluation Findings	8
Conclusion	17
Recommendations	18
Appendices	19

List of Charts

Chart 1: How much did participating in the incubator/boot camp.....	11
Chart 2: How did your participation in YCI affect your professional plans and long term goals?.....	16

Acknowledgements

We would like to acknowledge the Youth Champions Initiative (YCI) team, the Packard Foundation, and all of the Youth Champions, their mentors and organizations who contributed to this evaluation. Their invaluable input has provided us with insights that we hope will serve YCI well in the future and can also be used by other efforts aimed at helping youth strengthen their leadership.

Acronyms

COYDOE	Consortium of Youth Development Organizations in Ethiopia
ICFP	International Conference on Family Planning
PHI	Public Health Institute
SRHR	Sexual and reproductive health and rights
YC	Youth Champion
YCI	Youth Champions Initiative

Executive Summary

Evaluation Overview

This utilization-focused evaluation offers the David and Lucile Packard Foundation and the Public Health Institute's (PHI's) Rise Up actionable insights into the Youth Champions Initiative (YCI) to help further strengthen its ability to empower Youth Champions as sexual and reproductive health and rights (SRHR) leaders. The evaluation used a mix of secondary and primary data to triangulate and validate findings.

About the Youth Champions Initiative

The David and Lucile Packard Foundation and PHI's Rise Up launched YCI as part of the David and Lucile Packard Foundation's 50th Anniversary. It invests in young champions with the potential to lead the SRHR movement for the next generation. Twenty-three competitively selected young people from Ethiopia, India, Pakistan and the United States participated in an innovation incubator and received training, project seed funding, ongoing technical assistance and mentoring.

Evaluation Findings

The Youth Champions, their mentors and peers call YCI a life-changing experience.

The Youth Champions (YCs) find YCI inspiring, educational and empowering. They valued being out of their contexts, meeting youth doing similar work in other challenging environments, learning from the site visits, participating in the training, receiving seed funding for pilot projects, and benefitting from ongoing communication with YCI and the other YCs. They gained new ways of thinking about SRHR and confidence to test innovative strategies for advancing it. They strengthened their leadership skills.

The Youth Champions have created a supportive network of SRHR leaders.

Most YCs have used YCI to develop strong national and global relationships with each other. They say they are in constant contact, sharing ideas and experiences, asking for input, support and advice. Some have participated in other's programs, virtually and in person, as speakers, radio show participants, and trainers. In Ethiopia, the YCs are creating a more holistic movement.

The Youth Champions have greater recognition as SRHR leaders.

YCI facilitated YCs' participation in global conferences and other public events. Youth Champions attended the International Conference on Family Planning (ICFP) in Bali in January 2016 and the Women Deliver conference in Copenhagen in May 2016. They presented, networked often with YCI's assistance, met with foundations and the media, and bonded more closely with each other.

People seeing the YCs at the conferences are inspired by them. The U.S. Ambassador-at-Large for Global Women's Issues changed her thinking about investing directly in youth. An Ethiopian Ministry of Health official is exploring how to advance SRHR with the Ethiopian YCs.

The Youth Champions are advancing SRHR, often in innovative ways.

Many YCs said the YCI seed funding and what they learned via YCI gave them their first opportunity to lead a project and try something new. Some brought new approaches into their organizations or work. A few targeted populations rarely assisted in advancing SRHR.

The site visits inspired the YCs to test innovations. Seeing Mozilla, IDEO and a youth-friendly clinic putting innovations into practice gave them concrete ideas and confidence to try such innovations in their countries. One used a mobile phone app and another film for broader reach. A third is using a cheaper and more accessible technology solution. Two are promoting youth-friendly clinics.

Participating in YCI is influencing YCs' thinking about their futures. Many described YCI as having a big effect on their career decisions, while some stated that it reinforced their existing plans.

Opportunities for improvement

To further strengthen their leadership skills and advance their work, YCs want to learn more about proposal development and receive more guidance in project implementation. Most of the YCs find YCI's support (ideas, technical assistance, moral support, networking assistance, aid with conferences and public exposure, and funding opportunities) very helpful, and most would like more of all of these. Some wanted more aid linking with each other before and after the incubator.

Conclusion

YCI is profoundly affecting the lives of most YCs. They increased their SRHR knowledge, strengthened their leadership skills, gained inspiration, and connected with YCI staff, the Packard Foundation and other YCs. With seed funding, their projects are advancing SRHR for youth. Most have increased recognition as SRHR leaders. Their YC network offers added support and the basis of a SRHR movement.

Recommendations

In order to further strengthen YCI, the evaluation team offers these recommendations:

Pre-Incubator

1. **Virtually introduce** YCs, organizations and mentors to preview YCI and facilitate connections.
2. Provide more assistance to Youth Champions in identifying and connecting with **mentors**.

During Incubator

3. Dedicate more time to **project planning**, with plenty of time for discussion.
4. Reserve more time for **reflection**.
5. Build in more time for Youth Champions to **learn from each other**.

After Incubator

6. **Ensure that YCI has enough staff time** for ongoing communication and technical assistance.
7. **Remain engaged with the first cohort of YCs**.
8. **Continue to promote the work of the YCs** to increase their exposure among SRHR professionals.

Evaluation Overview

Purpose

This utilization-focused evaluation is aimed at providing the David and Lucile Packard Foundation and the Public Health Institute's (PHI's) Rise Up with actionable insights into the Youth Champions Initiative (YCI), in order to help them further strengthen its ability to empower Youth Champions as sexual and reproductive health and rights (SRHR) leaders.

Evaluation Questions

The evaluation was designed to answer the following questions:

1. How effective has the YCI model been in catalyzing Youth Champions' efforts to advance SRHR?
 - a. In what ways, if any, has the YCI model helped participating Youth Champions strengthen their knowledge and capacities to advance SRHR?
 - b. Are all parts of the model essential and/or are some parts of the model more important than others?
 - c. Are any tweaks required to make the model even more effective?
2. What difference has YCI made, if any, in the work and careers of the Youth Champions who have been involved in it?
3. What have the participating Youth Champions been able to achieve, at least partially as a result of their involvement in YCI?

Methods

The evaluation used a mix of secondary and primary data in order to triangulate and validate findings.

Document Review

The evaluation team reviewed program data collected by YCI staff during YCI's implementation. This included review of surveys conducted by Rise Up, Youth Champion project documents, and reports submitted to the David and Lucile Packard Foundation.

Interviews

The evaluation team interviewed 12 Youth Champions, two mentors and two colleagues, in addition to YCI staff and a representative of the David and Lucile Packard Foundation. Youth champions were purposefully selected in order to offer geographic and gender diversity, as well as diverse experiences participating in YCI.

Limitations and Quality Assurance

This small-scale evaluation was limited in the data collection it could undertake. As a result, it relies heavily on the Youth Champions' perceptions. Findings are framed as such. In four instances, the evaluation team was able to triangulate a Youth Champion's input with insights provided by a mentor or colleague.

About the Youth Champions Initiative

The Youth Champions Initiative (YCI), launched through a partnership between the David and Lucile Packard Foundation and the Public Health Institute's (PHI's) Rise Up in celebration of the David and Lucile Packard Foundation's 50th Anniversary, is investing in young champions who have the potential to lead the sexual and reproductive health and rights (SRHR) movement for the next generation.

YCI used a competitive selection process to select 23 young people from Ethiopia, India, Pakistan and the United States to participate in an incubator-style, capacity building model. Nineteen of the 23 Youth Champions traveled to Los Altos, California for a one-week incubator in December 2014. For the four Ethiopian Youth Champions who were unable to get visas to visit the United States, YCI offered a four-day "boot camp" in Ethiopia in October 2015. The three Ethiopian Youth Champions who attended the incubator in California also participated.

The YCI Model

The YCI model includes four critical elements: an innovation incubator, small grants or seed funding, ongoing technical assistance and mentoring. YCI believes that a combination of capacity strengthening, an opportunity to put strengthened capacities into practice with project seed funding, and ongoing support provided through technical assistance and/or mentoring to support project implementation and leadership development allows participants to develop and internalize new skills that they can use to advance SRHR.

Specifically, the incubator and boot camp offered the following:

- Hands-on capacity building in the areas of sexual and reproductive health and rights (SRHR), leadership, innovation, advocacy, and project development;
- Mentoring for skills and leadership strengthening;
- Exposure to innovative approaches to addressing SRHR through site visits (incubator only);
- Learning from the presentations of internationally-recognized SRHR experts (incubator only);
- An opportunity to develop their own initiatives and draft project proposals aimed at increasing youth access to quality SRHR services and information (later supported with seed funding); and
- An opportunity to share their vision for SRHR with the Packard Foundation staff (incubator only).

Evaluation Findings

The David and Lucile Packard Foundation and the Public Health Institute design the Youth Champions Initiative.

The Youth Champions Initiative (YCI) was a unique opportunity for the David and Lucile Packard Foundation. In honor of the Foundation's 50th anniversary, each program received an additional amount of funds to spend, and from among the ideas generated by the Population and Reproductive Health

Program, YCI was selected. It fit with the program's focus on youth as activists, movement builders and recipients of services. The Foundation was interested in youth leadership in the United States and globally. They wanted to explore different models of youth leadership training, and they wanted to take advantage of what Silicon Valley could offer young people.

The Foundation chose the Public Health Institute (PHI) as its partner for YCI because of PHI's Rise Up experience and proximity to the Foundation. Unlike with most of its grants, the Foundation had a particular vision for what they wanted YCI to be. To achieve this, they wanted to be very involved in its design and implementation.

Reaching agreement on YCI's design took time. This was largely due to the challenge of bringing together the Foundation's and PHI's ideas on how the vision of YCI might be achieved. The Foundation wanted an innovation incubator with a technology focus, while PHI was building on its advocacy capacity building (Rise Up) and youth leadership (GoJoven) models. Eventually, the two came up with a design that satisfied both.

YCI's design was well received. The Youth Champions valued getting out of their familiar contexts, meeting youth doing similar things in other challenging environments, learning from the site visits, participating in the training, receiving seed funding for pilot projects, and benefitting from ongoing communication with YCI and the other Youth Champions.

YCI selects a group of Youth Champions well-positioned to benefit from and contribute to YCI.

Together, the David and Lucile Packard Foundation and the Public Health Institute's (PHI's) Rise Up launched a competitive process to select Youth Champions from Packard Foundation priority geographies: India (Bihar, Uttar Pradesh, New Delhi), Ethiopia (Oromiya and Addis Ababa), Pakistan (Karachi), and the United States (Louisiana and Mississippi). While they originally intended to identify 18 Youth Champions, in the end, they selected 23 out of total group of more than 200 applicants. The Packard Foundation and PHI leveraged their networks to ensure that the call for applications reached a broad group of potential applicants. The selection process involved reviewing applications and interviewing finalists, either in-person in India, Ethiopia and the United States or via Skype in Pakistan. The selection committee sought young leaders who were working with prominent organizations and who were working to advance SRHR outcomes.

The cohort of Youth Champions selected form a diverse group. They represent an even geographical spread across the target geographies, with 60 percent young women and 40 percent young men. The youth are between the ages of 20-30. The cohort members are diverse in their professions, as well as in their SRHR focuses. While some have some years of work experience, others are just beginning their careers. A few are full-time students. Most have experience working to advance SRHR, while a few either work in other related fields. Some work for large organizations, while others have created their own organizations or are students. Some had never before left their countries.

The Youth Champions and others involved in or observing YCI appreciate the geographic diversity of the entire cohort, as well as the selection of a number of Youth Champions from each targeted geography. The Youth Champions learned that, in spite of the differences in where they were from, the issues and opportunities they faced related to SRHR could be similar, providing many opportunities for global learning. At the same time, Youth Champions valued connecting with others from the same country or state, since this allowed for more face-to-face contact, support and collaboration. Youth Champions from the same region (Pakistan and India) appreciated their cultural and linguistic similarities, which facilitated collaboration between them.

While most of the Youth Champions are putting what they are learning directly into practice, others plan to do so in the future. The majority of Youth Champions are working, and are integrating their YCI experience into that work. A small number are students. They talk about using what they have learned through YCI in their studies or incorporating their knowledge into blogs. Those observing them, including former supervisors, colleagues and those affiliated with YCI, hope they will take what YCI taught them into their future careers.

The Youth Champions find YCI inspiring, educational and empowering.

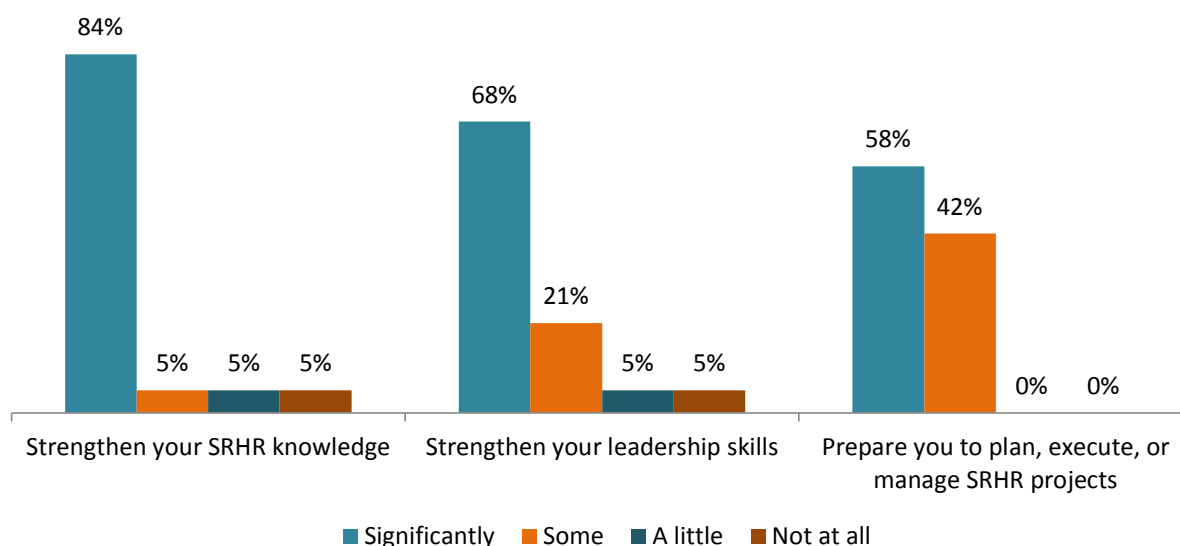
Through their participation in YCI, Youth Champions looked forward to strengthening their SRHR knowledge and learning from other young leaders. More than half of those interviewed listed these two expectations. A few specifically wanted to learn from others who were also working in challenging environments for SRHR. One in particular noted that, when she attends conferences, they tend to be with people who live in places that are open to SRHR – an experience to which she cannot relate. For her, YCI was unique in bringing together people working in environments that are less open to SRHR. This made sharing experiences, challenges and solutions more relevant to her experience. A few were also looking forward to experiencing individual empowerment, gaining greater visibility and expanding their worldview. Most of the YCs looked forward to sharing their diverse experience and knowledge with each other at the incubator.

The Youth Champions, their mentors and colleagues consistently describe YCI as a life-changing experience. More than half of those interviewed, in response to an open-ended question, reported they valued meeting other Youth Champions undertaking similar work in different regions. They gained the confidence to pilot new projects and were exposed to new ways of thinking about SRHR. Close to half valued the specific information they learned related to SRHR, as well as the guidance they received in designing projects and writing proposals. They found the site visits to be particularly influential. They also highly valued the personal connections they made with YCI staff and the ongoing communication they maintained with them. Had they been asked specifically about these gains (rather than presented with an open-ended question), more would probably have reported them.

Participating in the incubators helped Youth Champions strengthen their skills. Eighty-four percent of 19 Youth Champions who attended the California-based incubator and the Ethiopia-based boot camp and who responded to YCI's progress survey reported that the incubator helped them significantly strengthen their SRHR knowledge, while almost 70 percent reported that it helped them significantly

strengthen their leadership skills. Almost 58 percent said it significantly prepared them to plan, execute, or manage SRHR projects. Six spoke specifically about increased confidence to speak publicly about SRHR issues, develop proposals and lead project implementation.

Chart 1: How much did participating in the incubator/boot camp....



“Apart from gaining knowledge related to youth SRHR health issues from my participation in the incubator workshop, it not only gave me hands on practice to design and implement a project with a defined goal, but also a belief and confidence to be a leader for change.” – Youth Champion

A number of the Youth Champions have used the knowledge and skills they gained via YCI in their work, in some cases taking on new responsibilities. They referred to new communication, strategic thinking and leadership skills that they were able to use, often beyond their areas of work, for the benefit of their organizations. In one case, the Youth Champion has used his knowledge gained via YCI for national benefit.

“I have been a part of a technical working group for the Minister of Health. We are a group of medical experts, technical experts and project managers, and we are developing national guidelines for family planning and reproductive health. I brought back many of the experiences from YCI. ... My message to providers was, ‘If you make the space youth-friendly, adolescents will be more likely to use the services.’ I brought that perspective from YCI.” – Youth Champion

YCI has continued to support the Youth Champions, which has helped them achieve success, according to many of the Youth Champions and those who observe and/or support their work. They discussed

YCI's remote technical assistance, their ongoing communication with the Youth Champions, and the additional opportunities YCI offers. Some have received additional funding from other organizations as a direct result of networking and proposal-writing assistance provided by YCI staff.

"YCI has done a great job in keeping us together. They provide lots of opportunities to attend events and raise more funds. ...YCI stands out because it has really tried to keep us together and engaged. ...The comments I received [from YCI staff] on my proposal were brilliant. Usually when you apply for a grant, it is selected or it is not, but with YCI, they were coaching us from a distance with comments and relevant questions. They really helped us design the project to have a greater chance of success."
– Youth Champion

The Youth Champions have created a supportive network of SRHR leaders.

The vast majority of Youth Champions have used YCI as a launching pad to develop strong national and global relationships with each other. They describe themselves as in constant contact, supporting each other, sharing ideas and experiences, asking for input and providing advice. Almost all of the Youth Champions are in contact with each other via WhatsApp (a group with subgroups that they set up themselves) and Facebook (set up by YCI). Some have also fostered strong one-on-one relationships with other Youth Champions undertaking similar kinds of work within and beyond their own countries. Some have also participated in each other's programs virtually and in person, serving as guest speakers, presenting on panels and radio programs, and offering training.

"One of my Ethiopian peers was a guest speaker for my project. She stayed up until 3am to participate." – U.S. Youth Champion

"I was just texting with a YC from India.... We've developed these relationships and continue to have an active engagement with each other – that part has been phenomenal." – U.S. Youth Champion

"Another local Youth Champion and I have been involved in each other's projects. That never would have happened without YCI. She spoke at an event that I had....I have experience doing sex education with parents, so I offered that to the parents of the girls in her program." – U.S. Youth Champion

"We, the four Ethiopian Youth Champions, became very good friends. ...The four of us have linked up to help each other. ...I plan to integrate another Ethiopian YC's app into my work. Another Ethiopian YC working in education could present one of my workshops on SRHR, and I could do a workshop for him on how to use social media." –Ethiopian Youth Champion, boot camp attendee

"Two YCs from India have shown my documentary to their group in their community. We have similar languages and cultures. One wants to make animation videos for children. With another, I shared my filmmaking expertise, while we were at the ICFP conference in Bali. –Pakistani Youth Champion

"I've not stayed in a network this long, I think, ever, not having seen them for so long and feeling this engaged, that hasn't happened before." – Youth Champion

In Ethiopia, the Youth Champions are coming together to create a more holistic movement. One Youth Champion is using her new role as Executive Director of the national Consortium of Youth Development Organizations in Ethiopia (COYDOE) to offer a platform for integrating and scaling up the Youth Champions' projects as part of this movement. To advance this, the Youth Champion has received the support of the Maternal and Child Health Directorate of the Federal Ministry of Health.

A few Youth Champions have not stayed in touch with the group. Youth Champions who are now full-time students have found that their studies keep them too busy to remain connected. Others cite their workloads as not allowing time for staying connected. They regret this and wish for opportunities to meet face-to-face again.

The Youth Champions have greater recognition as SRHR leaders.

In addition to participating in the California-based incubator and the Ethiopia-based boot camp, YCI has facilitated Youth Champions' participation in a variety of global conference and other public events. A number of Youth Champions attended the International Conference on Family Planning (ICFP) held in Bali in January 2016 and the Women Deliver conference held in Copenhagen in May 2016. Some felt that being YCI Youth Champions made them more likely to be selected to participate in Women Deliver's Young Leaders Program. At each conference, they made presentations, networked – often with YCI's assistance, met with foundations, sometimes received media coverage, and had the opportunity to bond more closely with each other.

"[At ICFP,] YCI facilitated networking [for us]. I linked up with all the right people. I also experienced the cohesion with the international YCI team. There were 10 of us there." –Youth Champion

"The exposure that I had at ICFP, I met a lot of Pakistanis there that I wouldn't have met if YCI hadn't supported me. They gave me the opportunity to participate there, to share my ideas, to use this marketplace of ideas at ICFP. From there I got to meet so many Pakistanis who were doing similar kind of work, and I exchange contacts with them. I came back to Pakistan, and I am working on different projects with them now. Connections from ICFP led to a new film about people living with HIV and AIDS in Upper Sindh." –Youth Champion

People observing the Youth Champions at the global conferences were inspired by them. Ambassador Catherine Russell, U.S. Ambassador-at-Large for Global Women's Issues, after interacting with a Youth Champion at Women Deliver, reported that she was changing her thinking about investing directly in young people, as well as how she talks about young women and girls. An official from the Ethiopian Ministry of Health was impressed by the Ethiopian Youth Champions who attended ICFP. As a result of their presentations, the official wanted to think more about using technology and innovation to promote SRHR and wanted to consider asking the Youth Champions to serve as facilitators. After ICFP and once back in Ethiopia, the official met with the Youth Champions again.

The Youth Champions are advancing SRHR, often in innovative ways.

For many of the Youth Champions, the YCI seed funding, capacity building and guidance provided them with their first opportunity to lead both project design and management. Most commented on how much they have learned from this, touching on topics such as project management and budgeting, negotiation, problem solving, flexibility and adaptability, and different approaches to addressing SRHR issues.

“Learnings on the ground have been great. It gives me a chance to not only face obstacles while implementing a project intervention, but also forces me to come up with solutions. It also increases my self-confidence and belief to lead a group of young forces with a specific goal.” – Youth Champion

Many Youth Champions described the YCI seed funding, combined with what they learned via YCI, as giving them the chance to try something new. Some brought new approaches into the organizations or existing work, and a few targeted populations who had never or rarely before received assistance advancing their sexual and reproductive health and rights. They used evidence that they learned about through YCI, were inspired by what they learned from the site visits, and drew on the expertise of the other Youth Champions. Many referenced their visits to Mozilla, IDEO and a youth-friendly clinic. A few said that hearing a lawyer speak about reproductive justice issues was a powerful experience for them.

“I probably never would have thought to create my own comprehensive sex education program, and other funders probably wouldn’t have thought to invest in me.” – Youth Champion

“I was better able to introduce the subject of SRHR into our leadership training and added a segment focused on it. The outcome of adding this segment was the creation of 15 SRHR action projects (out of a total of around 70 social action projects) by the youth who participated in the conference. The projects were women’s empowerment and SRHR, awareness raising and access projects using social media campaigns, seminar or workshop series with other youth in the community.” – Youth Champion

“I wanted to carry out my project since a long time, but some of the sessions in the workshop and the proposal making workshop session helped me make it a reality. I could not have done it the way I wanted without YCI.” – Youth Champion

The site visits inspired the Youth Champions to test innovations. Seeing Mozilla, IDEO and a youth-friendly clinic putting innovations into practice gave them concrete ideas and confidence to try out such innovations in their countries.

"For my main project during the YCI application I had written that I would be doing the same kind of work I had already been doing –teaching Comprehensive Sexuality Education curriculum in the schools ... But after the incubator, I changed my plan to develop a mobile phone app which will have different components of SRH. ...I would never have used technology in my program it was not for YCI. Because of YCI, I was able to show that we can actually use technology for development work in India. [Incorporating technology] helped me to ... have a much larger impact. Through my project I am reaching directly 2,000 young people – 1,000 through mobile and 1,000 using the peer educator model." – Youth Champion

"The main thing I learned was looking for simple technological solutions to difficult problems. My project changed significantly after the incubator. Instead of running a pilot SMS program, I ended up running a WhatsApp pilot – it was a simpler technology with huge reach, free and allowing communication with text, photo and audio visual elements." – Youth Champion

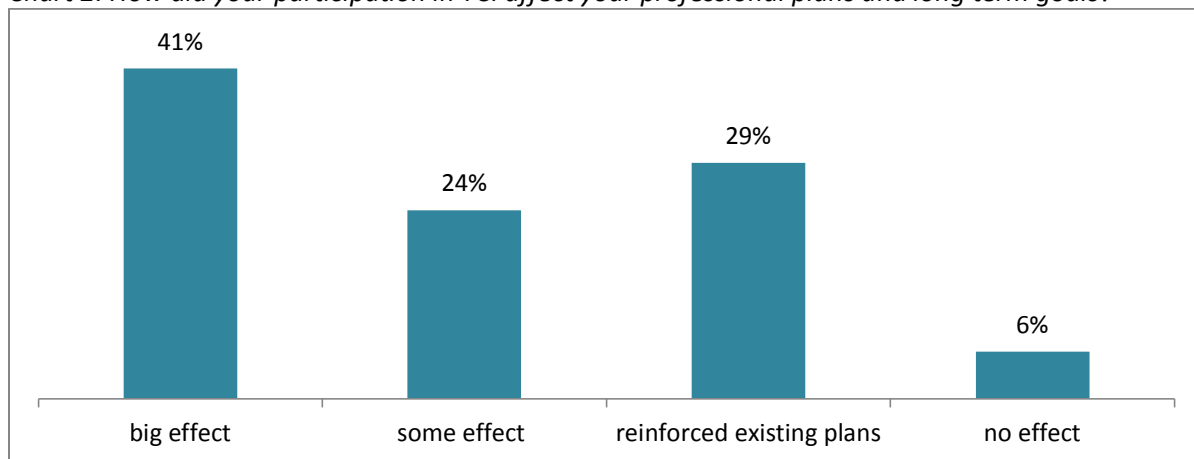
"The YCI experience really pushed me to look at technology and innovation to communicate difficult, sometimes taboo, topics to the target audience." – Youth Champion

"Integrating SRHR with film was something new. I came up with this idea after YCI. I came up with the idea to make films to create awareness about SRHR issues, about marginalized communities, especially the transgender community in Karachi because it doesn't have any representation here, not in the parliament, nowhere." – Youth Champion

"I created an adolescent-friendly work group at my organization, which owns a network of clinics in urban centers...so I brought back these ideas [from the site visit to the youth center in California] to my colleagues to make them more youth-friendly. For example, having free Wi-Fi and making a comfortable, inviting space for young people. I created a youth director position to participate in their program planning, so that our urban center programs are more youth-friendly." – Youth Champion

Participating in YCI is influencing Youth Champions' thinking about their futures. Forty-one percent of those who attended the California-based incubator and responded to the YCI progress survey described YCI as having a big effect on their career decisions, while 24 percent reported that it had some effect and 29 percent that it reinforced their existing plans.

Chart 2: How did your participation in YCI affect your professional plans and long term goals?



They report that YCI has helped them clarify what they hope to achieve, and in some cases, has altered what they want to do to contribute to that goal. They describe YCI as “a huge landmark,” something that has “inspired [them] to dream,” and something that has helped them turn their dreams into reality.

“I believe it has given me one long-term goal to work towards: youth friendly health services.” – Youth Champion

“My participation in YCI has helped to get more clarity in my professional plans and long-term goals. It has provided me more credibility as a young leader on SRHR in India and Asia Pacific.” – Youth Champion

“[YCI] reassured to me that taking my nonprofit to the next level was possible.” – Youth Champion

“I had been working in the SRHR sector for the last few years and had been thinking of pursuing a research career, but YCI and the project has strengthened my plans to work at the grassroots level.” – Youth Champion

Opportunities for improvement

To further strengthen their leadership skills and advance their work, Youth Champions wanted to learn more about the topics covered at the incubator and receive more guidance in their project implementation. They wanted to learn more about SRHR issues, leadership, program planning, proposal development, grant management, use of technology and social media. This could be achieved through a stronger mentorship program and greater assistance from YCI in identifying mentors, according to some. A small number also felt that the incubator was very intense, and that they would have benefited from time for reflection and tools (such as session handouts) to assist with that. Two would have liked to have

had more time to get to know each other within the cohort, to learn from and about each other, which would help them identify more ways to work together.

Most of the Youth Champions find YCI's support – ideas and other technical assistance, moral support, networking assistance via YCI and/or mentors, opportunities to attend conferences and get public exposure, and funding opportunities – helpful, and most would like more of all of these. Facilitating sharing project experiences among the Youth Champions after the incubator and boot camp was a request made by a few Youth Champions. They were eager to hear what other Youth Champions were doing and wanted to continue to learn from their experiences. Similarly, one mentor requested that YCI better integrate mentors into the program so that they are more informed about it and better able to support the Youth Champions. The U.S.-based youth noted that many of the funding opportunities shared are not designed for people from the United States and asked that YCI share more opportunities from which they can benefit.

Some of the Youth Champions would like more assistance connecting with each other prior to the YCI incubator. Some who attended the incubator felt that they would have been able to identify more opportunities for collaboration while at the incubator, if they had had more contact before. Those who were unable to attend the incubator, and who waited for the boot camp, said they would have felt more connected to the cohort, if they had had more opportunities for virtual connection before the incubator and the boot-camp or perhaps met in person with the full group from Ethiopia prior to the incubator. They also wished that less time had passed between the incubator and the boot camp, so that their projects could have been running at similar times. That would have facilitated experience sharing and collaboration.

Some of the Youth Champions look forward to meeting up again in person, either with Youth Champions in their country or with all globally. The Youth Champions who have seen each other again at conferences, such as ICFP and Women Deliver, have very much welcomed these opportunities. The Youth Champions who live close to each other, such as in Ethiopia, India and Louisiana, have valued connecting with each other again face-to-face. A few would also enjoy serving as mentors to future groups of Youth Champions.

Conclusion

YCI has had a profound effect on the lives of most of the Youth Champions who participated. They increased their SRHR knowledge, strengthened their leadership skills, gained inspiration from what they heard and saw, and connected with YCI staff, the Packard Foundation and other Youth Champions. With the seed funding that most of them received, most are implementing projects aimed at helping youth improve their sexual and reproductive health and realize their rights. Most have gained increased recognition as SRHR leaders within their organizations, countries and/or globally. The strong links they have formed with each other at national and global levels are providing them with additional support to advance their work. They are also beginning to form a SRHR movement.

Recommendations

Building on the success of YCI and in order to strengthen the model further going forward, the evaluation team offers the following recommendations:

Pre-Incubator

1. **Virtually introduce** each country/regional team to each other, including mentors and organization directors for an overview of the program and to facilitate potential connections prior to in-person incubator. This may include a snapshot of each YC's history and work experience, age, location, organization or school, as well as his/her goals.
2. Provide more assistance to Youth Champions in identifying and connecting with a **mentor** for assistance in project design and on-going advice during project implementation.
3. Provide **clear guidelines for mentors** on how they may best assist the YCs and maximize their experience in the incubator and throughout project implementation.
4. Strengthen the **pre-incubator meetings** for Youth Champions to help prepare them better for their incubator participation.

During Incubator

5. Dedicate more time to **project planning**, specifically proposal development, writing objectives, and evaluation, with plenty of time for feedback on all.
6. Allow more time for the YCs to prepare for any **presentations** they might give.
7. Reserve more time for **reflection**, so that the Youth Champions can digest what they are learning.
8. Build in more time for Youth Champions to **learn from each other**.

After Incubator

9. **Ensure that YCI has enough staff time** for ongoing communication and technical assistance for the Youth Champions, continuing YCI's good practice in this regard to date.
10. **Remain engaged with the first cohort of YCs**, and find ways to include them in YCI's future design and implementation, as well as in identifying groups or individuals who might apply to the program.
11. **Continue to promote the work of the YCs** to increase their exposure among SRHR professionals internationally and nationally. This could be done via a website that is updated periodically or by inviting YCs to speak at conferences, events, etc.

Appendices

List of Youth Champions

*Positions and organizations are as of when the Champion joined YCI.

Name	Position	Organization
Ethiopia		
1. Yosef Ahmed	Higher Education Initiative Project Officer	DKT
2. Yeabsira Bogale Bishaw	Country Coordinator	African Youth Initiative on Climate Change (AYICC)
3. Tinbit Daniel	Project Manager	Whiz Kids Workshop
4. Firehiwot Kassa	Radio Program Producer	Population Media Center (PMC)
5. Gameda Olana	Behavioral Change Communications Officer	German Foundation for World Population (DSW)
6. Nikodimos Takele Geberetsadik	Senior Marketing And Communications Officer	Marie Stopes International Ethiopia (MSIE)
7. Marta Tsehay Sewasew	Project Officer	Young Women Christian Association (YWCA)
India		
8. Franklin Paul Anand Gnanamuthu	Monitoring and Evaluation Coordinator	Restless Development
9. Rahul Dwivedi	Campaign Coordinator and Special Correspondent	Citizen News
10. Abhiti Gupta	Student	Tata Institute of Social Sciences
11. Gayatri Parameswaran	Editor and Producer	LoveMatters
12. Ankita Rawat	Consultant	Feminist Approach to Technology

Pakistan		
13. Umair Jaliawala	President	School of Leadership Foundation
14. Neha Mankani	Monitoring and Evaluation Manager	Aahung
15. Syed Ali Raza Rizvi	Student	Habib University
16. Neelam Saleem Punjani	Student	Aga Khan University
17. Samreen Shahbaz	Program Officer	Asia Pacific Resource and Research Centre for Women (ARROW)
United States		
18. Monica Atkins	Part-time Teacher and Community Advocate	Jackson Public School District (JPS)
19. Michael Beyer	Research and Communication Assistant	Louisiana Progress
20. Christopher Cox	Deputy Director of School-Based Programs	Jackson Hinds Comprehensive Health Center
21. Kelsey Hundley	Board Member	New Orleans Adolescent Reproductive Health Partnership (NOARHP)
22. Melanie Powers	Program Manager, HIV Program	Institute for Women and Ethnic Studies
23. Nakita Shavers	Founder and Executive Director	Dinerral Shavers Educational Fund (DSEF)

Summary of Youth Champions' Projects

Name	Organization	Project Title	Project Goal
Ethiopia			
1. Yosef Ahmed	Family Guidance Association of Ethiopia	Dormitory based, youth-friendly sexual and reproductive health information and services for female students in Adama University	The goal of the project is to improve the health and quality of life of female students in Adama University by providing high quality sexuality and reproductive health information and services. To achieve this goal different activities will be implemented such as: youth-friendly SRH services; training for youth-friendly sexual and reproductive health (YFSRH) service providers; training in sexual and reproductive health mentorship for 30 female students; establishment of mini YFSRH service giving centers in female students dormitory area; provision of contraceptive products; facilitation of dormitory block-based interactive behavioral change communication sessions in female students dormitory area; and provision of quality, youth friendly services for 25 female students a day.
2. Yeabsira Bogale Bishaw	South Region Fiker Behiwot Orphan Children and Youth Association	Gamification in SRHR	Gamification in SRHR is a pilot project that aims to develop and playtest innovative educational games that work best in the Ethiopian context to help positively influence young people's sexual reproductive health and rights choices. The project will be implemented together with young students in Hawassa University for a period of 6 months. The playtesting will expand to other universities and target groups, as per the games that are designed. The designers, headed by the YCI Youth Champion for this project, Yeabsira Bogale, in collaboration with a team of experts on SRHR and game design, will be young university students in Hawassa University aged 18-25, while the primary end users are also intended to be university students.

3. Tinbit Daniel	Whiz Kids Workshop	Girls in Red (GIR)/ Tibeb Girls	Girls in Red/Tibeb Girls pilot project will introduce a new action drama animation series that features three super heroines: Tigist (patience), Tesfa (hope) and Ewnet (truth) who are between the ages 10 – 18. The project will take us on their adventure showing how life in Ethiopia is for young girls, as they fight issues relating to SRHR and societal injustice. The project targets youth ages 13 -18 as an audience and source of information and totally relies on youth engagement from the start to conduct a needs assessment and program design survey.
4. Firehiwot Kassa	Makbeth Media and Communication	Interactive school mini-media talk show for SRH of youths in Bole preparatory school in Addis Ababa	The project specifically aims to tackle the issue of unsafe sex which ultimately causes SRHR problems within the sexual and reproductive health and rights field. Young adolescent with early sexual debut lack the skills of practicing safe sex. The consequences of which reflects in their having to drop out of school, being exposed to STIs, facing unwanted pregnancy and resorting to unsafe abortion. The large number of adolescents in school makes it that much important to design SRHR programs focused on in-school youth with an approach most suited for the target population. It is crucial to implement a step by step mechanism which allows young people to have better skills of negotiations the use of condoms, knowing the proper and consistent way to use it, refusing unwanted sex, intentions to abstain, and practice safe sex in general. Hence, this project will be implemented to improve the awareness of youth (age 15-24) about SRH in Bole preparatory school of Addis Ababa through an interactive and friendly school mini media talk show with SRH and counseling service linkage.

5. Nikodimos Takele Geberetsadik	Marie Stopes International Ethiopia (MSIE)	An App to Fill the Gap	This initiative will develop and market a mobile app that provides enhanced access to contraception information and promotes effective use of contraception, with the aim of contributing to the goal of reducing unwanted/unplanned youth pregnancy in Addis Ababa.
6. Marta Tsehay Sewasew	Forum on Women Educationalist (FAWE) Ethiopia Chapter	Mobile for Reproductive Health in Addis Ababa University/ Mobile for Students Reproductive Health(M4SRH)	This project aims to increase reproductive health information and service utilization of Addis Ababa University students by the end of the project. This will be attained with two main objectives that are: to increase SRH information by sending 3,000 monthly texts to 3,000 students; and to increase FP/CP adherence and utilization by providing 200 FP/CP reminder texts to 100 students by the end of the project period.
India			
7. Rahul Dwivedi	Citizen News Service	Engaging Youth in Media to Improve SRHR Outcomes	A group of seven young people under 30 years of age will get extensive training to write on youth SRHR issues from the grassroots, voicing the problems experienced by youth regarding SRHR. These will be widely disseminated through CNS Syndication Service.
8. Franklin Paul Anand Gnanamuthu	SPW India Project Trust: Restless Development	Repositioning SRH among Youth through M-Sathi	Repositioning SRH among Youth through M-Sathi is an innovative, youth-led initiative that uses a mobile app to help young people have better sexual reproductive health in one of the poorest blocks of Bihar State in India.
9. Abhiti Gupta	Socio-Legal Information Centre (SLIC)	Channeling SRHR laws and entitlements for Tribal Youth	Project would be based in Madhya Pradesh in districts with maximum tribal population to help tribal youth to attain information about their sexual and reproductive health and rights and benefits they are entitled to. Workshops would be arranged to inform and engage youth and Public Interest Litigation (PIL) be filed in concerned High Court to bring a long term impact and continuity to bring change in the community.

10. Gayatri Parameswaran	Development Consortium	Love Matters India WhatsApp Service	The goal of this project is to assess whether WhatsApp – a mobile instant messaging app – is a feasible way to deliver SRHR information to young people in India. One of our objectives is to measure our audience’s interest in using WhatsApp as a platform to deliver SRHR information. We would also like to identify what content our audience decides to share via WhatsApp and to track what content our audience shares that results in social traffic back to the site.
11. Ankita Rawat	Feminist Approach to Technology	Ensuring Young People’s Sexual and Reproductive Health and Rights	The goal of this project is to increase demand for access to youth friendly sexual and reproductive health (SRH) services by using digital storytelling as a platform. Towards this goal, we will work with 15 young people (14-25 years of age) from the National Capital Region(NCR) in India to articulate, raise awareness and build support for youth friendly SRHR services, by increasing their access to information on sexual and reproductive health and developing their leadership skills to mobilize and engage 55 service providers in advancing access to SRH services for young people.
Pakistan			
12. Umair Jaliawala	School of Leadership Foundation	Population Simulation	To design an innovative project ‘Population Simulation’ for the youth of Pakistan, create awareness about SRHR and leave the participants with a positive life changing experience by integrating two of the most prestigious annual youth leadership related events of Pakistan namely: 1) Young Leaders Conference (YLC) and 2) Educators Development Union (EDU) together. The simulation would make use of sensitization techniques and simulation tool kits, and have the key purpose of creating awareness about STDs and SRHR in the minds of the participants.

13. Neha Mankani	Aahung	Khelnay Ke Din Hain (Our days to play)	This project will use an interactive and culturally appropriate board game to build life skills and provide adolescents in Pakistan information on reproductive health and rights. The goal of this project is to increase knowledge, comfort levels and communication around topics related to SRHR such as hygiene, gender equality, marital rights, laws and policies, nutrition and healthy families in 7500 young people aged 14 to 17 in Karachi.
14. Neelam Saleem Punjani	Aahung	Cascade Approach: Outcome based SRHR Training of Trainers (ToT), Capacity Building and Phone Counseling for Youth	Working with Aahung nurses, teachers and community workers will be trained to provide sexual health education to the community. We think that innovative approaches such as the follow-up of master trainers, along with support provision to replicate sexual health workshops for youth can be a useful strategy to reach the remote and rural communities for mass education in sexual health. Moreover, we will place phone counseling services for the participants of the training.
15. Syed Ali Raza Rizvi	Habib University	SRHR Ehsas Films	Advocate for the discussion of SRHR in the remote areas of Karachi and Interior Sindh through short films and street theatre and by sensitizing people about SRHR issues. Produce 2 short films and 2 street theater performances on SRHR topics in different parts of Karachi. Create live and online platforms to discuss SRHR after screenings, performances, and postings.
16. Samreen Shahbaz	Rutgers WPF	Menstrual Matters - Healthy and Friendly Guide for Menstrual Hygiene Management	Menstrual Matters is a multi-pronged intervention to address the issue of menstrual hygiene management among young girls living in low-income communities of Karachi. The project aims to provide an innovative solution to young girls to cope with menstruation when they do not have access to hygienic sanitary options otherwise, along with information about healthy menstrual hygiene management practices. Additionally, the project aims to question the taboo and stigma associated with menstruation through sharing of personal stories and other creative means.

United States			
17. Monica Atkins	United Way	Art, Poetry, and Justice	Art, Poetry, and Justice is an eight-week program that teaches youth about how to use art and dance to organize around social justice issues, with an emphasis on sexual reproductive health rights.
18. Melanie Powers	Institute for Women and Ethnic Studies	Campus Conversations on SRHR, RJ and Intersectionality	This project seeks to increase youths' access to sexual and reproductive health and rights (SRHR) information and services. To do so, staff will work to increase youth awareness and understanding of reproductive justice and SRHR, facilitate an exchange between New Orleans youth and those who provide healthcare services, and support youth creating and sharing recommendations for improvements. This will be accomplished through Wisdom Circles, a town hall event, working group meetings and the creation of a youth-centered SRH bill of rights that participants will share with healthcare providers.
19. Nakita Shavers	Dinerral Shavers Educational Fund (DSEF)	G.I.R.L.S- NOLA (Girls Initiative for Reproducing Leaders in Society)	GIRLS- NOLA is a program of the Dinerral Shavers Educational Fund that has been designed to use integrative arts techniques in an effort to decrease poverty, discrimination, unplanned pregnancy, and cultural incompetence in the city of New Orleans.

Evaluation Plan

The Youth Champions Initiative (YCI), an initiative launched through a partnership between the David and Lucile Packard Foundation and the Public Health Institute (PHI), is investing in visionary young champions who will lead the sexual and reproductive health and rights (SRHR) movement for the next generation. YCI has selected 23 young people from Ethiopia, India, Pakistan and the United States to participate in an innovative incubator-style model that integrates intensive capacity building, leadership development, mentoring, project funding, and technical assistance to enable the Youth Champions to launch creative new initiatives to improve SRHR in their countries.

The YCI Model

- An intensive workshop or incubator that provides:
 - Hands on capacity building in the areas of sexual and reproductive health and rights, leadership, innovation, advocacy, and project development;
 - Mentoring for skills and leadership strengthening;
 - Site visits;
 - Learning from the presentations of internationally-recognized SRHR experts;
 - An opportunity to develop their own initiatives and draft project proposals aimed at increasing youth access to quality SRHR services and information; and
 - An opportunity to share their vision for SRHR with the Packard Foundation staff.
- Seed funding to support the Youth Champions' workshop-developed initiatives;
- Ongoing technical assistance to enable the Youth Champions and their organizations to most effectively implement their innovative SRHR projects; and
- Ongoing mentoring to support the Youth Champions' leadership development.

Evaluation Questions

4. How effective has the YCI model been in catalyzing Youth Champions' efforts to advance SRHR?
 - a. In what ways, if any, has the YCI model helped participating Youth Champions strengthen their knowledge and capacities to advance SRHR?
 - b. Are all parts of the model essential and/or are some parts of the model more important than others? (E.g., not all Youth Champions received project funding.)
 - c. Are any tweaks required to make the model even more effective?
5. What difference has the YCI made, if any, in the work and careers of the Youth Champions who have been involved in it?
6. What have the participating Youth Champions been able to achieve, at least partially as a result of their involvement in YCI?

Evaluation Team

The evaluation team will be comprised of an external evaluator and an internal evaluation team. The external evaluator will take the lead on the evaluation design, data analysis and writing. The internal evaluation team will conduct most of the interviews with YCs and will develop the 3 case studies, with guidance and oversight from the external evaluator.

Evaluation Methods

Document Review

The evaluation team will review YCI program data, including basic information about the program and program reports, participant workshop pre and post-tests, post-workshop written evaluations, participant project proposals, participant preliminary midterm project reports, progress surveys.

Survey

The evaluation team will administer an online survey with all Youth Champions aimed at gathering information about the effectiveness of the YCI model and the difference it has made in their work and careers. The survey will begin to ask about YCI's contribution to the Youth Champions' achievements and provide an opportunity to Youth Champions to share more details of their experiences through interviews.

Interviews

The evaluation team will interview a sub-set of the Youth Champions (approximately 12-15). Those selected for interviews will be diverse in demographic terms and in terms of the perspectives they might provide on YCI. They will include Ethiopian participants who participated in the global incubator and those who only participated in the Ethiopia bootcamp, in order to compare those experiences.

The evaluation team will also interview a sub-set of Youth Champions' organizations (3), mentors/experts (3), Packard Foundation staff (1-2), and YCI staff (2). The purpose of these interviews will be to situate YCs' input into a broader context, as well as to triangulate the data collected.

Mini-Case Studies

The evaluation team will identify 3 outstanding examples among the Youth Champions' accomplishments to feature in mini-case studies, which will be captured through additional interviews and document review.

Evaluation Use

The evaluation will help inform the designs of similar programs in the future. Internally, PHI will use its findings to improve the effectiveness of the YCI model. PHI will also use the evaluation externally with colleague organizations and donors, sharing both positive findings and identified areas for improvement, to influence investment in and implementation of similar programs.

Timeline

The evaluation will take place in 2016, according to the following timeline:

Activity	Timeline
Evaluation design	January 2016
Data collection	January – June 2016
Analysis and writing	July 2016
Report finalization	Beginning of August 2016
Dissemination	September – October 2016 and future months

Evaluation Team

Carlisle Levine, Team Lead

Carlisle Levine, PhD, is an international development, peacebuilding and advocacy evaluator with 25 years of international development experience and 18 years of evaluation experience. She is a skilled facilitator and trainer with expertise in leading complex evaluations, building staff evaluation capacity, developing M&E systems, fostering collaborative learning processes within dispersed and diverse teams, and developing knowledge sharing systems. Her work has contributed to organizational strategic decision making and more effective practices. Clients include foundations, the U.S. government, international organizations, and international NGOs. Prior to launching her own business, Carlisle worked for CARE USA, Catholic Relief Services, USAID and the Inter-American Foundation and with InterAction; her work has taken her to Latin America, Central and West Africa and Europe.

Christy McCain

Christy McCain, MPH, a project director with PHI, has more than 15 years of domestic and international health experience, including survey development, training, fieldwork coordination, health education and writing. Christy's expertise lies in maternal and reproductive health. She began her public health career in the Peace Corps teaching nutrition and reproductive health to women in Paraguay. After receiving her MPH, she conducted several evaluations of California's Office of Family Planning Family PACT program (publicly-funded insurance program that covers family planning and sexually transmitted infection testing services for low-income women and men). These evaluations included medical record reviews to assess standards of care, client interviews to assess program satisfaction, and provider interviews to assess cultural competency and outreach practices. Her current research focuses on pregnancy-related mortality and morbidity of women in California. She oversees data collection and analysis of the Pregnancy-Associated Mortality Review, a medical record review of all deaths to California women within one year of pregnancy.

Catherine "Cici" Coquillet

Catherine "Cici" Coquillet, MA, is studying law and public policy at Harvard University, with a focus on gender and sexual and reproductive health and rights. During the summer of 2016, she interned with PHI's Rise Up, serving as a member of this evaluation team and developing case studies focused on some of the Youth Champions. This work took her to Ethiopia to capture the experience of Youth Champion Tinbit Daniels and her project Tibebe Girls. Cici has a master's degree from the University of Chicago.

Data Collection Instruments

The evaluation team collected primary data through interviews with Youth Champions, their mentors and their organizations.

Interview Protocol – Youth Champions

YCI is conducting an evaluation of its work in order to understand what has worked well, what difference it has made, and how it might improve. Your input will help the YCI team better design projects in the future, so that they can better help participants advance SRHR. We welcome your honesty in this interview, since it is through receiving your input – both positive and negative – that YCI can know how best to design projects in the future. Your responses will have no effect on your participation in YCI, except that they might help YCI serve you better. This interview will take approximately 45 minutes.

(To be filled out by the interviewer ahead of time)

Name:

Country:

Organization:

Position:

Gender:

Age:

- 1) Prior to beginning YCI, what did you hope to get out of being a Youth Champion? How did you hope that participating in the YCI would help you professionally?

- 2) Prior to beginning YCI, what did you think you could contribute to the YCI? What were you looking forward to sharing with others?

- 3) What have you learned or gained, if anything, as a result of your participation in YCI?
 - a) If you have not learned or gained anything, please explain. (go to question #6)

 - b) If you have learned or gained something, please name the three most important things that come to mind. (You can name more, if you would like to.)

- 4) How have you used what you have learned or gained from YCI in your work, if at all?
 - a) If you have not been able to use what you learned or gained, please explain. (go to question #6)
 - b) If you have been able to use what you learned or gained, please explain.
- 5) What difference has this made for you and your work? What have you been able to achieve that you would not have been able to achieve otherwise?
- 6) Are you currently executing a project with YCI funding?
 - a) Yes
 - b) No

(if yes, go to #7; if no, go to #10)
- 7) If you didn't already describe the project, please briefly describe it. What is its title? What problem does it address? What do you hope to achieve through it?
- 8) Is your project going according to plan? Please explain.
- 9) If you didn't already answer this, please describe how what you have gained from YCI is helping you with your project? What have you been able to achieve that you might not have been able to achieve, if you were not participating in YCI?

10) What else do you need in order to help you use what you have learned or gained from YCI in your work?

11) Have you been able to contribute to YCI or share with others what you were hoping to contribute or share?

- a) Yes
- b) No

(if yes, go to #12; if no, go to #13)

12) What did you contribute or share with whom, and what difference do you think that made?

13) How could YCI be better designed or what could YCI do differently to help you contribute to it and share what you would like to share?

14) How could YCI be better designed or what could YCI do differently in order to better help you advance your work?

Thank you!

Interview Protocol – Mentors

YCI is conducting an evaluation of its work in order to understand what has worked well, what difference it has made, and how it might improve. Your input will help the YCI team better design projects in the future, so that they can better help participants advance SRHR. We welcome your honesty in this interview, since it is through receiving your input – both positive and negative – that YCI can know how best to design projects in the future. Your responses will have no effect on your participation in YCI, except that they might help YCI serve you better. This interview will take approximately 45 minutes.

(To be filled out by the interviewer ahead of time)

Name:

Country:

Organization:

Position:

Name of Affiliated YC:

- 1) Prior to beginning YCI, what did you hope [your YC] would get out of being a Youth Champion? How did you hope that participating in the YCI would help him/her professionally?

- 2) Prior to beginning YCI, what did you think [your YC] could contribute to the YCI?

- 3) What do you believe that [your YC] learned or gained, if anything, as a result of his/her participation in YCI?
 - a) If nothing, please explain. (go to question #6)

 - b) If something, please name the most important thing that comes to mind. (You can name more than one thing, if you would like to.)

- 4) How has [your YC] used what s/he learned or gained from YCI in his/her work, if at all?

- a) If s/he has not been able to use what s/he learned or gained, please explain.
 - b) If s/he has been able to use what s/he learned or gained, please explain. What has s/he been able to achieve that s/he would not have been able to achieve otherwise? (This may be related to a YCI-funded project or something else. If related to a YCI-funded project, please note this.)
- 5) What else does [your YC] need in order to help him/her use what s/he learned or gained from YCI in his/her work?
- 6) How could YCI be better designed or what could YCI do differently in order to better help [your YC] advance his/her work?

Thank you!

Interview Protocol – Organizations

YCI is conducting an evaluation of its work in order to understand what has worked well, what difference it has made, and how it might improve. Your input will help the YCI team better design projects in the future, so that they can better help participants advance SRHR. We welcome your honesty in this interview, since it is through receiving your input – both positive and negative – that YCI can know how best to design projects in the future. Your responses will have no effect on the participation of your YC in YCI, except that they might help YCI serve the YCs better. This interview will take approximately 45 minutes.

(To be filled out by the interviewer ahead of time)

Name:

Country:

Organization:

Position:

Name of Affiliated YC:

- 1) Prior to beginning YCI, what did you hope [your YC] would get out of being a Youth Champion? How did you hope that participating in the YCI would help him/her professionally?

- 2) Prior to beginning YCI, what did you think [your YC] could contribute to the YCI?

- 3) What do you believe that [your YC] learned or gained, if anything, as a result of his/her participation in YCI?
 - a) If nothing, please explain. (go to question #6)

 - b) If something, please name the most important thing that comes to mind. (You can name more than one thing, if you would like to.)

- 4) How has [your YC] used what s/he learned or gained from YCI in his/her work, if at all?
 - a) If s/he has not been able to use what s/he learned or gained, please explain. (go to question #6)

 - b) If s/he has been able to use what s/he learned or gained, please explain.

- 5) What difference has [your YC's] participation in YCI made for your organization? What has your organization been able to achieve that it would not have been able to achieve otherwise?
- 6) Is [your YC] currently executing a project with YCI funding?
- a) Yes
 - b) No
- (if yes, go to #7; if no, go to #10)
- 7) Please briefly describe the project. What is its title? What problem does it address? What does your organization hope to achieve through it?
- 8) Is the project going according to plan? Please explain.
- 9) If you didn't already answer this, please describe how what [your YC] has gained from YCI is helping with the project?
- 10) How could YCI be better designed or what could YCI do differently in order to better help YCs advance their work?

Thank you!

Documents Reviewed

- *YCI Fact Sheet*
- *YCI Interim Grant Report*, January 31, 2015
- *The Youth Champions Initiative Phase II: Ethiopia 2015 Youth Leadership Bootcamp & Seed Funding*, February 2015
- *YCI Progress Survey*, October 2015
- Youth Champions' project proposals and reports