

ActionAid

Zimbabwe Outcome Harvesting Report



Assessment of Youth Organising and Leadership Programme
October 2018

1. Introduction – Youth Organizing and Leadership Programme, Zimbabwe

As part of the AADK Strategic Partnership Programme (SPA) funded by Danida the YOL (The light touch model, later renamed the Youth Organising and Leadership model (YOL)) was introduced. The background was a wish to pilot and test a broader geographical imprint and network, for a more cost-effective investment, where activity funding is more focused on ensuring the ability to react to moments of opportunity created by youth, rather than long term programming seeking to invest in and control all elements of our ToC. A key feature of the YOL model is to link up with and add value to other existing initiatives and programmes, both internal AA programmes such as the EC funded “The Africa We Want” programme as well as relevant external initiatives.

2. Method and design of the harvest

In order to document and analyse the results of YOL programme, AADK has introduced Outcome Harvesting. Outcome Harvesting is an innovative, flexible and participatory evaluation method, which measures progress not against predetermined outcomes and objectives, but rather by collecting evidence of achievements and working backward to determine whether and how the evaluated project or intervention contributed to the change. Outcome Harvesting is especially useful to evaluate activities undertaken in complex settings, where plans and strategies are developed and adopted alongside with implementation. Outcome Harvesting is thus a well-suited method to document results and capture learn from the YOL programme.

Outcome Harvesting defines outcome as a change in the behaviour — actions, activities, relationships, policies or practices — of one or more societal actors.

More information can be found at: <http://outcomeharvesting.net/>

Outcomes were harvested at a two-days’ workshop held in Harare with 25 participants from partner organisations and AA Local Rights Programme (LRP), 4 participants from AA Zimbabwe office in Harare, 2 participants from AA Zambia and 3 participants from AADK. The 25 participants from partner organisations and LRPs were selected by AA Zimbabwe in dialogue with AADK based on the stakeholder analysis made as part of the programme document as well as the programme implementation and programme reporting. The workshop was facilitated by Helene Bach, AADK and Hachangu Hakalima, AA Zambia.

3. Scope and review questions

The review questions are outlined in the Terms of Reference, which is attached as an annex.

The overall questions are:

- Who have we reached/who are we working with? **Boundary partners/The people, groups and organisations who are empowered**
- What have the YOL programme supported them in doing differently? **Focus on outcome/behavioural changes**
- What change in society have this created? **The change we want to see in Society**

The key questions are: Who changed, what did they do differently and what changes have this contributed to. The analysis will be structured according to these headlines.

4. Analysis and findings

A total of 39 outcomes were collected during the Outcome Harvest process.¹ The key focus was on 2018 results related to the YOL programme, but outcomes achieved as part of the earlier programme have also been harvested. 28 outcomes are from 2018 and 11 outcomes relates to the previous programme period. Most of the participants at the Outcome Harvesting workshop were youth partners, who were mainly engaged from 2018 and onwards. This include National Association for Youth Organisations (NAYO) and Citizens’ Manifesto. Others have been working with AA Zimbabwe over the past years including ZimRights and Institute for Young Women’s Development (IYWD). One of the main partners in 2018 was Activista which is now present in all 10 Provinces in Zimbabwe, where Activistas often constitute the umbrella or network of smaller, local CBOs and youth groups. Some of the partners/stakeholders present at the workshop did not have a specific youth profile such as ZELA, LRPs and media, but due to cooperation with AA Zimbabwe increased focus on youth agendas have been brought about.

Six of the outcomes relates to the “THE AFRICA WE WANT” Programme and six are funded by other non-Danida related sources, including regular giving (child sponsorships) and other funding from AADK (Danmarksindsamling), but where e.g. Global Platforms, Inspirators, Advisors or training done by AA Zimbabwe contributed to the outcome. Examples of outcomes which were not directly funded through Danida programme, but where some of the Danida funded modalities contributed, are:

In October 2018, the chairman of the Parliamentary Portfolio Committee on Mines and Minerals development requested ZELA to train Members of Parliament on mining issues.

This was mainly funded by the Danmarksindsamling (DTV) funds.

In 2018, a group of young women in Nkayi formed a young women's coalition and lead a massive campaign for a local woman for the house of assembly (the lower of two chambers in the Parliament of Zimbabwe).

This was mainly funded through regular giving, where the women were trained by AA Zimbabwe.

4.1. Who changed/who have the programme reached

Who? by significance

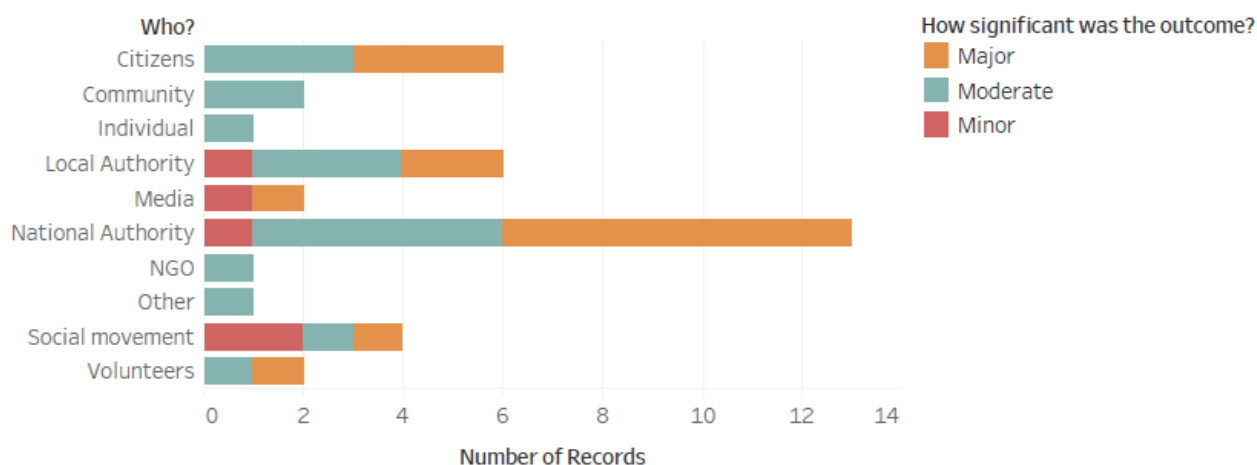


Figure 1: Number of outcomes and their significance by type of social actor

¹ One of the outcomes was negative and will not feature in the graphic overviews, but is part of the narrative analysis

Concrete examples of who changed/who the programme influenced divided by category:

Social actor category	Examples of social actor/who
Citizens	Citizens in Chitungwiza and Bulawayo; various CSOs, CBOs and individual citizens; 200 citizens in two communities; voters/communities in Chitungwiza
Community	Women in Nyanga formed a coalition (ten ward-based groups and one district coalition group)
Individual	12 young people from Activista contested as individual candidates for the election
Local Authorities	The Buluwe local authority, Binga Rural District Council, the local authorities in Mapoko community; the local authorities in Kadoma
Media	Online platforms like Spiked (www.spiked.co.zw), state-owned vernacular newspapers like Kwayedza and national media such as Newsday, Daily News, The Herald, The Chronicle.
National Authorities	Different universities, i.e. University of Zimbabwe, Midlands State University and Lupane State University; Government through the Ministry of Finance and the Ministry of Lands; Zimbabwean Election Commission (ZEC); The chairman of the Parliamentary Portfolio Committee on Mines and Minerals; Teachers' Colleges e.g. Gwanda Teachers' College, United College of Education, & Mkoba Teachers' College; the president of Zimbabwe
NGOs	The council of NGOs in the SADC region
Others	AU/UN
Social movements	An Activista member in Mutoko District; a group of various social movements, hereunder Activista, Citizens' Manifesto
Volunteers	Youth activists (5 Activista members in 10 provinces; 50 in total)

The highest number of outcomes relates to national authorities as the social actor (who the programme influenced). Four of these relates to teaching in ChiTonga, two to regulation of the mining industry with the contribution of the AA partner ZELA, and two relates to the engagement of ZimRights with the Zimbabwean Election Committee (ZEC). And finally, two of the outcomes relates to the The African Charter on Democracy, Elections and Governance (ACDEG). This shows that even in a difficult political context, AA Zimbabwe and partners have managed to influence not only local authorities, but also national authorities. 22 of the outcomes relates to invited spaces and 16 to claimed spaces² and 1 not to any of these categories. This indicates that AA Zimbabwe and partners are working both more informally outside the established structures (claimed spaces) as well taking part in formal processes (invited spaces). There are also examples

² Claimed spaces is understood as advocacy and campaigning taking place outside the established formal structures, where invited spaces are understood as formal spaces established e.g. by governments.

of innovative youth-led campaigns taking place outside the formal systems, which influenced the more formal structures. An example is:

In March 2018 in Kadoma, the local authorities repaired a damaged road as a response to an innovative campaign by Vision Africa (members of Vision Africa are Activista)

Contribution:

Activista worked with a number of young people to plant banana trees in road pot holes (on a secondary road), which highlighted the problem of poor roads forcing the local authority to remove the trees and repair the roads. The youth developed this strategy as a way to engage with the local authority, who previously had not responded to the issue and had not taken the issue seriously. If the demonstration had not been done it is very probable that the road would not have been repaired.

There are no outcomes where the programme influenced youth organisations. This can from the first sight seem odd, however social movements, volunteers and individual youth activists are the social actor (who changed) in 7 of the outcomes and youth organisations/movements contribute to many the outcomes. Another reason could be that the Terms of Reference and the workshop had a key focus on external outcomes (changes in society) and the contribution (the hows and the modalities), thus not having a key focus on internal outcomes understood as changes in how AA and partners are working with youth issues/youth programming.

The total of outcomes where Activista is the social actor (who changed) or part of a coalition who changed is 7. This covers social movements in the case, where Activista as a collective is acting or engaging; volunteers, where Activista members is undertaking mobilising and organizing activities and finally individuals, where individuals affiliated to Activista is e.g. running as candidates for elections. Examples are:

In 2018, a group of various social movements, hereunder Activista, participated in national processes and partnerships driving activities such as the Citizen's Manifesto, the Budja Festival, the Young Leaders' Directory, the Leave no Youth Behind Campaign, the Watchdog as well as different activities to increase participation of young people in the 2018 elections. This also included increased partnership with faith-based organisations (e.g. Women of Prayer Zimbabwe).

An initial outcome was the actual establishment of Activista:

From 2016 - 2018, Activista Zimbabwe was established and turned into a recognised structure for youth activism engaging with key partners at national level and facilitating local level engagement and mobilisation.

The engagement and partnership of Activista with a range of other actors such as ZimRights, NAYO and Citizen's manifesto shows that Activista in a rather short time developed into a recognized structure.

Furthermore, Activista contributed to 12 outcomes influencing local authorities, citizens and communities – 5 of these outcomes relates to Activista being a key contributor in engaging citizens mainly around election issues (running for public positions, being elected and generally mobilising communities and citizens around the election). This means that Activista plays a role either as the social action (who changed) or by contributing to/influencing others in a total of 16 outcomes out of the 38 outcomes.

There was not specific focus on harvesting negative outcomes understood as set-backs. One negative outcome related to Activista was harvested:

From 2016 to 2018, the number of volunteers participating in meetings decreased, since the volunteers couldn't afford transportation due to the economic crisis.

The response from Activista was to re-strategize as written in the outcome description: *“by using online campaigning and mobilising, using a lot of Facebook live conversations and twitter bombs. It has also been positive in that other stakeholders were engaged - for example a recent Twitter bomb on climate change working with AAKenya and AAMalawi, which has meant that the conversations became broader. It has also put attention to create more conversations with Activista in AA International.”* This is a good example of re-strategizing in a situation with a low/zero budget, developing a coping strategy to overcome the challenges. However, the balance between volunteer engagement and the need for financial support have to be assessed especially in a context of financial crisis, as in Zimbabwe, in order to make sure that the youth are not demotivated. And in some cases, funds would be needed to ensure follow-up and utilisation of emerging possibilities.

Many of the outcomes related to Activista are low- or zero-budget interventions. Another example is: *In 2017 and 2018, Emmanuel Manyati, an Activista member in Mutoko District trained 100 young people on a volunteer basis (The Pacesetters Youth Leadership and Empowerment Training programme for local youths).*

In the contribution section, the low-cost follow-up is further elaborated as: *The Activista member was trained at the Global Platform in Zambia and based on the training concept he was inspired to further train young people from the local community. The training hub is a zero-budget initiative that seeks to prepare rural youths with skills as agents of good governance and contribute to the reconstruction process of Zimbabwe.*

Conclusions and reflections

- YOL as a new programmatic approach/flexible low-cost model

- The YOL model is aimed at providing small-scale flexible funding to strengthen existing and emerging youth initiatives with a key focus on youth activists and volunteers (You can't staff social change). The YOL programme in Zimbabwe has a lot of very good examples of volunteer youth engagement and truly engaged youth taking leadership. However, the balance between volunteer engagement and the need for financial support have to be assessed especially in a context of financial crisis as in Zimbabwean in order to make sure that the youth are not demotivated, and that opportunities for scaling-up activities and/or creating larger impact are not missed – opportunities that could be carried out with small financial support and support from staff (You cannot do social change without some kind of funding). Is there sufficient flexibility in the programme for e.g. small-scale activity funds for activists to do campaigning, gatherings and follow-up after training? And is there enough staff to support the activists? And a next question would be if there are the right decision-making structures to allocate small-scale activity funds to youth activists?
- Approximately half of the outcomes are related to local and national authorities, where the other half relates more to mobilizing citizens and youth. This documents that AA Zimbabwe and partners have managed to influence formal decision-making structures and create relationship with authorities even in a very difficult political situation. However, the balance between engagement and non-engagement with authorities probably should be assessed regularly (risk assessment).
- An internal reflection for AADK related to the Outcome Harvesting categories is if the categories for “who” is set-up correctly – should e.g. citizens and communities; NGOs and Youth organisations as well as individual and volunteers be merged?

4.2. What are the stakeholders/social actors doing things differently as a result of the programme? And what change in society have this created?

In Outcome Harvesting, outcomes are defined as changes in relations, activities, policies and practices of actors that the programme are influencing. Quite a few of the outcomes relates to establishment of new relations and building strategic alliances and broader mobilisation. One of the new relationships established that seems of importance is with the media, which is mainly linked to the “THE AFRICA WE WANT” programme, but which also influenced the SPA programmes and the general possibilities to engage with media. Changes in relationships most often relates to building coalitions between various youth organisations, mobilising communities as well as building relationships with authorities e.g. local authorities and the Zimbabwean Election Committee (ZEC).

An example is:

In July 2018, various CSOs, CBOs and individual citizens came together to write a common Citizen's Manifesto in order to hold politicians and other decision-makers accountable to create 'the Zimbabwe we want' (a phrase that came out of the People's Convention).

A key feature of the YOL programme is the focus on youth, organizing and leadership, hereunder to bring in youth voices in formal and informal decision-making forums. An example of this is:

In 2017, AU/UN invited young people and Activista to present their view of youth at a summit in Harare leading up to the 5th African Union - EU Summit in Ivory Coast in November 2017.

Apart from changes in relationships there are examples of higher-level changes in practices and policies. Some examples are:

- *On 21st March 2018, the president of Zimbabwe signed the African Charter on Democracy Elections and Governance in Kigali Rwanda at the side-line of the African Union Extraordinary Summit.*
- *In December 2017, Government through the Ministry of Finance and the Ministry of Lands made an amendment to the finance act of 2015 to allow rural local authorities to collect land and rental levies in resettled areas.*
- *In august 2018, the Zimbabwe government put a ban on chrome mining in Midlands province (Zvishavane, Shurugwi).*

The overall thematic areas of the SPA programme in Zimbabwe are:

- Access to Gender Responsive Public Services (GRPS) and Tax
- Participatory Democracy

Thematic Area

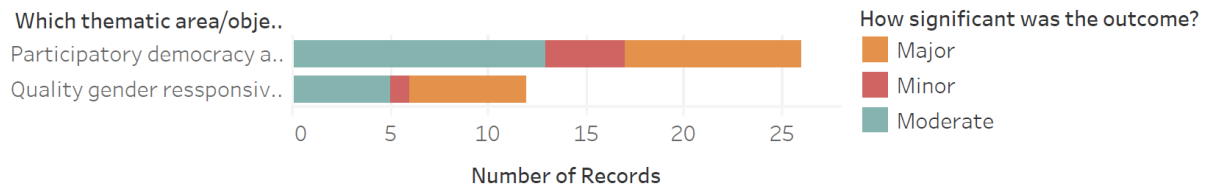


Figure 2: Number of outcomes and their significance by thematic area

11 of the total outcomes are from before 2018, where 9 of these relate to access to Gender Responsive Public Services, which was the key focus of the previous programme. Four outcomes relating to GRPS took place in 2018. The majority of the outcomes from 2018 thus relates to participatory democracy, which both reflects the focus of the YOL programme and 2018 being an election year. Of the 12 outcomes related to GRPS none of them had an explicit youth focus, however 6 outcomes relate to education thus benefitting youth. But none of the GRPS outcomes explicitly mention youth engagement as part of the contribution.

The specific long-term outcomes defined in the AA Zimbabwe programme are:

- A strong and vibrant youth movement built to fight for civic participation and expansion of democratic spaces they can engage on governance issues (**building a strong youth movement**)
- Broad based CSOs, social movements and Activista collectively demanding for electoral reforms and improved GRPS through policy and legislative reforms (**demanding accountability from authorities**)

27 of the total number of outcomes are from 2018. The ToC and the long-term outcomes above are related to the SPA programme starting from January 2018, and thus only the 27 outcomes from 2018 relates to the ToC and the specific long-term outcomes. 12 outcomes relate to building a strong youth movement and 9 to demanding accountability from authorities, hereunder engaging e.g. by training members of Parliament on mining issues and the Zimbabwean Election Committee accrediting ZimRights to do voters education. 6 of the outcomes can be seen as relating to both long-term outcomes by **building and strong youth movement** as a platform for **demanding accountability from authorities**. An example is:

- *In 2018, 200 citizens in two Communities participated in rallies and making of a manifesto to hold MPs accountable on their political promises after the election*

The specific intermediate outcomes of the SPA funded Zimbabwe programme are:

- Youth activists are empowered, take leadership and inspire other young people to engage in participatory democracy and youth representation issues (**Youth Leadership**)
- Youth activists systematically analyse experienced challenges within participatory democracy and youth representation issues and design advocacy strategies and plans towards local & national government and corporate actors (**Documentation, research and alternatives**)
- Youth activists organize in networks and alliances with other actors in civil society at local, national and global levels (**Strategic alliances and networks; Collective action, advocacy and campaigning**)³

³ The text in bold is referring to the general hows in the SPA programme, since these are the categories in the Outcome Harvesting template.

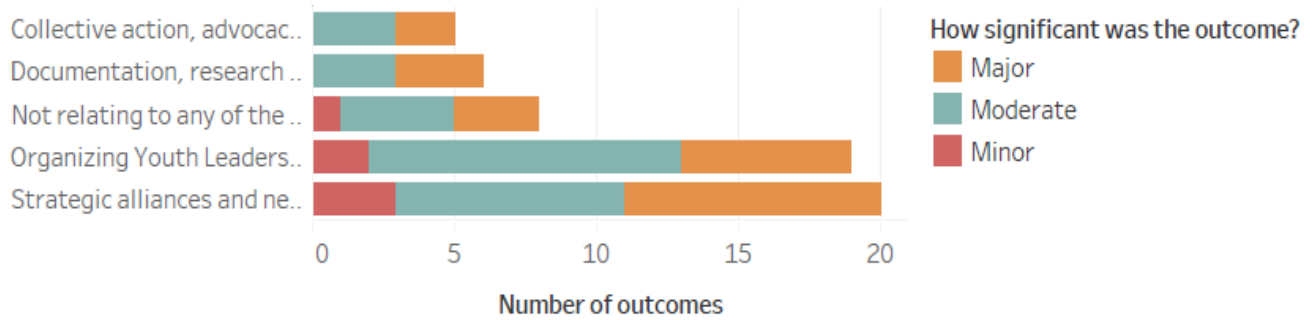


Figure 3: Number of outcomes and their significance level by type of intervention (from ToC)

20 outcomes related to strategic alliances where almost half are of major significance, and 5 of the outcomes refers to collective actions, which points to that AA Zimbabwe has created strong alliances leading to outcomes of major significance.⁴ Also youth leadership comes out strong with 19 outcomes relating this this. 6 of the outcomes relate to research and documentation. Two good examples of youth-led research are shown in the following outcomes:

Outcome 1:

*In August 2018, the council of NGOs in the SADC region included **the analysis of SDGs** and related demands from Activista in their position paper that were presented at the SADC summit.*

Outcome 2:

On the 21 March 2018, the president of Zimbabwe signed the African Charter on Democracy Elections and Governance in Kigali Rwanda along the sidelines of the African Union Extraordinary Summit.

*Contribution: EC “THE AFRICA WE WANT” training of social movements, media, civic society organizations on the African Charter on Democracy Elections and Governance organised by ActionAid. Activista Zimbabwe did a press conference which was used as a means of popularising the African Charter on Democracy Elections and Governance. **Activista Zimbabwe did a research** to find out the level of knowledge of the Charter by citizens in all the ten provinces of Zimbabwe. Activista Zimbabwe did some sensitization meetings in various communities in the districts around Zimbabwe.*

The outcomes that explicitly refer to research and documentation mention tools such as power-analysis, surveys and budget-tracking.

In the SPA application, documentation, research, and progressive alternatives are defined in the following way: To establish a collective understanding and a credible voice and position youth must be able to analyse and document their challenges and their consequences. For youth engagement to be effective and have potential for impact, it is important that youth are able not just to challenge and confront existing conditions but are also able to offer credible alternatives or new and innovative solutions towards the change they want to see.

⁴ For the intermediate outcomes two or more categories can be ticked, meaning that the total number of outcomes for all are exceeding the total of 38 outcomes.

Probably much more than the 6 outcomes that explicitly refer to research, documentation and alternatives contain an element of documentation and gathering of data to build and design the intervention/activity. This would for instance be the case for the outcomes relating to young people being elected for public offices, which require preparation, data, analysis and documentation to participate in the debate, but where research, documentation and alternatives are not mentioned explicitly. One could also argue, that being elected as a woman in a male-dominated political setting could be seen as an alternative in itself.

Conclusions and Reflections

- **What are the stakeholders/social actors doing things differently as a result of the programme?**
- Few of the outcomes that relate to Gender Responsive Public Services have a youth focus or explicitly involve youth. AA Zimbabwe and the local level partners seem to have built trust and a good working relationship with local level authorities which could provide a good basis for taking a step further in promoting youth participation also related to GRPS at local level. There could be an opportunity in further connecting the local level partners/LRPs and local chapters of Activista.
- Research, documentation and alternatives seem not to be clearly defined at a general SPA programme level and thus difficult to categorize consistently. In order to fully test the ToC, a further clarification and definition of research, documentation and alternatives would be beneficial – almost all interventions rest on analysis, but what would classify as research, documentation and alternatives and what would not? And is alternatives and documentation/research two different elements or can it be categorized as one?

4.3. Change level

The majority of the outcomes (19 outcomes) are at national level, two at regional level and 17 at local level.

Outcomes by change level

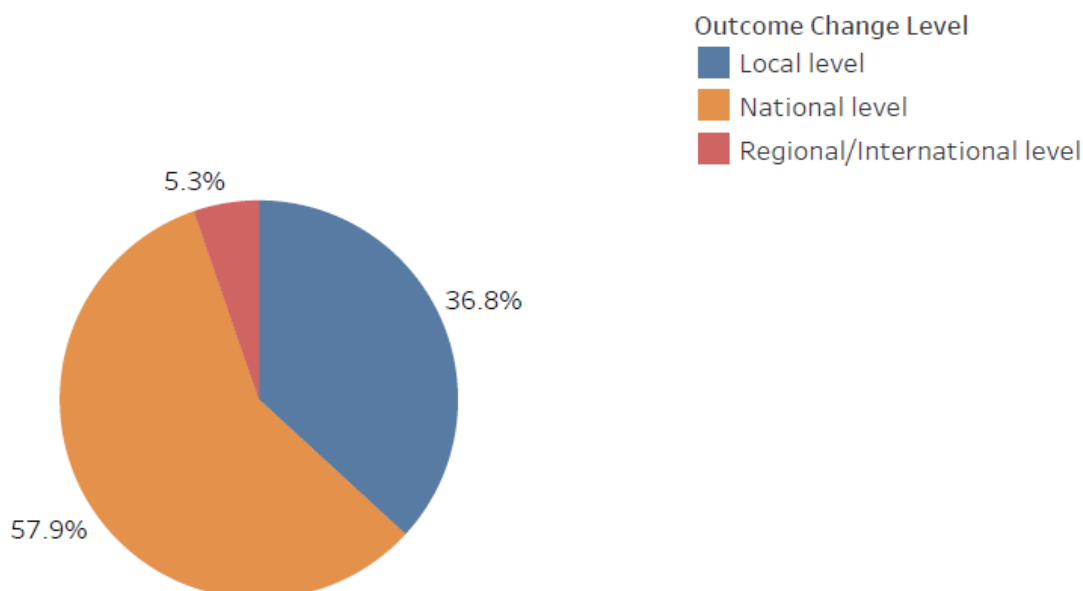


Figure 4: Number of outcomes for each change level

11 of the national level changes build on local level mobilization. There are good examples of linkages between national and local level, where e.g. the national level partners such as NAYO and ZimRights constituted a national level platform for local level Activista initiatives. Examples of national and regional level changes where local mobilization contributed are:

Outcome 1:

In 2017, AU/UN invited young people and Activista to present their view of youth at a summit in Harare leading up to the 5th African Union - EU Summit in Ivory Coast in November 2017.

Contribution:

*As the umbrella organization NAYO facilitated youth engagement. Supported by NAYO, Activista did preparation and a **road map in several provinces**. The leave no youth behind campaign/project were a central contribution, which both NAYO and Activista participated in.*

Outcome 2:

In august 2018, the Zimbabwe government put a ban on chrome mining in Midlands province (Zvishavane, Shurugwi).

Contribution:

*ZELA did a campaign: 'Responsible Investment campaign' involving local government (District Administrators office, local councillors, chiefs, headmen), Environmental Management Agency (Midlands), communities. This included: **workshops where communities were bringing out the issues**, radio programmes about problems*

related to mining: community voices as well as video documentary which was aired on ZTV (national broadcasting Company) twice. AAZim has over the year been supporting ZELA, e.g. as part of the DTV project, thus building capacities and networks leading to future results. An International Inspirator contributed to research in the diamond mining affected areas focusing on community engagement and mobilisation of women.

Conclusions and reflections

- Change level

- Many of the changes at national level is based on local level engagement and mobilisation – the locally rootedness being a key feature of the AA way of working. The local level engagement could probably be further strengthened by linking LRP level with local Activista chapters (see above on local level GRPS related outcomes, where few are youth related)

4.4. Contribution/support modalities

The AADK capacity building modalities form the basis of the YOL model, where especially the Global Platforms have a central role – YOL as the GP+. The capacity development modalities are:

- The **Global Platforms (GPs)** which is a global network of youth centres providing training and supporting youth activities.
- **Advisors and Inspirators Network:** People4Change (P4C) facilitates cross-country, face-to-face mentoring and capacity development through placement of Inspirators mainly with local partners (volunteer placement up to 9 months) and long-term professional technical Advisors in 2-year placements with AA offices or larger national partners.
- **TCDC**, which is the AADK Training Centre of Development Cooperation in Tanzania (TCDC) providing training for AA staff and partners on aspects such as governance and tax; and
- **Digital networks:** 1) Global Change Lab 2) Beautiful Rising, which is an online toolbox for youth activists; and 3) The network toolbox compiling accountability and governance related tools
- **Learning & Innovation**, where AADK e.g. provide support to test new digital tools.

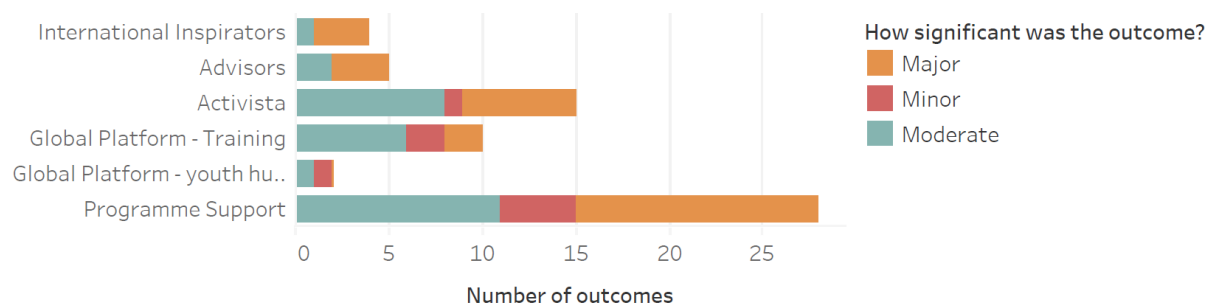


Figure 5: Number of outcomes and their significance level by contributing modality

An important aim of the YOL model is to gain learning on how to adjust the capacity modality package to more flexible non-traditional programmes with a key focus on youth organizing and leadership. The

programme support contributes to the largest number of the outcomes. There are 10 outcomes where programme support didn't contribute. Three out of the ten outcomes are "THE AFRICA WE WANT" related and six are related to Activista. Activista is to a large extent a volunteer driven network and doesn't as such receive funding directly as part of the programme and is thus not categorized as programme support. However, Activista depends on AA Zimbabwe and the programme support for different kind of logistics support. Furthermore, it's through the programme that Activista gets access to various fora and activities, and the questions is if the outcomes would have happened without the programme support as the background and platform. TCDC, national Inspirators and digital tools contributed to none of the outcomes in Zimbabwe. TCDC has through the last years provided training on GRPS but based on the description of the outcomes and contribution it has not been possible to make a concrete plausible link between the TCDC training and the specific outcomes. Citizen's Manifesto mentioned the learning workshop on shrinking political space at TCDC taking place in June 2018 as a good possibility to engage with the AA Federation and influence the way AA is working with social movements. However, here TCDC was a convening space and not a support modality. The national Inspirators is a new modality and has thus not been implemented yet in Zimbabwe. The fact that the digital tools didn't contribute to any of the outcomes, doesn't imply that online mobilization and usage of e.g. social media isn't contributing to the outcomes, but that the tools centrally developed from AADK hasn't contributed to the outcomes. There are several of the outcomes that entail online mobilization:

- *A social media campaign contributed to the Ministry of Education giving permission to Activista members (Youth for Innovation Trust) to undertake awareness raising in schools.*
- *Inspiration from activists in Uganda, through online resources, contributed to Activista pushing for the government to repair potholes.*
- *In 2018, Activista members used social media such as Facebook and Twitter to popularize/share information about ACDEG.*

The Global Platform training taking place at the GP in Zambia contributed to building the capacity of Activista and other youth activists. Activista contributed to 15 outcomes e.g. by volunteer engagement, community mobilization and online outreach. Linking the GP training and Activista as structure for youth-led activism

seems like a good model for GP+ activities / GP outreach/ a AAZim GP initiative. One example of is: *In 2017 and 2018, Emmanuel Manyati, an Activista member in Mutoko District trained 100 young people on a volunteer basis (The Pacesetters Youth Leadership and Empowerment Training programme for local youths).*

Conclusions and reflections

- Contribution/modalities

- Programme support contributed to 28 of the outcomes, where 19 of these are from the YOL programme starting in 2018. This points to the programme support being the backbone not only in full-country programmes, but also in YOL programmes. However, it could be looked into and further discussed how the programme support is best used in a flexible programme as the YOL programme and in a difficult and changing context as Zimbabwe. Is the right balance between flexibility and pre-planning reached?
- TCDC didn't contribute to any outcomes, whereas Activista comes out very strong both in terms of who changed and as contributing to other outcomes. Is TCDC the right modality for a YOL programme? Maybe the more traditional TCDC deliverables in terms of technical training on thematic issues is not so relevant, but the 'activists in residence' and similar TCDC products could be relevant.
- The national Inspirators didn't contribute to any of the outcomes, since the modality has not been implemented yet. It could be looked into if the understanding of the concept is clear and flexible enough for the YOL programme.
- The modality digital tools didn't contribute to any of the outcomes. This calls for reflection, which could go along two lines of thinking: 1) Is the challenges the accessibility, availability and promotion of the tools – e.g. are the tools not used, because the target groups/partners are not aware of the existence of the tools? 2) Are the tools not used because they are not relevant or correspond to the need of the target group/partners?