REPORT

Final Impact Evaluation Report of the Mandela Washington Fellowship Programme Young African Leaders Initiative

26 June 2019

DEVELOPMENT WORKS
CHANGEMAKERS

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Acronyms

AU	African Union
CEO	Chief Executive Officer
CFG	Collaboration Fund Grant
CNL	Continued Networking and Learning (events/opportunities)
CoP	Community of Practice
ECA	United States State Department Bureau of Education and Cultural Affairs (ECA)
EQ	Evaluation Question
FGD	Focus Group Discussion
FGI	Focus Group Interview
GCB	Ghanaian Central Bank
IREX	International Research and Exchanges Board
KII	Key Informant Interview
LDP	Leadership Development Plan
LGBTQI	Lesbian, Gay, Bi-sexual and Transgender
MWF	Mandela Washington Fellowship
NGO	Non-government Organization
NPO	Non-profit Organization
PAP	Pan African Parliament
PDE	Professional Development Experience
PwD	Persons with Disabilities
RLC	Regional Learning Center
SCM	Social Change Model (of Leadership)
STG	Speaker Travel Grant
ToA	Theory of Action
ToC	Theory of Change
ToR	Terms of Reference
UP	University of Pretoria
USAID	United States Agency for International Development

VSO	Voluntary Service Overseas
WACSI	West African Civil Society Institute
YALI	Young African Leaders Initiative

1. Abstract

The purpose of this final impact evaluation of the USAID-supported, Africa-based follow-on activities of the Mandela Washington Fellowship (MWF) program is to determine the emerging results of the program and to inform youth leadership programming.

The main evaluation questions center around the impact of the follow-on activities on the skills, knowledge and attitudes of Fellows; how the program has impacted Fellows in supporting democratic governance; the extent to which the program helped male and female Fellows to start new businesses, or expand existing ones; the role of the program in impacting Fellows' participation in community challenges, and the extent to which the network for Mandela Washington Fellowship alumni is self-sustaining.

A mixed-method approach was adopted, gathering both quantitative and qualitative data from a large sample of Fellows who participated and did not participate in Africa-based follow-on activities, as well as key partners and program staff. Secondary sources were also examined.

This data broadly found that all Mandela Washington Fellowship participants were highly positively impacted across all evaluation areas. Although there is not a huge difference between the impact of the program on those who have participated in Africa-based follow-on activities, and those who have not, it is apparent that many of those who participated in follow-on activities had experiences which really embedded skills, knowledge and practices they gained in the US, and helped them in their careers, their public sector roles, and social outreach in a number of ways.

Based on these findings, recommendations were made in the areas of learning and improvement, follow-on activities, Leadership Development Plans, and networking.

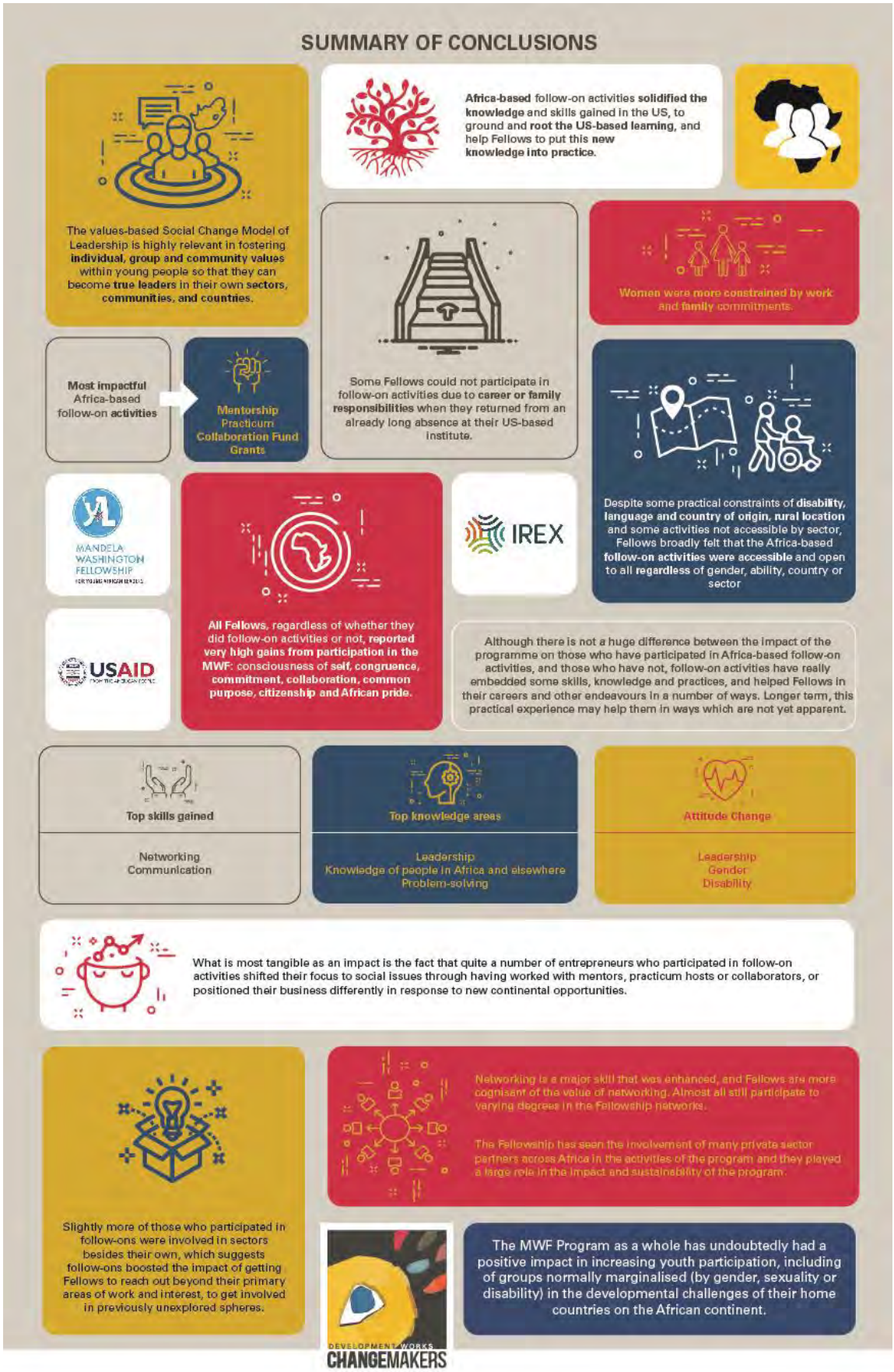

Figure 1: Summary of Conclusions

2. Executive Summary

Evaluation Purpose

The purpose of this final impact evaluation of the USAID-funded, Africa-based follow-on activities of the Mandela Washington Fellowship (MWF) program is to determine and portray the emerging results of the program and to inform current and future youth leadership programming. Development Works Changemakers (DWC) were appointed by Mandela Washington Fellowship for Young African Leaders implementing agency, IREX in December 2018 following a competitive bidding process. The DWC evaluation team commenced with the Mandela Washington Fellowship Final Impact Evaluation in January 2019.

Evaluation Questions

The main evaluation questions are:

1. What is the impact of follow-on activities on male and female Fellows' skills; knowledge; and attitudes necessary to become active and constructive members of society; compared to those men and women who did not participate in the follow-on activities?
2. How has the program impacted practices of male and female Fellows in supporting democratic governance through improving the accountability and transparency of government in Africa?
3. Has the program helped male and female Fellows to start new businesses? To what extent has participation in the program helped Fellow-led businesses expand and become more productive?
4. How has the program impacted on male/female Fellows' identification with, and participation in community challenges/social responsibility?
5. To what extent is the network for Mandela Washington Fellowship male and female alumni who collaborate on issues of democratic governance, economic productivity and civic engagement a self-sustaining network? How have USAID-funded follow-on activities contributed to this?

In addition, the following cross-cutting themes were considered: empowerment of women and other marginalized youth, including the disabled and LGBTQI, to address inequalities and development challenges; increase of youth participation overall, with an emphasis on how these empowered youth can contribute to their countries' development; and the establishment of significant partnerships with the private sector to leverage resources, increase impact, and enhance sustainability of planned activities.

Methodology and Approach

The evaluation adopted a mixed-method approach, gathering both quantitative and qualitative data from a large sample of Fellows who participated and did not participate in Africa-based follow-on activities. Quantitative data was gathered through an online survey from 1292 Fellows, 35 percent of the total Fellow population. Qualitative data was gathered through one-on-one interviews, either face-to-face or via Skype, with Fellows and program staff and partners, or through focus group discussions with Fellows, during country visits to six African countries. In this way a wide range of stakeholders was included in the evaluation. Quantitative and qualitative data was cleaned, transcribed, analyzed and incorporated into the findings of the

evaluation. Both quantitative and qualitative data was also gathered from secondary sources, including literature on leadership in Africa, and a range of sources provided by IREX on the Africa-based follow-on activities. The findings of the internal monitoring data are broadly in line with the findings made in this evaluation.

Conclusions

This evaluation found that the aims and methods of the Mandela Washington Fellowship, including the Africa-based follow-on activities, are highly relevant and in line with literature and best practice on youth leadership development in Africa.

The Fellowship has done much to inculcate an ethos of values-based servant and transformational leadership in the large majority of Fellows who have participated. The values-based Social Change Model of leadership adopted by the program is highly relevant in fostering individual, group and community values within young people, so that they can become true leaders in their own sectors, communities, and focusing on the age group 25 - 35 allowed post-graduates and early-mid career professionals to solidify their leadership roles within their own careers and sectors at a crucial time when they are progressing, becoming more respected and influential in their workplaces and communities, and more active in society. The Africa-based follow-on activities enabled Fellows to solidify the knowledge and skills gained in the US, to ground and root the US-based learning, and helped Fellows to put this new knowledge into practice.

One of the key findings is that all Fellows, regardless of follow-on activity participation, report very high gains from participation in the Mandela Washington Fellowship program. The program has strengthened significantly many of the values that the Social Change Model (SCM) of leadership focuses on, especially consciousness of self, congruence commitment, collaboration, and also, common purpose and citizenship (not only of home countries but also of Africa in general). Fellows report a shift in their knowledge and attitude towards leadership, and many of those who have participated in specific follow-ons had experiences which really embedded some skills, knowledge and practices, and helped them in their careers and other endeavors in a number of ways. Longer term, this practical experience may help them in ways which are not yet apparent.

The evaluation has also found that the Africa-based follow-on activities were largely highly accessible to all Fellows, although there were some activities which Fellows with disabilities, or located in certain countries or rural districts struggled to participate to the same extent of most other Fellows. Although women were slightly more constrained by family responsibilities than men, most felt that the activities were highly accessible and beneficial to them. The program was also largely effective in placing Fellows with appropriate mentors and practicum host organizations which, along with Collaboration Fund Grants (CFGs), Regional Conferences and Speaker Travel Grants (STGs), were seen by participating Fellows as highly valuable to their career development and contribution to society.

Networking and communication were cited by both Fellows who participated in follow-ons. Interestingly, more Fellows who had participated in follow-on activities cited innovative thinking as a key skill than those who did not participate. Follow-on activities allowed the Fellows who participated a grounded practical expression and an outlet for many of the more theoretical skills they learnt on their U.S.-based leadership institutes. Mentorships, and practicums, as well as CNL events and CFGs embedded teamwork, leadership, collaboration and networking skills, and

rooted them in an African context. Attendance at Regional and Continental Conferences or speaking at others through STGs also strengthened their networking, communication and collaboration skills.

Fellows across the board also gained new knowledge, specifically about leadership. Those who undertook follow-on activities were able to gain more knowledge in their sectors of work or new areas they wished to explore, having had their interest piqued and eyes opened in some way in the US. Fellows who participated in mentorships and practicums in particular gained new knowledge and experience of grant writing, project management and networking which helped them to make their civic and business endeavors a success, or to branch out into areas they had previously not explored. Practicums, and mentorships, conferences/learning events and collaborations gave Fellows extra embodied and contextualized knowledge about the sectors they work in, their specific development context, African realities in general, and the opportunities open to them. Many branched out into community work and other career paths as a result. The follow-on activities added value for how servant and transformational leadership work in practice.

While it is difficult to distinguish attitude shifts and gains between those who did and did not participate in follow-on activities, Africa-based activities gave Fellows a chance to live these new attitudes, and to solidify them in their home contexts. It is, however, interesting to note that more Fellows who had done follow-on activities reported shifts in their attitudes towards gender roles, rights and sexuality than those who did not participate in follow-on activities. It is also noted that many Fellows made the marginalized the focus of their work. For example, activities such as practicums taught urban Fellows the value of working with rural marginalized communities on their own terms (not as victims), and others learned through working with people to be more effective as agents of change.

All Fellows demonstrated gains on changing governance practices and fighting for democracy, and while some Fellows working in government have limited influence at this stage due to their youth and the nature of their positions, they are trying to influence government practices from within. Follow-on activities introduced Fellows working in civil society to new networks and innovations, and ways of affecting policy debates and adoption. Some Fellows are even running for office in order to change things more directly.

In terms of business and career growth, there is no strong evidence that participation in follow-on activities assisted Fellows in ways not also enjoyed by other Fellows. What is more tangible as an impact is the fact that quite a number of entrepreneurs who participated in follow-on activities shifted their focus to social issues through having worked with mentors, practicum hosts or collaborators, or positioned their businesses differently in response to new continental opportunities.

All Fellows, regardless of participation in follow-ons, continued to report high community participation after returning home, and slightly more of those who did follow-on activities were involved in sectors besides their own, which suggests follow-ons boosted the impact of getting Fellows to reach out beyond their primary areas of work and interest, to get involved in previously unexplored spheres.

Networking is a major skill which all Fellows felt was enhanced through their Fellowship experience, and almost all Fellows are still participating to varying degrees in the Fellowship

networks, most notably their US college networks, their cohort networks and their country networks.

The program was also highly successful in pulling in private sector partners to enhance its effectiveness and sustainability. The Fellowship program as a whole has undoubtedly had a positive impact in increasing youth participation, including of groups normally marginalized by gender, disability or sexuality, in the developmental challenges of their home countries on the African continent. Africa-based follow-on activities have been an important aspect contributing to this success.

Recommendations

Based on the findings, recommendations have been made in five areas in order to build on the key successes of the program and to enhance its effectiveness going into the future. The first relates to learning and improvement, with the recommendation that tracking studies should be implemented to determine the medium and emerging longer-term impacts of the program. The second recommendation concerns follow-on activities, and suggests that these should be rationalized and designed to capitalize on the potential of Mandela Washington Fellowship alumni to become hosts/service providers/collaborators on follow-on activities in future. For example, Fellows can become mentors and practicum hosts for younger MWFs. The third recommendation is that Leadership Development Plans should be streamlined and integrated holistically in the program, more purposefully connecting the US and Africa-based activities and aligning more strongly with the Regional Leadership Centers. The fourth recommendation is that conscious efforts to include Fellows marginalized (by factors such as, but not limited to, gender, sexual orientation and disability) should be maintained and that follow-on activities should be strengthened to assist Fellows to critically and effectively engage with issues of marginalization in their country contexts through follow-on activities and their work in their respective sectors. Lastly, it is recommended that networking needs to be maintained and strengthened, including through conferences and alumni associations, to enhance the benefits of the program.

3. Evaluation Purpose

The purpose of the final impact evaluation of the follow-on activities of the Mandela Washington Fellowship for Young African Leaders (MWF) program is to determine and portray the emerging results of the program and to inform current and future youth leadership programming, specifically women's leadership in Africa. The evaluation results will be used by the implementing agency (IREX) as well as the three implementing partners, the West African Civil Society Institute (WACSI) Volunteer Service Overseas (VSO) Kenya, and the Southern Africa Trust (SAT) as well as the program funder (USAID), and other stakeholders within the U.S. government. Other evaluation users include US embassies in sub-Saharan Africa, the United States Department of State, Bureau of Education and Cultural Affairs (ECA) as well as youth and women's leadership development programs in Africa.

Development Works Changemakers (DWC) were appointed by Mandela Washington Fellowship for Young African Leaders implementing agency IREX in December 2018 following a competitive bidding process. The DWC evaluation team commenced with the Mandela Washington Fellowship Final Impact Evaluation in January 2019.

4. Background

The Young African Leaders Initiative was launched in 2010 by President Barack Obama as a signature effort to invest in the next generation of African leaders. The Fellowship commenced in 2014 as the flagship program of the Young African Leaders Initiative (YALI). The Fellowship seeks to empower young leaders from Africa (between the ages of 25 and 35), and build their skills to improve accountability and transparency of government, start and grow businesses, and serve their communities. The Fellowship does this through academic coursework, leadership training and networking.

The Fellowship is implemented by international non-profit organization IREX, as a cohort-based program, with six (6) annual cohorts for each calendar year from 2014 to 2019[1]. The program consists of attending a US - based leadership institute and the Mandela Washington Fellowship Summit. Some Fellows also have the opportunity to participate in a professional development experience in the U.S.

The United States-based activities are funded by the U.S Department of State and managed separately from the Africa-based activities, which are funded by the United States Agency for International Development (USAID). This evaluation is examining the Africa-based USAID-funded component only.

[1] This evaluation excludes the 2019 cohort.

UNITED STATES-BASED ACTIVITIES

Leadership Institutes: Each Mandela Washington Fellow takes part in a six-week Leadership Institute at a US college or university in one of three tracks: Business, Civic Engagement, or Public Management[2] The intensive model includes linkages between academic sessions, site visits, professional networking opportunities, leadership training, community service, and organized cultural activities.

Mandela Washington Fellowship Summit: Following the academic component of the Fellowship, the Fellows visit Washington, DC, for a Summit featuring networking and panel discussions with U.S. leaders from the public, private, and non-profit sectors.

Professional Development Experience: A select number of Fellows remain in the U.S. to participate in a four-week Professional Development Experience (PDE) with U.S. non-governmental organizations, private companies, and governmental agencies that relate to their professional interests and goals. The PDE is designed to give Fellows practical training and the opportunity to learn transferable skills, expand their professional networks, and apply concepts learned at their Institutes to real-world situations in the U.S. context.

During the course of their stay in the US, each Fellow is expected to put together a Leadership Development Program (LDP) which they finalize when they complete their Leadership Institute, and share online for comment and peer review. The LDPs form part of the USAID-funded component of the program and over time it was voluntarily adopted by US-based institutes. LDPs are distributed at pre-departure orientations to connect the US-based and Africa based parts of the program, and to guide with the implementation of their US-based learning when they return to their home countries.

Upon returning to their home countries, Fellows continue to build the skills they have developed during their time in the United States through support from US embassies, the YALI Network, USAID, the Department of State, and affiliated partners[3]. Through these experiences, Mandela Washington Fellows are able to access to ongoing professional development and networking opportunities, as well as support for their ideas, businesses, and organizations. Fellows may also apply for their American partners to travel to Africa to continue project-based collaboration through the Reciprocal Exchange Component.

The Africa-based activities are designed to support Fellows as they develop the leadership skills, knowledge, and attitudes necessary to become active and constructive members of society. They may also choose to participate in a number of USAID-supported follow-on activities, including professional practicums, mentorships, Regional and Continental Conferences and convenings, Regional Advisory Boards (RABs), Speaker Travel Grants (STGs), Continued Networking and Learning (CNL) events, and Collaboration Fund Grants (CFGs).

[2] In the 2016 and 2017 cohorts, a small number of Fellows (25 in each year) participated under a fourth track – Energy.

[3] YALI has also established four Regional Leadership Centres (Ghana, Senegal, South Africa and Kenya), and a number of satellite centres, to offer leadership training programs to young leaders between the ages of 18 and 35. The four RLCs are based at higher-education institutions in their host countries.

AFRICA-BASED FOLLOW_ON ACTIVITIES

Professional Practicums with partners from business or civil society based in their home countries. These practicums involve six months of practical experience embedded within a suitable partner organization.[4]

Mentorships: Mentorships link Fellows with a mentor in their field, with whom they interact mainly virtually to obtain advice and support. A new kind of mentorship was piloted in 2018 and incorporated in the program, which involves group mentorship with an expert, either once-off or as an ongoing activity.

Regional and Continental Conferences and convenings: Regional and Continental Conferences and convenings are implemented with each Fellow cohort to provide a platform for external and Fellow speakers to share their experiences and knowledge. Regional Conferences in all three Mandela Washington Fellowship regions (Southern Africa, East Africa, West Africa), were attended by all Fellows in 2014 and 2015 cohorts; in 2016 regional conferences became competitive due to the size of the cohort; in 2017 a Continental Conference was held; and for the 2018 cohort the regional model was resumed, attended by a smaller number of competitively selected participants, including alumni.

Regional Advisory Boards: In each of the three regions, Fellows are elected onto a Regional Advisory Board which liaises with IREX, its partners and their peers, regarding all continuing Fellowship activities and issues, particularly the regional conferences and convenings.

Speaker Travel Grants: Fellows may apply for these grants in order to attend and present at conferences in their fields.

Continued Networking and Learning events: From time to time, special events and networking opportunities are held, which were open to Fellows local to the event.

Collaboration Fund Grants: In the last two years these grants have been introduced to allow Fellows to apply to work on a project of mutual interest with another Fellow. These Fellows may then travel to visit each other and collaborate on this project.

To assist with the implementation of these Africa-based follow-on activities, IREX has collaborated with three regional partners in Southern Africa (The Trust), East Africa (VSO Kenya), and West Africa (WACSI).[5]

In addition to the above formal activities and structures, Fellows have been able to initiate networks among themselves, using online platforms such as Twitter and WhatsApp. These networks assist to build connections and shared experiences and learning among Fellows throughout the continent.

The Fellowship uses the Social Change Model of Leadership (SCM) as a theoretical framework for the program. This framework has influenced the entire program in all its elements, in a very practical way. For example, the United States-based and Africa-based leadership curriculum both

[4] These were initially referred to as internships, but their name was changed to practicums to reflect the higher-level active practical learning that is at the heart of this component.

[5] LEADAfrica was an early implementing partner which did not continue longer-term.

overlap with the SCM. In the US, each of the universities at which leadership institutes take place were provided with a set of common guidelines upon which to build their own curriculum.[6] Universities were asked to consider non-hierarchical leadership concepts such as servant leadership, the principles of Ubuntu, and values associated with the SCM as they designed their leadership curriculum[7]. The Leadership Development Plans of each Fellow also draw from the SCM, as each seeks to find ways of leading social change in their own contexts and societies. Furthermore, the Socially Responsible Leadership Scales, initially developed to test the SCM in American college students, were piloted as a method to evaluate changes in Mandela Washington Fellows from the outset.

The Fellowship has so far seen 3692 Fellows[8] participate between 2014 and 2018. Of these, 50 percent (1850) were women. Fellows have been drawn from 49 Sub-Saharan African countries, with the largest number coming from Nigeria (343), South Africa (264), Kenya (255) and Zimbabwe (214). The West Africa region has the most Fellows (1394), followed by Southern Africa (1208) and East Africa (1090).

2014 and 2015 saw the smallest number of Fellows per cohort (500 in each), while 2016 and 2017 saw the cohort almost double (to 997 in each of those years), and then reduce back to 698 in 2018. The US Department of State was able to release more funds for Fellowships from 2016, which explains why the cohort doubled. Unfortunately, USAID did not have similar funding available to double the follow-on activities for the larger cohort of Fellows. Follow-on activities thus became competitive after 2015, with Fellows having to apply to be selected for most of the follow-on activities. Of the three main "tracks" from which Fellows have been taken, the largest number has been in Business & Entrepreneurship (1324), with the Civic Leadership and Public Management tracks having similar numbers (1195 and 1123 respectively). In 2016 and 2017 a small number of Fellows were selected from an Energy track (50). Applicants apply for a certain track at the outset, but this does not guarantee that they will be selected on that track. Since certain of the host tertiary institutions specialize in particular tracks, selection may depend on whether there are spaces available at all the participating institutions in any one year. Out of these 3692 Fellows, 1912 (51.7 percent) participated in USAID-supported follow-on activities between 2015 (2014 Cohort) and 2018 (2017 Cohort)[9].

5. Literature Review

5.1 Youth Leadership Development in Africa

5.1.1.The need for youth leadership development

There is a wealth of scholarly publications and press reports examining politics and political systems in Africa, along with the nature of the post-colonial state, the dynamics of African democracy, and the many challenges faced by African countries in leadership and governance

[6] The leadership institutes have been hosted at 50 different tertiary institutions around the country since 2014. In any one year, about 25 are involved.

[7] Mandela Washington Fellowship for Youth African Leaders (2014: 9).

[8] The total population for this evaluation is 3686, as six Fellows are no longer part of the programme, for various reasons.

[9] These figures were provided by IREX at the end of 2018/start of 2019, and does not reflect participation of 2018 Fellows in follow-on activities in 2019.

post-independence. Many famous African novelists and commentators have also explored the governance challenges facing African nations in their writings. Far less explored is the role of African youth in leadership, and the challenges faced in developing a new set of leaders from among the youth. Nevertheless, some authors have focused on this specific area, which has also become a growing focus of development practitioners in recent years. Marcelle Balt's (2004) Masters' thesis (University of Stellenbosch) provides an in-depth analysis of youth leadership development on the continent, as well as an examination of two youth leadership programs.[10] Before exploring an internationally-funded youth capacity building program in Uganda, and the Joint Enrichment Project in South Africa, Balt provides a useful discussion on the challenges facing African youth with regards to their development, opportunities and leadership aspirations.

DEVELOPMENT CHALLENGES FACING AFRICAN YOUTH

The economic impacts of globalization on young people who are growing up in a world of globalization and inequality, include that globalization simultaneously brings people closer together and widens the divisions between them. Requirements for young people to enter the labor market have changed, with more emphasis on agility, teamwork and loyalty. This, however takes place in a labor market where lifelong careers and job security are things of the past, and markets are increasingly volatile. All of this contributes to the instability of youth lifestyles. The cultural impact of globalization is that young people are the trendsetters for consumerism, and consumer goods and services become important resources for the construction of identities amongst youth.

There is also a trend towards individualism and increased independence and self-realization for youth, but in a world that is insecure. Changes in the world of work requires education matching the needs of the developed world, and despite the global trend that young people are better educated than ever, everyone in the world do not yet benefit from formal schooling, and all who are able to access formal schooling may not be able to acquire adequate basic skills. Assessed against targets of education in the developing world, the developing world, including sub-Saharan countries, will inevitably be seen as performing under par, in a global, competitive environment where it is hard to catch up with the front-runners.

The youth population of the world is the largest ever, with half of the world's population under the age of 25, and this includes the largest-ever generation of the youth between the age of 10 and 19. The vast majority of these young people live in the developing world, in highly diverse economic and social situations. A significant portion of youth endure the deprivation of extreme poverty, large numbers of youth survive without their parents, experience humanitarian emergencies, migration, poor health or family disintegration. War and conflict situations impact children and youth directly, and the numbers of street children and child soldiers are increasing.

Although young people globally are healthier, better educated and urbanized to a larger extent, urbanization also exposes them to high-risk behaviors. The impact of AIDS, has been massive on the lives of children and youth all over the world, particularly in sub-Saharan Africa. The majority of young persons living with HIV/AIDS are in sub-Saharan Africa. The majority of new infections in sub-Saharan Africa are among those 15 to 24 years of age. AIDS also indirectly affects children and youth by prematurely thrusting them into adult roles with minimal support for themselves and their families, with the consequence that their own education and skills development is neglected.

[10] Balt, M. (2004). *Youth Leadership Development Programs in Africa: Assessing Two Case Studies.* Unpublished Master of Philosophy (Community and Development) thesis, Stellenbosch University.

More recently, a report written by Douglas Gichuki, of the Mandela Institute for Development Studies (MINDS), notes that there is a burgeoning youth population in Africa, with over 200 million people under the age of 35.[11] While this represents a massive opportunity, these young people continue to face extreme challenges in access to quality education and skills, to decent and secure employment, and to participation in decision-making processes. He points out that growing inequality on the continent is exacerbating these problems, while despite the presence of an African Youth Charter, policy continues to marginalize the youth. Gichuki also bemoans the marginalization of women from leadership positions, and discusses the role of tribalism, which he calls ""The African Leadership Cancer".[12]

Similarly, a recent report commissioned by the Skoll Foundation, and conducted by the Results for Development Institute (R4D) in Washington, DC, notes that Africa has proportionally the largest child and youth cohort of any continent. The report points out that the median age in Africa will be 24 in 2050, compared to over 35 in the rest of the world. As a result, they argue, by 2040, "Africa's young workforce will be the largest in the world". They go on to posit that if countries in Sub-Saharan Africa can make the right human capital investments, "the combined demographic dividend could be at least $500 billion per year… for up to 30 years". Conversely, they warn, "the demographic dividend could be a demographic disaster if these youth do not end up employed and earning."[13] The glut of recent press reports of the growing numbers of young African migrants risking their lives to try to get into European countries show how prescient this warning is.

These authors argue that the above contextual factors drive the need for youth leadership and skills development, as well as the creation of employment opportunities (including entrepreneurial opportunities) on the continent as a matter of urgency. Such investment in the youth, it is hoped, will not only create economic and political stability and social cohesion, but allow young people to play a key role in the governance and leadership of their countries. The Results for Development report provides a rapid assessment of 61 programs implemented by governments, the private sector, and by non-profits, donors and multilateral organizations on the continent, aimed at fostering youth leadership and entrepreneurial development. They find that such programs have focused on eight areas:

- Financial inclusion and economic growth
- Skills development programs
- Second chance programs
- Gender-focused initiatives
- Post-conflict and crisis programs
- Networking and collaborative learning programs
- Global tertiary education partnerships
- Cross-sectoral programs.

[11] Gichuki, D. (2014). *Leadership in Africa and the Role of Youth in the Leadership Milieu*. Report produced for the Mandela Institute of Development Studies (Page 10).

[12] Ibid. (Page 17).

[13] Results for Development Institute (2016). Pan African Leadership and Entrepreneurship Development Models: A Rapid Ecosystem Analysis. Report commissioned by the Skoll Foundation (Page 5).

As will be discussed in more detail below, many of these areas have been echoed in the work of a number of youth leadership development programs in Africa, including the Young African Leaders Initiative.

5.1.2 Youth leadership development and its potential influence on society, democracy and governance

One of Africa's foremost scholars on democracy and governance is South Africa's Steven Friedman. In a recent article entitled "The Problem of Leadership in Africa," Friedman discussed his latest book, called *Power in Action: Democracy, Citizenship and Social Justice* (2019, Wits University Press).[14] In this book Friedman explores the state of democracy in Africa, and what has either enabled or constrained its success. He argues that if, "leadership is African democracy's problem," what has caused it to be? Rejecting the common bigoted explanations that Africans are somehow lacking in their ability to run governments, Friedman rather questions what realities are present in African societies, "which produce the type of leadership which people bemoan." Friedman also rejects the notion that African citizens do not aspire to living in democratic and accountable societies (since it is argued by some that democracy has been imposed on Africa by the West).

Instead, Friedman believes, the little examined topic of "collective action" is at the heart of understanding why leadership has been poor on the continent. He argues, "that the key to understanding how democracies emerge and what either enables or prevents their growth is who can act effectively with like-minded people to influence decisions." He goes on to state that, "democracy emerges when groups who are excluded from decisions acquire enough of a capacity to act together to force themselves into the decision-making circle." He adds that previously excluded groups who become activated can force a country to adopt better democratic rules and practices, and then democracy can be strengthened and deepened as, "the ability to act and demand a voice expands into the rest of the society."

This explanation has huge currency for the importance of youth leadership development, and in particular the development of a voice for young women and other marginalized groups (e.g. people with disabilities, sexual minorities) on the African continent. Friedman shows in his book that although, on balance, African citizens are, "at least formally, freer than they were three decades ago (a kind of freedom he describes as "negative liberty") … positive liberty is much harder to find," – by which he means that, "Rarely if ever … are citizens able to use democratic rights and freedoms to secure policy changes or to ensure that government accounts to them." He argues that "positive liberty – government which serves citizens and does what they want it to do – can become real only if the citizenry is organized enough to insist on it. When it is, government is often forced to listen."

Young people in Africa thus have huge potential, if afforded the opportunity to develop their skills, leadership potential, networks and voice, to become the presently excluded group who forces African leaders to democratize and allow true "positive liberty" to thrive. Youth leadership development becomes paramount not only in unearthing and developing good political leaders

[14]Friedman, S. (8 February 2019). "The Problem of African Leadership". Published by Democracy in Africa (http://democracyinafrica.org/problem-leadership-africa/?fbclid=IwAR0IdazXO1kqyZ_7vPcI7TC2DG90xlJkSRpxVTPeWK4DF_qp1ncSir8dskU) Accessed 10 February 2019.

of tomorrow, but also good captains of industry and civil society leaders who can hold their governments to account and force the deepening and broadening of democracy.

Douglas Gichuki, in an important article, provides a rundown of the types of leadership which need to become prevalent in Africa.[15] He points out that too often, authoritarian leadership has been allowed to become entrenched in the political culture of African countries since independence. Along similar lines to Friedman's above argument, Gichuki points to weak institutions and the prevalence of sycophancy, as reasons for the continuation of authoritarian leadership, even within supposedly democratic countries. Instead, he suggests that transformational, participative and servant leadership, as exemplified by luminaries such as Nelson Mandela and Julius Nyerere, should become mainstream. Gichuki raises transformational leadership as the key form which needs to be fostered and developed.[16] He defines transformational leadership as, "an ongoing process by which leaders *and followers* raise one another to higher levels of morality and motivation; it basically converts followers into leaders and leaders into moral agents."[17] Again, this is closely allied to the argument Friedman makes about the need for leaders from among the ordinary citizenry to come to the fore and participate in a process of transformational leadership with elected leaders. Gichuki goes on to say the following of transformational leadership: "This ideal form of leadership is without a doubt what the African continent needs in order to change the status quo on the continent. Additionally, such leadership should be emulated by young people seeking to be leaders."[18] Gichuki argues that African youth (and especially women) need to be given the opportunity to develop this form of leadership through a "multi-pronged assault" that includes better education, access to employment, mitigating tribalism, and fostering participation by the youth in decision-making.[19]

Another very important theoretical perspective on leadership development emerged in the 1990s at the University of California (Los Angeles), and has gone on to influence many leadership development ideas and programs, including the Mandela Washington Fellowship for Young African Leaders (MWF).[20] This is called the Social Change Model of Leadership (SCM).[21] This model's key assumption and "hub" is that the ultimate goal of leadership is positive social change. By change, the model proposes that the following are crucial: "Believing in the importance of making a better world and a better society for oneself and others. [And believing] that individuals, groups, and communities have the ability to work together to make that change."[22] SCM is a values-based leadership model which puts forward seven critical values to leadership development, which have been called the "Seven C's." These seven values are grouped under three categories (the individual; the group; community/society), but they are seen

[15] Gichuki (2014).

[16] Ibid

[17] Ibid. (Page 5) This definition follows Burns (1978). Emphasis added.

[18] Ibid (Page 7).

[19] Ibid. (Page 20-23).

[20] Information on this perspective is taken from Mandela Washington Fellowship for Young Africa Leaders (2014) *Leadership Assessment Follow on Report: Findings on the Influence of USAID-sponsored Africa-based Activities on socially responsible leadership* (Pages 9 and 10).

[21] See Wagner, M. (2006). "The Social Change Model of Leadership: A Brief Overview." *Concepts & Connections: A Publication for Leadership Educators*, 15 (1), 8-10.

[22] Mandela Washington Fellowship for Young Africa Leaders (2014: 10).

as dynamic, with interaction across values and categories leading to positive social change. Such positive social change is seen as an additional "eighth C".[23]

THE "SEVEN Cs" OF THE SOCIAL CHANGE MODEL OF LEADERSHIP

Individual Values

1. CONSCIOUSNESS OF SELF: Being self-aware of the beliefs, values, attitudes, and emotions that motivate you to action. Being mindful or aware of your current emotional state, behavior, and perceptual lenses.
2. CONGRUENCE: Acting in ways that are consistent with your values and beliefs. Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty toward others.
3. COMMITMENT: Having significant investment in an idea or person, both in terms of intensity and duration. Having the energy to serve the group and its goals. Commitment originates from within, but others can create an environment that supports individual's passions.

Group Values

4. COLLABORATION: Working with others in a common effort, sharing responsibility, authority, and accountability. Multiplying group effectiveness by capitalizing on various perspectives and talents, and on the power of diversity to generate creative solutions and actions.
5. COMMON PURPOSE: Having shared aims and values. Involving others in building a group's vision and purpose.
6. CONTROVERSY WITH CIVILITY: Recognizing two fundamental realities of any creative effort: 1) that differences in viewpoint are inevitable, and 2) that such differences must be aired openly but with civility.

Community Values

7. CITIZENSHIP: Believing in a process whereby an individual and/or a group become responsibly connected to the community and to society through some activity. Recognizing that members of communities are not independent, but interdependent. Recognizing individuals and groups have responsibility for the welfare of others.

Along with the notions of transformative, servant and participative leadership, and broader theoretical debates about how healthy societies and governments may be led in Africa, the SCM makes a crucial contribution in unpacking the *values* that are required in order to develop transformational, servant and participative leadership at both an individual and an institutional level. Transformative leadership is clearly driven by very similar values to the 'Seven Cs". As Milena Novy-Marx writes, "Transformative leaders see a problem and ask themselves 'what can I do?' to solve it."[24] She notes that transformative leadership is rooted in ethics and built on a foundation of integrity." It is, "driven by self-awareness and a deep sense of purpose." Through using tools which allow for these values to be fostered, the SCM model enables people to develop their transformational leadership skills, which leads to true social change and thus to sustainable and healthy societies.

[23] Ibid. (Page 9).

[24] Novy-Marx, M. (2014) Women's Transformative Leadership in Africa. Report produced for the Mastercard Foundation. (Page 3).

5.1.3 Fostering Gender-focused SCM and Transformational Leadership among African Youths

While there have been recent strides made in developing youth leadership, and in getting more young female leaders to the fore in a range of sectors,[25] there is still a long way to go. A 2016 McKinsey & Company research report on gender in the African workplace found that although Africa now has more women in company leadership positions than the global average, only five percent of women are making it to the very top.[26] This, despite the fact that it has been found that companies with more women on their Boards tend to perform better. The report also notes that the number of female public representatives has also grown considerably in the last 15 years, but warns that numbers do not equal influence.

A blog by Atti Worku, of the EVE Program, quotes this report, stating: "According to McKinsey's Women Matter in 2016, only 5 percent of CEOs, 22 percent of cabinet members, and 24 percent of parliamentarians in Africa are women. These numbers seem shockingly low, and yet align with statistics from the US, where only 5 percent of CEOs and 27 percent of cabinet members are women."[27] Worku also points out that women tend to get fewer promotions and that as they go up the leadership ladder there are fewer and fewer women. And yet, according to Worku, women are vital in leadership positions because, she argues, they are "pro social and make policy that impacts positively for generations." She argues that there is a lot of work to be done in order to get more women into leadership roles. She states that, "we have to start at school and continue into the workforce. We have to invest in education, health and economic opportunities for girls and women." She goes on to outline five key things that need to be done to truly empower young women; focusing on education, legal protection, greater opportunities in sectors dominated by men, and "empowerment programs that provide training and resources for women who are entrepreneurs, so they have financial independence and leadership opportunities at home and in their own businesses."

Gichuki also argues that while there are some signs of improvement, there are still pervasive conservative religious and cultural beliefs which have tended to inhibit female leaders truly finding their place in society. He notes that female leaders are often accused of abandoning their families and homes, while pointing to the many financial and other barriers preventing leadership development among women.[28]

One of Africa's most accomplished female leaders, Betty Mould Iddrisu (first female Attorney General and Minister of Justice, and Education Minister of Ghana), provides some further thoughts on the challenges and opportunities in women's leadership, which are germane for this assessment:[29]

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[25] See for example, https://www.africa.com/top-young-leaders-africa/

[26] McKinsey & Company (2016). "Women Matter Africa: Making Gender Diversity a Reality." Research report published by McKinsey & Company (Page 3).

[27] Worku, A. (12 September 2017). "The Critical Importance of Increasing Women Leadership in Africa". Blog for the EVE Program (https://www.eveprogramme.com/en/29914/the-critical-importance-of-increasing-women-leadership-in-africa/)

[28] Gichuki (2014: 15-16).

[29] Betty Mould Iddrisu (https://www.pambazuka.org/gender-minorities/10-things-about-african-women's-leadership)

1. There are too few women at the top at national and regional levels, but multitudes at family and lower levels.
2. It is a difficult road to climb and even more difficult to stay at the top when you 'arrive'.
3. Without support, you cannot make it.
4. There are too many barriers to break through despite progress in several critical areas.
5. Traditions need not hold us back – they can be catalytic (women must drive the dynamic change of culture).
6. Education, though desirable, is not everything.
7. There is no substitute for hard work, inner courage and determination.
8. Networking is crucial.
9. No matter how competent, experienced and powerful, there are peculiar challenges that confront women (you are judged as a woman leader to be not competent etc.).
10. Yes, African women can!

A very important report written by Milena Novy-Marx for the Mastercard Foundation goes into further detail about the barriers facing women in taking up leadership roles in Africa.[30] She points out that Africa has the largest gender education and employment gaps of anywhere in the world, and that there is also a gendered digital divide, where women are often marginalized from owning or controlling a phone.[31] Like others, she points out that there are not many women in leadership positions, despite some countries improving the number of female Members of Parliament (South Africa, Rwanda, and Senegal) in recent years. She argues that such increases in numbers mask a broader problem of women's exclusion from leadership in many other areas of society. Novy-Marx bemoans this contemporary situation, given that historically women played a major role in various facets of leadership in both pre-colonial times, and in the struggle for liberation in Africa.

Novy-Marx's research is about transformational leadership. Like others quoted above, she believes that "women's transformative leadership" should be the key focus of youth leadership development programs. In her survey of such programs on the continent, she found the following:[32]

- Formal education is important but not sufficient;
- Few programs exist to allow talented youth to develop their leadership capacity (programs are ad hoc and there are no comprehensive programs to develop values-based transformative leadership);
- Barriers are high for women to become leaders (gender roles, poor access to education and employment, no role models);
- Leadership programs she identified are similar – they focus on building foundational skills (e.g. public speaking, teamwork, organizational change; technical skills; linking youth with mentors; networking; participation in a service-learning project);
- Few cater to youth and women or address gender;
- Few focus specifically on ethics or values-based leadership;
- Few help women develop their ability to leverage media, including social media;

[30] Novy-Marx, M. (2014) Women's Transformative Leadership in Africa. Report produced for the Mastercard Foundation.

[31] Ibid. (Page 10).

[32] Ibid. (Page 5).

- Leadership is a key aspect of employability skills (critical thinking, teamwork, communications, self-knowledge). These transferable skills are vitally important and often underdeveloped among young employment seekers; and
- More opportunities to develop women's transformative leadership are needed. Current attempts do not meet the need. She found that the identified programs reach fewer than 250 women a year.

She argues that, "the wealth of expertise and experience with leadership training at the global level in the corporate and non-profit sectors could be built on and adapted for the specific context of Africa …"

Novy-Marx outlines the most important aspects of women's leadership success, according to 30 top women leaders. Most of these role-models demonstrated passion, and being keen to make a difference from early on. Furthermore, their leadership development journey shared similar key ingredients:

- They had a supporter who identified their leadership potential and offered emotional and moral support early on;
- Finders discovered them and enabled them to get onto a larger platform;
- They had role models who provided inspiration for them;
- They had mentors who offered them guidance;
- They had access to or recognition by the media (including social media) that helped them to reach beyond their immediate community, and raised their profile;
- They had internship opportunities that enabled them to develop and exhibit leadership potential; and
- They developed networks that offered support and resources to help them persevere.

These key ingredients are crucial to consider when assessing the relevance, potential and effectiveness of youth leadership development initiatives in Africa. Novy-Marx also points out that a quality, relevant education which allows for mentoring, and early leadership experience for example, as a school prefect, and teamwork and collaboration experience through clubs and sports, is crucial.[33]

Her research makes a number of important recommendations in three areas, namely program development; filling knowledge gaps; and policy and practice. See the text box below for detail.

NOVY-MARX's RECOMMENDATIONS FOR YOUTH LEADERSHIP DEVELOPMENT PROGRAMMES IN AFRICA ;

Program development

- More programs to meet the needs of youth and employers.
- Programs should target women and girls under 25.
- Leadership programs should include seven components: global awareness; transferable skills; professional development; internships; self-exploration; mentoring/role models; and experiential learning through a service project.
- A focus on ethics and personal authenticity.
- Exploration and discussion of gender must be core.

[33] Ibid. (page 11).

- Training and resources should reach leaders at three levels (school, education and career transitions, lifelong learning).
- A strong community of peers and an alumni network are important resources for transformative leaders. and
- Programs should confer credentials, with certificates or other formal recognition.

Filling Knowledge gaps

- Metrics for measuring transformative leadership should be developed.
- Common measures of success for leadership development programs should be defined, and longitudinal studies created to understand young leaders' progress.
- Global programs should be scanned to distil best practice and promising leadership models.
- Evidence on the impact of existing leadership programs should be researched and documented.
- Voices of youth in Africa should be incorporated into program development efforts.

Policy and Practice

- Teaching and development of transferable skills should be improved to build a base for youth leadership.
- Transformative leadership should be explicitly addressed within global policy discussions on education.

It is worth outlining Novy-Marx's findings and recommendations in some detail above because they provide a *practical* framework through which programs such as the Mandela Washington Fellowship can be measured, in terms of the kinds of challenges they address, and the kind of solutions they offer. Similarly, Friedman, Gichuki and others offer a *theoretical* framework which allows youth leadership development efforts to be analyzed and measured. This evaluation will consider the Mandela Washington Fellowship's USAID-sponsored Africa-based follow-on activities through the lens of both the theoretical and practical frameworks outlined above.

6. Evaluation Questions

The evaluation questions addressed in this evaluation are:

1. What is the impact of (USAID-funded) follow-on activities on male and female Fellows' skills; knowledge; and attitudes necessary to become active and constructive members of society; compared to those men and women who did not participate in the follow-on activities (disaggregated per cohort and academic track: Business Entrepreneurship; Civic Leadership; Public Management; Energy)?
2. How has the program impacted practices of male and female Fellows in supporting democratic governance through improving the accountability and transparency of government in Africa?
3. Has the program helped male and female Fellows to start new businesses? To what extent has participation in the program helped Fellow-led businesses expand and become more productive?
4. How has the program impacted on male/ female Fellows' identification with, and participation in community challenges/ social responsibility?
5. To what extent is the network for Mandela Washington Fellowship male and female alumni who collaborate on issues of democratic governance, economic productivity and civic

engagement a self-sustaining network? How have USAID-funded follow-on activities contributed to this?

In addition, the evaluation considered the following cross-cutting themes:

1. Empowerment of women and other marginalized youth, including the disabled and LGBTQI, to address inequalities and development challenges
2. Increase youth participation overall, with an emphasis on how these empowered youth can contribute to their countries' development.
3. Establish significant partnerships with the private sector to leverage resources, increase impact, and enhance sustainability of planned activities.

7. Methodology

The evaluation used a mixed method approach, which employed qualitative and quantitative data from both primary and secondary data sources, and included a quasi-experimental design involving comparison of the treatment group (Fellows who participated in follow-on activities) and a control group (Fellows who did not participate in follow-on activities). The evaluation methodology also allowed comparisons across cohorts, and between academic tracks. Sampling strategies specific to each data collection method were developed to ensure that the breadth and complexity of the program was covered adequately and to drill down into important aspects of the program to obtain in-depth rich data. A detailed research protocol was developed to describe the methodology, document the sampling strategy and explain the data analysis plan.

Data analysis consisted of thematic analysis of qualitative data as statistical analysis of quantitative data. In addition to descriptive statistics, the following statistical techniques were used: One-way ANOVA, Kruskal-Wallis Test; and Mann Whitney Test.

Key components of the methodology were:

- A clarificatory working session which explored the program theory, logic and causal links between various program components to produce the desired result, and provided insight in program development and changes over time.
- A targeted literature review incorporating a rapid review of literature on leadership development in Africa (particularly leadership development of women), and a review of program documentation.
- Primary data collection consisted of an online survey for Fellows; site visits to six (6) countries (South Africa, Ghana, Nigeria, Kenya, Namibia and Zimbabwe) where Focus Group Interviews (FGIs) were held with Fellows, and Key Informant Interviews (KIIs) with Fellows, Mentors, Practicum Hosts, Regional Partners and IREX staff; as well as Skype KIIs with Fellows, Mentors and Practicum Hosts as well as regional and US-based USAID and IREX staff.
- A data validation session to discuss emerging themes, Stories of Change and potential case studies with key stakeholders and to identify any potential data gaps.

The evaluation team used a methodology with an iterative approach as far as practically possible which enabled triangulation (of data sources, data collection instruments and data collectors), is

illustrated in Annexure B (Evaluation methods, including sample sizes, response rates and power analysis) and Annexure D) for a detailed list of information sources.

8. Limitations to the Evaluation

There are various limitations to this evaluation, many of which could be mitigated because of the ability to triangulate data. Limitations include: the: nature of program design; implementation of a concurrent competing evaluation; ongoing changes in the treatment and control groups, during the course of the evaluation; constraints influencing sampling; varied levels of participation of sub-groups in the evaluation; underlying assumptions; survey design and implementation; and interviewer bias.

8.1 Nature of the program design

Some of the challenges highlighted below relate to inherent and unique characteristics of the program (flexibility, adaptability, responsiveness to individual needs within a large population of Fellows, and organic development of the program), which creates a certain "messiness" (non-linear program design), but which at the same time are some of the key success factors of the program.

The complexity of the program stems from two main design elements:

- The Fellowship program itself has different elements which are implemented and funded by different entities - State Department funded US-based leadership institutes, Summit, and PDE funded by the State Department and implemented by the United States Department of State Bureau of Education and Cultural Affairs (ECA); Africa based-follow-on activities funded by USAID and implemented by IREX in collaboration with selected regional organizations; and US-Embassy initiatives.
- The closely related (and sometimes overlapping) interaction with other US initiatives at country-level - other initiatives in the YALI network, Regional Leadership Centers (RLCs) and US embassy initiatives.

This poses a challenge in various ways:

- Many times, Fellows themselves are not able to clearly distinguish between State Department funded activities (e.g. Reciprocal Grants) and USAID funded activities (Collaboration Fund Grant), and therefore the reliability of some data could be affected.
- In most cases they are more concerned with the outcome of their holistic leadership development experience over a period of time (which also includes being part of the YALI network, and other US-initiatives in their countries) than with what they have gained from a single event such as attending a Regional/Continental Conference or participating in a CNL.
- It is not always possible to disentangle the impacts of the US-based experience and the follow-on activities, as both contribute to similar objectives. Only in a limited number of instances is it possible to clearly say that a specific impact can be solely attributed to a specific follow-on activity.

While this limitation has to do with the program design to some extent, it is also important to note that it to a large extent has to do with how human capacity, and specifically leadership

capacity is developed, and how empowerment of people works. Effective human capacity development often use blended learning models, which makes provision for experiential (skills) and self-development activities (attitude) in addition to classroom-based learning. Similarly, empowerment depends on a combination of sense of agency (that something is important and worth pursuing), the ability to do something about it (a combination of skills and knowledge) and the opportunity to act (context in which a person operates). It can therefore be argued that leadership development also requires a combination of factors that include personal traits, previous knowledge and experience, exposure to new knowledge, opportunities to practically apply the knowledge and related skills, and other contextual factors.

8.2 Competing concurrent evaluation

It should also be mentioned that a competing concurrent evaluation of the US-based component. This situation had the potential of causing confusion and frustration amongst fellows, with the potential to impede their willingness to participate in this evaluation due to "evaluation fatigue". This risk fortunately did not have any visible impact, as Fellows were generally highly responsive to requests for participation during various data collection initiatives. A key concern was that the survey issued for the evaluation of the US-based part of the program, would have a negative impact on response rates of our survey. Our strategy to send our survey to the entire Fellow population apparently successfully mitigated this risk and a 35 percent survey response rate was achieved.

8.3 Ongoing shifts in the treatment and control groups during the course of the evaluation

Since the follow-on activities for the 2018 cohort was in the process of being implemented during the course of the evaluation, the evaluation had a "moving target" aspect to it: most importantly, the numbers of Fellows in the treatment and control groups (albeit to a small extent), shifted all the time, and therefore it is impossible to state the size of treatment and control group of the Fellow population in absolute values. For example, program records (as at the end of 2018/start of 2019) may indicate that a Fellow has *not* participated in follow-on activities, but they may in fact *have participated in one or more* follow-on activities by the time they participated in the survey, a KII or FGD. DWC attempted to compose FGDs so that they consisted of either Fellows who completed one or more follow-on activities (treatment group FGDs) or no follow-on activities (control group FGDs). The intent was to be able to compare treatment and control group FGDs. In practice, this did not work out, and in many cases focus groups consisted of both treatment and control group participants. However, in terms of the comparison of the population and the survey sample, this factor will have minimal impact, due to the large overall size of the Fellow population.

8.4 Sampling limitations

Sampling of countries for primary data collection in six countries was done purposefully on the basis of the overall size of the Fellow population in the respective countries (with the exception of Namibia, which was selected because it had a smaller Fellow population and a proportionally smaller number of Fellows who participated in follow-on activities), and ensuring that all three regions were covered. Despite the large numbers of Fellows in the selected countries, data collection took place only in the respective country capitals due to logistical constraints, and only

Fellows who were based in or close to the selected main cities could participate (convenience sampling). This inevitably created selection bias in favor of urban areas in selected countries. Random selection of Fellows for Skype interviews, which included Fellows from various countries in all regions, as well as from urban areas, countered this source of bias to some extent.

Accessibility of the interview venues in Lagos may have limited participation of Fellows, as the venue was on Victoria Island, while it seems as if most Fellows may live or work on the mainland. The challenges posed by the location of the venue were exacerbated by the timing of interviews which required participants to travel in peak hour traffic.

8.5 Varied levels of participation

Contact data of most stakeholders was readily available, and the only limitation to information was that it was challenging to access up to date contact details of Mentors and Practicum Hosts. Many of the mentors and practicum hosts who were contacted were not responsive to requests for interviews.

Regarding participation by sub-groups of Fellows, the following should be noted:

- Survey responses displayed a good balance between tracks: 31 percent (n=414) of Fellows in the Business and Entrepreneurship track responded; 37 percent (n=442) of the Civic Leadership track; 34 percent (n=17) of the Energy track, and 37 percent (n=419) of the Public Management track.
- Fellows from more recent cohorts had higher response rates to the survey: 53 percent (n=368) of the 2018 cohort responded, 35 percent (n=349) of the 2017 cohort; 31 percent (n=308) of the 2016 cohort; 25 percent (n=126) of the 2015 cohort; and 28 percent (n=141) of the 2014 cohort. However, participation of Fellows from earlier cohorts in face-to face interviews were surprisingly good.
- Fellows from marginalized groups, i.e. women and LBGTQI/gender non-conforming Fellows were well-represented in country-based and Skype interviews, as well as in the survey. However, as a result of the small number of these Fellows in the larger Fellowship population, their numbers were limited in the survey, and in many instances gender statistical comparisons could only include male/female comparisons (for example, out of 1292 (N=1292) survey respondents, only five (n=5) were gender-non-conforming and three (n=3) did not provide and answer). While the participation of women were notably lower in the survey: 28 percent (n=415) of female Fellows responded compared to 48 percent of male Fellows (n=869), and an overall response rate of 35 percent (N=1292), women were well-represented in the FGIs and Skype interviews. It is not clear why response rates for female Fellows were lower in the survey.
- The evaluation budget and timeframe for field work did not provide for specific accommodation for Fellows with disabilities. Despite this some Fellows with disabilities did manage to participate in face-to-face Key Informant Interviews (KIIs) and Focus Group Interviews (FGIs) in South Africa, but in one instance it was not possible for a Fellow with a disability to participate in Zimbabwe, as timely accommodations could not be made. The representation of Fellows with disabilities in the survey at 29 percent (n=52), was lower than the overall survey response rate of 35 percent (N=1292).

SURVEY

The survey sample overall is representative of the population, and as far as program track is concerned, However, for the other variables, i.e. cohort, gender and disability, the survey is not representative.

Power calculations of survey responses (One-way ANOVA hypothesis) with a sample of >1,200 gives a power of over 95 percent.

(See Annexure B)

8.6 Underlying assumptions

Initial assumptions that Fellows who participated, for example, in the Business and Entrepreneurship Track, would come from, and/or work in business or entrepreneurship were not 100 percent correct, and while it was possible to explore this aspect in interviews, the survey design did not fully accommodate this aspect. Further, survey design incorrectly assumed the LDPs had to be completed before Fellows returned from their US-based tracks, and in practice some of them only completed LDPs when they returned.

8.7 Survey design and implementation

Measurement was based on the evaluation team's understanding of the program, as informed by program documents and interaction with key program stakeholders in the inception and preparation phase. Some measurements used may have been too one-dimensional: e.g. in the survey, immediate outcomes for the Civic Leadership track were about number of people employed by non-profit organizations (NPOs) and reach of such organizations, whereas actual important impacts that emerged from qualitative data include impacts such as NPO leaders venturing into business to fund their own NPOs to diminish reliance on grants and thereby enhancing sustainability; or collaboration with other NPOs, non-government organizations (NGOs) or business, etc.

The Fellow database had three fields for email addresses, and none of them were complete. Within the time and budget of this evaluation it was not possible to clean up the database to have a single current email per Fellow, and therefore all email addresses for Fellows were used to reach them. Some Fellows therefore received multiple requests for participating in the survey, and some did indeed submit duplicate responses. Duplicate responses were identified during data cleaning, and specific criteria were used to determine which of the duplicate responses would be retained and which would be discarded (e.g. the response with the most questions completed would be retained; where more than one complete survey was received the most recent one would be retained; and where inconsistencies in personal data was observed, both records were discarded.

Some challenges were also experienced with the logical flow of the electronic survey, and it was decided to stop the survey and re-launch it with the logic adjusted. As a result, a smaller number of responses are available for some of the questions towards the end of the survey. However, the number of responses received were still sufficient for the analysis that was required.

8.8 Interviewer bias

The possibility of interviewer bias cannot be excluded, due to differences in nationality, ethnicity and language between interviewers and evaluation participants. Although it is necessary to mention this aspect, it should be noted that interview participants were frank in their engagement with the evaluators, and quality data was collected, including from marginalized groups.

9. Findings

This section starts with a presentation of the evaluation findings in relation to the main evaluation questions, and contextualizes these findings by providing a brief discussion on the program design and effectiveness, followed by a review of the extent to which follow-on activities were accessible generally, and specifically, per follow-on activity. At the end of this section, a brief overview of the impact of follow-on activities on Fellows, based on program monitoring and reporting as well as Stories of Change is provided.

9.1 Findings on Evaluation Questions

The evaluation found evidence of a number of impacts on Fellows as a result of participation in follow-on activities. LDPs played an important role to connect Fellows' US-based experiences and their participation in follow-on activities. The LDP both influenced the likelihood of a Fellow engaging in specific follow-on activities, and determined the nature of activities such as practicums and mentorships in many cases.

Three-quarters of survey respondents indicated that they did complete LDPs and the value of LDPs are clear from how survey respondents used their LDPs. LDPs had most value in the following areas: planning community outreach projects; career enhancement; and improving existing businesses.

Considering how men and women used their LDPs, men's productive use of their LDPs are consistently higher than that of women, except for seeking election into public office.

Of those who used their LDPs to:

- Plan community outreach programs (N=466), 67 percent (n=310) are men, and 33 percent (n=156) are women;
- Improve existing businesses, 72 percent (n=172) are men and 28 percent (n=67) are women;
- Enhance their careers, 69 percent (n=152) are men and 31 percent (n=68) are women;
- Fund non-profit organizations, 79 percent (n=124) are men and 30 percent (n=53) are women;
- Start new businesses, 72 percent (n=102) are men and 28 percent (n=40) are women;
- Gain promotion at work, 70 percent (n=87) are men and 30 percent (n=38) are women; and
- Seek election into public office, 51 percent (n=30) are men and 49 percent (n=29) are women.

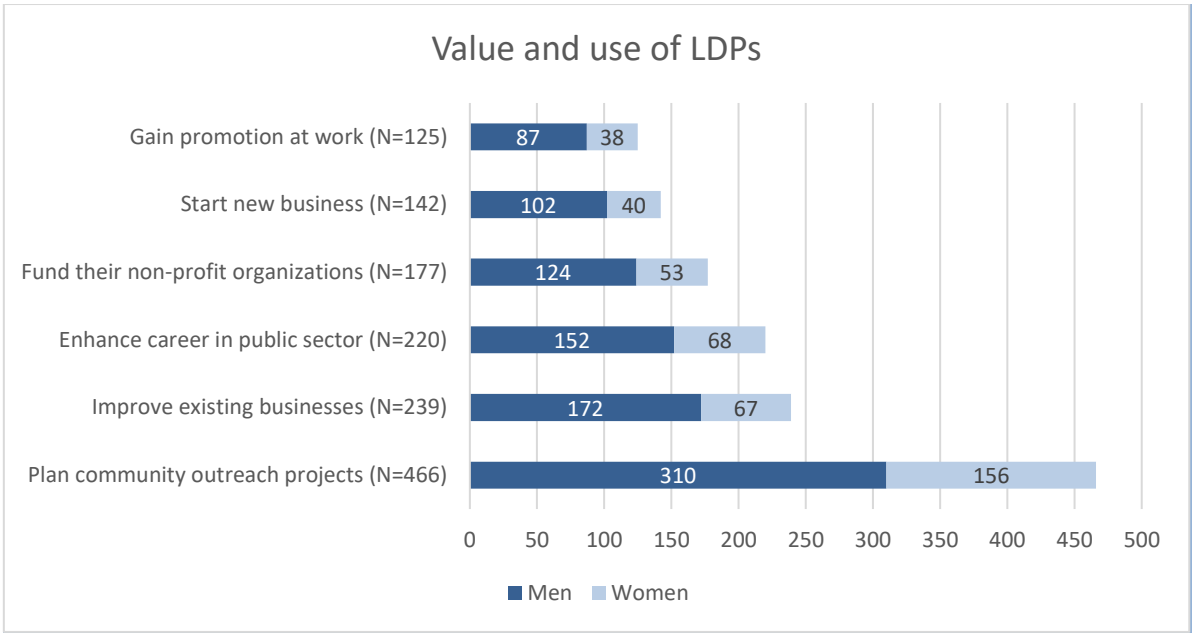

Figure 2: Value and use of LDPs

Before Fellows' gains in terms of skills, knowledge and attitude change, and the impacts of their Fellowship is described, it is worth noting that the vast majority of survey respondents (those who did and did not participate in follow-on activities), irrespective of the track in which they participated, are of the opinion that they benefited to a significant or very significant extent from participation in their respective tracks:

- Business and Entrepreneurship: 49,88 percent (n=210) said they benefited to a very significant extent, and 29,19 percent (n=165) to a significant extent.
- Civic Leadership: 42,40 percent (n=187) said they benefited to a very significant extent, and 43,54 percent (n=192) to a significant extent.
- Energy: 52,94 percent (n=9) said they benefited to a very significant extent, and 29,41 percent (n=5) to a significant extent.
- Public Management: 42,69 percent said they benefited to a very significant extent, and 43,17 percent to a significant extent.

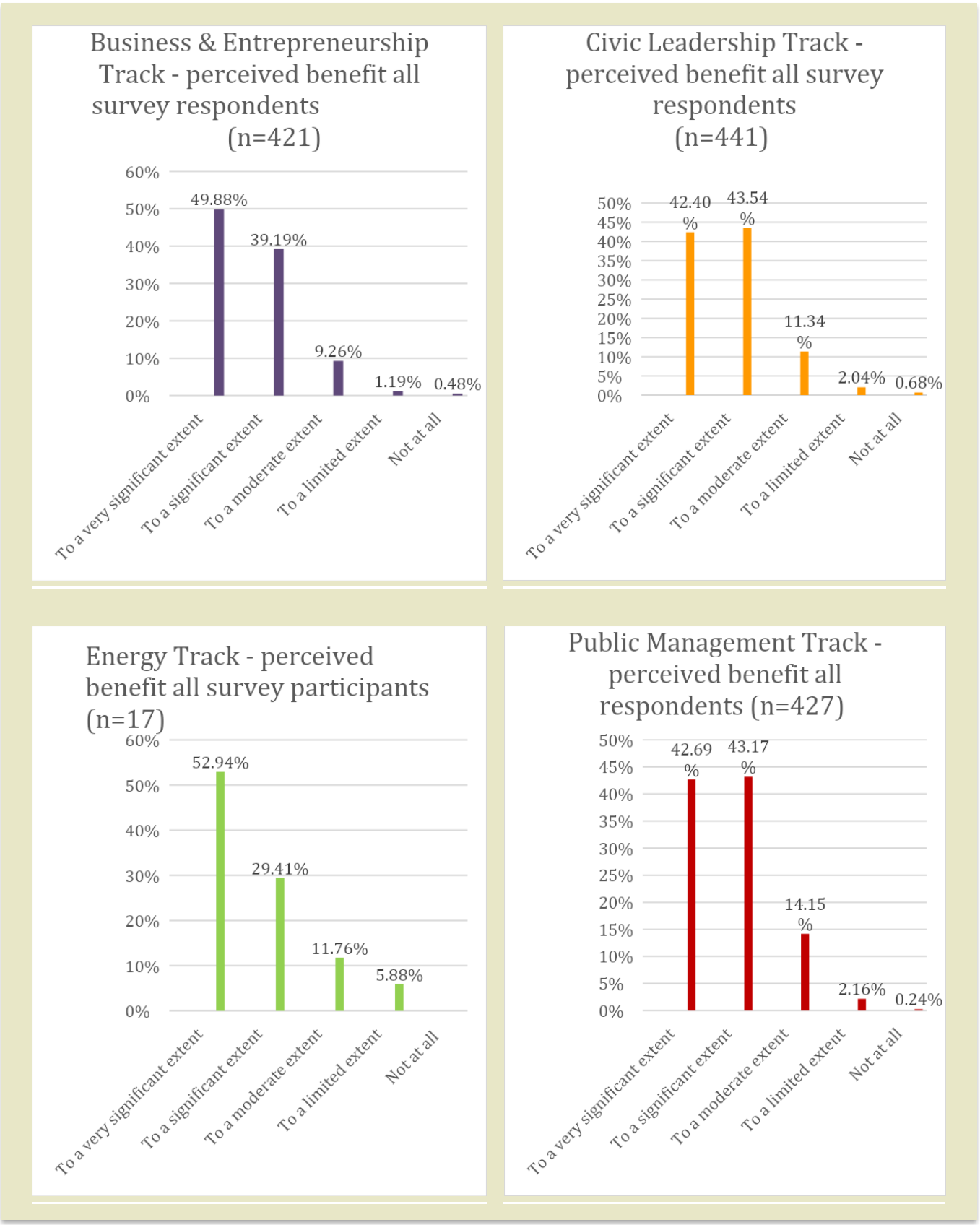

Figure 3: Perceived benefit by track

on specific evaluation questions.

9.1.1 Impact on skills, knowledge and attitudes

EQ 1. What is the impact of follow-on activities, on male and female Fellows' skills; knowledge; and attitudes necessary to become active and constructive members of society; compared to those men and women who did not participate in the follow-on activities (disaggregated per cohort and academic track: Business Entrepreneurship; Civic Leadership; Public Management; Energy)?

A survey question on skills gained and improved; knowledge gained or improved; and attitudes changed showed slight differences (not statistically significant) between respondents who did and did not participate in follow-on activities, and the only statistically significant difference was in terms of the Civic Leadership track, where Fellows (both those who participated and did not participate in follow-on activities) agreed more strongly that they have improved their existing knowledge or gained new knowledge. Statistically significant differences have also been observed in terms of gender with regard to which survey respondents said that they gained skills and knowledge and changed their attitudes as a result of the Fellowship.

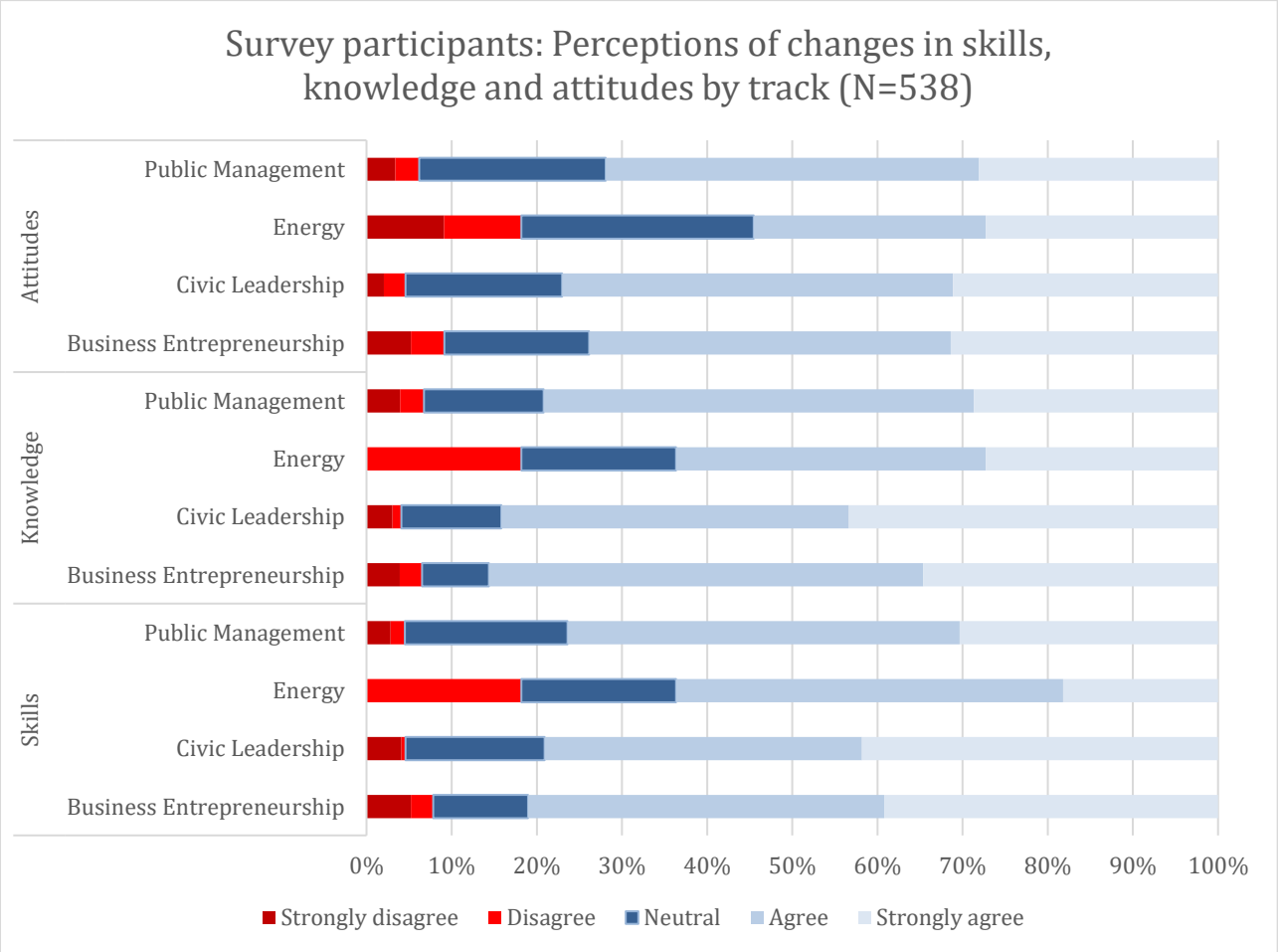

Figure 4: Survey participants: Perceptions of changes in skills, knowledge and attitudes by track

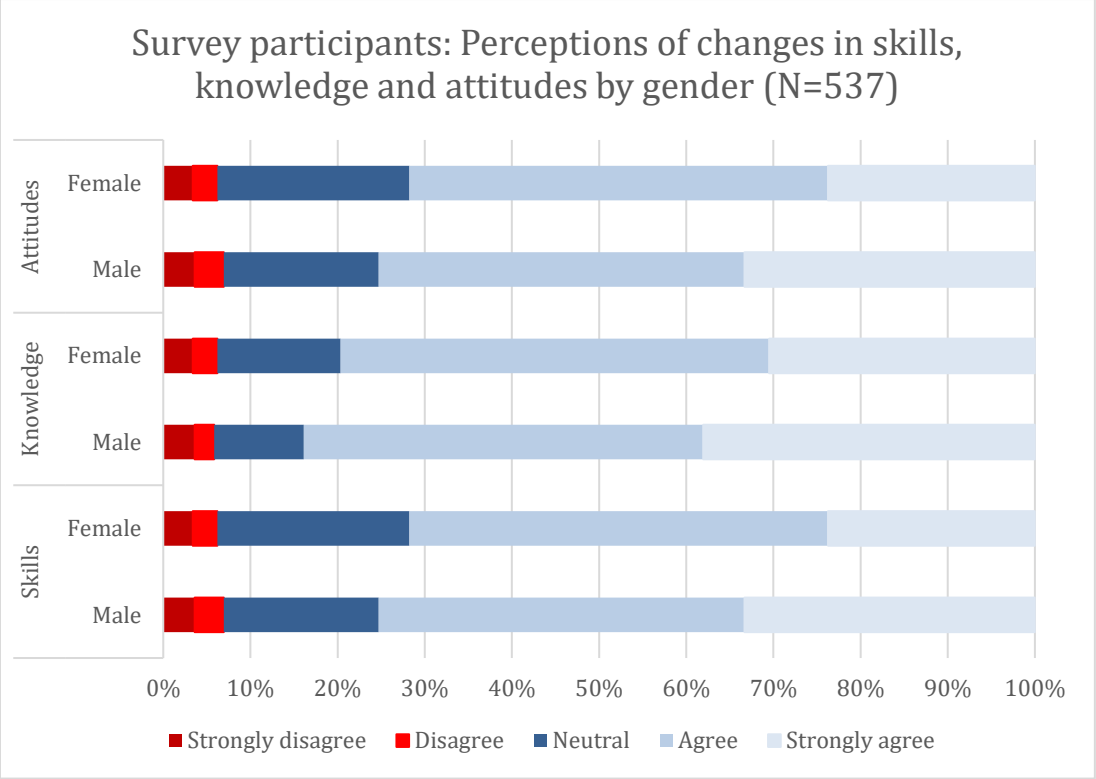

Figure 5: Survey participants: Perceptions of changes in skills, knowledge and attitudes by gender

Skills

The top skills gained by Fellows who participated in follow-on activities and those who did not, are reflected in Table X below, showing that the two top skills for both groups are Networking Skills and Communication skills.

Table 1: Top skills gained

TOP SKILLS OF FELLOWS	
WHO DID FOLLOW-ONS	WHO DID NOT DO FOLLOW-ONS
Networking skills	Networking skills
Communication Skills	Communication Skills
Teamwork	Time Management
Team Leadership	Team Leadership
Innovative Thinking	Problem Solving
Problem Solving	HR Planning
Planning	Public Speaking

The figure below show the extent to which survey respondents have gained skills from the Fellowship.

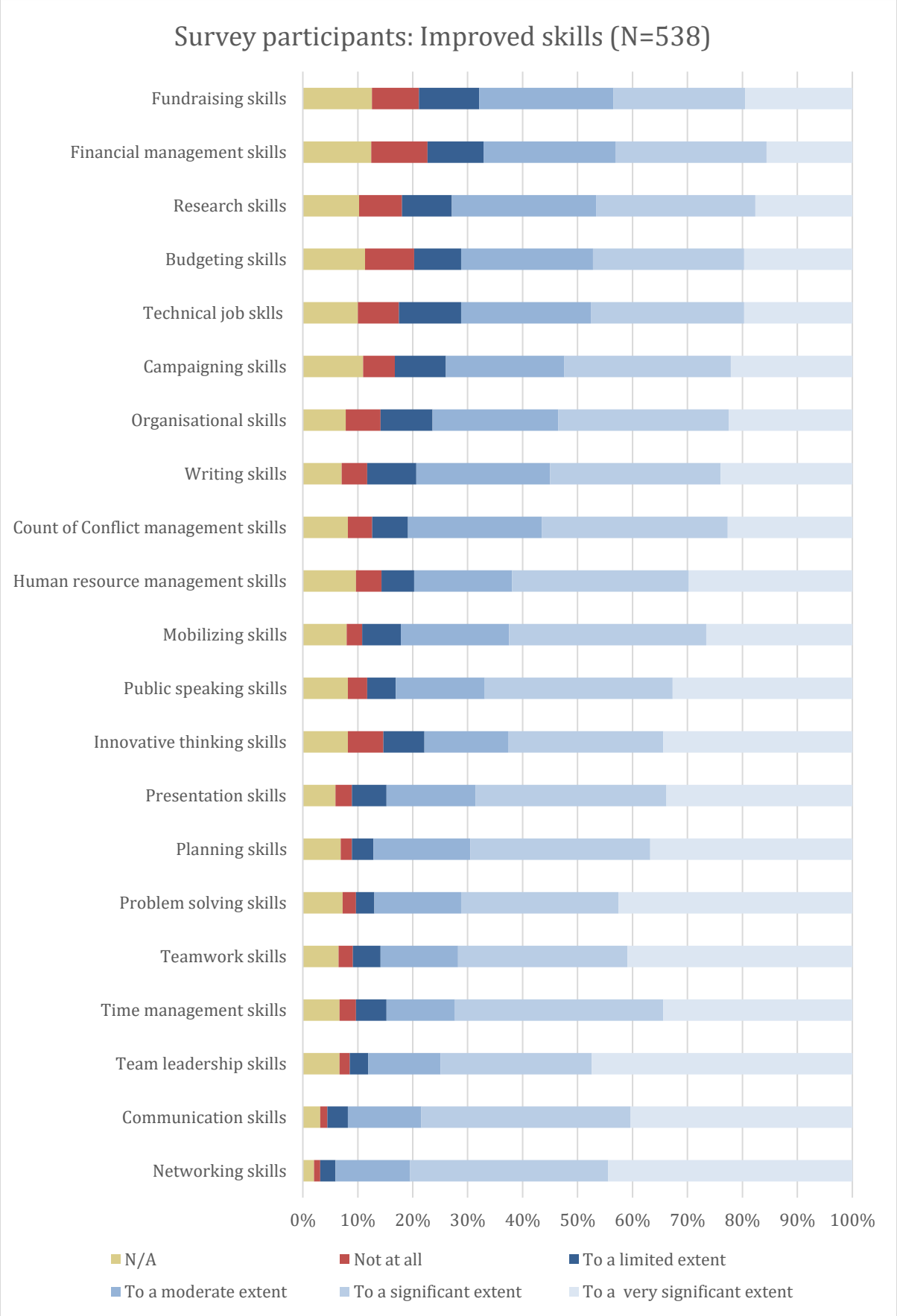

Figure 6: Survey participants: Skills gained

The differences for the following skills were found to be statistically significant: organizational skills; campaigning skills; Innovative thinking skills; Teamwork; and Human Resources management skills.

An analysis of skills gained or improved by track (for both Fellows who did participate and did not participate in follow-on activities) shows that the most valued skills per track are:

- Business Leadership and Entrepreneurship: Networking
- Civic Leadership: Networking and Communication
- Energy: Communication
- Public Management: Networking and Communication

The differences in skills gained by track were not statistically significant.

The value of Networking and Communication skills as the most valued skills has remained consistent for all cohorts, and Team leadership is valued at the same level across cohorts. The value of Problem-solving skills has varied between cohorts, and it has seen a slight increase as a valued skill since 2014. The only skill for which there is a statistical difference between cohorts is Public Speaking.

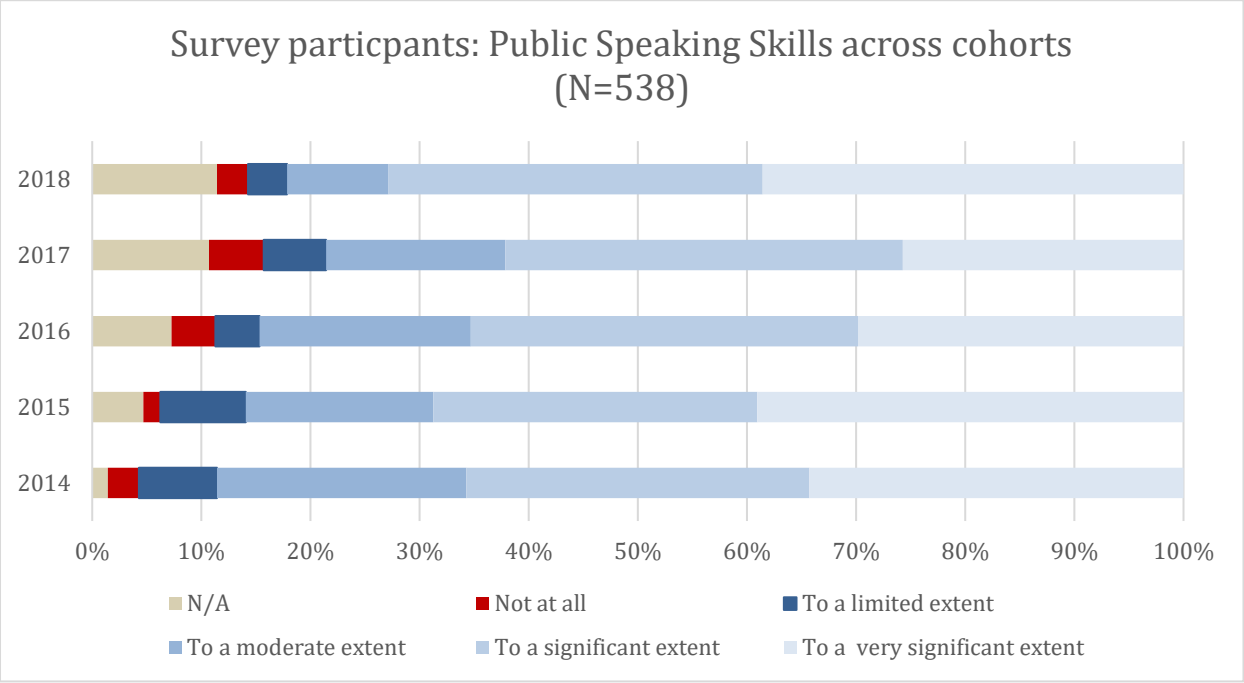

Figure 7: Survey participants: Public Speaking Skills across cohorts

The extent to which male and female participants value Networking, Communication, Team leadership and Problem-solving skills shows marginal differences, particularly if "to a very significant extent" and "to a significant extent" responses are read together. One gender-nonconforming respondent, have responded, and indicated that they have gained all four above-mentioned skills "to a very significant extent". Statistically significant differences have been observed between men and women regarding the following skills: Mobilizing skills; Campaigning skills; Financial management skills; and HR management skills, where male participants consistently reported higher gains.

Figure 8: Survey participants: Improved skills

It is clear, from the qualitative evidence gathered in this evaluation that follow-on activities such as practicums, mentorships, collaboration grants, speaker travel grants and RAB participation added to the theoretical knowledge and skills Fellows gained in their US-based experiences, by giving them a much more embodied, grounded and practical set of skills and knowledge gains, which they could put to use in their careers and lives in general.

Professional practicums and mentorships in particular were cited by Fellows as teaching them skills relating to their lines of work. Here, some key quotes from Fellows and practicum hosts or mentors are provided to illustrate the broader picture. A 2015 male Fellow from Benin who did his practicum in Ghana said the following: "*My organization had just started its development at that time, so I learned some skills like how to work with collaborators, how to recruit new collaborators."* This Fellow also said he learned strategic planning skills during his practicum.

Many Fellows in one-on-one interviews and FDGs said that they learned fundraising and grant-writing skills during their practicums, which are very useful to them in running their own organizations. A Fellow in a Nairobi FGD put it thus: "*…the first one will be the aspect of grant writing, because the director himself also runs an organization on the side, so I was able to sort of shadow him, as he was managing his other organization. So I was able to learn, which has actually helped my organization up to now, is grant writing, fundraising and even negotiation skills."* The same Fellow reported that she also got the chance in her practicum to supervise people much older than her and was able to form a cohesive team despite being young and not known to them. She adds: "*so that really taught me a lot with working as a team as a leader*."

Other participants in the Nairobi FGDs agreed that fundraising was a key skill they had learned, but added that there were several more skills they learned. One Fellow expressed her learning from a practicum as follows: "*…in terms of resource mobilization…I actually gained experience in that fighting ground of fundraising, because now I was actually involved directly with the resource mobilization African scheme. So I learned a lot in terms of that, and then also, now that I've engaged in that with community health, training trainers, I actually learned about training trainers, training facilitators. And that has escalated directly into my public speaking skills now. I become more confident, more articulate, more audible, in how I respond to issues, how I talk to the people."*

Another Kenyan Fellow agreed that it was not just the grant writing skills that were of value: *"Through the practicum, of course I learned a lot about grant writing. Because, as I said when I left, when I went for the fellowship, I hadn't done anything on grants. We were just fundraising locally, so I hadn't ever written a grant before. So through the practicum, I was able to learn about the grant writing, negotiating skills, presentation skills and how to forge partnerships with other organizations that are, like doing similar work, related to whatever it is that I'm doing. Ya the practicum, and from my mentor I learned how to leverage on my leadership skills like, probably when I'm invited as a speaker, what to negotiate for, what not to negotiate for things like that…"*

A PRACTICUM STORY FROM ZAMBIA

This story from a female Fellow from Zambia shows how her practicum experience, aimed at getting advocacy, resource mobilization and fundraising skills, had additional benefits such as gaining confidence in interaction with civil society actors, and taking leadership in meetings and workshops. At the same time she gained various other skills, such as training trainers, doing project budgets and timelines, while also enhancing her knowledge of the Zambian Constitution, which she found very helpful.

"So, with the practicum I was placed with an organization that is very key to the civil society space here in Zambia which I think I was very fortunate to be part of. And, when I went in, during my Leadership Development Plan, I had indicated wanting to learn advocacy skills, especially resource mobilization and fundraising. So, this organization is very, very vocal in terms of advocacy, advocating for democratic governance and leadership, within Africa.

So, but my specific field is in education, even though it is educational advocacy, so they didn't do that as a specific aspect but they do a lot of advocacy and programming which I had not much experience of. Previously I hadn't worked in the NGO, I didn't have much experience working in the NGO space. And so, when I went in, I was a little apprehensive and anxious, thinking I didn't have the experience that I needed to do the work, or also give back. But I did gain a lot of experience interacting with this civil society organization in Zambia. And also even moderating civil society meetings and annual general meetings and attending various workshops, and even facilitating a number of workshops. For example, regarding the constitution of Zambia which was very, very helpful for me. It really gave me a different understanding that I had never had before of the Zambian constitution.

And so that experience was very, very beneficial and not just in terms of the knowledge that I got. I got programming skills that have enabled me to do a budget for a specific programme, making timelines, which I had done before for my previous work, but not necessarily in the NGO space. And then understanding the reporting styles and writing grants and also apps and how it works in the NGO space."

Leadership skills was another area that some Fellows felt they gained through follow-ons, particularly RAB participation. A RAB chairperson from Namibia explained it like this:

"I think having served on the Board, it's easy for me to separate that a bit from the fellowship, and my attitude has definitely changed in terms of how I do leadership. And, just also, my personal capacity as a leader: I can serve on a board, I can make important decision, I can implement things, I can do monitoring and evaluations. So I think my attitude was just more like, I can actually be an active role player in a more public space because I am used to just being in my own business, like, kind of, in my own little corner. But I can move out of that and, you know, do things that have a larger public impact and so my attitude towards what I can contribute to society in general changed...I kind of started to see that differently because of serving on the Board."

RAB members from Zimbabwe, Kenya and Ghana who were interviewed agreed wholeheartedly that the experience had improved their leadership skills, particularly in communication, conflict management, negotiation and understanding processes.

Fellows also gained specific technical skills relating to their work. As this Nairobi practicum host explains:

"*Putting together research, setting down an evidence base for research, for justification for public interventions and then the other thing was now just programming, developing theories of change, developing logical frameworks, developing plans, budgeting for public health, and then monitoring and evaluation, and then a bit of it was programmatic writing for a report and also some, and some academic writing for, for technical documents such as these landscape mapping and also manuscripts for possible publication.*"

A Nigerian Fellow testified about how she had been able to learn how to run a company in her difficult home environment:

"Specifically, I would say how to run a production company. Now, running a production company in Nigeria is very difficult, because you got to pay a lot of fees. I mean, if you're not careful, you will be ripped off you know. So I have learned how to avoid getting into trouble...So, I would say I learned step by step...how to run a production company."

Similarly, a South African practicum host reported his Fellow learning a lot about financial management and strategic management:

"*Alright, so the area obviously that she got a lot of skills is I could tell that she was not exposed to sales: managing sales teams, managing operations, right, processes, systems, how things generally work in the business environment, she was not exposed to that. I think she benefited mostly on that. So strategy right, yes she is a very big picture thinker, but I think with the strategy session it has exposed her to understanding how do you plan ahead for a business? ...how do you engage staff to contribute to the strategy of the0rganization organisation? Financial acumen, which is because she is a marketing person, PR. She is not more inclined to numbers, but I exposed her, because I was involved with our budgeting process, financial reporting, monthly financial reporting that our accountancy do. She will sit in, in those meetings. So, I believe obviously it's a short time, but it made an overall person and then dealing with difficult problems in the organizsation..."*

Communication was another area which activities like the Speaker Travel Grant impacted, as this Nigerian Fellow reported:

"...most definitely there was improvement in my skills set. So, I'll start out with the Speaker Grant. Now I've been speaking within my local community, but the Speaker Grant gave me the opportunity to face a wider audience, and speak in a way that they would understand what we do, understand the impact we are making in the country, and also connect with people from across the world in a different way. Now, I went for the performing arts world conference in New York, so that meant that I was meeting with people from all over the world, and so that exposure itself taught me, you know, to improve my public speaking skills... So, in terms of my communication and my networking skills, it went to a whole new level just because of that experience, and I have done subsequent speaking engagements after that.."

Similarly, a Tanzania Fellow said the following about his conference presentation made possible through a STG: "*It helped me practise more, my public speaking skills. It helped me to answer questions in regards to governments, anti-corruption and transparency, so that I managed to get skills in that area more and understand how other uhm institutions and countries are doing.*"

Knowledge

The top three areas in which survey respondents who did participate in follow-on activities, and those who did not participate in follow-on activities gained knowledge are the same, and the next highest three are also the same, albeit with slight differences in the extent to which survey participants gained new or strengthened their existing knowledge to a significant or very significant extent. These differences were not found to be statistically significant.

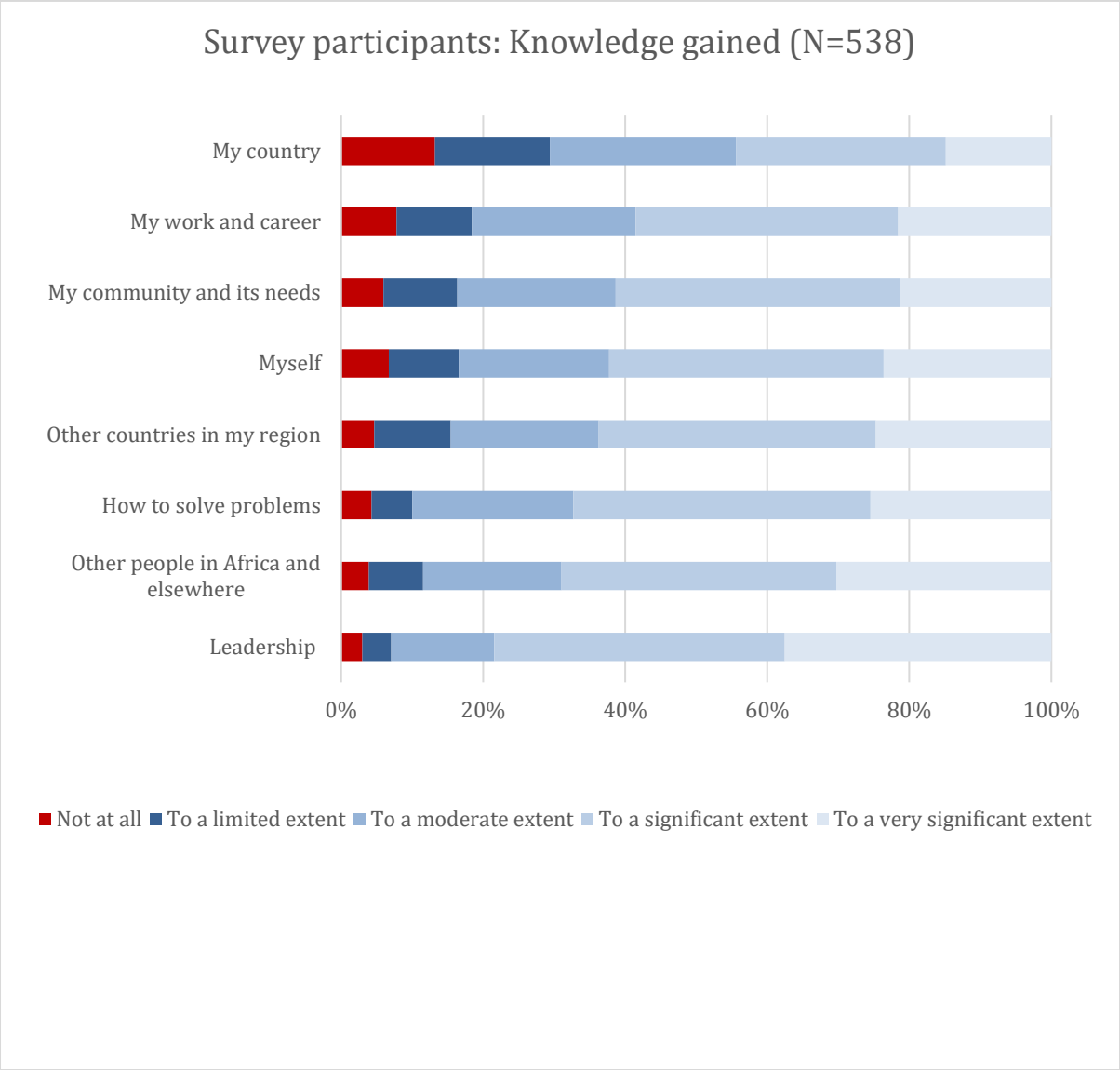

Figure 9: Survey participants: Knowledge gained

Table 2: Knowledge areas developed

Fellows WHO DID PARTICIPATE IN FOLLOW-ON ACTIVITIES (N=302)	Fellows WHO DID NOT PARTICIPATE IN FOLLOW-ON ACTIVITIES (N=236)
• Leadership (80 percent; n=241) • People in Africa and elsewhere (68 percent; n=205) • Problem solving (67 percent; n=202) • Community needs (62 percent; n=188) • Knowledge about myself (62 percent; n=188) • Other countries my region (62 percent; n=187)	• Leadership (77 percent; n=181) • People in Africa and elsewhere (70 percent; n=166) • Problem solving (68 percent; n=160) • Other countries in my region (66 percent; n=156) • Knowledge about myself (62 percent; n=147) • Community needs (60 percent; n=142)

Knowledge about leadership, problem solving and people in Africa and elsewhere are the three top knowledge take-aways for participants across all tracks, except for the Energy track, where knowledge about self, replaced leadership. The only area in which a statistical difference was detected in terms of track, was in terms of own work and career.

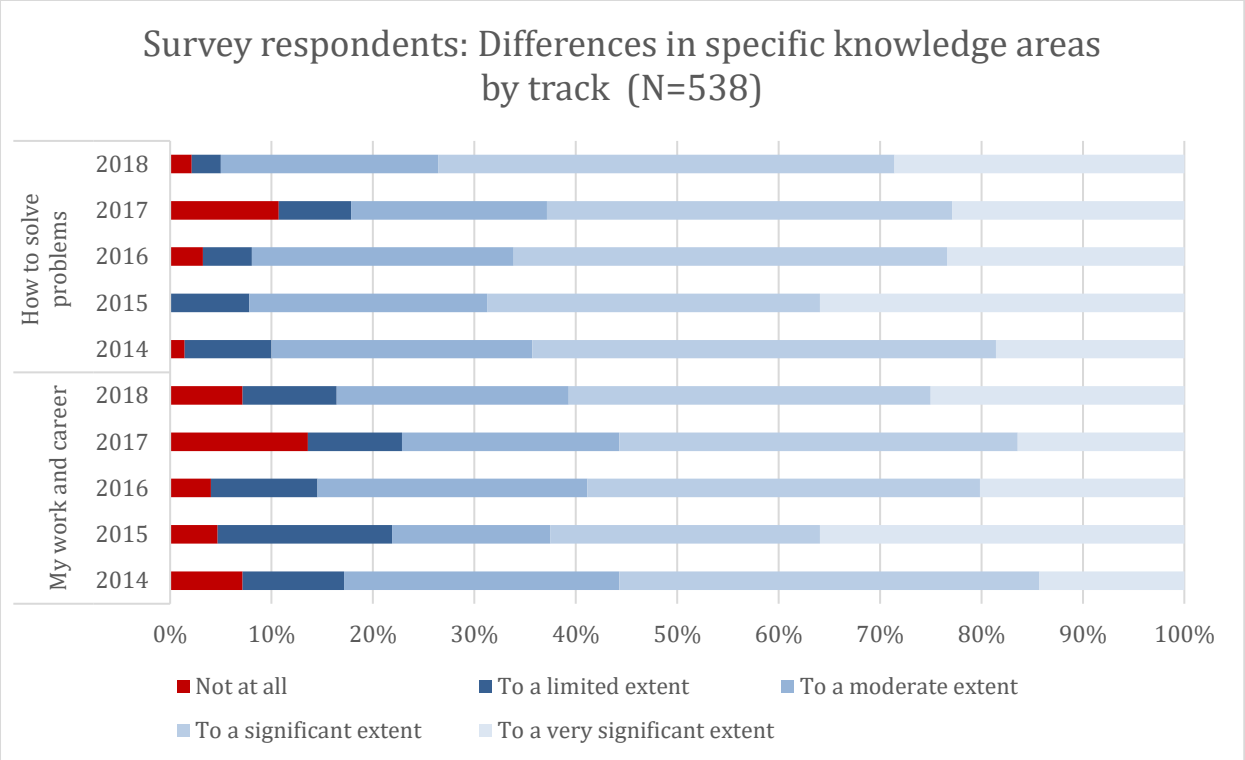

Figure 10: Survey respondents: Differences by tack

Leadership knowledge was the top knowledge acquisition for all cohorts and other knowledge areas that were ranked the highest by the respective cohorts are Leadership skills, People in Africa and elsewhere, other countries in their regions, problem solving and knowledge about self:

- 2014: Leadership skills; People in Africa and elsewhere; Knowledge about self
- 2015: Leadership; Other countries in my region; Problem solving
- 2016: Leadership; People in Africa and elsewhere; My community and their needs
- 2017: Leadership, People in Africa and elsewhere; Other countries in my region
- 2018: Leadership, People in Africa and elsewhere; Problem solving

The differences in knowledge gains were found to be statistically significant across cohort in terms of the extent to which respondents reported having gained knowledge in the following areas:

- My work and career
- Problem solving

For all knowledge areas, male survey respondents indicated higher levels of knowledge acquisition than female survey respondents. Differences between the extent to which men and women reported gaining knowledge in terms of problem solving and leadership was found to be statistically significant.

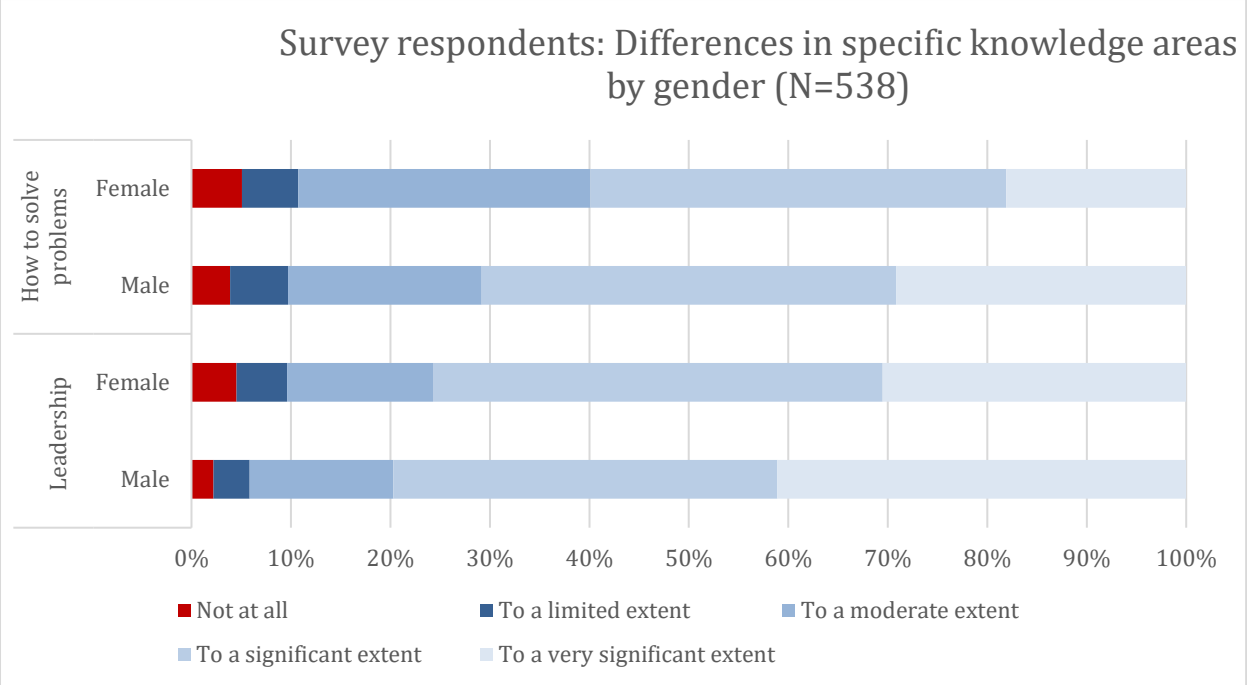

Figure 11: Survey respondents: Differences in knowledge areas by gender

Fellows found it difficult to separate knowledge gains from technical skills-acquisition, as described above. Certainly, many felt they learned new knowledge from mentors, practicums, from serving on the RABs, and from networking in various ways with other Fellows. Some who participated in the online learning events and communities of practice also felt strongly that they gained new knowledge from these forums.

At times, knowledge gains were better articulated by practicum hosts and mentors than by the Fellows themselves. For example, a Nairobi practicum host which is a peacebuilding organization explained how the Fellows they hosted changed:

"*I think they did, coz ah previously their perception of peace was, we as a peace organisation, we actually solve conflicts, like we go to a place where there is a fight… But then we told them, our approach to peace is completely different. We try to find out what are the structural issues that actually affect peace. And then they were like, 'okay, this is completely something new', because you would find most of them have solutions towards what conflict already is, so what is the solution, but we're now trying to tell them, try come up with solution that you are able to come up with, so that we start solving the issues before we actually have the problem*."

A STORY OF ALL-ROUND DEVELOPMENT THROUGH THE EYES OF A HARARE PRACTICUM HOST

In this story, a Harare practicum host articulates new knowledge gains and all-round development, in the Fellow he hosted.

"Okay, so when we took him in, we had a lot of advocacy [and] educational organising programs we were doing at the time… So, we'd then also sent him to be part of the work which is taking place in the organization, when we were setting up some other structures and organising, he would be part of it.

When we were doing some education programme, be it on lobbying, advocacy, or having special meetings with these key important officials in the government structures, he'd be part of it. And also, at office level, we would give him some tasks, say, to write some reports, or prepare a certain section of a concept of a proposal, so that he would carry a holistic practical skill, of the work which we do on the ground…

To be frank, he gained a lot of knowledge, because he is now is totally different altogether, he has really matured as a leader. And he has even expanded on his passion. It's no longer just a passion, it's now passion with a vision and strategies around how to follow through the vision.

So he has really improved, and I think that the training he received, he really appreciated, because sometimes when you are working with these membership driven organisations, there are many things we should fall away, issues to do with your personality, how you should present yourself to people, you know, in order for you to be attractive to them, how to handle or manage different characters of the people, different attitudes within one pot. …we are still working together as we speak now. We are partnering some sections."

A Nairobi FGD participant said they had gained new knowledge about research from their practicum:

"*…I actually learned more about conducting research especially the social research, doing like, the research on several projects which are like on entry levels, and we actually had to now do the entry process that included now doing the baseline survey so for that I actually, it's a new set of knowledge that I got like surveys doing the mapping so it is something that uh I can actually say I did help and know how important it is when you want to start a project in, in a particular place."*

Regional Advisory Board members also gained much by way of new knowledge, as many of them testified in FGDs and in survey responses. As one stated in the survey, "*I was elected by*

people from my country to run for the RAB; for me it was an opportunity to serve at a continental level, to promote the interest of Fellows and provide a way to further enhance their collaborative efforts through engagement with IREX and USAID. I was also motivated by the need to develop myself further personally in terms of working with other leaders." Another RAB member put it thus: "*I have always aspired to participate in an international leadership activity and the RAB came to my aid, getting a diverse experience on things is at the heart of all that I do. Being part of the 2016 Southern African RAB team was very insightful and worth the experience. I had a chance to learn and share with other smart young leaders*." Another RAB member in the survey testified that it helped his business: "*In my personal business, I have so much used my braining storming skills I learned from the RAB to solve issues and planning for activities with my employees*." And a Harare female RAB chairperson who participated in an FGD reflected thus:

"*In the RAB I think teamwork, teamwork and patience. Patience is a skill where some of the things that we had to learn, then you realise that we have to deal with people from different walks of life, from different countries, with different cultures and different backgrounds, for the same purpose. So your purpose at the end of the day is the same, so all of you are trying to get to the same thing, but you all have different ways of doing it. And being in authority and under authority comes into play, and you'll have to learn the nuances of, ok the RAB is not IREX, so it's not going to detect I mean to tell IREX what to do. What is an advisory board? And while we are in the advisory board within our midst, how do we get together to speak in one voice to IREX, to USAID to all of that*."

Another RAB member also talked of a broader set of skills she acquired:

"*My country cohort mates unanimously nominated me as their sole candidate for RAB. I thought because they put that much trust in me I could represent them. I also thought it was a great opportunity for me to continue networking, as well as learn presentation and public speaking skills as well as soft skills in dealing and working with young leaders who are strong minded and doing great work in their various spaces. The CoPs were a brilliant idea something I had not done before, so to me it was both a learning curve and something I have adopted in my professional life*."

On the topic of the Communities of Practice, other survey respondents also talked of what they gained from participation, and mentioned other follow-on activities of value: "*I was inspired to participate in CoP, because most of topics of discussions were ones I have the expertise, and so I felt my contribution would add real value to the discussion for future implementations. I was motivated to participate in the collaboration grant because I felt it would give me the necessary hands-on experience to successfully implement and manage a project*."

Another respondent agreed, adding further insight from other networking events: "*I participate in the webinars and COPs because there is always a wealth of knowledge that is shared. Even when it is not directly connected to mental health, I still learn something about whatever topic is being discussed. I also participated in the Continental Conference, because it was a great opportunity to reconnect with my Mandela Washington Fellowship family - the Fellows I met at Drake University. It was also a great opportunity to learn from other young leaders about how they handle challenges in their communities, as well as to share about my journey and experiences so far to help other Fellows in their journeys*."

In a Harare FGD, one Fellow also explained the value she got from participating in the CoPs:

"I'm not really an expert in some of the discussions that the community of practice groups that I had followed. They were how mostly business and entrepreneurship, youth empowerment, which is not really my area of focus, but I managed to at least, you know, have an insight on business and entrepreneurship as eventually everyone is an entrepreneur in some way or another. Also on youth empowerment, I got to learn a lot on strategies and initiatives that we are doing in the different countries and ideas and all that…it has kind of opened up my mind, so that when I interact with my other Fellows who are also in those spaces I can at least contribute and even understand, you know, the angles they would be coming from… I think it's more exposure to other areas, other than what I'm involved in. That is what is interesting."

Other Fellows touched on the value they got from the guidance they received in mentorships and practicums: "*With mentorship specifically, it was an opportunity for me to have guidance on implementing my Leadership Development Plan and further to help me with transitioning into the international development sector. My mentor was in the international development sector and gave me invaluable guidance*." Many said that they hoped their mentors and practicum hosts would help them to implement their LDPs effectively. As one said, "*I know that learning is based on repetition, team work, and having a good support system. So I intentionally made it priority to participate as much as possible*."

Some also used Collaboration Fund Grants to learn more: "*I wanted to learn more about aquaculture so I applied for a CFG with a peer from Ghana. Also, I wanted to learn more about my peers' experience on education and youth employment, so I participated in CoP regarding that matters."*

For many, participation in follow-on activities was to gain new skills and knowledge about themselves, their lines of work and their career aspirations.

Attitudes

The biggest shift in attitudes was regarding leadership, followed by gender and disability. 73 percent (n=220) of respondents who did participate in follow-on activities indicated that their attitudes towards leadership changed to a significant or very significant extent, compared to 70 percent (n=165), who did not participate in follow-on activities. Over half of survey respondents who did participate in follow-on activities (n=161; 53 percent) reported that their attitudes to gender roles, rights and sexuality shifted, compared to 47 percent (n=112) of survey participants who did not participate in follow-on activities. The same shift in attitudes was reported in relation to disability. The areas in which survey participants reported less shift in attitudes are in terms of religion and politics. Statistically significant differences were not observed between fellows who participated in follow-on activities and those who did not.

The Civic Leadership track, saw the biggest attitude shifts, with the highest levels of change in three of the five impact areas. Attitude shifts to a significant or very significant extent were as follows:

- Leadership: 76 percent (n=148);
- Disability: 57 percent (n=112): and
- Gender: 55 percent (n=107).

Survey respondents in the Energy track reported the biggest shift in attitudes regarding religion: 45 percent (n=5) reported a significant or very significant shift in attitudes.

Survey respondents in the Public Management track reported the biggest shift in attitudes towards politics, with 38 percent (n=68) indicating that their attitudes in this area shifted to a significant or very significant extent.

The differences across tracks were not found to be statistically significant.

The 2015 and 2018 cohorts reported the highest levels of significant or very significant changes in attitudes in the respective change areas are as follows:

Table 3: Attitude changes and cohort

ATTITUDE CHANGE AREA	COHORT WITH HIGHEST CHANGE
Politics	2015
Leadership	2018
Gender roles, rights and sexual orientation	2018
Disability	2015
Religion	2015

Attitude changes regarding disability, were found to be statistically significant across cohorts.

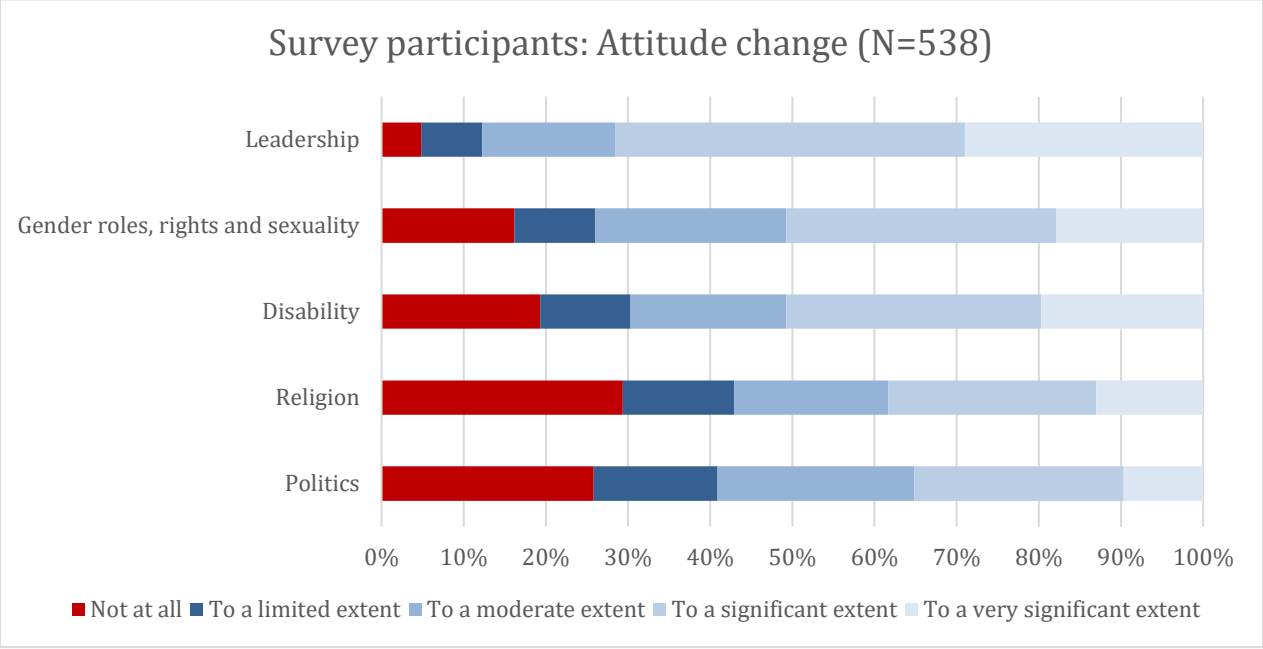

Figure 12: Survey participants: Attitude change

Survey respondents who participated in specific follow-on activities were asked to indicate to what extent the specific follow-on activity in which they participated contributed to change their attitudes. The follow-on activities that contributed most (to a significant and to a very significant extent) to attitude change are:

- Continued Networking and Learning events (57 percent; n=117);
- Practicum (54 percent; n=155);
- Conferences (52 percent; n=100); Mentorship (48 percent; n=86); and
- Collaboration Fund Grant (45 percent; n=60).

Activities that contributed least to changes in attitudes are RAB participation (35 percent; n=41) and Speaker Travel Grants (24 percent; n=23).

A comparison between male and female survey participants' reported change as a result of participation in follow-on activities shows that male participants reported higher levels of attitude change in comparison to female participants.

The extent to which participation in the Fellowship changed their attitudes, is something that many Fellows did not anticipate. Some experienced radical attitude changes, and a common sentiment in interviews that the Fellowship changed their perspectives on how they position themselves to make an impact in society, their perspectives on partnerships and collaboration, and how they viewed Africa and its potential.

"…I considered myself as a seed, so I went back to my country as a seed. I plant it. and I think: 'now I am growing!' I may be a tree now, and tomorrow, or several coming days I may become a forest in my country and sub-Saharan Africa. That is the biggest metaphor I can use to talk about the impact of my participation in that program."

FELLOWS' STORIES ON AFRICAN POSSIBILITY

This conversation in one of the Namibia Focus Groups show how the Fellowship alerted this group of Fellows to the possibility of their country and the continent, and how they see this positive attitude about Africa and its potential spreading wider, because of the changes in how they engage with others and approach issues.

"…the Fellowship above all else, is an opportunity to look at the continent and its people, with a sense of hope…We have a lot of amazing human beings in this country that are doing something in their world, and into their space… It makes me less cynical about the world, it makes me see that things can get better and we'll get better… Because there are people that are coming up right and they are making things happen and maybe, 'cause I don't hear about it, doesn't mean things are not happening…"

"…[it gave me] a sense of possibility cause I've realised that I would find myself in an environment where I'm the only one who sees something good, and the next person will see something good… So your outlook, you see more positivity instead of negativity…I haven't met a useless somebody [person] in a long time…"

"It opens your mind to all possibilities. You can have challenges, but somehow you always find solutions for those challenges and you get through."

With attitude, it is particularly difficult to separate out the impact of the US institute experience from the attitude changes that may have been brought about by follow-on activities. It is clear that the US experience of many Fellows had profound impacts on their attitudes, in meeting new people and opening their minds to different ways of being and thinking.

A STORY ABOUT A NIGERIAN FELLOW SHIFTING HIS ATTITUDES ON MORE THAN ONE ISSUE

This story form a Nigerian Fellow sums up the kinds of experiences Fellows had in the US which opened their minds. In his case, he mindshift as in terms of persons with disabilities (PwD), and LGBTQI activism.

"*There was a girl in my cohort and she was blind. So the first 3,4,5 days I didn't talk to her. I was confused. How would I introduce myself? How would she, would she know me the next time? I was just confused, and the day I went up to her to say 'hello' she mentioned my name! I was shocked! She said she heard people greeting me, and she just knew I would come around and greet her someday. So, I became more aware of people's disabilities. I became more tolerant of other people's views regarding life. LGBTQI rights for instance. There was someone in my set that was an advocate. Here in Nigeria it's a bit, it's not common to hear stuff like that, so we started from the bottom and became friends. So those are the things I could say are really my takeaways from the fellowship*."

A Ghanaian Fellow who shared accommodation with a Kenyan LGBTQI Fellow in America gave a similar testimony, as in the story above, as did several others in focus groups, and in the survey responses.

As important as this kind of attitude change is, it cannot really be attributed to the follow-on activities. However, it is worth recording some of the kinds of attitude shifts the Fellows report. In interacting with other Fellows through WhatsApp groups, through CoPs, at conferences and through other events and YALI activities, Fellows have also had these mindset shifts solidified. Friendships formed in the US and maintained back home have ensured that such consolidation has taken place for some Fellows. For example, Namibian Fellows attending an FGD discussed what they had learned from each other, specifically around the challenges faced by marginalised and exploited compatriots: "*I mean, even things like the girl child. I wasn't even very aware of, you know, the issues surrounding, you know, girl child growth, getting educated. It wasn't something that I came across much, just in, you know growing up in Namibia…"* Her friend also shared how she was with another Fellow who campaigned on gender-based violence, which opened her mind, while another Fellow shared how her eyes had also been opened to issues in society.

"I am more open minded. I am from a society where certain things are not respected. You know we don't value… we don't even give time to certain things. And now, I am a type of guy who is open to now other things…like… same sex… The fellowship helped me to be open minded regarding the situation, because I am from the society, we don't tolerate certain things, like for instance, sorry to say, like man to man or woman to woman. But the fellowship advised me personally to have a broader view of this kind of situation."

Other Fellows reported that their minds were opened about other African countries, and the common challenges and potential in Africa. As one survey respondent said: *"Through networking with other Fellows from other African countries, I was able to learn more about the challenges they face, the achievements they are making, and learn that I can equally work on such achievements back home in my country."* Indeed, Kenyan Fellows in a FGD also reported that prior to meeting Fellows from Zimbabwe, they had assumed it was a very "backward" country (because of media reports about the economy and Mugabe), but they had changed their view when they met Fellows in the US and discussed with them in their networks after returning, as well as at the regional conference. As one of them stated:

"I learned I was able to take an interest in other African countries, because initially I was just passive. I was just like you know, Tanzania it's our neighbour and all, but from the interactions with other Fellows from [there] I was able to take interest in terms of their government, their governing structure. And things like that affect the Tanzanian population, that could be similar to what is affecting the Kenyan population. I was able to learn a lot about the West African nations, which I had initially probably not thought about. Like Liberia, the effect of the civil war on the population, like right now the structures that they are using to help the country to develop the economic, like back home, and to help them to just come up as a country, and about why the Northern countries in Africa are detached from the sub-Saharan Africa. Ya, so I was able to gain a lot..."

A Fellow from the DRC also shared the following:

"Yes, I would say yes it change my perception, even my attitude. I would say…the first one was in the Regional Conference…and the second level was with the other Fellows, because that was the interaction with other people, part of Africa, that actually changed my perception and attitude. To see [them] address similar issues that actually the country, and in public health as well, so we will actually share our experiences. We will learn from them. So yeah, it definitely changed my attitude and perception."

Many other Fellows reported that they felt more positive about Africa and the potential of what Africans can do if they collaborate. For example, Namibian Fellows in an FGD stated that meeting other Fellows inspires them and gives them hope:

"For me, the Fellowship above all else… is an opportunity to look at the continent and its people, with a sense of hope…we have a lot of amazing human beings in this country that are doing something in their world and into their space. So I think that, for me, gives me a sense - it makes me less cynical about the world - it makes me see that things can get better, and we'll get better because… it's not the bad guys that are winning. There are people that are coming up right, and they are making things happen, and maybe cause I don't hear about it, doesn't mean things are not happening, right? So, I think that's what I appreciate about the Fellowship…that gave me a sense of hope and belief that Namibia, Africa is on the rise."

A Zimbabwean Fellow in an FGD shared a similar sentiment:

"Ja, I realised that, look at the end of the day, the gold and everything that we're searching for is actually here in Africa. We just have to, just kind of look for it, you know, or kind of develop it, or whatever it is. Yeah, it was a big eye opener for me, because I thought you get there [America] and I'm just like stunned and I want to be there and I wanna live there, only for me realise, never!

I would just no, I want to be home, and I want to be here, and I want to see my community do better, my country do better, Africa do better, because I feel like we have so much to offer."

A STORY ABOUT IMPROMPTU GHANAIN COLLABORATION AT A CONFERENCE EVENT

This story told by a Ghanaian Fellow, is about how his continental conference experience in South Africa taught him the value of collaboration. He had volunteered to exhibit some Ghanaian textiles at a conference event, but then it did not go completely to plan.

"In South Africa, where we could exhibit produce or wears that people could buy, or to show exactly what we are doing and all of that... And upon setting up my stand, another Ghanaian colleague needed to set up, and interestingly she had just about the same thing I had to exhibit. Oh! But we just had to bond in a nice way to attract customers to ourselves, because it's a competing space.

She also had [textiles] but setting up at the same location at the same spot initially, it was like 'oh boy someone is gonna take your market', you know?

But I had to re-enhance my thinking to let it be like 'oh well we are both going to share the space, we can have fun with it because after all we doing this to represent our country'.

And that instant sort of realisation was good enough to carry us through. Because eventually what happened was, we even had to counter-sell our stuff, you know tell people that OK – mine is fabric but hers is already made up, so if you don't need the fabric, rather go get the one that is made up.

And I think that was a very nice thing we could do together so that was the learning you know."

Among the many survey responses on attitude change, a few illustrate that Fellows appreciated the personal shifts they had experienced. Some other examples are:

- Being "confronted" with the visions, guidance and beliefs of a diverse group irrevocably changed Fellows perceptions about life, and helped them discover their own ability to adapt and accept diversity.
- Shifts in attitudes about gender helped Fellows to change the way they conduct their work, and now they are giving equal opportunities irrespective of gender, and are making accommodations for PwD: *"... I have given equal opportunities to both male and female students of mine in projects, lab chores, seminar presentations, as opposed to the former gender more. Regarding people with disabilities, I have insisted on the need to ramps and entry to classes to be included for such students were necessary. And more importantly I have a student with disability under my constant supervision and care."*
- Attitude shifts lead to open-mindedness which helped Fellows to collaborate with organizations they would not previously have considered to help them address issues in their communities.
- Fellows have learned to use their "talents and privileges" for the benefit of those who are disadvantaged, and their changed attitudes have also encouraged them to act ethically: "*A lot of people I have provided services to and helped in one way or another have come back and offered me 'payment'. which I have respectfully rejected, based on the fact that I was simply doing my job, which my organization already pays me for."*

- One Fellow said a question in the LDP asking Fellows what they would do if they are confronted with a situation where no formal jobs area available, helped them "confront and essential reality and envision a different path". This Fellow is now working as a freelancer for various organisations, being less afraid of taking risk, and still doing what they love to do. "W*ith or without formal employment one can find a way to forge forward and make a contribution to his or her community."*
- Others mention that they are listening differently (better) to other people now, and that these qualities have also improved their personal relationships, and are enabling them to lead others on their leadership journeys.: " *I am careful in my words and attitude. I have also help many friends in their struggle to improve their leadership and with our organization, we invest in young people education."*
- Professional maturity and confidence is another benefit derived from changes in attitude: "*I don't have to play a role to be accepted, just be myself, as I've seen a lot of people who are different but have the courage to assume what they are."*

The statements below summarise the overall gains from the program:

"I have become a better version of myself and I know that if I believe in something I have to work hard to get it."

"...I've become a better human being, honestly, I think I've become a better human being since the programme..."

In the Nairobi FGD, Fellows also shared their attitude changes: *"For me, I think it's my work ethic. It improved tremendously because now I could manage my time well and focus on what is important what will work for me and what will not work for me and of course that attitude towards work, attitude towards people so nowadays I focus on anything that could add value to my profession be it an online course, be it a conference, be it a form of training if it's there I register and I attend it so I've become more focused on what exactly I need to do now..."*

Likewise, another Fellow reported that he had matured considerably as a result of his practicum:

"Uh on my part that I've been trained as a social and behavioural scientist I used to think that, you know, I'm right. Everything I say, it's final, no additional opinion. You can say, you cannot change my mind, but now, after the fellowship with the diversity, different people I met, different people we talked to, even in the practicum I learned to accept opinions of other people. I learned to be more tolerant...When I'm wrong, I actually admit 'I'm wrong', and now rectify whatever challenge I'm going through....Previously I was also so introverted. If I wanted to do if anything, I wanted to do [it] alone. Now I can work in teams.... working towards a goal, and now work comfortably in a group of people."

There were some more negative reports of attitudes that had not changed from some Fellows, as also reported above in the section on accessibility. A South African LGBTQI activist, for example, reported that she presented on LGBTQI issues at a regional conference, and hardly anyone came to the presentation because they were not interested. This, she found frustrating and disappointing.

Contribution to society

Fellows' involvement in other sectors could be regarded as an indication of their ability to think broader, venture out of their immediate professional fields, and collaborate with others working in different sectors and environments. By broadening their involvement in society, across the boundaries of their primary sector of work, the reach of their contribution to society is expanded.

A significant percentage (79 percent; n=1021) of survey respondents indicated that they were involved in a sector other than their primary sector of work. Of the survey participants who indicated that they were involved in sectors other than their primary sector of work (N=1021), 57 percent (n=820) are involved in non-profit organizations, 20 percent (n=295) are involved in the public sector (government); 16 percent (n=234) are involved in businesses; and 7 percent (n=103) are involved in political structures.

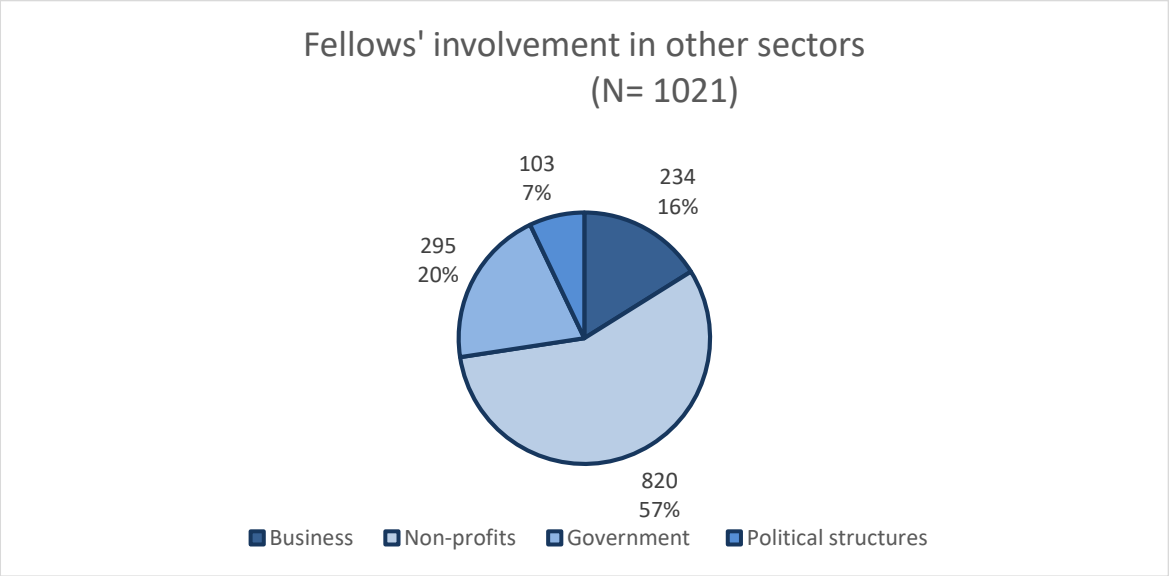

Figure 13: Fellow's involvement in other sectors

Survey participants who participated in follow-on activities are somewhat more likely to be involved in other sectors. There are slight differences in the extent to which survey respondents from different tracks are involved in other sectors: Survey participants in the Business and Entrepreneurship and the Civic Leadership tracks show marginally higher involvement in other sectors.

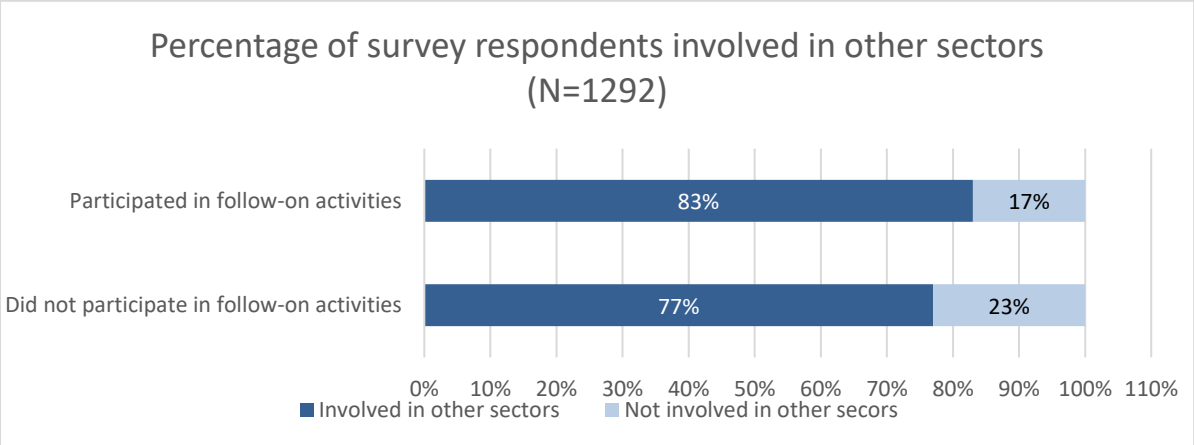

Figure 13: Percentage of survey respondents involved in other sectors

The figure below shows the extent to which survey participants who did participate in follow-on activities, and who did not participate in follow-on activities were able to take on new leadership roles and engage in civic action as a result of their Fellowship experience.

Seventy-three percent (n=209) of those who participated in follow-on activities reported that they were able to take on new community leadership or activism roles, compared to 72 (n=167) percent of those who did not participate in follow-on activities.

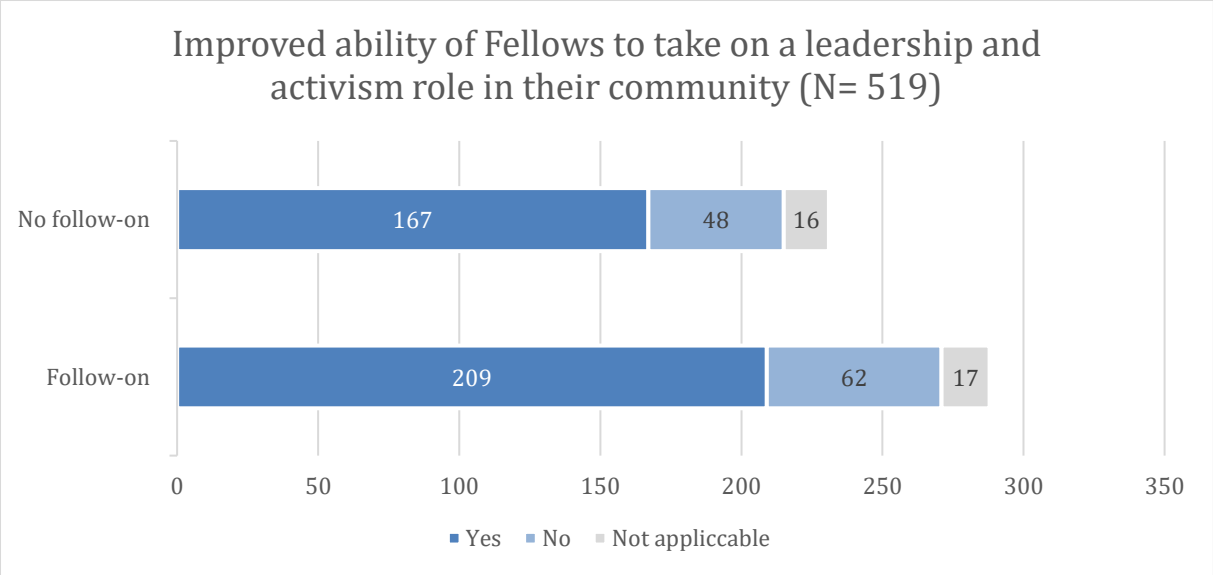

Figure 14: Improved ability of Fellows to take on a leadership and activism role

Statistical differences were observed regarding the ability of survey participants to take on new leadership roles and engaging in civic action between those who participated and did not participate in follow-on activities; and across track. Differences in terms of cohort and gender were not significant.

9.1.2 Impact improvement of democratic governance

EQ 2. How has the program impacted practices of male and female Fellows in supporting democratic governance though improving the accountability and transparency of government in Africa?

A slightly higher percentage of survey respondents from the Public Management track are of the opinion that they benefited to a significant or a very significant extent from participating in that track: Amongst survey respondents in this track who did participate in follow-on activities, the vast majority most said that they benefited to a very significant extent, and to a significant extent, irrespective of whether they participated in follow-on activities or not.

A higher percentage of survey participants who did participate in follow-on said that their job status remained the same, compared to those who did not participate in follow-on activities.

More Fellows who did not do any follow-on activities reported some type of positive change in job status, compared to survey participants who did participate in follow-on activities. A closer look at the types of positive changes in job status reveals that of the 196 survey respondents who reported positive changes in job status:

- 48 percent survey respondents who *did not* participate in follow-on activities applied for, and were appointed in a higher position, compared to 46 percent of those who did participate in follow-on activities; and
- 34 percent of survey respondents who *did not* participate in follow-on activities were promoted, compared to 30 percent of those who did participate in follow-on activities.

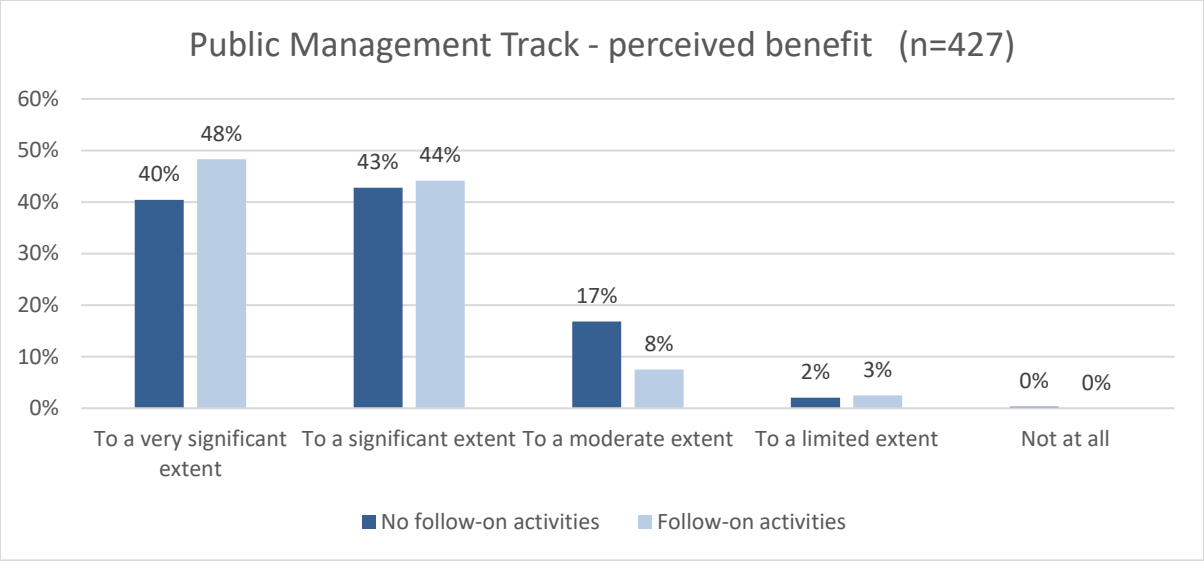

Figure 15: Public Management Track – perceived benefit

The only reason for improved job status where survey respondents who *did* participate in follow-on activities fared better than those who *did not,* was when they remained in the same position, but their jobs were upgraded (to a higher level/higher paid position): 23 percent of survey respondents who did do follow-on activities, compared to 17 percent of those who did not do follow-on activities.

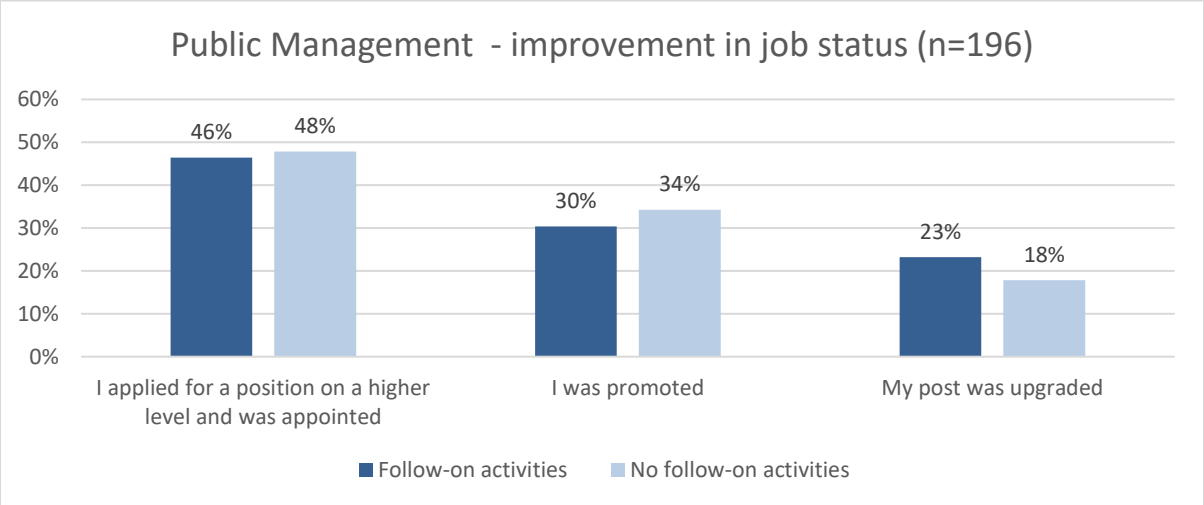

Figure 16: Public Management - improvement in job status

The graph below shows the extent to which survey participants from the respective tracks were able to promote democratic governance. The percentage of respondents from the respective tracks who said they were able to make a contribution to democratic governance are as follows:

- Civic Leadership: 82 percent (n=152);
- Energy: 73 percent (8);
- Public Management: 69 percent (n=119); and
- Business & Entrepreneurship: 65 percent (n=97)

With regard to gender, 53% (184) of male survey respondents compared to 31% (n=52) of female respondents who said they were able to make a contribution to democratic governance.

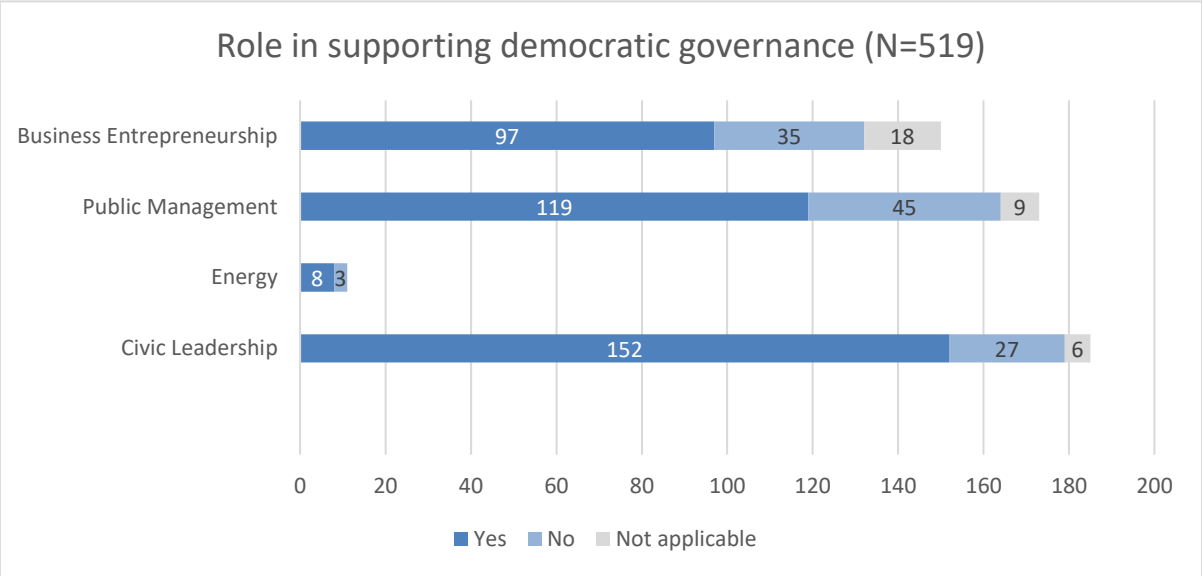

Figure 17: Role in supporting democratic governance

Statistically significant differences were observed in terms of track and gender when it comes to survey participants' ability to promote democratic governance.

As with the above section on attitude change, it is difficult to distinguish between the impact of US-based activities versus Africa-based follow-on activities in influencing Fellows to support democratic governance, accountability and transparency. This is made more difficult by the fact that of the few Fellows working directly in this area (e.g. public management track) who participated in Skype interviews or in in-country face-to-face data-gathering exercises often had not participated in follow-on activities such as mentorships and practicums. They tended to mention time constraints and the lack of appropriate mentors and practicum hosts as barriers to participation. Nevertheless, the survey does indicate the ways in which Fellows have been impacted by the program in general, even if this is not directly due to follow-on activities. A large number of survey participants shared the ways they are trying to encourage democratic governance in their countries:

- Becoming involved in sharing experiences between countries to improve governance challenges;
- Running for parliament to make a difference and make things better;
- Taking the lead as young leaders to improve governance, development and increase access to opportunity;

- Being active on social networks to "challenge the collective conscience" on important national issues such as politics, governance, democracy, peace and security;
- Establishing a new community based organization to promote budget transparency through effective citizen participation in municipal affairs;
- Using their competencies in the projects they work on to improve project governance and project implementation; Working in jobs related to good governance, democracy and transparency in Africa;
- Engaging in community mobilization regarding governance issues affecting their community;
- Organising Town Hall discussions on good governance, corruption and accountability;
- Using arts and culture to promote good governance.;
- Arranging political debates;
- Promoting democratic governance, transparency and accountability through voter education and obtaining accreditation as election observers;
- Taking an active role in civil society and encouraging voter registration and voting in elections;
- Promoting increased participation of minority women and youth in electoral processes, encouraging them to become involved in political leadership;
- Becoming involved in initiatives which encourage young people to run for office;
- Facilitating training on democratic governance;
- Supporting leadership structures of organizations campaigning for social and economic rights as part of demanding transparency at all levels of government; and
- Participating in anti-corruption marches; and arch against corruption."

For some, participation in discussions around governance issues was valuable, through Continued Learning and Networking events and the CoPs:

"*For practicums I did apply, but I'm still awaiting placement. There is value on hands-on experience and sharing of ideas with captains in my sector. CNLs were very critical to work in terms of sharing experiences and learnings how other young leaders tackling various issues in their home countries, e.g. the CoP on youth employment and good governance in African countries*."

"*The CoP topic was appreciated: An interesting topic was put up for discussion about good governance*."

Thus, Fellows are clearly involved in the issue of governance in their home countries in a variety of ways, and care deeply about this issue and about inspiring positive change. It is not necessarily the case that this comes from the follow-on activities, though, although their time in the US clearly had a role to play. For example, a mid-ranking Ghanaian central bank worker who did not participate in follow-on activities (due to time and compatibility challenges) shared in an FGD how he still tried to influence his colleagues for the better by modelling servant leadership. He in fact left his role in the Ministry of Finance upon return from the US because he found it too much of a political space and wanted to work in the more professional space of the Central Bank:

"So basically, I have tried to be the servant, to play the servant leadership kind of role. So, within my office I sort of try as much as possible to acquire that knowledge that I need to do my

work…So, any sort of knowledge that can be beneficial to me I try as much as possible to acquit myself. I try as much as possible to acquire that information or knowledge. Once I have that kind of knowledge, I will try to impact on my…colleagues. Let me use my colleagues at the office, so what they do is that most of the time some of the things I might not know, everybody wants to come to me and say: 'hey come help us do that.' So everywhere they want to go in the meeting and everywhere my director wants to involve me. That's the kind of role that eventually am trying to put myself into. So, using it as a servant leadership is gradually pushing me up for now and so that what I do for now and I try to impact the knowledge I have to my colleagues. And everybody wants to tap into my small knowledge in my own corner.

Some interviewed Fellows were working directly in the area of governance and anti-corruption. One such was a female Tanzanian Fellow (Public Management) who only participated in a regional conference. She says she did not participate in others because she had no time, and she felt they were more applicable to Fellows working in civil society. She said the following about her role and about the value of learning from other Fellows in her network:

"Well, I must confess now that…you know as a public officer, I also work with the anti–corruption institutions here in Tanzania, so that is mainly our work… So, to me, not that it was a new thing, but it was an opportunity also to understand how other states, how other countries are working towards the achievement of good governance in general…And in our cohort of Public Management, there was quite a number of people from different countries, even not working directly with anti-corruption institutions, but they work towards good governance and democracy. So, we shared, we compared notes, we also had an opportunity to visit some offices that work towards that, and have a discussion. So to me that was an added value to exactly what I'm doing here."

Another Fellow demonstrates more clearly how government officials can take small actions to improve good governance in their areas of work. A tax administrator from Uganda, this Fellow participated in a mentorship, a regional conference and in the networks if YALI Fellows. He explains the positive actions he has taken: "*Um I have drafted proposals to management on how to handle applications which are set from the public about our officers and then how we can engage staff to resist from, this… tendency of getting maybe bribes and from the public, ya. So we write proposals*." He also sits on committees which investigate complaints of irregular behaviour by Uganda Revenue Authority officials, and help stamp this malpractice out. He says this committee disciplines and expels corrupt officials if necessary.

Fellows also demonstrated impact in helping to shape, influence and adopt progressive policies in their countries. For example, a Fellow from the DRC, who works in public health and participated in a mentorship, CNLs and a regional conference influenced policy-making in his country (see Case Study 6). .

A number of other Fellows were also impacting governance issues and transparency through being involved as activists in their home countries (see Case Study 3).

In other countries, some Fellows also felt that their status as a Fellow could backfire, especially when their supervisors felt threatened by their new status. One Fellow explained what happened to him in his survey response:

"The Company I was working with when I got the scholarship did not give me support and enough time for me to do my own activities. They have me work from Monday to Saturday, from 8AM to 8PM and above sometimes. Besides that, my Supervisor was giving me hard times since I came back from the USA program. He thought I will steal his position from him since The Project Manager, and the regional Program Manager appreciated all the efforts I made to serve the company. My supervisor gave me [a] hard time, and tortured me by criticizing everything I do. I finally resigned from that work."

A number of Fellows left their former jobs due to similar dynamics, which is an unintended outcome of the Fellowship. Others went on to pursue further studies, changed jobs or moved to positions in other sectors, or founded companies or non-profit organisations.

9.1.3 Impact on business start-ups and expansion

EQ 3. Has the program helped male and female Fellows to start new businesses? To what extent has participation in the program helped Fellow-led businesses expand and become more productive?

There were limited differences between survey respondents who participated in follow-on activities and those who did not, in terms of the extent to which they feel they have benefited from being part of the Business and Entrepreneurship track. The majority of all survey participants reported that they benefited to a very significant extent and to a significant extent.

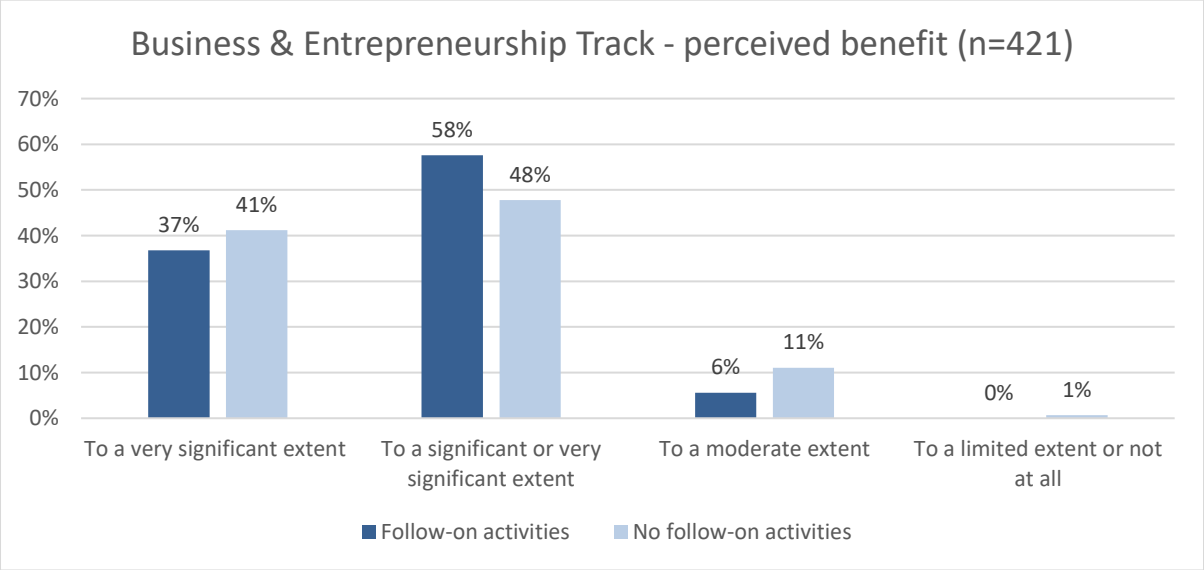

Figure 18: Business & Entrepreneurship: treatment and control group

Proxy indicators for immediate outcomes for participants in the Business and Entrepreneurship track included: owning and/or managing a business, increase in revenue and business profitability. 91 percent of survey participants who did participate in follow-on activities were owning or managing a business, compared to 88 percent of those who did not participate in follow-on activities.

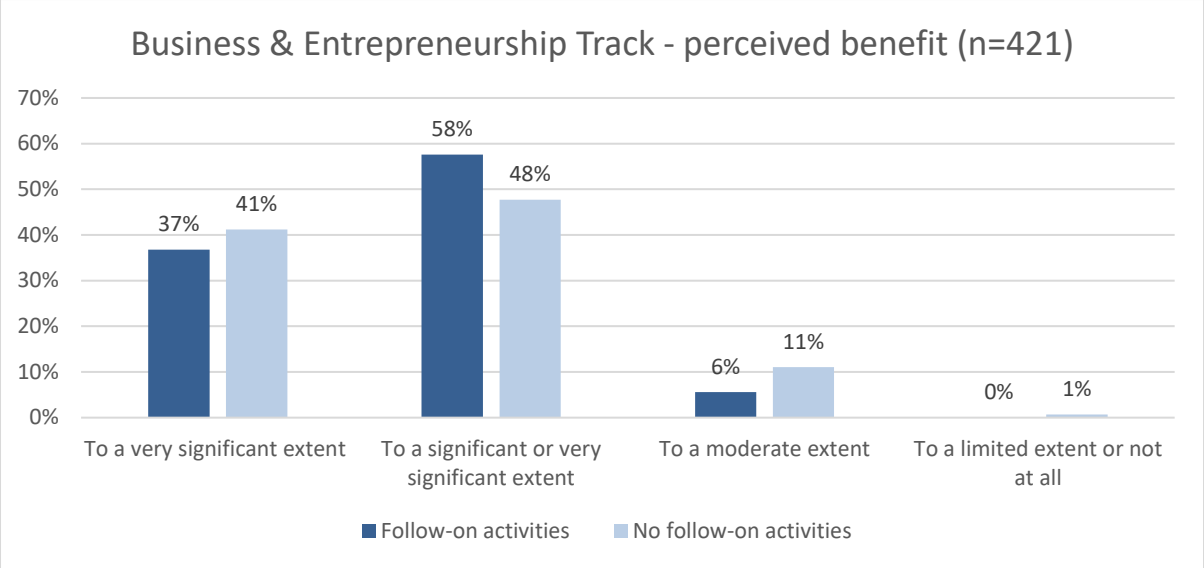

Figure 19: Business & Entrepreneurship Track - perceived benefit

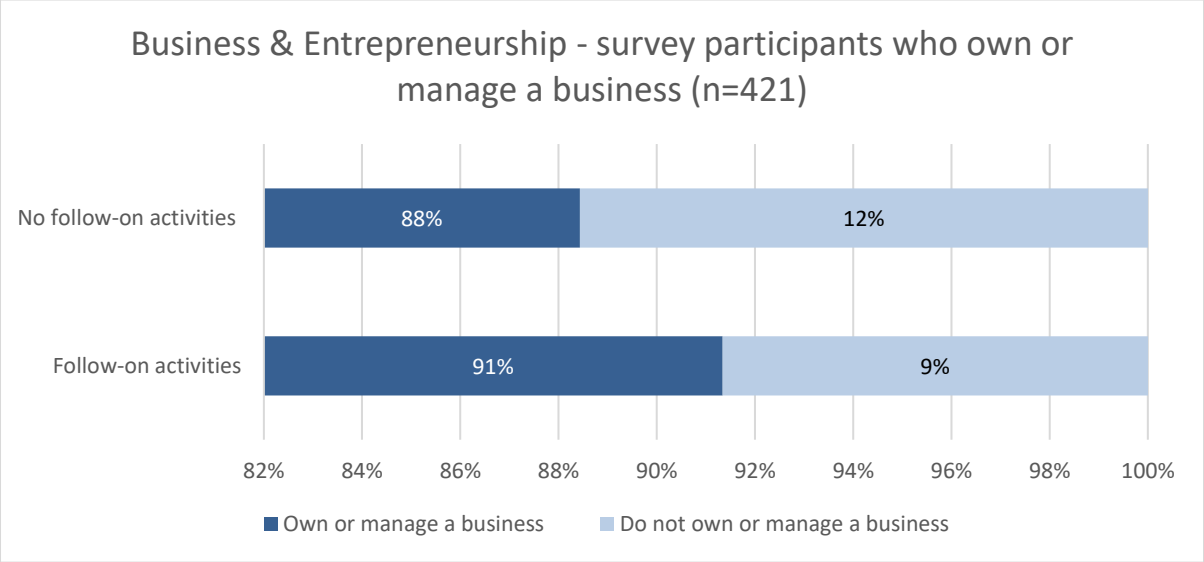

Figure 20: Business & Entrepreneurship - business ownership and management

Regarding business revenue, more respondents who did not participate in follow-on activities saw an increase of 0 - 30 percent in business revenue, while the same numbers saw increases of between 31 percent and 60 percent. However, more follow-on activity participants saw revenue increases of 61 percent and higher.

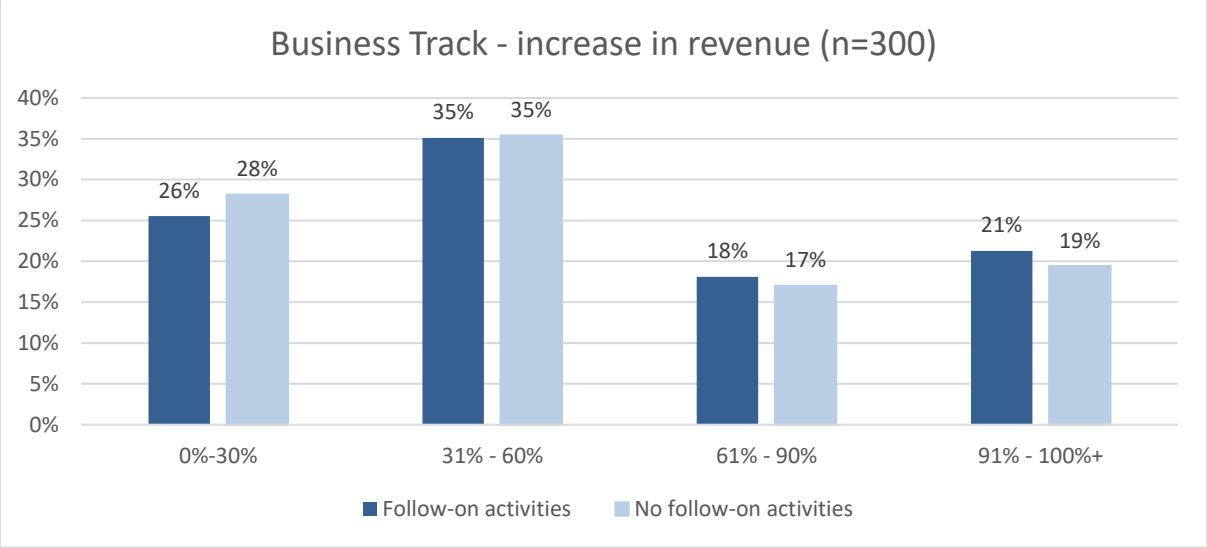

Figure 21: Business & Entrepreneurship: increased revenue

Comparison of survey responses for those who did and did not complete follow-on activities provides no evidence that survey respondents who did participate in follow-on activities benefited substantially through increased business profitability.

Statistically significant differences were observed for starting new businesses and expanding existing businesses in terms of participation or not in follow-on activities, and by track. There was no statistical difference in terms of men and women's ability to start new businesses or expand existing businesses.

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Survey participants' ability to start new businesses and expand existing businesses is reflected in the graphs below. Forty-two percent (96) of survey respondents who did not participate in follow-on activities were able to start new businesses, compared to 33 percent (n=95) who did participate in follow-on activities.

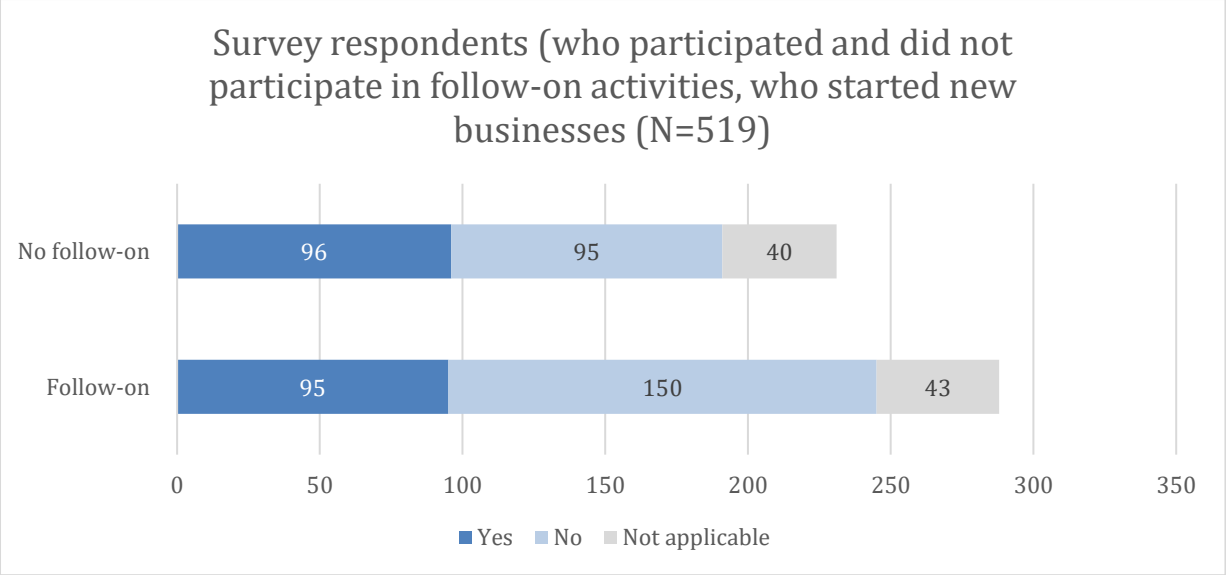


Figure 21: Survey respondents who started new businesses

The percentage of survey respondents to start new businesses across track were as follows:

- Business and Entrepreneurship: 53 percent (n=80);
- Energy: 36 percent (n=4);
- Civic Leadership: 35 percent (n=64)
- Public Management: 25 percent (n=43)

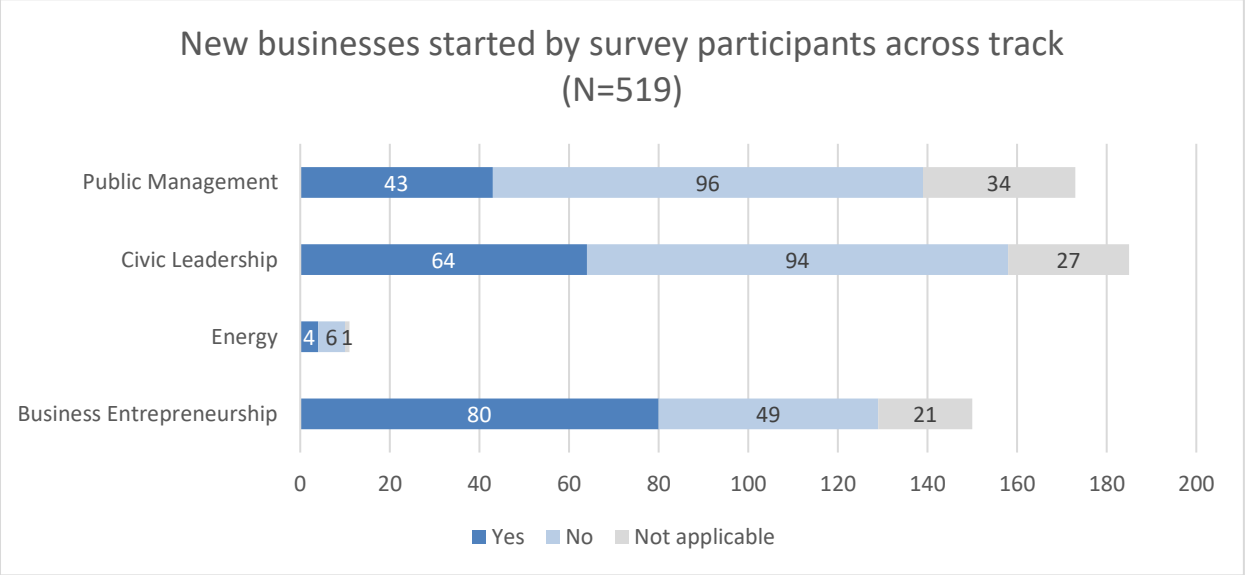


Figure 22: New businesses started by survey participants across track

Forty-three percent (n=99) of survey respondents who did not participate in follow-on activities were able to expand existing businesses, compared to 41 percent (n=119) of those who did participate in follow-on activities.

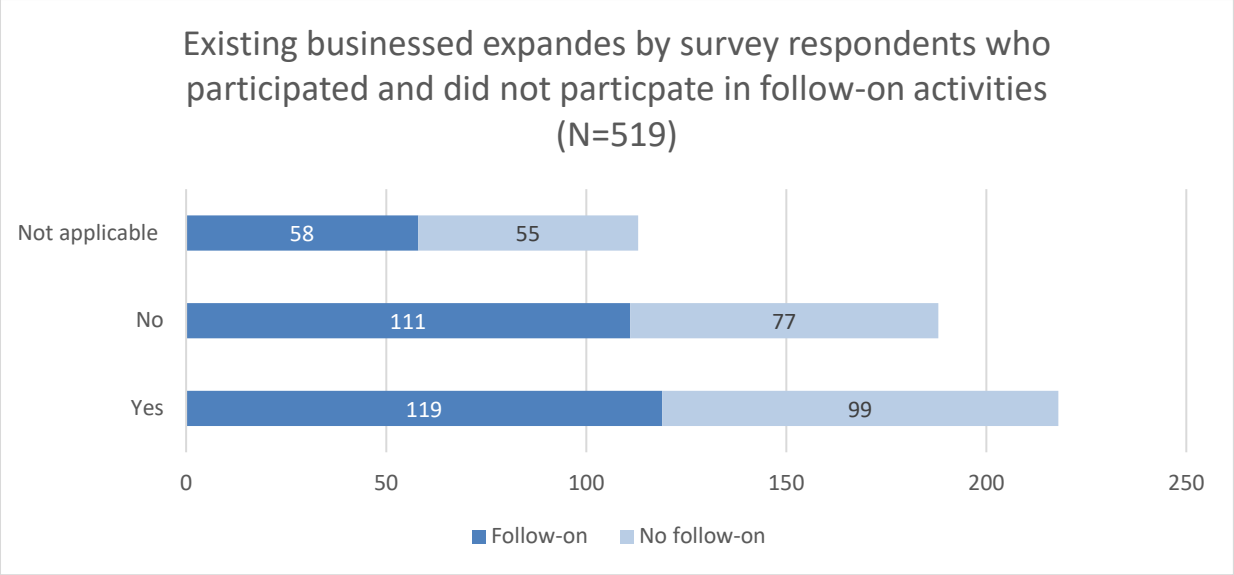


Figure 23: Existing businesses expanded

The track with the highest reported expansion of existing businesses is the Energy track (37 percent; n=8), followed by the Business & Entrepreneurship track (71 percent; n=106); the Civic Leadership track (36 percent; n=67); and the Public Management track (21 percent; n=37).

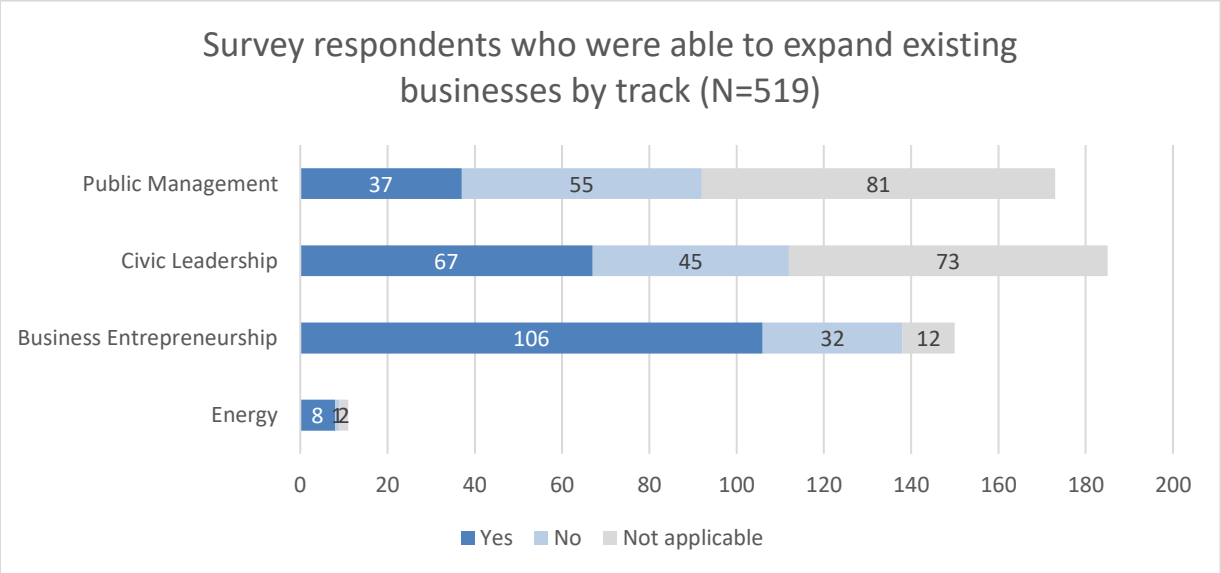


Figure 24: Expanding existing business by track

There are limited examples from the one-on-one interviews (Skype and face-to-face) and FGD of Fellows who started new businesses, or grew their businesses as a direct result of participation in follow-on activities. As noted above (under Evaluation Question 1), however, practicums and mentorships in particular did lead to the gain of new skills, knowledge and attitudes, which fed into both business growth and NGO registration, growth and sustainability (e.g. through strategic guidance and skills such as grant-writing). Fellows also found the alumni network particularly useful in helping them to grow their businesses or get their non-profit ventures off the ground. Case studies 1 and 2 (below) illustrate how the practicums and active participation

in the Fellowship network have assisted Fellows in this regard. There are also a few cases where Fellows gained full-time employment with organizations where they did practicums, or secured ongoing consultancy work. For example, one Kenyan FGD participant secured a full-time job with his practicum hosts, while a Zimbabwean Fellow (and former RAB chairperson) also does high-level consulting for the large South African company whose CEO she shadowed as part of her practicum.

HOW A PRACTICUM POSITIVELY IMPACTED ON AN NGO HEADED BY A FELLOW

This story of a Zambian Fellow, who runs an NGO, illustrates how follow-on activities led to growth in non-profit organisations. She testifies that her practicum taught her to expand and run her NGO better.

"It impacted. I think I had a very, what's the word, outside-looking-in kind of the NGO space in Zambia and obviously my own prejudices and assumptions of how it works...

During this practicum, it being now on the ground, and understanding how NGOs in Zambia work and, it really gave me an insight on some of the skills that I needed to have. So, for example, I was in, in my own NGO, we weren't really focussing a lot on the programming and doing the budgeting. I had experience in doing, for example, strategic plans, so those, those were easy. I already knew how to do that. But in terms of actual programming and making sure you have people on the ground to support you. That really changed the way I see things.

And, also being excited about having my own NGO, I wanted to do everything at once. I wanted to have a bigger impact and then and so the practicum showed me that, you know, sometimes you take these little steps, and you still kind of build onto that impact you want to have.

Yeah, it helped me to slow down and really rethink some of the strategies that have, that the team have planned for my own organization and I think that really helped to make it what it is. Now I don't necessarily have to be there all the time for a work to get done and so that was a big lesson that I then applied."

A Windhoek FGD participant also directly attributed her business growth to follow-on participation:

"*I think for me…you know, I was still doing the same business but maybe the way I was going about it changed. So, my business did grow, I would say, but then it also changed along the way and then I think with all the skills I collected through the Fellowship, I was able to start a different business… and also because, ja, skills that I gained along the way. Just knowing that I can start another business, that I can lay a plan out quicker and so on.*"

A couple of Fellows also reported fruitful CoP and collaboration fund grant experiences with other Fellows, which had helped them to expand their businesses into regions and in directions they had previously not explored. One, for example testified: *"I was inspired to participate in CoP because most topics of discussions were ones I've the expertise and so I felt my contribution would add real value to the discussion for future implementations. I was motivated to participate in the collaboration grant because I felt it would give me the necessary hands-on experience to*

successfully implement and manage a project." Another said: *"I applied for the collaboration grant, because I believed it will give me business-exposure to entrepreneurial-strategies especially in STEM [Science, Technology, Engineering and Maths] that will help us to expand from Africa and beyond by learning how other social innovators are creating sustainable-businesses in other countries."* Another Fellow from Zimbabwe used CoPs to enhance their understanding of STEM: "*They [the CoPs] were very useful...I got to learn a lot about technology. ICT and education. Particularly on STEM. There's need to encourage young girls and women to take up uh Stem subjects and Stem related careers…"*

The impact of follow-on activities is illustrated in this story: *"The Africa based follow-on activities has helped me to found this NGO: Zoulgouta Foundation, to empower vulnerable for fostering economic development through agriculture, health and education. The idea was in my mind in U.S. but discussion in CoP, webinar with IREX and collaboration grant help me to achieve this. But it will have been ideal if I succeeded to the reciprocal exchange U.S. visitor."*

In some cases, Fellows felt motivated to do as well as they could in their business because they wanted to report back on this success at the regional conference. A Nairobi FGD participant had this to say:

"The follow-ons, especially the regional conference [were impactful]. I think the motivation for me was to have something to see, because I knew I would be asked by my Fellows of how my organization was doing and what impact and what steps I had made towards growing the organization and the impact in the community. So that really challenges me to number one because the first thing that I wanted to do when I came back was to register it as an NGO, which I managed to do before May of last year. And then the second thing was to develop a structure on how we are to carry on with activities within the community. Because I was told that, in order for us to be effective, we had to have a plan. Probably a five-year plan, so I was able to develop a five-year action plan for the different departments and programmes within my organization. So that really helped me…accomplishing what is it that I wanted before the conference. The conference it was the main motivation last year. "

There were other Fellows present in qualitative interviews who had clearly started new business ventures, expanded their existing businesses, or started/expanded non-profit ventures, but they did not attribute this progress to follow-on activities. They did certainly attribute this growth to their U.S. experience and some other activities such as reciprocal exchange grants and networking with Fellows they met in the US. For example, a Zimbabwean Fellow who did a practicum, and has grown his health information television business, attributes more of the impact to links he made with fellow television producers in the U.S., and to a reciprocal exchange he did with them subsequently. Also, a common feature was Fellows realising they needed to take specific courses to help them build their skills as a result of their US-based Fellowship experience. Therefore, they had gained new skills subsequently, but did not necessarily attribute them to any follow-on activities. For example, a Kenyan fashion designer, who did not participate in follow-ons, explained the following:

"*I can just say that my overall experience in the U.S. it has made me realise, because in our class everyone is doing…different businesses, so it just made me realise I needed to do a business course of which I did this and I really can't see…I think the only thing I gained is maybe a few new clients through my fellow Fellows, ya, but nothing new.*"

- In the survey responses, quite a number of Fellows talked of starting new businesses or growing existing ones, but it is not possible to tell if these cases are directly attributable to participation in follow-on activities. Nevertheless, a few examples are provided here:
- Small-scale agriculture projects and agri-businesses;
- A Business Academy Incubator for youth entrepreneurship and business;
- Starting new companies in various sectors, including Information Technology training and services;
- Forming a Real Estate Cooperative;
- Employing youth in a recycling business;
- Expanding a waste management company and investing in waste recycling; and
- Opening a pharmaceutical store, as well as a new branch of a medical center and a charity wing that offers medical outreaches.

One Fellows indicated that his own invention was the impetus to start a new business: *"I invented a machine that cleans the ocean from plastic. I set up a company called Clean Ocean International which is an environmental service that provides ocean, lakes and river cleaning to private and public institutions."*

Several Fellows in business reported that they started non-profit organisations:
"Have started another non- profit organization focused on teenage mothers."

9.1.4 Impact on responding to community challenges

EQ 4. How has the program impacted on male/ female Fellows' identification with, and participation in community challenges/ social responsibility?

The benefit of participating in the Civic Leadership track were similar for survey participants who participated and did not participate in follow-on activities. 49 percent of those who did follow-on activities said they benefited to a very significant extent, and 39 percent said they benefited to a significant extent, while respectively 40 percent and 47 percent of those who did not participate said they benefited to a very significant extent, and to a significant extent.

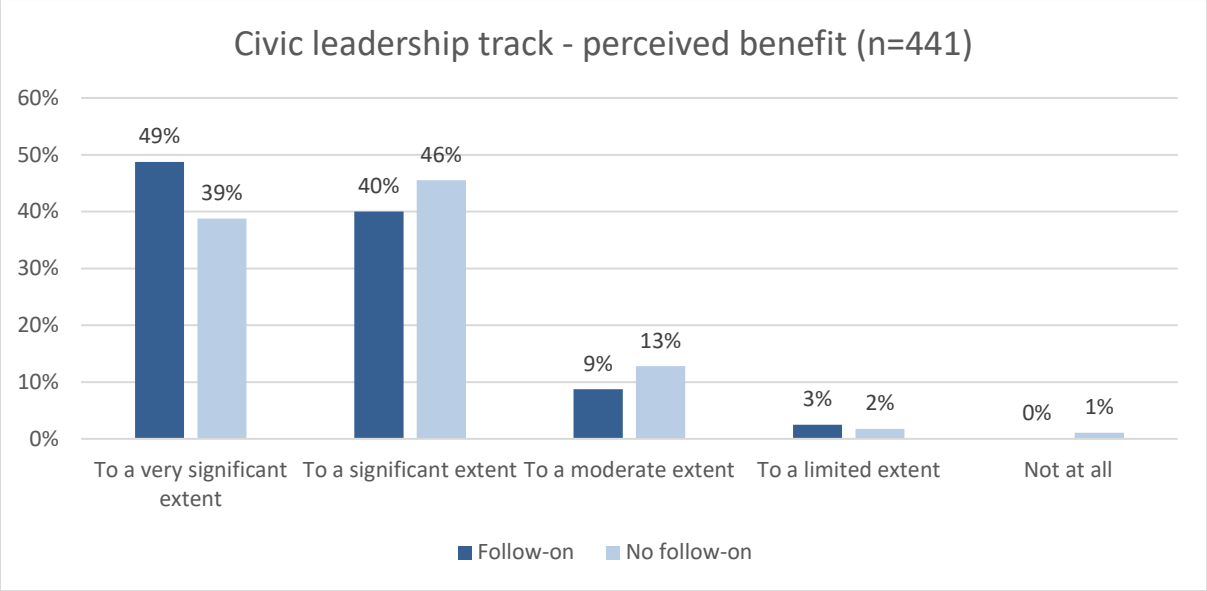


Figure 25: Civic Leadership: treatment and control

Proxy indicators for benefits in this track included being a head of a Non-Profit Organization (NPO); being promoted into the position as head of the NPO; and the organisation's number of beneficiaries.

Slightly more survey respondents who did participate in follow-on activities were heading NPOs (68 percent), than those who did not participate in follow-on activities (64 percent).

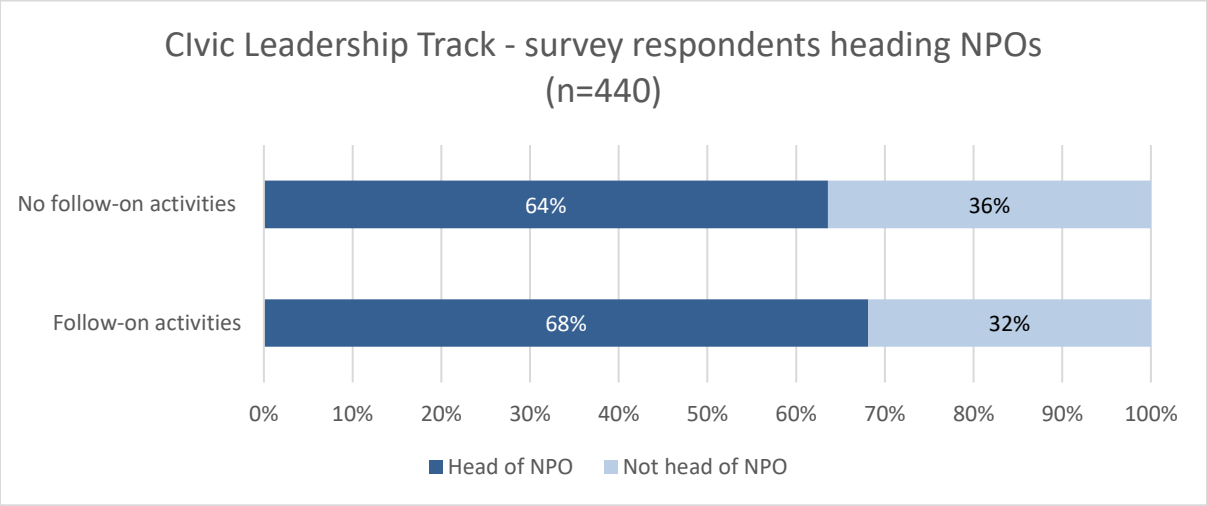


Figure 26: Civic Leadership: heading a non profit

Of all survey participants who are heading NPOs, slightly more of those who participated in follow-on activities.

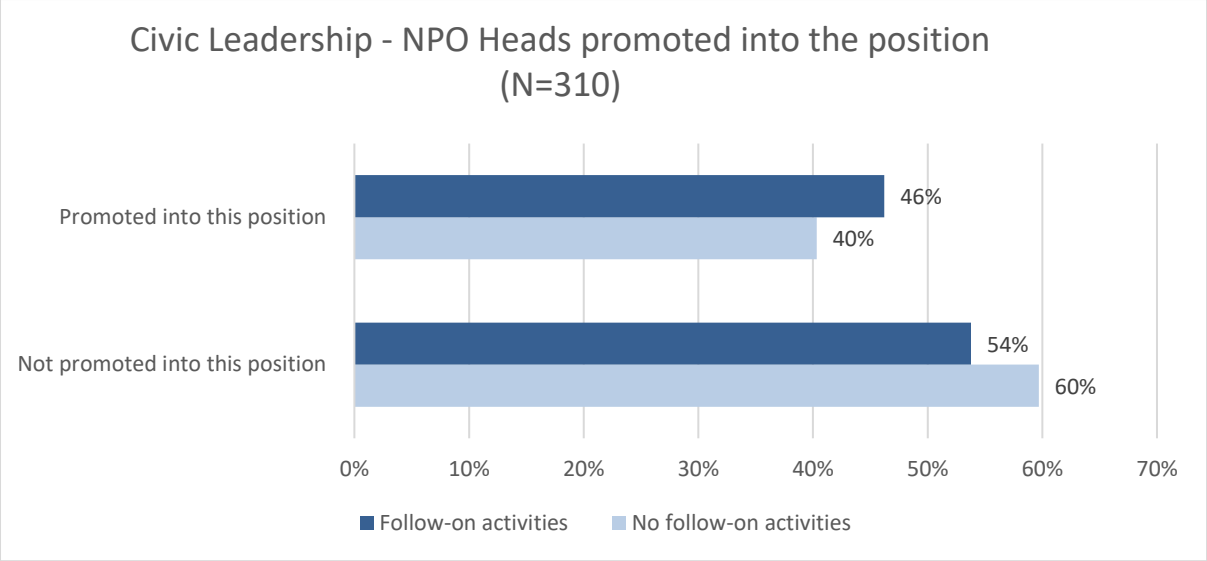


Figure 27: Civic Leadership: promotion into position

Participation in community challenges and social responsibility endeavours is one of the most striking attributes of Mandela Washington Fellows in general, but this must be understood in the context of who is selected to be a Fellow. Most of these young leaders have already shown a history of very strong community involvement and social responsibility. As the 2017 Baseline Report states: *"Fellows have entered the program with high levels of leadership self-efficacy, identification with community issues, and agreement with concepts around gender equality and social, economic, and political opportunities. Nearly 90 percent of Fellows took part in community service over the past year, mostly on a monthly basis."*

Baseline reports for the other years record a similarly high level of regular involvement in, and commitment towards, community issues. It is thus difficult to determine exactly what the Fellowship has added, and even harder to specifically attribute such involvement to follow-on activities. Nevertheless, there are examples from interviews and survey data which show that the follow-on activities certainly added skills, knowledge, connections and new impetus to the community involvement of many Fellows who participated.

One Kenyan Fellow, whose practicum host was also interviewed in Nairobi, reported the following in his survey responses: "*Hailing from a slum background, the practicum gave me an opportunity to contribute towards changing the lives of fellow youth, mostly from late teenage to early adults. I practiced fundraising skills that I have acquired during the Fellowship, in my practicum engagement, and helped the organization win the Google Impact Challenge, something that will boost NairoBits Trust's efforts in transforming the lives of fellow youths from informal settlements through training and ultimately, formal employment.*" His practicum host confirmed that he is a highly active individual whose slum background made his involvement in their work all the more valuable, and what he learned at NairoBits also feeds into his current community work.

As reported in the above section, a number of Fellows interviewed or attending FGDs reported that they had started NGOs or outreach programmes or increased their efforts as a result of the Fellowship. For example, one Fellow from Benin explained the following: *"In my work I told you, my work with the community has drastically increased. It has increased and…before I went to*

the practicum, I came from the practicum to launch my institution for persons with albinism in Benin for example, the documentary is online and it has.... 20 000 plus views online."

THE COMBINED IMPACT OF A MENTORSHIP AND PRACTICUM EXPERIENCES

In this story, the cumulative impact of a mentorship experience of a Fellow from Lagos shows how the Fellow who started off as a mentee became a mentor himself, and how his practicum motivated him to start a new initiative in his own community. In this case, the Fellow's mentorship and practicum directly resulted in his outreach activities.

"*Okay, so it's been very impactful in terms of skill and knowledge with my mentor till date. I've started mentoring all the mentees through him because we have a platform of all the people he has mentored..."*

"For the practicum it was also an opportunity. I worked with an organization that helps displaced girls and abused girls learn literacy and I run a mobile library for children. So, it was an opener for me to also work with young adults, helping them to learn and because I did that, I've been able to, I started an adult literacy class in my library and that's being because I participated in that practicum, it's been impactful. It's something that needs to continue."

Meanwhile, a Liberian Fellow was inspired by other Fellows at the regional conference:

"*I remember when, when I was stepping out of Johannesburg to return to my home country. I remember how 'pregnant' I was to return to, to invest more into community affairs and youth development... For every time I have a chance to participate, especially for the two events I did participate in. It charged me so greatly. Yes, it charged, these events, charged me so greatly."*

A number of female Fellows mentioned that they were involved with outreach to young girls, especially in the area of sexual health and access to sanitary pads.

STEPPING OUT OF HER COMFORT ZONE AND WORKING WITH MARGINALIZED COMMUNITIES IN NAMIBIA

In this story, a former RAB member from Windhoek shared how she became more involved in community work as a result of the Fellowship. It took her out of her comfort zone, into a space where she felt she was making a meaningful contribution, in ways that she did not foresee.

"Most fundamental for me from the Fellowship and everything else after that, is being a lot more involved in community work.. Because I was a Fellow, I got to work on projects that were very much outside of my field, so more community work. I got to travel to these marginalised communities and really learn a whole lot more than I ever knew about, you know, about my country, you know marginalised people, areas, agriculture...

I don't like getting my hands dirty but I learned to kind of delegate and stuff. Ja, so I think for me, personally, it really made me grow more into the leader that I probably was, but it gave me more of a confidence to recognise myself as such.

Serving on the board also did that for me. Sort of, to have this confidence in me to sort of perform certain duties. And since then, I have like I already mentioned, gone on to serve on other committees you know, and really participate much more in more impactful work as opposed to how I was operating before in my corner in my business...

So it just, I think for me the Fellowship really made me reach outside of my little shell. It expanded my network tremendously and just made me want to contribute a lot more to the, to the greater good of my country. And my attitude has really remained that way. Make a bigger impact, you know."

In survey responses, Fellows provided many examples of how they are now identifying with community issues and getting involved. It is not possible to tell if such increased participation is due to follow-on activities in most cases, but the following are examples of how community engagement was enhanced:

- By being better able to identify the specific role they can play in the community, and knowing where they can get involved;
- Participating in community fora, where topical issues are discussed;
- Providing training services to PwD;
- Leading advocacy for emancipation of people in the informal sector; and
- Working with their communities on community development, and pertinent development issues such as women economic empowerment, climate change adaptation, and biodiversity conservation, youth marriage, youth marriage, youth marriage, democracy and the promotion of a culture of peace.

A Fellow from Uganda relates that her medical community outreaches have doubled: "*We now conduct 2 medical outreaches per quarter to the community compared to only one before*." Another Fellow mentions improved ability to mobilize the community, as a result of being more connected to the community: "*This has helped me in making it very easy to mobilize them to act*." In another example, a Fellow ascribes improved skills which enhances their engagement in social responsibility to the Fellowship and practicum: "*My team building skills gained from the Fellowship and practicum greatly helped in improving my skills in problem solving and engaging in social responsibility*."

9.1.5 Networks

EQ 5. To what extent is the network for Mandela Washington Fellowship male and female alumni who collaborate on issues of democratic governance, economic productivity and civic engagement a self-sustaining network? How have USAID-funded follow-on activities contributed to this?

Survey questions on access to networks, networking behaviour and the value of networks indicated that this is an important aspect of the program for Fellows. According to survey respondents, the groupings which play a role in organising these networks, are (starting with the most prominent ones): ordinary Fellows, RABs, special interest groups among Fellows; and regional groupings.

Under half of the 814 survey respondents who answered this question (42 percent; n=342) did participate in follow-on activities, and the remaining 58 percent (n=472) did not participate in follow-on activities. Out of the respondents who participated in follow-on activities (n=342), 63 percent found networks to be extremely useful (n=59) or very useful (n=157). In comparison, out of the 472 (n=472) survey participants, who did not participate in follow-on activities, 59 percent found networks to be extremely useful (n=59) or very useful (n=216).

The differences in the extent to which survey participants found participation in networks to be useful was not statistically different across any of the variables (participation in follow-ons or not; by track, cohort or gender).

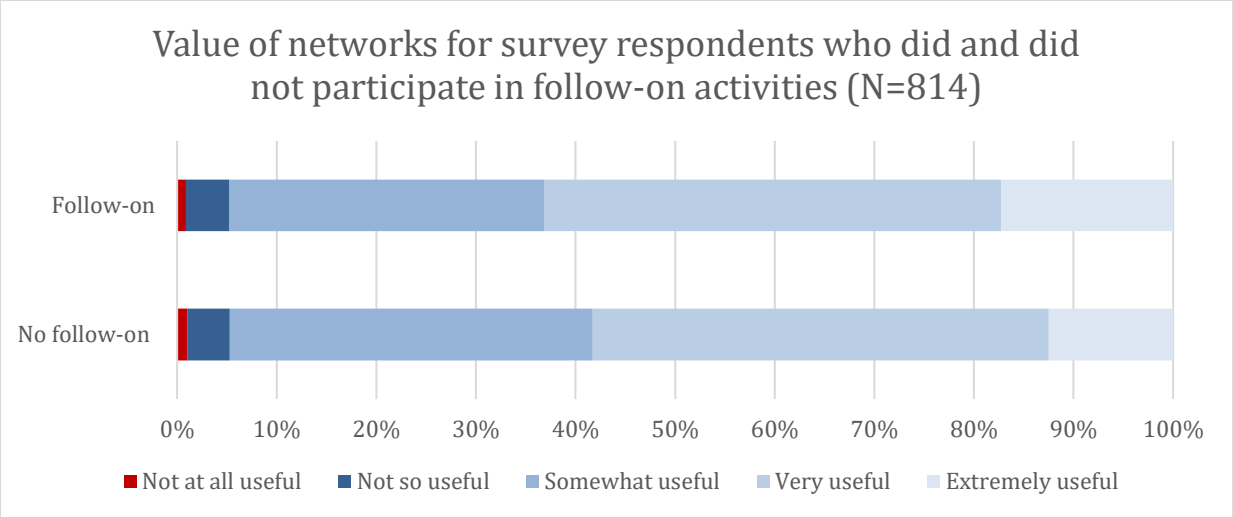


Figure 28: Value of networks: treatment and control group

A smaller percentage of survey respondents from the Public Management track rated networks as very or extremely useful.

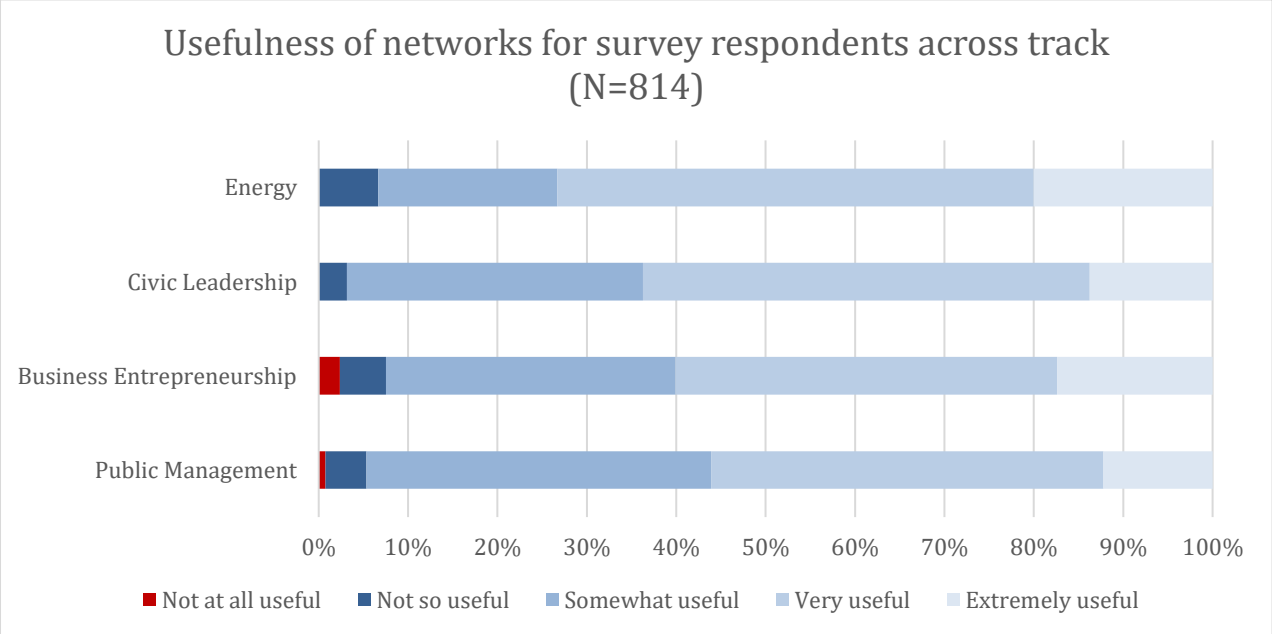


Figure 29: Usefulness of networks across tracks

The value of networks is the highest for survey respondents from the 2017 and 2018 tracks, with 62 percent for both years (2017: n=136; 2018: n=136) indicating that networks were extremely useful or very useful.

61 percent (n=115) of survey respondents from the 2016 cohort regarded networks as extremely useful or very useful, and so did 57 percent (n=51) of the 2015 cohort and 55 percent (n=48) of the 2014 cohort.

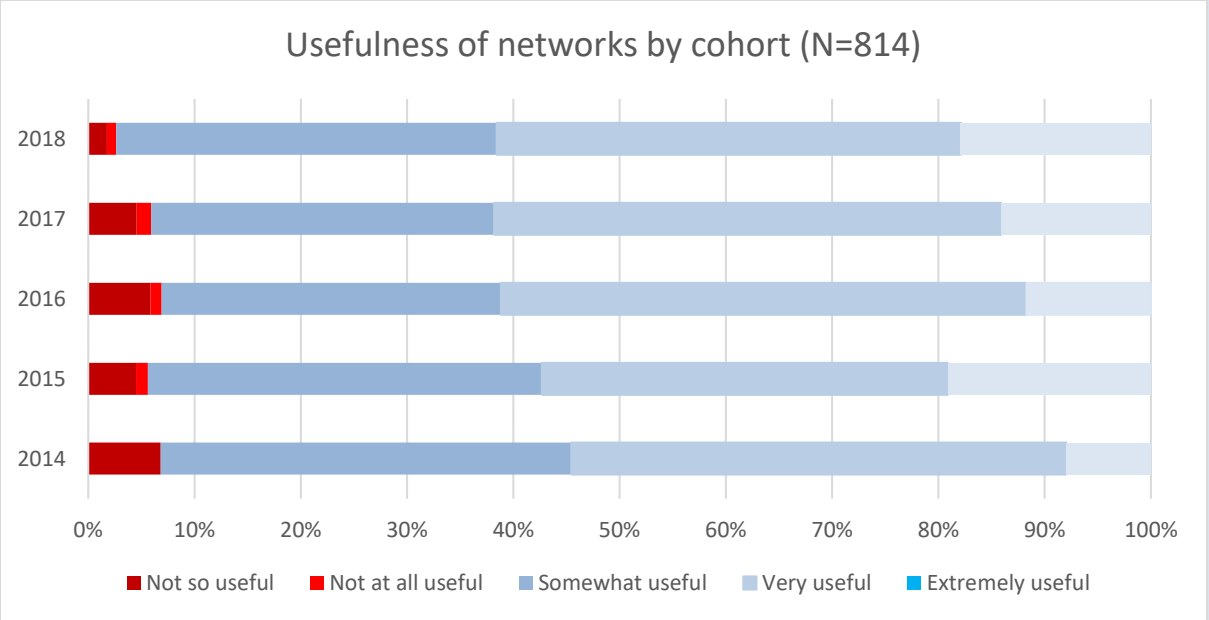


Figure 30: Usefulness of networks by cohort

Out of the 814 respondents to this question, 590 (n=590) were men, and 218 (n=218) were women. 60 percent of the men (n=356) and 61 percent of the women (n=132) regarded networks as extremely useful or very useful.

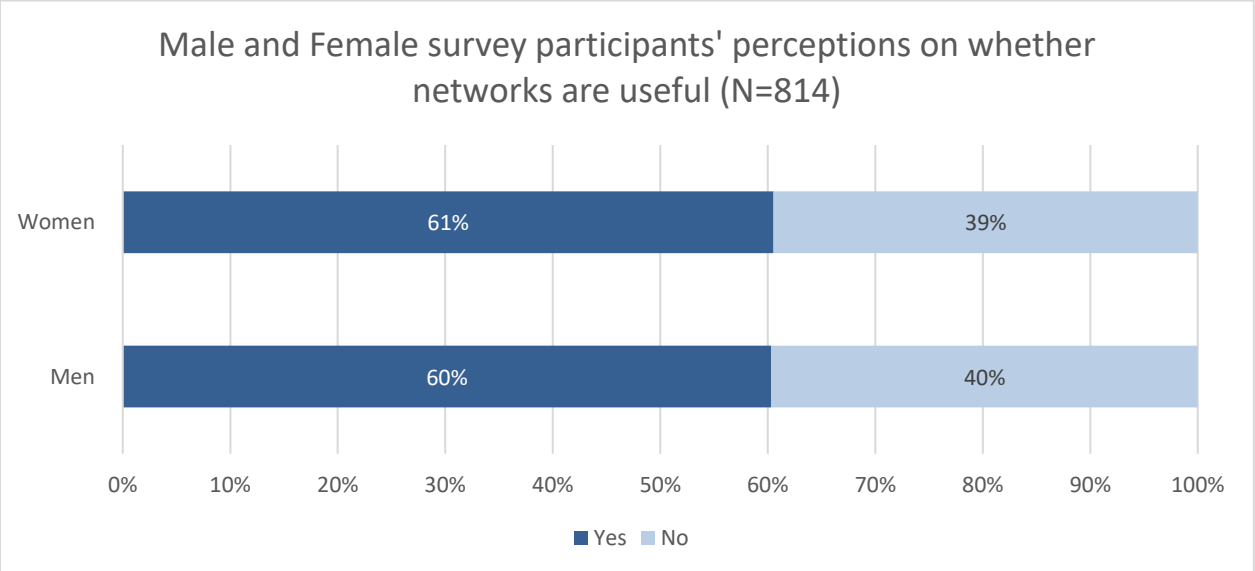


Figure 31: Usefulness of networks by gender

Despite the high value attached to networks, only 31 percent (n=105) out of the 342 (n=342) survey respondents who did participate in follow-on activities were of the opinion that the Fellowship networks are "definitely sustainable"; and 32 percent (n=151) of the 472 survey respondents who did not do any follow-on activities, shared this opinion.

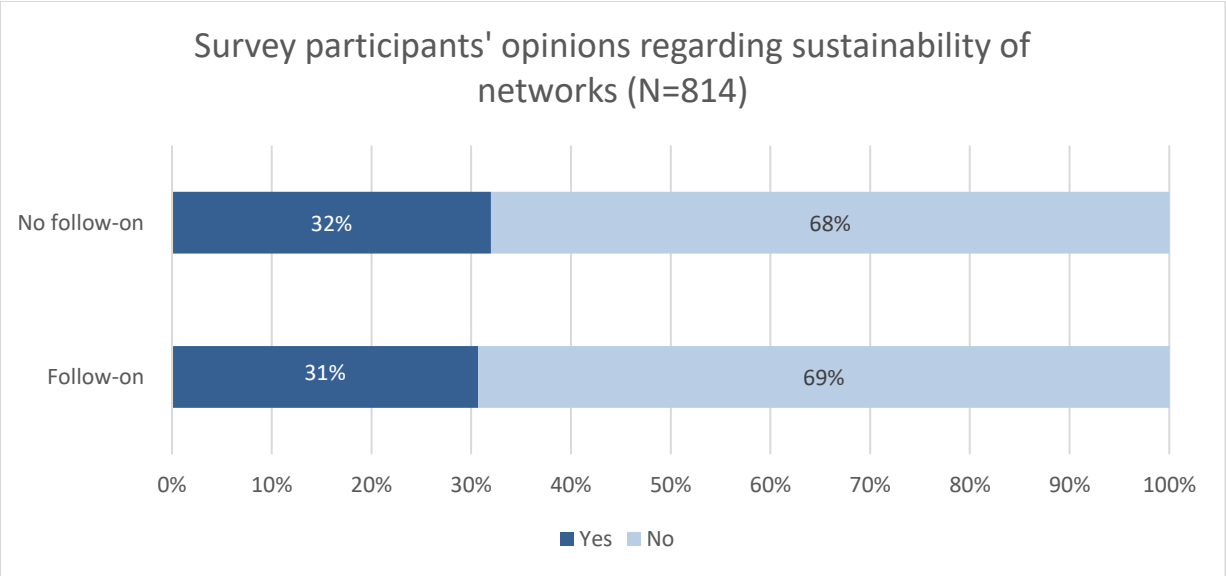


Figure 32: Perceptions on sustainability of networks

There was no statistical difference in terms of survey participants' perceptions on the sustainability of networks across any of the variables (participation in follow-ons or not; by track, cohort or gender).

Mandela Washington Fellows are undoubtedly linked into a network of young African leaders that they value greatly, draw great inspiration and pride from, and seek to maintain and use on an ongoing basis. The first important thing to note is the prestige that most Fellows feel is accorded to them for having been a Mandela Washington Fellow. Many of them have this on their business cards and email signatures because of the social, intellectual and economic capital it gives to them. As one Fellow explained, "*I would say the other benefit is the credit you have when you are talking to other people who are not from that network. When they know that you meet the Ambassadors, they can see your pictures in Facebook or the U.S. Embassy, it gives so much credit and they say this guy he has actually been meeting the Ambassador, the Prime Minister, and the Minister of Youth, so it gives me more credit and when I talk people can listen.*" They therefore obtain a great sense of identity from the Mandela Washington Fellowship, and feel a shared sense of identity with other Fellows. This ethos makes sustaining the networks between them easier.

The second thing to note is that most of the Fellows feel a great sense of attachment to and camaraderie with the Fellows in their own cohort, especially those who attended the same US institutes. Institutes were based on track, and most Universities (with a few exceptions where they hosted two institutes), hosted only one institute. This means that interaction within social media groups connected to specific years, tracks and colleges is stronger than for other, broader,

groupings. Country networks are also strong, but tend to be by cohort as well. For example, Fellows coming to FGDs during in-country visits knew each other if they were from the same year, but seldom knew compatriots who had been part of different cohorts. Several complained that they do not know Fellows from other years, even those from the same country. This is a result of how the program worked, as IREX was not able to include alumni in follow-on activities, up to 2018. it is a finding of this evaluation that Fellows tended to interact most often and strongly with other Fellows in their cohort year with whom they were at the same institution in the US.

As mentioned above, there are generally strong network ties between Fellows in the same cohort, which means that Fellows from the same cohort typically benefit from networking with their peers from other tracks, and this has proved beneficial for Fellows to enhance their understanding of issues, form partnerships and extend their influence beyond their primary professional field or sector of work.

FELLOWS IN ZIMBABWE WORKING SIDE-BY-SIDE WITH GOVERNMENT

Zimbabwean Fellows did not have the benefit of in-country interaction with Fellows from public sector networks, because Zimbabwe did not participate in the Public Management track. Despite this limitation Zimbabwean Fellows did interact with public sector stakeholders, thereby extending the reach of the program into the public sector in some way or the other, as illustrated in the story below.

"I was in The Fellowship in 2016 in the Civic Leadership [track]...I was working in community health prior to the fellowship...Currently I'm a director of an organization that does community health." This organization works alongside the Zimbabwean government, focusing on rural hospitals and marginalized populations. Ït's an organization that works alongside the ministry of health doing community health projects...and we've actually done quite a lot of work with the government and entered into a lot of partnerships with, done MOU's with the government, which we didn't have before to sort of formalize our relationship with different hospitals...

So we've done a lot of work in hospitals we've supported a lot of hospitals around the country in partnership with the Ministry of Health. We've also participated in relief work during the cholera crisis during the cyclone crisis as well. So I think I see a lot of us rising up to those levels of leadership. Really for me, what I've gained through the fellowship, in terms of realising that I have potential. I can really make a difference...being able to even walk into the Minister's office. Walk into the Permanent Secretary's office, and be able to address them articulately, and share strategies and ideas, and come up with something… Definitely, I think my leadership skills have improved since the fellowship, my involvement also with networking with different people different levels."

The USAID-funded follow-on activities have contributed to consolidating the Mandela Washington Fellowship network in a broader framework. The regional and continental conferences have strengthened the network between Fellows in the same cohort year in particular. Many Fellows reported that networking was one of the key benefits they got out of attending the conferences, and several said they would have liked more time to interact with each other and network, rather than sit in presentations. Several talked of the value of the face-to-face networks developed in the US, at conferences and other IREX events. Online networks played an important role for Fellows to remain connected, and most valued the online networks. A Nairobi FGD participant put it thus: *"Yes, so 2017 Fellows we're on a WhatsApp group and I feel it's really vibrant and, besides that, I have had an opportunity to ask the other Fellows like*

registration process. Like 2017 Fellowship, I think we have a lawyer, so when it comes to, now you want to register your initiative you kind of need advice from other people so that for me has been really helpful like guiding you, and telling you 'you need to register as a company or register as a CBO', all those things come in handy."

Another Fellow also shared the value of the networks in her career: *"I am in touch with many Fellows who have organizations working like mine and similar to mine, and we have been able to share our experiences through emails, even on our WhatsApp discussions, and sometimes if I have a project I want to implement, I'll just ask for advice for them to assist me in that sense and we still communicate. I have a broader network after participating from this program..."*

THE VALUE OF NETWORKS FROM THE PERSPECTIVE OF A FEMALE FELLOW IN CAMEROON

A female Fellow from Cameroon also shared about the importance of the network for her medical work:

" *Talking about networks I think that this is the highlight of the fellowship. Let me begin with the network amongst my Fellows who were in the same university like myself.*

I met an Ethiopian lady who has a similar business like myself. She runs an online booking platform like myself, we almost share a lot of similar experiences and hopefully we will work together on this new platform hopefully when it's built. So, we communicate and she shared a lot of experiences because she has managed one of the platforms which I'm trying to build. So, she also gives me a lot of coaching and giving guidance and strategies.

Talking about networking with other Fellows coming back to Cameroon, I now communicate with another four Fellows who are also medical doctors like myself, of which I never used to work with them before but now we work together on similar projects.

I think that has also helped me and that's part of using the networks that I made on the Fellowship."

A South African Fellow also felt that the network continues to grow: *"Well for me I'd say my network has grown exponentially since the Fellowship, because of the Fellows that I've met, that's created kind of follow-on networking opportunities across the field. I receive emails every now and again, like events or activities... and I've attended a few of them that have helped me expand the network. You can't really put money, value on a network because it's not an exponential thing, but I think it's definitely made my circle bigger..."*

A number of Fellows also pointed out that they now have a pan-African network of connections which can help them with whatever they need on the continent. It also helps them know about other places, and enables them to get involved in issues collaboratively. As one Zimbabwean Fellow explained, " *Well, our...University of Wisconsin group is still very active. We support each other's initiatives...if somebody is coming to Zimbabwe, um, I will host them, or if for instance I travel to Kenya, I actually stay with one of my very close friends that I made through the program and same applies to South Africa and Zambia. Malawi – exactly the same as well. I think we created our own very, very, close-knit family. I think, why our year was so special is because we were so far away from civilization that we had nothing but each other*." A South African Fellow

made a similar point: "*It's giving me more leverage now because if I can go to Nigeria or Ethiopia, I have contacts who can make things happen easily. I didn't meet them during the US based fellowship*." For a few other Fellows, small sub-networks such as women's discussion groups are of value.

While most of these networks are sustained by the Fellows themselves, through their online platforms (WhatsApp and Facebook in particular), the RAB also plays a key role in keeping them alive, fresh and current, as do the alumni associations. This is important because some Fellows pointed out that the social networks can get stale and irrelevant if they are not consciously kept relevant. For example, this Harare FGD participant said the following: *"We really, really, really connected…but I think for the local WhatsApp group, for the Mandela Washington Fellowship for 2014, it's there, and here and there people will post like… events they're hosting or…things that they think may be of interest. But it's not super, super active. I think we become more active when there's stuff going on in the country…"*

Through the communities of practice, and other events, the RAB plays a role in keeping the networks alive and relevant for Fellows. As the Southern Africa IREX representative explained about the CoPs: "*We expect the advisory boards to champion them because they are elected on behalf of the community. So they think through with our guidance what are those topics they want to talk about and then they don't have to be the moderators but they go out and into the Fellow community and say okay you know what we think you will be great in moderating…So it gives them an opportunity to build their own network and know who is doing what…"*

In 2018 the RABs are also participating in efforts to build the capacity of the country alumni associations so that they can play a key role in making sure the networks are sustainable. As a Nigerian RAB member explained: "*Well, currently we, the RAB, are leading a team where we're trying to do what we call, yearly alumni country charter project. Not every country that has Mandela Fellows has the running association. A lot of them don't have that platform to come together, make an impact in their country. So, we're trying to come up with a toolkit that would help these countries. So, after convening with the toolkit you can go back to your countries and settle, yes. So, we're working on that*…" IREX representatives also pointed out that finding specific Fellows to champion network building in each country is also important. In some cases, RAB members and former RAB members have been identified as champions.

The US Embassies in each country are also important role-players in keeping the alumni and their networks functioning sustainably. As another Nigerian FGD participant put it: "*I also need to add the one thing the Consulate did that helped us was from the very first set they helped organize us, such that we are able to set up the Mandela Washington Fellowship alumni. And I am proud to say as the first communications secretary for the alumni and we are able to register, so now everyone who comes in they find a structure in place. That was the best thing that ever happened. So now we have that network so even the Embassy is connected, makes it so much easier because the association exists and there is a virtual platform where they can share messages across*."

The above illustrated value of the networks to Fellows, and the intentional role that the RABs are playing, along with the alumni associations and the Embassies, helps to make the network sustainable in the long-term. However, as the Southern Africa IREX representative explained, the networks do still require this intentional work to build towards sustainability: "*I don't. I think it's early at this point. I don't think any of these networks are self-sustaining. I think and you asked*

the question about yea would they even exist, continue to exist, without a regional presence. I don't know..." The same interviewee pointed out that Fellows in different years and sectors do not know each other, and suggests that collaborative projects could bring them more together: "*You know where you looking to expand your business and so on, to allow people to really connect with if you are in energy or I don't know, wind energy: find people across the community to work with. So, in terms of the sustainability we, let me say I thought that will be [a] great way for them to sustain it in a way where it does not need an IREX to be involved. They are even working on it…they launched it earlier this year, as an act and they are building it out still so it's actually there*." This new initiative is a database of all Fellows known as the Mandela Washington Fellowship Kopano, which several Fellows in interviews also expressed excitement about.

The Kenya IREX representative also agreed that the networks and alumni associations need assistance to formalise and become sustainable: "*Initially, the majority of these associations have grown organically, but then we had a part in playing because based on our representatives on the board, they have been able to provide information to the various…Fellows in their countries and asked them hey let's form an association. And right now, we have provided some associations in terms of capacity building, in terms of empowerment and alumnae associations*...." This is important, he argued, because some countries have less well-developed alumni associations and networks, which need strengthening.

This strategic input into the networks and alumni associations is important if these networks are to sustain themselves in the longer run. Several Fellows expressed concerns about the way in which the networks currently operate. On one hand, some felt that it was not good to limit the groups to cohorts or countries, while on the other hand, Fellows felt that if all of them were linked the personal touch would be lost and the groups would lose their relevance. As one Fellow suggested, Facebook and WhatsApp groups become "*too crowded*", so he prefers to network face-to-face with a targeted number of links. It is therefore important to get the balance correct between allowing wide networking, but at the same time keeping the networks small enough to maintain the personal links which make them relevant.

9.1.6 Cross-cutting themes

Empowerment of women and other marginalized youth, including the disabled and LGBTQI, to address inequalities and development challenges

Survey participants were asked to comment on the accessibility of networks for Fellows of different backgrounds, and if all were able to participate in the networks and discussions freely.

Different groups within the program had somewhat different perceptions regarding accessibility of networks:

- Of the total of 814 (N=814) survey respondents who answered this question, 42 percent (n=342) did participate in follow-on activities and 58 percent (n= 472) did not participate in follow-on activities.
- Of those who participated in follow-on activities, 56 percent (n=191) said that networks were definitely" accessible to Fellows of all backgrounds.

- Half of participants who did not participate in follow-on activities (n=238) felt that networks were definitely accessible to Fellows of all backgrounds.

Survey respondents in the Business & Entrepreneurship track rated the accessibility of networks to all the highest, and the Energy track gave accessibility the lowest ranking. The percentages of survey respondents from the different tracks who said networks were "definitely" accessible to Fellows from all backgrounds, as follows:

- Business and Entrepreneurship track (N=253): 60 percent (n=157)
- Civic Leadership track (N=284):50 percent (n=141)
- Energy track (N=15): 33 percent (n=5)
- Public Management track (N=262): 50 percent (n=132)

Survey participants from the 2015 cohort rated the accessibility of networks to Fellows of all backgrounds the highest, and the 2014 cohort rated it the lowest. The percentages of survey participants who rated networks as "definitely" accessible to all are as follows (from highest to lowest):

- 2015 cohort:63 percent (n=56) out of the 89 in the cohort who answered the question
- 2017 cohort: 55 percent (n=122) out of the 220 in the cohort who answered the question
- 2018 cohort: 52 percent (n=120) out of the 229 who answered the question
- 2016 cohort: 51 percent (n=95) out of the 188 who answered the question
- 2014 cohort: 41 percent (n=36) out of the 88 who answered the question.

Male and female survey respondents had slightly different views on the accessibility of networks to all Fellows, with 55 percent (n=323) of the 590 men, and 48 percent (n=104) of the 218 women who answered this question saying that the Fellowship networks were "definitely" accessible to Fellows of all backgrounds. Interestingly, none of the three (n=3) survey respondents with non-conforming gender identity regarded the networks as "definitely" accessible. Three (n=3) survey respondents did not provide any detail on their gender and two (n=2) of them were of the opinion that networks were "definitely accessible" to Fellows from all backgrounds.

Regarding survey participants' views on the extent to which follow-on activities empowered various vulnerable/marginalized groups, survey participants were of the opinion that the program empowered women the most, and LGBTQI persons the least:

- Seventy-three 73 percent (n=403) survey respondents said that young women were empowered to a significant or very significant extent. 71 percent of women (n=124) who answered this question shared this opinion.
- Fifty-nine percent (n=324) survey respondents said that other marginalised youth were empowered to a significant or very significant extent.
- Fifty-eight percent (n=318) survey respondents said that persons with disabilities (PwD) were empowered to a significant or very significant extent. Said that marginA slightly lower percentage of Fellows with disabilities (56 percent n=14) shared this opinion.
- Forty-two percent (n=234) said that LGBTQI persons were empowered to a significant or very significant extent. Only one gender-nondonforming person answered this question, and they felt that they were empowered to a limited extent.

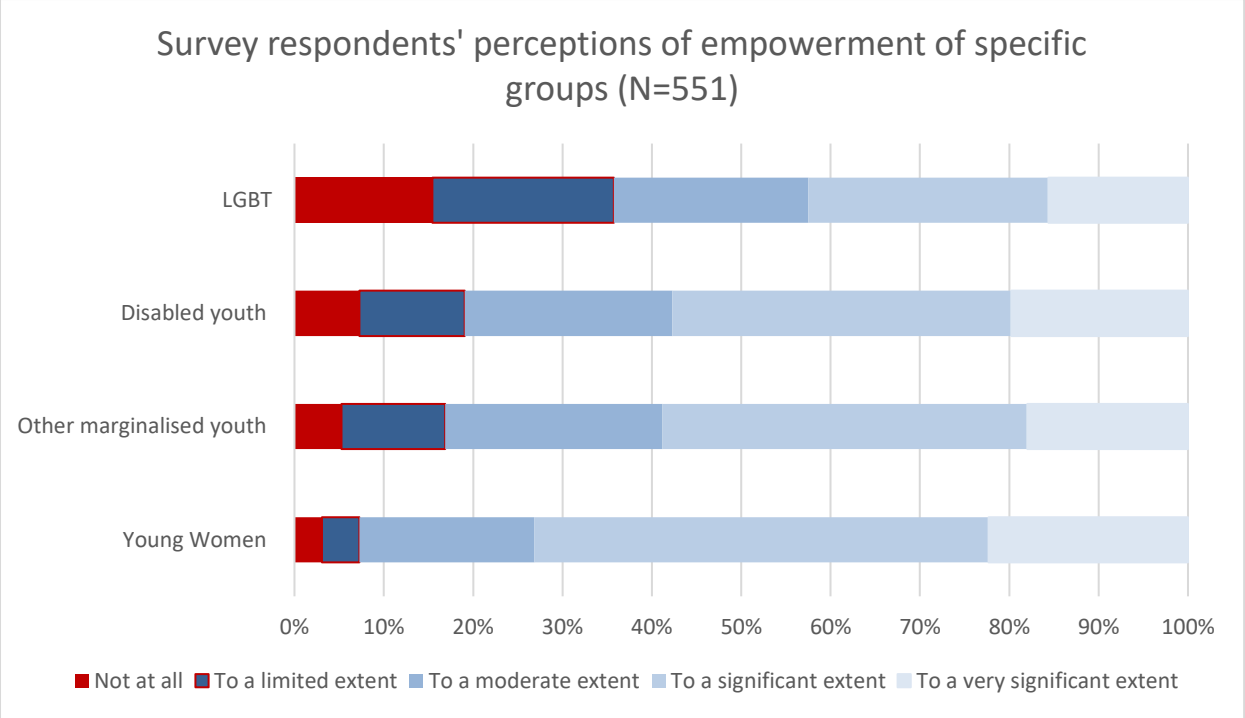


Figure 33: Empowerment of specific groups

The issue of accessibility for women and other marginalised groups has already been discussed above. As argued, the follow-on activities were largely open to all applicants, regardless of gender, sexuality or ability, and most Fellows felt strongly that the process was fair and open to all. Of course, practical issues sometimes made it very difficult for certain Fellows to participate in certain follow-on activities, although this did not stop all such Fellows from participating. Disability was a particular issue with participation in practicums, CoPs, continued learning and networking events, and conferences. For example, some visually impaired Fellows raised the fact that they struggle to participate in the networks and, for example, do not learn about advertised opportunities in time because of their disability.

Others felt that the CoPs and CLN events were not accessible because their format largely favoured able-bodied Fellows. Although this did not stop disabled Fellows from doing follow-on activities such as practicums, it did reduce the effectiveness of these interventions. For example, one practicum host who managed a blind Fellow in Nairobi said that his presence in their office showed them what a disability unfriendly space they had. Although he had a special laptop and a guide provided by IREX, she felt that they were not able to accommodate him to the same extent of his able-bodied counterparts. A deaf Fellow also did not participate in our Harare FGD because there was no interpreter who could be arranged at short notice, and within the budget.

Nevertheless, survey responses were largely positive in terms of how Fellows viewed the participation and benefit of Fellows with disabilities. Some even felt that Fellows with disability were making very positive impacts in their countries as a result: *I think IREX tried to give everyone a chance especially with practicums where a fellow could choose an organization of their own. Also, they ensured that Fellows could choose how long and where they want their internship to take place. In this way they gave us a chance to try and see what works for us. With regards disability I saw inclusion as well because I met one of my fellow Country mates from*

Zimbabwe, in Cape Town where she was doing her internship and she was there with her assistant. Thus, as far as I am concerned, to those that wanted the experience, IREX was accommodating and accommodative."

A South African FGD participant with a disability testified how she felt empowered and energised by the Fellowship: "*... for me being in the Fellowship made me realise things - that I was limiting myself and blaming society. For example, in South Africa most motivational speakers that are making it are men you know. Big, strong men, and here I am: tiny,small woman. When I was in the fellowship and I got to interact with some women that we were in the fellowship. They are doing amazing things In their countries, under harsh and cruel conditions, and yet they're doing it. So I have realised that there is more black females living with a disability. I realised that there is so much I can do, so much still to do. Being in the Fellowship made me uncomfortable with where I was...it basically made me realise that I can blame the society as much as I want to, but I also have some power and some control."*

Fellows related their perceptions about the participation of Fellows with disabilities in follow-on activities, and the impact made by Fellows with disabilities:

"*I have not heard of any sort of discrimination based on disability in any of the follow-on activities from any of the Fellows. I actually travelled with a Fellow from Kenya who has a prosthetic and she was able to fully participate*."

"*One of my Fellows with whom we went to Washington for the Fellowship is person with eye impairment, he is blind. It is my conviction that through this fellow a lot of persons with disabilities have benefited*."

"We have ensured that the disabled Fellows within us play significant and active roles such as organization for internal convenings." - Male 2018 cohort Civic Leadership track Fellow from Kenya

"*Many people with disability have gained more confidence. They are working and impacting communities. They have turned their disability into ability. For example, Grace Jerry from Nigeria uses her voice to bring change. Same with Elizabeth Mag'eni from East Africa and Lontum Nchadze from Cameroon. They have moved past this issue of disability and they are doing amazing works*."

"Persons living with disabilities have become more confident to engage and progressively view themselves as relevant actors in the developmental process." - Male 2017 cohort Civic Leadership Fellow from Cameroon

Some country-based follow-on activities have been implemented to raise awareness: "*We are at the stage of discussing during our COPs and we are already bringing awareness." - Male 2018 cohort Business & Entrepreneurship track Fellow from Republic of Congo*

However, some Fellows did raise concerns in their survey responses:

"*I think that some of them like the CoP was not inclusive of people that are physically challenged, but capable of contributing to the discussion. The online platform was so overwhelming that individuals probably felt intimidated and simply withdrew from the discussion*."

ACCOMMODATION OF FELLOWS WITH DISABILITIES

This story relates the frustration of a Nigerian survey respondent with a hearing disability, who felt that follow-on activities were not fully accessible to PwD. She was in the Public Management track in the 2015 cohort, and did not manage to participate in any follow-on activity. She proposes specific accommodation for Fellows with disabilities to ensure that they can participate fully in follow-on activities. She felt that the follow-on activities were not handled inclusively.

"*The way handlers of follow-up activities handle them are not inclusive. Fellows, especially youth with disabilities are not carried along*." She further states that *"no deaf Fellow from Nigeria has ever gotten [a] grant to implement inclusion-geared projects.. Funds should be separately allocated... If funds, travel/speaker grants for fellows with disabilities are separately allocated to promote inclusion-geared projects. Programs that promote women with disability participation should be given more priority to, and regularly promoted."*

Regarding the empowerment of young women through the Fellowship, it is clear that female Fellows were largely able to benefit from follow-on activities and to take this empowerment into their careers and other leadership positions. Many women testified to the fact that they had benefitted, and were currently using these gains in their careers and in outreach projects, as illustrated below.

"First of all, a lot of fellows were women and they serve as mentors for several young women. Secondly a lot of the follow on activities focused on empowering women and this helped them to address inequalities and developmental challenges." - Male 2016 cohort Business & Entrepreneurship track Fellow from Ghana

"My new business deals with women empowerment, even though it was not directly linked to the Africa-based follow-on activities, it somehow derived from the attitude I earned from the mentorship program" - Female 2016 cohort Civic Leadership track Fellow from Madagascar

"Through WOMentoring sessions at MOREMI Initiative for Womens' Leadership in Africa during my practicum." - Female 2017 cohort Public Management track Fellow from Ghana

"Women like myself have been empowered in taking charge of their leadership roles in society and made their voices to be heard by speaking out their ideas." - Female 2017 cohort Business & Entrepreneurship track Fellow from Burundi

"Through our collaboration grant I was able to train 40 young women in Madagascar about design thinking and help them learn skills to tackle challenges with creativity and team-work." - Female 2018 cohort Public Management track Fellow from South Africa

"I have seen young women doing projects in communities.They have displayed their ability to handle things in our patriarchal society.They have shown independence and hard work.Our young girls know they can do it." - Male 2018 cohort Public Management track from Eswatini (Swaziland)

Another indication of how young women continue to be empowered as a result of the Fellowship, is through projects of Fellows, and as indicated here, male Fellows are also implementing projects that benefit young women.

"I founded an organization called Strong Women Strong Girls to counter the social pressure that face women in their pursuit of greatness." - Male 2017 cohort Civic Leadership track Fellow from Sierra Leone

"My Collaboration project is directly benefiting young women."- Male 2018 cohort Public Management track Fellow from Zambia

The above sections, quotes and case studies demonstrate many examples of women who have been fully able to become empowered and to use their new skills, knowledge and power to effect change in their communities. Of course, there were some limitations experienced by women depending on where they came from and their particular circumstances and field. The IREX Southern Africa representative raised a few examples of women who were empowered in some ways, but still faced severe constraints back in their own countries. For example, a Fellow from Lesotho who was highly energised by her experience, but when she returned to her home country, she found it very difficult to change anything because of the patriarchal nature of society and their perception of women and their role in society. A similar example was given of a woman who spoke at a regional conference but was denied a voice in her conservative home country because of her gender. As one Fellow recorded in their survey response: "*The reason why I believe the impact has been limited, is because of the complex nature of the inequality and development challenges that young African women face. [These are]...such that a program aimed at just the young African women only could not significantly alleviate the challenges as these involve different players such as the patriarchs, young African men who are not keen to confront how the perpetuation of their male privilege affects their female counterparts, and community and government leaders as well who are responsible for setting policies and norms that entrench the inequality. A more holistic programming is what, in my view, can achieve significant impact*."

A female Fellow from Burkina Faso .who participated in the 2016 Public Management track pointed out structural inequalities in society: *"Inequalities and development challenges are structural, so it's very difficult to address all of them in a short period of time."*

When it comes to LGBTQI Fellows, there are also examples of impact on specific individuals. For example, a Fellow from Botswana who is a performing artist, educator and communications specialist was able to use a collaboration fund grant to collaborate with a Fellow from South Africa to develop a toolkit to empower LGBTQI individuals in southern Africa. These Fellows are at the forefront of championing LGBTQI rights in the region and beyond, even lobbying politicians to support their cause.

" From my personal point of view this has been the weakest part of the activities, or maybe such activities were organised but I am not aware of [them]. But to my knowledge little to no activities related to LGBTQI were organised. While we were in the U.S. at our institute university many of the Fellows were against LGBTQI and could and did not want to engage in discussion about same. There was a gay fellow in our group and sometimes I felt it must be tough for him as some of the Fellows clearly showed that they were against his sexual orientation. I wish there was more space to discuss about these issues."

Most Fellows felt there were very high barriers in relation to empowerment of LGBTQI individuals on the continent. Key concerns are that culture in Africa is a huge challenge, and many countries are not receptive to the concerns of LGBTQI persons while stigmatisation of LGBTQI persons in many countries prevail.

" Whilst I do not fall under this group, I have not witnessed any notable increased empowerment for this group in my country because I have not seen any increased advocacy or lobby efforts for this group. We still live in a very conservative and repressive society in this regard. I actually think greater impact will be achieved by programming that targets the wider communities in a bid to change their perceptions and influence a change in mindset through simple things like local TV dramas or films that raise social awareness on different sexual orientations and start shaping public discourse in that way."

Therefore, it is apparent that while the program did empower members of these marginalised groups, it struggled to overcome the structural elements in society which continue to undermine their ability to participate fully and make a difference.

On a more positive note, a Fellow from an ethnic minority felt that his participation had resulted in empowerment for his community:

" For my country we consider indigenous youth as marginalized groups. Due to our participation in the Fellowship we have gained recognition. As a pioneer Fellow from the Mbororo indigenous community, I mentored other youth from marginalized communities and they were selected and trained today we are working together in Cameroon to make indigenous communities thrive."

Increased youth participation overall, with an emphasis on how these empowered youth can contribute to their countries' development.

More than 80 percent of survey respondents who participated in follow-on activities agree or strongly agree that they are able to contribute to all areas as follows:

- 87 percent (n=197) in their role as leaders in their respective fields
- 87 percent (n=195) as a member of society
- 86 percent (n=194) to mobilize people
- 83 percent (n=188) in their own jobs
- 82 percent (n=186) to implement projects

Men's confidence in themselves to make a contribution in all the above areas (except for the ability to make a contribution to society) are consistently higher than women's confidence in their ability to make a difference, as illustrated below. The one (n=1) gender non-conforming person who answered this question, agreed or strongly agreed that they can make a contribution in all areas, except in their own job.

Table 4: Male and Female participants' ability to make a contribution in various fields

AREA	MEN	WOMEN
In their own job	89 percent (n=102)	81 percent (n=86)
As a leader in the field	95 percent (n=105)	87 percent (n=91)
Mobilize people	93 percent (n=105)	85 percent (n=89)
Implement projects	86 percent (n=96)	85 percent (n=92)
Contribute to society	88 percent (n=102)	89 percent (n=92)

In terms of the qualitative data, this theme has already been largely discussed and illustrated in the sections on social outreach, governance and entrepreneurship, as well as in several case studies. Certainly, there is evidence that at a personal level some Fellows have been impacted to contribute more effectively to society in entrepreneurial activities, in community projects, and in contributions to good governance and democracy. While many of these Fellows were previously already very active in these spheres, their involvement in the Fellowship and specific follow-on activities has increased the ability of many to make a bigger impact in their field. Their increased networks and social and political capital have enabled them to make a more profound impact, particularly at a local level. Some, such as those who have gone into active politics, are now making a broader-level impact.

Indeed, the Fellowship has enabled many Fellows to become better leaders in their field, and to move beyond their small areas of influence to build their communities, address social and developmental problems, and influence their peers, if not people in powerful positions such as policy makers. Many Fellows are performing outreach work with youth in their countries, which in turn strengthens the contribution of youth to society. The involvement of Fellows with the Regional Leadership Centres again strengthens this impact.

Establishment of significant partnerships with the private sector to leverage resources, increase impact, and enhance sustainability of planned activities.

As demonstrated in all of the Annual Reports produced by IREX, the USAID-funded follow-on program has forged a large number of partnerships between 2014 and 2019 with private sector role-players all over sub-Saharan Africa. These partners provided thousands of US dollars in

financial and in-kind donations to the program, in addition to their valuable time and expertise contributions. This resulted in a very successful mobilization of private sector interest and resources for the programme. Private sector partners were included in a number of ways. Firstly, IREX partnered with private sector companies to support conferences and Continued Networking and Learning (CLN) events. An even more significant way in which private sector partners were involved, and contributed to the success of the program, was through practical learning experiences and mentorships.

The scale of involvement and contribution of private sector partners is clearly discernible from the above IREX reporting statistics. Such partners assisted greatly to make the program impactful and sustainable. However, as KIIs with IREX representatives and the regional partners show, it was not always plain sailing and took some effort to get and keep appropriate partners and to show them the value of participation. As noted in previous sections, finding appropriate practicum hosts and mentors in all countries, or even in rural areas, was often a big challenge. Countries where IREX and the regional partners had the best connection often provided the better opportunities for partnership.

While broadly feeling positive about their efforts to involve the private sector, the East Africa IREX representative outlined some of the challenges and opportunities they had experienced:

"So, we've tried to engage the private sector; the bureaucracy is really, it takes long for us to really enhance and so for instance here in Kenya we've tried negotiations with Kenya Airways, then they had their own challenges, so it died. But then we had quite a number of private sectors supporting us especially during the regional conferences, whereby we request them to be part and parcel of pitch competition as judges, and as part of being judges they come with their own prizes in terms of sponsorship. So, for instance, we've been able to get support for regional conferences such as Microsoft, from Rendezvous here in Kenya…even one of the Solar companies, and copper who have been able to provide the necessary support. So, what they do, they can decide maybe to provide the incubation for the pitch winner to really enhance his ideas. Or provide further mentorship…Yes, we've pulled in quite a few, only to find out in the private sector development they also have their own schedule, so when we need a Fellow to intern for three months, they need a Fellow to intern with them for one year. We are not able to cover the whole expenses for one year, we can only cover for three months, so we had such kind of challenges, but I feel where we've really engaged the private sector development has been in terms of mentorship, we really bring them on board. In terms of practicum, yes, we also had some challenges as I already mentioned."

The West Africa WACSI representative also raised some challenges with getting partners on board, and suggested that in West Africa, such involvement has not been as successful as in the other regions:

"I think that that has been one of the greatest challenges for the program: private sector involvement. And, even though we have Fellows within there, the business should drop. I think…really in terms of… [the implementers] …I think we've not really been able to define the value, the significant value that private sector could get from the program. You know, and because of that their involvement is really low, you know, as compared to the other two and the government, even the government is also quite low…The private sector, you notice that yes, we'll reach out to host organizations who are under the umbrella of private sector, but to actually get funding for major conferences, the regional conferences and the convening. In terms of

private sector, it's really a challenge. And I think that the reason could be that probably we've not done enough to really uh you know, outline the benefits or what's in it for them. You understand? So, and that has been a challenge for, for us as implementers. And that's something we need to probably improve upon in the future."

The WACSI representative also felt that African companies and volunteers need better rewards for participation, as they may not have the resources to volunteer or give time freely, at the same level that well-established Western companies and privileged individuals are able to make such resources and time available.

The VSO Country Director also raised similar points for the East Africa region: "*I think IREX has endeavoured to do a really good job in terms of just marketing and trying to connect with the right players, whether it's through foundations that represent the corporate interest, or the corporate themselves. Engaging with corporates is complex because at the end of the day they are also very keen on will this bring a greater market share for us?*" He also pointed out that certain corporates will not get involved in a certain initiative if they know a competitor is already involved with it, which makes getting a large range of companies on board difficult. Another point he made was that private sector partners were not always keen to donate money or pay stipends for practicums: "*I think the other thing is also them going into their pockets and giving support. Initially we thought it would be easy for corporates to support like the practicums [and] pay the Fellows. But the minute now you're going in and telling them to pay for them then it changes the dynamics of that discussion. But for as long as maybe they are getting them and they don't have to dig deep into their pockets then it becomes something easier for them*."

The VSO Country Director also explained that some corporates had been put off by lack of interest from Fellows:

"*Some of the corporates have also organised events and spent money and if the Fellows did come… I know one corporate here that organised an event round table and got one of the top people to really come, and then the Fellows didn't show. We had like maybe 12 confirming and eventually we ended up with four-five which is a bit disappointing. So, you go back to the corporate and they are like 'you guys are jokers, we're not keen to engage with you anymore, yeah we'll think about it and move on'.*" Similarly, the southern Africa IREX representative explained the following: "*I think…the biggest challenge…it would really be getting the Fellows engaged and participating and seeing the value, because you know we have seen just every year… I used an example of Oracle. You know the turnout of the Fellows at that one Oracle event was so embarrassingly bad that you know I was very, very cautious going back to them saying 'hey can we try this again'. I think Fellow commitment to you know remaining part of the Fellowship…it was a big challenge*."

For their part, most mentors and practicum hosts were very positive about their involvement. Notwithstanding the few organizations and individuals who had negative experiences (see above section on issues raised about practicums and mentorships), most of those interviewed felt positive, and many practicum hosts even reported their organizations benefited from having Fellows placed with them. For example, some Fellows worked on specific projects with their hosts, which came to benefit the company – the Fellow who helped his Nairobi NGO host to win the Google Impact Challenge is a case in point. In another instance, a Fellow influenced a company to change its focus towards persons with disabilities, where previously it had not been

inclusive of such issues. Some Fellows went on to work full-time or as consultants with their host companies, having had their contribution recognised during the practicum.

"...the fact that IREX recognised us as an organization to host such a person, I think that was good for us. It means we are doing something good. Secondly, you know, he gave us a lot of context about where he was coming from, French-speaking Africa. That is a market now my company is into. We do projects in French-speaking Africa. So he sort of give us the first, you know, impressions about where he was coming from...now we are in Senegal, my company, we are doing projects in Senegal." - Practicum Host, Ghana

"...they [IREX] were in regular contact with me, and whenever we felt like we were not provided with feedback on what is going on, they will send me an email and also the fellow, even reminding us that our meeting were due. Also that they did very well...towards the end of the programme we had a mentors meeting, just for them to hear what our experience was. I also got that opportunity to do a webinar and interact with fellows in other countries so to share my experience. So generally, I would say I felt supported, though I commented earlier that I wish there was an opportunity for a face to face meeting at the start of the mentorship period."

For most though, their benefit is summed up in more modest terms by this practicum host: "*Undoubtedly, you have gained. It gives you some extra hands and it also shows that your organization is one that is committed to developing talent and giving opportunities for people to either learn or share what they also know*."

There was a clear feeling, however, that Fellows came to organizations with much experience and maturity, which meant that they could contribute to a much greater extent than normal interns straight from college. They needed minimal management and were mostly self-driven and ambitious. Practicum hosts cited the value of the LDP as a roadmap for their relationship, determining the shape of the practicum and the projects the Fellow wished to pursue.

Most practicum hosts and mentors interviewed also felt well supported by IREX and its regional partners in their dealings with Fellows. While some could not remember having used the toolkits developed by IREX, others said they found them very useful in guiding how the practicums and mentorships should be managed. However, the IREX West Africa representative said that their post mentorship and practicum surveys had showed that most partners did not find them useful in their current format:

"Most of the complaints we've had from them are partners. Especially with practicum hosts and mentors. The toolkit has so much information and they said sometimes it's like, they don't read at all, sometimes, they find it difficult reading like the entire document. It's quite bulky and some of the issues are a bit technical. So, from my end, what we suggested to our team development is that they should try to make it user-friendly. Yes, we understand it's a toolkit, it needs to concern all the information. But now you don't get people reading as much of it, you can't get somebody to sit down and read like a whole booklet or something. People are very busy with their lives...Most practicum hosts and mentor they tell us you share the toolkits, yes, it's good but we've not had time to look at it. Because we also do a survey at like the end of practicums and mentorships to ask if they use the toolkit, and most of the responses we get from them is like no. No, we didn't use it, we used our, we came up with our own and started, we didn't use the toolkit."

While most of those interviewed felt that the support they received was very good from IREX and the regional partners, one Accra practicum host felt that the support they received was inadequate:

"*Oh, I think the problem with them was that when the person was coming, they made sure we had everything set up. And that was it, we didn't hear from them until after the program ended and they were like, OK you know feedback. So, there was nothing really from them, you know IREX like, it was like they just dumped the kid in the school and then after he complete school they come and pick him up and that's it.*"

Also, in Accra, another practicum host felt that companies should have a range of candidates to choose from, and that they should also be incentivised:

"*I think the first one is what I'm saying that you need to give us, you know, a wide range of people to look at. Secondly, you know, maybe other incentives for the companies. You know, for hosting you know, practicum posts. Because you are having somebody come and join your company, there is going to be costs as you said, to it, but yeah. So, I think, if its abroad its fine, but this is Africa you know. We are all companies working very hard and everything else...*"

Given these comments and the above comments from the Accra Regional Partner, it is interesting that Accra corporate partners seem less able or willing to contribute freely, compared to those in other regions, who did not raise such issues. However, the overall picture of partnerships and how they worked is highly positive, notwithstanding these issues.

The VSO representative in Kenya explains how partnerships enriched the program.

" I think there was a lot of excitement about the program... I think IREX has endeavoured to do a really good job in terms of just marketing and trying to connect with the right players whether it's through foundations that represent the corporate interest or the corporate's themselves."

The SA Trust representative expressed appreciation for the way in which IREX took note of feedback from Fellows and partners to adjust Follow-on activities, and to be more responsive to the needs of Fellows, through the Regional Partners.

"IREX have done a very great job. I think they have done very well and especially because you could see how they then started to responding for some of the Fellows' needs...It was a very positive thing, I think that they have also taken heed of actually listening to implementing partners."

9.1.7 Changemaking efforts

Survey participants were asked to rank the order in which the following four capabilities have played an important role in their changemaking abilities. Average rankings for survey respondents who participated and did not participate in follow-on activities are reflected in the table below. The rank order for the statements are the same for both follow-on and no follow-on groups.

Table 5: Changemaking efforts

STATEMENT	RANKING OF STATEMENTS	
	RESPONDENTS WHO DID FOLLOW-ON ACTIVITIES	RESPONDENDTS WHO DID NOT DO FOLLOW-ON ACTIVITIES
The ability to learn, adapt and find opportunities to practice and reflect on my actions, decisions and efforts toward positive change	2.80	2.81
The ability to find opportunities where there are challenges and address them	2.58	2.53
The ability to use participatory and inclusive approaches and methods to reach a common goal	2.51	2.42
The ability to think critically and strategically leverage my assets and networks to influence people, institutions and communities	2.21	1.92

9.2 Overall Findings on the Program Design and Effectiveness

Before discussing the findings relating to specific impacts of the USAID-funded Africa-based follow-on activities on Fellows, an overall reflection on the follow-on programme's design, management and effectiveness is necessary, including challenges identified and unintended negative outcomes.

9.2.1 Design and implementation of the programme

The follow-on program has been described in detail in the previous section. There is also a wealth of information on the programme, its implementation and management, and how it evolved between 2014 and 2018 in a large number of quarterly and annual reports prepared by IREX, and in a range of detailed monitoring and evaluation reports produced over the years. While an in-depth assessment of the program itself is not provided in this evaluation, these documents, along with interviews with program staff and partners, show that the program was run in a highly effective manner by a team of committed staff at IREX, and regional partners who contributed substantially to managing the complex and ambitious nature of the project and its aims. Furthermore, the program was clearly monitored carefully, and learnings from these M&E processes were fed into evolving the program successfully and maximising its impact.

Here, we consider aspects of the program design and implementation that were raised in interviews as having affected or influenced the impact of the activities on the Mandela Washington Fellows in various ways. A USAID program manager in Ghana, summed up the program succinctly: "*The follow-on activities are meant to consolidate the initial leadership training. It offers opportunities for young leaders to interact with other Fellows and network with other professionals. It also helps create an environment conducive to the feeling of belonging to the same leadership team (alumni spirit)".* He went on to explain that "*The follow-on activities have allowed the YALI program to be on the limelight for almost a whole year. It has also allowed Fellows to grow and network*." As pointed out by his USAID colleague in Kenya, the follow-on activities were "*opt-in*" activities made available to returning fellows, should they want to participate. Their colleague at USAID in South Africa, emphasised that follow-on activities gave Fellows opportunities to help Fellows "*to grow professionally and to find their different voices…, strengthen their network… ",* and magnify the learning from the US-based track.

The activities have also evolved over time in various ways, and for various reasons. For example, the professional practicum was first referred to as an internship, but was soon changed to "professional practicum" to reflect the level at which the skilled MWFs were joining each organisation, and the higher-level learning they could gain and contribution they could make. While practicum placements were originally available in countries other than that of the applying Fellows, due to funding constraints there was a period where practicums were available only in-country. With the introduction of competitive practicum placements, Fellows were again able to access relocation practicums. they later became only available in-country. Similarly, the stipend provided for those undertaking practicums was reduced over time, and the length of the placement, originally six months, was reduced to three months, and later to two months. These changes were made because of Fellow feedback and funding constraints, which demanded, e.g. that the same number of opportunities be made available with less funding. Following feedback from Fellows (e.g. at regional conferences) Collaboration Fund Grants were also introduced for 2017 and 2018 cohorts to foster collaborative projects between MWFs in different countries.[34]

Another way in which the program approach adapted over time was in the shift to a more competitive application process. This shift was necessitated largely because the number of MWFs selected for State Department-funded US-based leadership institutes were almost doubled in 2016 (from 500 Fellows in 2014 and 2015 to 997 in 2016 and 2017), while USAID did not have the funding to increase the number of Africa-based follow-on activities for these enlarged cohorts. Thus, as the USAID program manager in Ghana explains: "*The follow-on activities are supposed to be provided on demand. Since there are not enough opportunities the program has made it competitive. Therefore, demand and competition have always influenced the demographics of those benefiting from the follow-on activities."*

Although competition could be seen as a limiting factor, most key informants linked to running or funding the program noted that not all Fellows were in the position, or desired to participate in follow-on activities. Indeed, between 2014 and 2017, only 65 percent of Fellows participated in at least one activity. Thus, although initially, it was envisaged that most MWFs would participate in follow-on activities during their fellowship year, it was realised that there were constraints or personal reasons which prevented many from participating, as the USAID program manager in Kenya explains:

[34] See Mandela Washington Fellowship for Young African Leaders Annual Report (2016-2017), Page 15.

"…in my opinion I think because the theory of change is really about identifying and …providing them with tools, so the follow-on activities…really [it] is an element of the Fellows with different experiences. So for example, there are Fellows who…have their own mentors already, or they don't see value on getting another mentor, but another Fellow…you find that this is something that they are appreciating for the first time, the same thing [with] Fellows where they are with their careers, for example they don't see any value in the practicum, but younger Fellows for example those who are beginning out, may find value in doing a practicum. So, in my opinion it is there in the theory of change but it will not impact the same Fellow the same way because they have had different experiences."

Patterns of demand for the follow-on activities over the years, led the IREX East Africa Regional Coordinator to observe that in his region there were enough opportunities available for all follow-on activities except Speaker Travel Grants, where demand was greater than the available opportunities.[35]

It is worth noting up-front that some Fellows excluded themselves from applying for follow-on activities from the outset by failing to complete their Leadership Development Plans (LDPs). Completion of an LDP was a prerequisite for participation in Africa-based follow-on activities. In our survey of Fellows, 75 percent of them had completed their LDPs before they left the US. Only 25 percent had not completed their LDP while still in the US, but a number of these Fellows went on to complete their LDP shortly after returning home. Indeed, some Fellows said they did not complete their LDP in the US because they lacked time, and it is likely that many of these went on to complete it after returning to their home countries. Others, however, stated that they did not think it was important to develop an LDP, others already had a similar plan drawn up previously, and some also felt that they were not encouraged to develop an LDP, or stated that they did not know how to develop an LDP.

Reasons given for not completing LDPs are as follows:

- I did not know how to complete an LDP (n=19)
- I did not have time to complete an LDP (n=17)
- I was not encouraged to complete and LDP (n=9)
- I already had an LDP outside of this program (n=8)
- I did not think it was important to complete the LDP (n=7)

9.2.2 Accessibility of follow-on Activities

Before the follow-on activities became more competitive, a *de facto* "first-come-first-serve" system of sorts applied. Later, it became more dependent on the strength of a Fellow's application and what access they had already had to certain other opportunities.

The survey explored accessibility of follow-on activities in detail, and most survey respondents felt that follow-on activities were accessible to all:

- Out of the 598 (N=598) survey respondents who answered this question, 89 percent (n=534) were of the opinion that follow-on activities were accessible to women and LGBTQI persons. Female Fellows agreed at the same rate, and the one gender non-

[35] Interview with Abdul Agukoh, 17 April 2019.

conforming Fellow who answered this question also agreed that follow-on activities were accessible to LGBTQI persons.

- Regarding PwD, 83 percent (498) of all survey respondents felt that follow-on activities were accessible to PwD. However, only 60 percent (n=16) of the 27 Fellows with disabilities who answered this question regarded follow-on activities as accessible to all.

However, other Fellows did point to factors which prevented them or other Fellows from taking full advantage of these opportunities. Time constraints and work commitments back home were the biggest reason for Fellows not participating in follow-on activities. In the survey, the most important reasons for not participating, in order of importance, are:

- Their job was too demanding;
- They did not have the time to participate;
- They applied but were not selected.

Factors preventing Fellows from participating in follow-on activities are presented in the tables below, by track, cohort and gender.

The prime reason for survey respondents not being able to participate in follow-ons was that their jobs were too demanding. It should be noted that Public Management track Fellows are the only ones who mentioned not receiving organisational support as a barrier. Responses for the Energy track was probably related to the specificity of follow-on opportunities sought by Fellows who operate in this field.

Table 6: Barriers to participating in follow-ons by track

TRACK			
BUSINESS & ENTREPRENEURSHIP	CIVIC LEADERSHIP	ENERGY[36]	PUBLIC MANAGEMENT
Job is too demanding	Job is too demanding	Job is too demanding	Job is too demanding
Applied but was not accepted	Applied but was not accepted	Activity I was interested in was not offered	Received no organisational support
		Family responsibility prevented participation	
Did not have time to participate	Did not have time to participate	No relevant activities offered in-country	Applied, but was not accepted

[36] For the Energy Track, the first to factors were mentioned by the same number of respondents; and the third and fourth factors were also even.

The most prevalent reason for not being able to participate in follow-on activities across cohort was that Fellows' jobs were too demanding.

Table 7: Barriers to participating in follow-ons by cohort

COHORT				
2014	2015	2016	2017	2018
Job is too demanding	Applied, but was not selected	Job is too demanding	Job is too demanding	Job is too demanding
Activity I was interested in was not offered	Job is too demanding	Applied but was not selected	Applied but was not selected	Did not have time to participate
Did not have time to participate	Did not have time to participate	Did not have time to participate	Did not have time to participate	Applied but was not selected

The reasons for men and women's non-participation in follow-on activities shows that their situations were different. Apart from not being selected for follow-on activities for which they applied, women had challenges in terms of not having time to participate, and were prevented from participating by family responsibility.

Table 8: Barriers to participating in follow-ons by gender

GENDER	
MALE	FEMALE
Job is too demanding	Applied but was not selected
Did not have the time to participate	Did not have the time
Applied but was not selected	Family responsibility prevented participation

While there is a broad opinion among Fellows surveyed, Fellows interviewed face-to-face or via Skype, and among YALI implementers that the follow-on activities were largely accessible to all, there is also acknowledgement that in practice access was not even, due to various factors. The section below provides contextual information on the main factors mentioned as barriers to participation in follow-on activities.

Time constraints and existing work commitments

The following quotes from qualitative interviews illustrate these dynamics, first from Fellows attending Windhoek FDGs:

"...I think with follow on activities straight from the Fellowship were a challenge because you are juggling getting back to work and getting your life back into order and a thousand other things that had to be done and I think the thing that prevented me personally from engaging in follow on activities is just the cumbersome process of the application. It's like I'm applying for the Fellowship again ..."

"I think for me, it's also the issue of time. When you come back you have to make up for the time you've spent in the U.S. because you were still getting paid by your employer while you were there..."

South African Fellows in FGDs also noted that their employers put a lot of pressure on them upon their return:

"... I work for government political office, in the minister's office and the first challenge was that it was not supported, like I even had to take unpaid leave to go attend the fellowship so there was nothing that they could have even supported with, so I knew that even if I had applied for something it will never be supported and I will not continuously keep on taking unpaid leave, so that was the main reason, I just left it at that."

Others, such as this South African Fellow, had to put time into reviving a struggling small business:

"I didn't participate in any of them...I've made some sacrifices to attend the fellowship, so when I got back, the business was in trouble, so I had a lot of fires to put out... I didn't see value in travelling abroad or taking on any other grants, 'cause I couldn't see how they would have helped my business at the time."

Similarly, the IREX representative in Accra shared a story of a Fellow whose business needed attention:

"*She told us, ever since she came back, her business had collapsed... she wanted to channel her energy and building her business back rather than chasing all this follow-on activities we had available for them."*

In a number of other cases Fellows took on postgraduate studies (masters, PhD and MBA studies) soon after returning, which prevented them from being involved in follow-ons. Some felt that their careers were going in a particular direction which was not really in sync with the follow-on activities, such as this Windhoek FGD attendee:

"...I could not necessarily see a strong linkage to what I was already doing and how it added value, so it was pointless for me to apply and then take up her [another Fellow's] spot where she might be more benefit, more benefiting from it."

The Southern African Trust interviewee summed up this situation thus:

"It's very individual.... And I think if you looked deeper, you might find that a lot people would have loved to have a practicum. But because of their personal circumstances whether it's work type, back to work or having to go back to their 9 to 5, or they have got their businesses that they need to run... That for me is really what would have influenced them whether they take on the follow-on opportunity or not."

Gender

Most Fellows felt that there was no bias in the accessibility of follow-on activities for males or females. In fact, some felt strongly that females were favoured for many opportunities and that the program specifically targeted females. However, regional partners did point to gender constraints to doing follow-ons. For example, the representative of The Trust felt strongly that fewer women were applying and that not enough was done to truly empower women in the programme. He pointed to the fact that a female Fellow could feel empowered in the US and at regional conferences (e.g. by making a speech etc), but then return to a marginalised role, or even oppression, on return to her country due to prevailing patriarchal, political or religious norms. He pointed out the irony of having a voice within the Fellowship but not having a voice at home. He also felt that male Fellows applied for the opportunities more aggressively than female Fellows.

In Accra, the IREX representative also felt that women had less opportunity due to gendered family responsibilities and constraints:

"....sometimes, especially when they come back, because most of them they have families, they are married and stuff. So, when they come back, some of them are having babies, some of them are taking care of their families and stuff. So, they don't have time at all to even take up, apply for this follow-on activities. But a man is not going to get pregnant. A man, there is no way of going to take care of babies. Where we come from, we all know that they will try to push females to do all of these. So, they have the opportunity, they always have the time to apply for these things. They can take a practicum opportunity outside of their country, and it's no big deal. But a female, maybe I just had a baby, there are other babies, children I am taking care of. I have to take care of my home and such stuff. So, we get the males applying, like for all these interventions more than the females."

This sentiment is echoed by a small number of female Fellows, for example this survey respondent: "*I had an opportunity in 2017 but I was pregnant and was due at the beginning of the practicum. With regards to labor regulations related to maternity leave, the period was falling in the period of maternity leave...I lost that opportunity*."

Generally, there was not a strong feeling that LGBTQI Fellows were excluded from follow-on activities, but one Namibian transgender Fellow raised an issue with the Fellows networks being non-inclusive because of anti-LGBTQI language and attitudes:

"And ja, there were so many of the, like, WhatsApp groups, but I left. Because of the sexism, and homophobia. It was really uncomfortable and if you stand up to it, you get attacked... I really, I

couldn't be in them, because any time I said, that's not OK, please don't say that, they would like, 'wah!' A whole group of men just jump and it's like, just not nice."

Fellowship and follow-on activities specifically may have included groups marginalised by gender, sexual orientation and disability, but it is evident from the above comments from the Accra IREX representative, and the experience of the transgender fellow, that entrenched individual, cultural and societal values in Fellows' countries of origin, specifically regarding gender roles and identity, may have limited free participation and contribution of women in follow-on activities and may have prevented them from enjoying all potential benefits associated with follow-on activities. For example, a male Fellow who mentioned that he collaborated with a women's network, said that womens' networks are not much different from other networks, except for their feminist ideas, which do not appeal to him: "there is not any difference, except that they have feminist ideas which I don't like …"

These examples confirm Gichuki's argument (presented in the Literature Review section of this report), that pervasive conservative religious and cultural beliefs continue to inhibit female leaders to find their place in society, while cultural norms and stereotypes presumes that women are first and foremost responsible for their families and homes.

The survey questionnaire also probed Fellows' differential access to technology, particularly to determine if the gendered African digital divide played any role in women's access to communication (and by extension follow-on activities), and networking in general. In her report for the Mastercard Foundation, Milena Novy-Marx details barriers facing women in taking up leadership roles in Africa[37] where she notes that Africa has a gendered digital divide, where women are often marginalised from owning or controlling a phone.[38]

A survey question on access to technology was included in the survey questionnaire, and of the 814 survey respondents who answered the question regarding access to the internet and connectivity (N=814), the vast majority (90 percent; n=730) has regular access to the internet (always or almost always), both for those who did and did not participate: 88 percent (n=342) of those who did participate in follow-on activities has regular internet access, and 91 percent (n=430) of those who did not participate in follow-on activities. Access to the internet was almost the same for male and female respondents. The survey further indicated that Fellows use and are present on social media platforms like Twitter, Facebook, Instagram and WhatsApp.

These responses were perhaps predictable, given that Fellows had to have access to technology and the internet to be able to complete the survey questionnaire. To contextualise the responses regarding technological/digital access, the significantly lower survey response rate amongst women have to be considered: 28 percent (n=415) of female Fellows participated in the survey, as compared to 48 percent (n=869) of male Fellows who participated). Interestingly, participation of women in face-to-face KIIs and FGIs were high. It is not possible to find out the reasons for this discrepancy under the scope of this evaluation, but it needs to be flagged as an area for further exploration. For example, although not a common concern, it should be noted that there were some indications that women had difficulties in making full use of virtual mentorship opportunities due to challenges with internet and data. A South African mentor who provided

[37] Novy-Marx, M. (2014) Women's Transformative Leadership in Africa. Report produced for the Mastercard Foundation.

[38] Ibid. (Page 10).

virtual mentorship to a number of Fellows, explains how challenges with access to data became a limitation in sustaining her relationship with a mentee in Madagascar: *"I tried to maintain contact with them [Fellows] via email. I got one candidate in Madagascar, who is also French speaking. She appears to be outside of the urban areas, where she is got very remote access to internet, and she can barely afford the data..."*

Disability

While most Fellows felt that Fellows with disabilities enjoyed equal access to the follow-on activities, it is noteworthy that almost 20 percent felt that disabled Fellows could not as easily access them. However, 40% of Fellows with disabilities said that follow-on activities were not accessible to PwD.

Some cited transport issues, lack of access to braille materials, and the environment in home countries not being disability friendly as barriers faced by disabled Fellows wishing to participate in follow-on activities. As one Fellow, himself disabled, commented:

"I'm a blind person. Most of the discussions are held on the WhatsApp platform which prove very difficult to participate, using screen reading software as the discussions happen fast. Not being able to participate in these discussions already prevents me from applying for certain activities. Maybe the solution for blind Fellows in future should be to pose the question and allow them to give feedback separately."

One survey respondent also felt that other Fellows and program coordinators did not take proper cognisance of the needs of disabled Fellows, leading to them not completing these activities. He cited "*Non-inclusive and poor inclusive nature of many Fellows (alumni members) and YALI/Mandela Washington Fellowship coordinators to effectively accommodate Fellows with disability (deafness)."*

Country of origin and language issues

Most Fellows did not feel that country of origin created any difference in access to follow-on activities. Certainly, those interviewed during in-country visits to South Africa, Ghana, Kenya and Zimbabwe did not feel this was an issue, and in Skype KIIs with Fellows from other countries (targeted because they were not as many Fellows from these countries). A few Fellows shared perceptions about different levels of access to follow-ons: A Fellow from Botswana stated that they felt southern African Fellows did not have as good access to follow-ons as those in other regions; a few others also said they thought English-speaking countries and those in East Africa got preference (one Fellow noted that there were very few Angolans at the regional conference); others had the perception that smaller countries lacked proper representation on the Regional RABs; and some Fellows from island countries felt that accessing follow-on activities were harder for them, because of their geographical isolation.

The Trust representative relates how they made a dedicated effort to include all language groups, particularly French speaking Fellows from island countries, and Portuguese speaking Fellows: *"...the emphasis right now is really on the Francophones... a lot of the young people that don't identify as Africans, because they are sitting in the island countries. So how do we then make sure that whatever initiatives they are doing in Madagascar, Mauritius, Seychelles, are being*

brought back in here...We are trying to bring them in now, the difficult countries have been Mozambique, and specifically Angola. Even the DRC..."

A Fellow from Seychelles, who participated in the Business and Entrepreneurship track in 2017 confirmed that Fellows in island countries are somewhat detached from the African reality: *",,,since I live in Mauritius I'm a little bit disconnected from the African continent. There are some stuff that I don't understand, especially on the cultural base of doing business..."*

Certainly, the perception that Fellows from Anglophone countries were being inadvertently favoured came through in KIIs with implementing staff. The Accra WACSI representative explained it thus:

"You know, the Anglophone Francophone factor we have in West Africa... I think this may be one of the causes, for you notice that the Anglophone countries of Fellows, they are more articulate because the program, the language of instruction is already in English. So, chances are they can articulate what they want to do. For instance, if they are applying for the Speaker Travel Grants, they can, we need them to state how they, how that speaking engagement will benefit, you know, them, and their community when they come back. But as compared to the Francophone Fellows they will have...the level of articulation when it comes to the English as the standard language in the program and it's a challenge...."

This was, however, an issue the selection committees took into account, so as not to exclude non-English speakers, as she also explains:

"So, you know, at a time when I was reviewing the speaker travel grant for a long time, about three to four years. What I do, and it's been communicated to the team as well, but I always put it at the back of their mind that the Francophone applicants they are not [as articulate in English]. Once we have the idea there and then they're not able to articulate, I give them the benefit of the doubt."

While on paper, there was equal access to the follow-on activities, in practice the above dynamics, coupled with various other factors, ensured that access to follow-ons was not uniform. US-based IREX staff, for example, felt that the pressure to fill quotas for the various follow-on activities meant that often those in the countries with the largest number of Fellows, or where IREX regional offices were centred, or those who applied most prolifically (e.g. Nigerian Fellows were said to apply very enthusiastically), were favoured.

Regional partners also felt that Fellows from some countries just tended to dominate applications and uptake of the follow-on activities. For example, in West Africa, WACSI found that Fellows from Nigeria, Cameroon, Senegal and Togo tended to apply prolifically and monopolise the opportunities. On the other hand, the IREX representative in West Africa felt that it was difficult to cater to the needs of Fellows in all 21 countries in the region equally. In a lot of cases the Accra-based regional office did not have well developed links with organizations and mentors in some of the countries, and thus could not link Fellows as successfully. They often tried to make virtual connections between Fellows and mentors, and practicum hosts, but this did not always work out. This was an issue faced in southern Africa as well, as the Trust representative explains:

"…[The Trust] actually tried to facilitate a practicum in Angola and that never really worked… So we established connection with the organization…we talked to them…they sounded very enthusiastic about it. However, they just fizzled away…They never came back. We followed up and the doors are shut. And unfortunately…I wouldn't have reasons as to why they would have disappeared… From our experience [Angola] was one of the countries where we were not able to… get [practicums]… but I mean that is also because that the Trust itself does not have any ongoing activities, not a lot of partners in Angola."

It was also noted by regional partners that countries where there were political difficulties and civil unrest were particularly difficult to work with in identifying opportunities for Fellows. But, as noted by Fellows from countries such as Sudan, it was also not easy for them to leave their home countries to take up practicum opportunities, and they thus missed out.

The East Africa IREX representative also pointed out that Fellows in Kenya may have had an advantage (at least in some years) because of their access to his office and the regional partner:

"…as much as we are equal to all the Fellows but then you find that you are accessible to the Fellows in countries where they are able to pop into our office rather than the other countries… The Fellows in those countries [where the regional partners' offices are based], they are able to come into our offices and request for clarification… And they are also able to go out and seek for all these opportunities and see how best we can engage with the USAID and IREX. So, there has been a bias. So, for instance, we do have thirteen practicum opportunities, but for the thirteen we have six in Kenya. Speaker Travel Grants, we have awarded about nine but then out of the nine we have five who have been awarded from Kenya."

Rural/urban location

Fellows located away from the main urban centres, in small rural towns or rural areas, could also miss out on the opportunities for various reasons, including lack of access to the internet in some areas.

Difficulties of Fellows based in rural areas to access follow-on activities were raised explained by the fhe WACSI representative in Accra, and Fellows from various countries.

"…following up with the Fellows, you notice that some of them are in the rural area. Yeah, which means that, access to regular internet is definitely a problem. Sometimes if you have to reach out to them, particularly to get updates on mentorship and practicum interventions, it becomes a challenge. Sometimes, you would get their response but takes time. Sometimes they will tell you, I was in the village, I had very limited access to internet…" - WACSI representative

A Ugandan Fellow echoed this in a Skype interview, explaining that she was located 300km from Kampala, which prevented her from doing follow-ons: "*I think apart from the distance alone, you know even communication…the American Embassy tried to send us messages but some of the YALI Fellows in Kampala tend to work with themselves…I think on the other side I understand it, because they are close to each other in that region, other than us who are up country*." Similarly, a Fellow from a small town in Botswana also cited the distance from the capital Gaborone as a factor that prevented him from participating in many follow-on activities and Embassy-linked opportunities.

A survey respondent from northern Cameroon flagged the security situation as an added problem in rural areas that prevented him accessing follow-on activities: "*The difficulty to access information due to the instability of the internet connection which is often cut by the government to manage the security crisis caused by Boko Haram*".

Similarly, a Fellow in Togo said that internet connection was a problem: "*Look, I wished to attend the webinars but…every time in the Capital towns and the places I work [and] I live there's no connection to internet… It was difficult for me to participate*."

A Ghanaian Fellow went so far as to suggest that the follow-on activities favoured those in urban centres: "*There were limited activities in my area, everything focused on Accra, with no budget for those outside of the city to participate*."

Likewise, a Nairobi FGD participant also claimed that those in Nairobi got most of the opportunities.

Track & Work Sector

A few Fellows cited their track or sector of work as leading to barriers to participation in follow-ons. For example, a Fellow in Nairobi could not access a practicum because she works in the fashion industry and she said there were no suitable options available locally. Similarly, a Fellow in Accra, whose work is in child care and education felt that Fellows in her field had limited options, while Fellows looking at gender or human rights issues got more access to opportunities. Some Fellows in the public management track felt that practicums and mentorships were also limited in their field. A Windhoek FGD participant explained it thus:

"…it appealed more to civil societies and business people, and I don't see much relation to me as a public manager. So I kind of felt…exclusion, because when you read through…there's not much that me as a public uh administrator can, you know, do there…"

Some Fellows felt that their fields of interest were not favoured or regarded as relevant:

"It was because there was a time I showed some interest in some big travel grant but it wasn't granted…coming from the health profession it was a bit of a disadvantage, 'cause most of the opportunities were specifically this, or for business track so it became very difficult…" - Fellow from Botswana

"I mean my work with climate change wasn't a priority for the U.S. at this time", so I might not get the kind of attention I needed, and that kind of just discouraged me in applying for most of these things…" - Fellow from Nigeria in the 2018 cohort and Civic Leadership track

Communication Issues with IREX

Overall, Fellows' perceptions about communications with IREX and the U.S. Embassy was extremely positive, and Fellows were appreciative of the opportunities and exposure they get as a result of their recognition as young leaders in their communities.

Communication issues as a barrier to participating in follow-on activities was not a prominent theme, but it is worth mentioning the communication issues that did come up. A small number of survey respondents and FGD participants said they had not received emails relating to specific follow-on activities and other opportunities after returning from the US It is not clear why such Fellows did not receive communications given that they were successfully contacted for the evaluation process. However, some Fellows raised in FGDs that they felt they were flooded with emails from IREX and the US State Department, which could have led some to ignore important communications pertaining to opportunities. Some of those who completed PDEs in the US also felt that this excluded them from participation in all follow-on activities and thus never attempted to apply.

WHEN COMMUNICATION AND EXPECTATIONS DON'T ALIGN

The story below is an example of what a Fellow in one of the Nigerian FGDs describes as a communication issue, but it may be possible that it also indicate that in addition to communication and logistical issues, expectations of Fellows in some instances were different to what was, or could be offered by IREX under the program.

"We encountered a couple of challenges, especially in communication. For example, we didn't get our grant, one of our collaborators didn't get her grant until a day before the actual event, so it was a lot of back and forth... We had issues with communication and while we realise that it wasn't as if they fully grasped the idea of our project, because, I mean we had sent the budget, even though there was a limit. But we had an idea and a concept note of what we wanted to do more. It seemed like they just wanted us to gather around and talk about the project, but we wanted to have like a massive workshop. We wanted to invite 100 people, but we ended up having to do everything small because of the grant... we didn't even have space to accommodate people who came for the workshop, so it was quite a big deal. What we were trying to do was, it's new, not a lot of people are exploring women's sexual reproductive health and the environment. So, a lot of people wanted to come and learn about it more..."

9.2.3 Issues relating to specific follow-on activities

Further in this section, we explore the many positive outcomes and experiences of follow-on activities. It is important to note that the successes of the follow-ons were enhanced greatly by the toolkits that were developed, and frequently updated, to assist mentors, practicum hosts and the RABs to operate effectively. In many cases, Fellows and mentors/hosts were able to develop their relationships and goals in a structured way, and to troubleshoot if things were not going according to plan. Nevertheless, plans sometimes did not work out, and it is important to flag some instances in which things did not work out for the best. This section also briefly explores issues experienced by Fellows with specific follow-on activities, including negative outcomes that were unanticipated. It should be noted that the negative aspects regarding specific follow-on activities should not be seen as representative of Fellow's experiences of follow-on activities. The intent of highlighting challenges is to explore them in more detail so that future programming can benefit from learning in this regard.

The table below summarises the top three issues keeping Fellows from engaging in the respective follow-on activities. These and other issues are described in detail in the section below.

Table 9: Summary of challenges for participation in specific follow-on activities

FOLLOW-ON ACTIVITY	TOP THREE CHALLENGES FOR PARTICIPATION IN SPECIFIC FOLLOW-ON ACTIVITIES		
Mentorship	Work commitments	No suitable mentor could be found	Family commitments prevented participation
Professional Practicums	Work commitments	There was not a suitable organization available for them to do a practicum with	Family commitments prevented participation
Collaboration Fund Grant	Time constraints due to work commitments	Family responsibility prevented participation	Applications were not successful
Continued Networking and Learning Events	Work commitments	Family responsibility prevented participation	Not relevant to needs
Speaker Travel Grants	Family responsibility prevented participation	Family responsibility prevented participation	

Mentorships

When it comes to issues keeping Fellows from doing mentorships, the most important factors (in order of importance) were: work commitments; not being able to find a suitable mentor; and family responsibilities.

A small number of survey participants felt that a mentorship was not relevant to their career. Other reasons provided by survey respondents for not doing a mentorship, included that they did not have time, did not know about this opportunity, or were not successful in their application.

Most of those who participated in KIIs and FGIs, ans who have experienced mentorships were extremely positive about their experience. What came across clearly was the good matching of Fellows to their mentors was a key success factor for this activity.

A SUCCESSFUL VIRTUAL MENTORSHIP

Mentorships can be a powerful influence on Leaders' careers, particularly when the success factors, of good matching and commitment on both sides are present. Having a competent mentor is another key factor in an optimal mentorship experience.

A Zimbabwean Fellow described their mentor as *" a fantastic woman"*, who is a qualified mentor, and has sound professional experience at board level. 'The mentorship added value at the time when the Fellow started a business: *"...[the mentorship] helped me a lot in those first days when I was starting up the business. Just links, as well [as] for funding, and I mean we still have a relationship to this day. Every time I'm in South Africa, and she's around, we go for coffee. So there was immense value."*

While some virtual mentorships were challenging, it worked out in this case, because both mentor and mentee were committed, had a plan and schedule for their engagements, and ensured that they were available. *"It was actually quite a fantastic platform, you'd have set times, you'd log on. There was a mentorship plan, exactly what you're trying to achieve, what you're trying to get out of it. You could rate your mentor, based on your interactions. You knew what time it was, we would pick times that were comfortable, she always used to make herself available."*

As explained by the Zambian Fellow below, poor matching could doom the relationship:

"I think I would have really liked for the mentorship...to have worked out better... I'm not sure why it didn't work. Like I said before, it could have been communication, or maybe we were not matched properly... And I did hear from a few other people that mentioned the same thing. That they, their mentorship didn't work, and I didn't go into detail to find out why."

A South African Fellow also gave a similar tale and explained how the slow momentum of the mentorship has eroded trust in the relationship:

"...it didn't work out so well for me. I actually did get a mentor...and a certain email, she responded about a week later, uh no fault of hers maybe she was busy uh... but the way that it was sold to me seemed like... I mean first they send some material of what a mentor is and how mentors are supposed to be... and I'm sure they also sent her the material, so when there was a communication gap I was surprised but then I, I told her, she asked me kind of like a mentorship question then I responded, and she told me what to do and she didn't respond to that until... this past week, which is three months later, uhm... and that was after IREX had sent me an email asking me how it's going, so I'm assuming that they also sent her hence the pressure to now... o now communicate with me. So, I haven't responded to her because she sent me an email about a day... two days ago, so right now I'm struggling with personal issues..."why did you keep quiet for so long... I mean... can I trust you now... moving forward?' "

In some instances, Fellows felt that their mentors were not a good match because they expected to be mentored by high profile leaders in their field. For example, a Fellow in the South African

FGD said: "*Yes, because I expected the mentor to be like a head, where I'm targeting to be, so that I can learn from his experience. But the mentor I got he is completely out of the field of my work and the field of my aspirations, so I didn't think it will help*." Implementing staff in Accra had also experienced Fellows requesting mentors who were very well known and busy leaders in their field, and were impossible to link them to in reality. In other cases, Fellows mentioned that virtual mentorships with mentors in other countries were difficult because the relationship never developed and their mentors were always busy. Time zone differences and connectivity issues also got in the way of a number of virtual mentorship arrangements.

The IREX representative in Accra agreed that their feedback on mentorships showed that face-to-face mentorships worked better for both parties: "*The mentorships…what's most of the feedback we had from people were that, the virtual ones were not always helpful. They felt that they could have been more beneficial if they had physical meetings, like face-to-face meetings. Especially the mentors. We had those reports a lot that if we had done them, in person meetings, they would have benefited a lot."*

For their part, mentors who we interviewed also sometimes expressed frustrations with virtual mentorships. One South African mentor raised the issue of mentees not having enough money for data in order to use Skype for their sessions. She recommended that small stipends be given to mentees to help with connectivity.

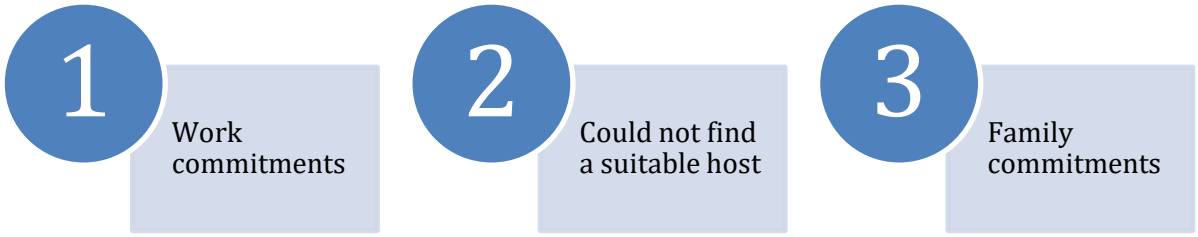
Another mentor in Kenya, also found it annoying that mentees did not honour arrangements made for mentorship sessions.

"I cannot measure my own participations, but the reality is my third candidate is based in Botswana. After the introduction was done in January to begin the mentoring process, she did not get in touch for six weeks, and then she sent an email saying 'I am not sure if I want to be involved, I have got too much commitment work wise and etc.'. So it gets to exactly what we were saying earlier. The fact that these young people have been given an amazing opportunity, and there's no incentive for them to complete the mentorship programme, is seriously annoying. Because my time has been taken advantage of, and I must shuttle my life to suit this woman in Botswana who now has to decide whether or not to participate."

The same mentor felt that mentors put a lot in without any reward. This, however, was a minority position.

Professional Practicums

Factors that prevented survey respondents from doing a Practicum included (in order of importance), were: work commitments; a suitable organization for a practicum could not be found; family commitments kept Fellows from participating; and they felt that they were too senior to participate.



While many Fellows clearly had a very positive practicum experience (see next section and case studies), some Fellows had negative experiences with practicums due to not being a good fit with their hosts. For example, a Kenyan Fellow in the water sector had a negative experience in his practicum. The founder of the organization was involved in politics and the organization was floundering. The Fellow went in and tried to help them to recover, but the founder was never there and the organization was not able to survive, shutting down two months later. This was not a very positive experience for him, but he does admit that he learned some lessons from his bid to assist them to stay afloat.

Several recent Fellows who undertook practicums in Kenya noted in FGDs that they felt their hosts benefited more than them because while their learning was minimal, their hosts put them to work raising funds and growing the organization. This may also be a product of the shortened length of the practicums because Fellows leave before they get a real return on the effort they must put in when they join.

Both the Accra-based IREX representative and Nairobi IREX representative spoke at length about the challenge of getting Fellows interested in practicums, and issues that deterred them. The Accra representative put it thus:

"Some of the Fellows didn't have time. Well, we spoke to some of them. We just did a, like a [survey]. They didn't, they couldn't get time from work to do the practicum. And then initially, so when we started with the practicum, the stipend was really great. So we had a lot of people apply, at the beginning it was, the money was really good. We had a lot of people apply. But then along the line, when we had to adjust the money and slash it down a bit, the interest went down. Because, I just want to give a classified example. When we first slashed the money, we had a fellow walking into our office telling us that, 'I was really into this practicum because I knew I was going to make a lot of money to pay for my post-graduate education. But now that you guys have slashed the money, I don't know how I'm going to get the money to fund my education, like my post- graduate education.' ...we came to understand that one, they didn't have time, and then secondly, to, the money was like, after the money was slashed, it was no longer attractive to the fellows."

The Nairobi IREX representative agreed that the reduction of the stipend had a negative impact. He also noted that Fellows with their own business, NGOs or in the public service in many cases did not want to undertake a practicum, given their existing career goals and responsibilities. Moreover, after the CFG was introduced, he noticed that some Fellows preferred to seek collaboration opportunities rather than practicums, which would have disqualified them from applying for the CFG if they got a practicum placement.

The Southern Africa Trust representative also raised the change of policy with regards to where Fellows could do their practicums, as a factor affecting uptake. Initially Fellows could go outside their home country to do their practicum, but later, it was decided that they must find an organization locally. He noticed that Fellows from Zimbabwe in particular applied for practicums, but wanted to find an organization outside their home country. This was not only because of the poor economic situation in their country, but also because they felt hosts outside Zimbabwe offered them better links and experience than those at home. In many cases IREX did continue to relocate Zimbabwe Fellows for practicums.

Another way in which practicums changed over the course of the program is that they were initially six months in duration, but were later reduced to three and then two months in length. Practicum hosts in particular, but also some Fellows, felt that they became too short to really have the impact they might have if they were still up to six months in duration. Some multiple practicum hosts were less enthusiastic about more recent Fellows they hosted, mainly because the time period had been squeezed into two months. As a practicum host in Nairobi explained, the two-month practicum was particularly challenging:

"...of course, the time was short because personally I was preferring six months to one year. Because even the one we are having currently for two months, I'm like, 'oh my goodness, will we really finish everything we have for the two months?' But for her, she says she's really open, even if we don't finish it in two months, she'll still continue...because those are some of the things we had a discussion on when we were interviewing, because we told her two months looks like a very short period of time and looking at whatever it is that you want to achieve, I don't think we are likely to finish that in two months."

While it is possible for practicum hosts to financially support a practicum (covering additional costs or extending the practicum), a practicum host from an NPO in Nigeria felt that IREX should have supported the host organizations financially, to cover their expenses as hosts.

Some Fellows also raised administrative glitches with their practicums. For example, an Ethiopian Fellow noted the following situation:

"*I was interested in the practicum which prevented me from applying to the collaboration fund, and yet there were no organizations listed under Ethiopia for the practicum. I have tried to communicate the Alumni Team and RAB members but was told that they will be the ones who will facilitate this issue and yet I haven't received any follow ups regardless of my repetitive emails."* Another Fellow noted the following in the survey: *"I applied and got accepted for the practicum, but it took too long and when they finally called me, I had also just got an offer from a new organization, to start just about the same time. So, I turned down the practicum, considering the direction and aspirations of my career."*

Collaboration Fund Grant

Similar to the mentorship and the professional practicum, most of the 219 Fellows who answered survey questions on access to the CFG stated the following reasons for not participating: time constraints due to work commitments; family commitments; their applications were not successful; the CFG was not relevant to their interests; and the opportunity was not available to their cohort.

Other reasons for not accessing the CFG was that they did not know about the opportunity.

Fellows interviewed or surveyed for this evaluation gave good feedback on their CFG experiences. Some, however, raised some concerns or issues. The Accra IREX representative explained, for example, that some Fellows were enthusiastic at first, but lost interest when they saw the size of the grant, when the grant was advertised:

"The collaboration fund, we started, like two years ago. The first year, I think was the pilot… This year, we had a great turnout, Fellows coming up with interesting ideas. An idea to collaborate with this and this Fellow, on this project. And then, along the line, we saw that those who had been selected for the, as the finalists, some of them came back and declined those opportunities because they are telling us that their grant was too small."

Some Fellows, such as this one, felt that the application process puts Fellows off applying: "*I think that some of the follow on programmes, for instance the Collaboration Fund Grant, I don't know, maybe I may be wrong, but my perception says the process is too cumbersome…[and] that sort of demotivates you to go for it.*" A Fellow from Botswana who did participate felt that the money for the grant was too little, and got spent mainly on transport and accommodation rather than any meaningful collaborative activities.

A similar complaint was raised by a few others, including this Accra-based Fellow:

"*There is a time limitation but there is also an activity limitation so we have to then the grant essentially focuses on getting the person to travel, then the person who's hosting gets a little bit of money on a weekly basis. We get a 100 USD as the host, but a 100 USD it goes to venue hire, transporting visitors, it goes to feeding the visitor if you need to feed the visitor in terms of setting up client events that aren't-focused on the project. That disappears very quickly."*

On the other hand, some Fellows understood that although the grant did not cover all the costs related to the collaboration, the grant was an enabler, in that it brought Fellows together, to do work that would otherwise not have been done, or it fast-tracked work.

In other cases, raised by survey participants, collaborators did not receive their grant money on time and had to use their own funds to complete their planned activities.

Continued Networking and Learning Events

As with the above follow-on activities, the majority of the survey respondents who answered the question on accessibility of CNL events, said that work or family commitments were the main reason they struggled to participate in continued learning and networking events (including

IREX-hosted webinars, other in-person IREX networking events, and Community of Practice events). A relatively small number of respondents felt that these events were not relevant to their needs. However, despite these challenges, approximately one-third of survey respondents participated in at least one such event.

Most of those who participated were positive about them, with the only issues raised being lack of internet connectivity for some Fellows, and the times at which these events were held clashing with other commitments.

Regional Advisory Board

Only a small number of surveyed Fellows and those involved in qualitative interviews/discussions participated directly on the Regional Advisory Boards (RAB). As we will discuss in the next section, those who were on the RAB benefitted in a number of ways and were very enthusiastic about having had this opportunity. Fellows who had not participated tended to feel somewhat ambivalent about the RABs and what benefits it brought the larger group. This is summed up by a Harare FGD attendee:

"*I think for those that are on the board, that, I think, that's what I've seen where once you're sort of on the Regional Advisory Board, it opens up more opportunities, for them but not for the rest of the cohort… I mean, my very close friend was on it, and I would ask and say, 'okay, so what is it like, there's nothing really that I can say I'm coming back with that's of value', you know, but for those that are on the board she's like, you know, 'fly me to South Africa, we have our meetings, we sit and plan and so all this stuff', but past that you know, for everyone else…there isn't much*'."

A survey respondent also felt that the RABs were not effective:

"*There should be a full-time employed person in each country or region dealing with core development issues of the Fellows during their cohort. The RAB is not effective. Regional or country information is not equally available to all fellows*."

Such ambivalence, or even the stronger opinions given above, may indicate a lack of real knowledge about the role of the RAB among most Fellows.

Fellows tended to feel that RAB participation was potentially open to everyone, although of course it was up to the Fellow to put themselves forward for a position on the RAB and to be elected to the RAB by their peers. Some of the smaller countries did not have a representative, but instead relied on representation from a Fellow from a neighbouring country.

In the beginning, in terms of inclusivity, in the early days of the Fellowship, IREX staff, such as the West Africa representative, felt that male Fellows mostly put themselves forward for

positions on the RAB. The IREX Southern Africa representative agreed that in the beginning, the RABs were male-dominated, but that women had later come to the fore in terms of RAB participation. Interestingly, the IREX East Africa representative said that in that region women had dominated from early on, and that only more recently had more men come on board.

These subjectivity of these perspectives are evident, considering the statistics of RAB composition. By 2017 the overall representation of women on RABs stood at 60 percent, compared to 47 percent in 2014. Representation patterns of women on the RAB between 2014 and 2017 varied:

- In East Africa representation of women gradually increased from 50 percent in 2014 and 2015, to 60 percent in 2016 and 70 percent in 2017.
- In southern Africa, representation of women on the RAB moved down from 50 percent in 2014 and 2015, to 40 percent in 2016, and increased to 705 in 2017.
- In West Africa, representation of women on the RAB declined from 50 percent in 2014 to 2016, with 40 percent of the West African RAB being female in 2017.

In their survey responses several Fellows noted that they were pleased that the RABs had so many female representatives, and they pointed to this factor as a sign that the follow-on activities were open to everyone.

Regional or Continental Conference

The follow-on activity in which the most surveyed Fellows had participated was the regional or continental conference. Almost half of survey participants reported that they benefited from attending a regional/continental conference, and similarly, in the qualitative interviews, many participants indicated that they have participated in this follow-on activity. Most felt that it was a very good follow-on to participate in, especially because it was a chance to catch up with Fellows in their cohort and to network with others. Some attendees, however, argued that there were too many sessions, and too much going on, at the regional/continental conferences, and not enough time to network with other Fellows. As one explained: "... *You know we are invaded with a lot of information and like when you see your friend that you haven't seen in a long time, you like let me sit next to you and you are not even paying attention, you are just chatting ...*" One South Africa Fellow went so far as to say that the structured part of the conference was not relevant to him:

"*For me it was a waste of time because the speakers even the... topics were not related to me, I had no interest in it, you know... so I did not learn or pick up anything except just to... you know it was like a catch up session, people that I knew, like, it was more of a catch up session than anything.*"

Other than this, there were no other issues raised with the conferences.

Speaker Travel Grants

The two biggest challenges for survey respondents to participate in STGs, were work or family commitments. Other factors that prevented survey respondents from participating in STGs included that their applications were not successful or that the STG was not relevant to their interests.

Of all the follow-on activities, the STG was the one which saw the least number of surveyed Fellows participating. While Fellows who had been to a conference on this grant were all positive about the experience, nobody raised any other issues, besides the competitive nature of the grant making it difficult for some to access it.

9.3 Impact of Follow-on activities on Fellows

9.3.1 Program reports

The impact of Africa-based follow-on activities on Fellows is assessed mainly through the primary data collected in this evaluation, with some comparison to secondary sources made available by IREX, such as quarterly and annual reports, and M&E reports such as the Capstone Reports and baseline surveys. These latter reports are not always easy to compare to the new primary data because they ask different questions, and because they often do not distinguish between Fellows who completed follow-on activities and those who did not in their assessment of impact. A brief synopsis of impact findings reported in the annual reports is provided below.

The Year 1 Annual Report (2014-15), understandably focussed mainly on programmatic issues to do with the initiation of the program and the development of systems and relationships across the continent. As such, there is little reported on impact. By year 2, however, the Annual Report (2015-16) recorded that of the 2014-15 Fellows, 85 percent (855 individuals) had participated in USAID-funded follow-on activities. There were equal numbers of men and women and opportunities were spread between regions and tracks. It was reported that 319 Fellows (156 women, 163 men) built skills and grew their networks through professional practicums. Of these, it was reported that 93 percent agreed that they benefited from that experience. The report stated that 345 Fellows had done mentorships (184 women, 161 men), of which 61 percent affirmed "that they have improved their skills, knowledge or comprehension as a result of mentoring opportunities." Eighty Fellows were reported as having honed presentation and networking skills through speaker travel grants, resulting in 754 new sustained connections, and 85 percent of RAB members "showed positive change in their experience with principles of board governance." (Pg. 6).

The Year 2 Annual Report (2015 - 2016), also shared the finding that "72 percent of 2015 Fellows who attended Regional Conferences made and sustained new connections" (Pg. 11), and that "87 percent of 2015 Fellows reported benefiting from their practicum" (Pg. 17). Likewise, it was reported that "Nearly 69 percent of 2015 Fellows agreed that their mentorships increased their knowledge, skills, or comprehension" (Pg. 18). Several "success stories" from practicums and mentorships were also provided. It is also recorded that "94 percent of 2015 Fellows agreed that the LDP was a useful tool for developing their career trajectory."

A Leadership Assessment, which tested gains against the baseline data on the cohort, was also reported on. According to this assessment: "Overall, findings showed that there were significant increases over the course of U.S. programming, and that these increases were sustained over the course of Africa-based programming. Activities shown to especially influence retention of leadership outcome gains include Africa-based practicums and mentoring relationships with employers." (Pg. 38).

The Year 3 Annual Report (2016-17), reports a very similar set of impact statistics, providing an update on the numbers of Fellows participating in follow-on activities in years 1-3. High numbers also reported that they had gained from participation in practicums, mentorships, regional conferences and the RABs. Success stories are also shared in the Year 3 Annual Report, along with the assessment that "Over 75 percent of 2016 Fellows agreed or strongly agreed that they became more effective leaders through their practicum experience." (Pg. 14). The report also mentions key areas of impact revealed in the participatory video and most significant Stories of Change exercises at the Regional Conference in 2016. It further provides an assessment of networks between Fellows.

The Year 4 Annual Report (2017-18), reports in a similar vein on the program rollout to Fellows and the impacts identified in various monitoring tools. This report presents benefits of RAB membership: RAB members reported the greatest gains in representing constituents, managing diversity, servant leadership, and their knowledge of board structures and processes. Like the previous reports, success stories of practicums, mentorships and regional conferences are provided and again, the impacts identified in the most significant change stories are reported (see below), along with factors inhibiting change.

Most useful of all, the report provides a comparison of reported benefits from practicums and mentorships according to cohort (Pg. 42). These are given as follows:

- Fellows reporting, they received benefits from practicums: 2014 (90 percent); 2015 (90 percent); 2016 (88 percent), 2017 (76 percent).
- Fellows reporting benefits from mentoring (skills, knowledge and comprehension): 2014 (52 percent), 2015 (61 percent), 2016 (67 percent) and 2017 (29 percent).

While it was noted that not all 2017 Fellows had completed the post-mentorship survey yet (hence the low number reporting benefit), these statistics provide an overall idea of the impact of these two follow-on activities: As the report then concludes (Pg. 42-43): "Practicums continue to be a highlight of the Fellowship experience appreciated by Fellows who participate in them. Stories of Change from the PVMSC process often highlight the role a practicum has played in introducing Fellows to new skills, and this is also reflected in the high percentage of Fellows who complete their practicum exit survey agreeing that they benefited from the experience. However, the same trend does not hold for mentorships, which usually have more mixed results. Feedback from the surveys indicates that Fellows sometimes feel their mentor is not a good match or that the mentor does not provide the guidance they were looking for. Because this intervention is highly relational and often personality-driven, this presents a challenge for the program team."

The IREX monitoring data, as recorded in the reports examined for this study shows broadly that the overwhelming majority of Fellows display a positive impact in various areas of their lives as a result of participating in the program, including their US-based experience, and their development and use of their LDPs. It further shows that Fellows report various gains as a result of participation in specific follow-on activities, such as practicums, mentorships, the RABs and

regional conferences. As noted above, satisfaction with the impact of professional practicums was particularly high, while mentorships were generally less effective at making a positive impact. Those who participated in RABs also reported a number of gains in their leadership skills and personal development.

The findings of the internal monitoring data are broadly in line with the findings made in this evaluation.

9.3.2 IREX Most Significant Stories of Change

As with the above M&E data reported in annual reports, a brief analysis of the most significant Stories of Change (MSSC) gathered by IREX since 2014 also provides some comparative insight that situates the findings from this evaluation's primary data collection.

This analysis shows some patterns of the kinds of impact Fellows say the program had on them. While all of the Fellows from whom these stories were gathered attended a regional conference (itself a follow-on activity), and completed an LDP, not all of them are recorded as having participated in any other follow-on activities. For example, of the 63 Fellows from the 2015 cohort from whom stories were gathered, a high proportion (81 percent) had done other follow-on activities, such as practicums and mentorships. But with the 2016 cohort, only 44 Fellows out of the 68 who gave Stories of Change (65 percent) had participated in more than the regional conference. While the data provided does not indicate how many of the 2017 cohort did multiple follow-on activities, only 23 Fellows out of the 59 who provided stories (40 percent) specifically mention follow-on activities as having contributed to changes in their lives. This is an indication of early impact, given that Stories of Change were collected when Fellows' follow-on activities were still in process. It is therefore not easy to gain an accurate understanding of the impact specifically of follow-on activities from the stories as a whole, although many of them do talk directly of gains from activities such as practicums and mentorships, or collaborations with other Fellows.

Nevertheless, annual reports for years 3 and 4 provide an assessment of the kinds of changes these stories identified. For the 2016 cohort (Year 3 Annual Report), all participating Fellows reported positive personal change, with a high number (79 percent) reporting increased community impact, and others reporting the adoption of innovations or new initiatives (39 percent); business growth (33 percent), new collaborations (27 percent), greater inclusivity (27 percent), personal skill development (27 percent), career elevation (15 percent), new actions taken (12 percent) and adoption of alternative methodologies (9 percent).

Similarly, it was reported in the Year 4 Annual Report (page 37) that for the 2017 cohort providing stories of change: "The most frequent changes are career changes (12 individuals), increased community engagement (17), improved leadership skills (17), a new focus in work (such as on advocacy, agriculture, climate or environment, education, or gender) (13); new networks or partnerships (21); personal changes (like improved social status, outside recognition of Fellows' work, more confidence) (24); and most frequently of all, starting new initiatives (25)."

Our rapid analysis of these stories shows that all of those sharing stories tell of the positive impact the program has made on their lives. For many, whether they did multiple follow-ons or not, they found their Leadership Development Plans to have been a very useful and significant

aspect of their personal and career journey, and the programme's impact on them. Commonly, all Fellows sharing stories also talk of the value of being linked to networks of Fellows, and to the leadership insights and skills they gained through their US-based institutes.

A deeper analysis of the stories shared by Fellows who clearly participated in more than a regional conference reveals the kinds of impacts activities such as mentorships, practicums and Regional Advisory Board (RAB) participation had on their lives. The following areas were the most commonly raised impacts made by the stories of change:

Leadership skills: This was raised particularly by the many Fellows who played a role on the RABs. For example, in 2016 five RAB members shared about their growth in leadership skills and experience, while six RAB members shared similarly in 2017. These Fellows shared how they learned to be better leaders, and developed skills such as better communication skills, better listening skills, patience, and a public-service ethos. Some Fellows running businesses or leading NGOs also pointed to such impacts on their ability to lead in their sectors.

Business skills: Fellows sharing Stories of Change about their businesses mentioned how mentorships and practicums had given them skills which they used to make their businesses more successful. Such skills include better communication skills, administrative skills, management skills (managing tricky projects), managing deadlines and expectations, responsibility, and problem solving.

Business or career growth: A few Fellows talked of their businesses growing as a direct result of their mentorship or practicum experiences, or because of new networks and collaboration opportunities. For example, some Fellows learned specific skills in their practicums, which they then developed further, or were linked with organizations who really advanced their career development.

Community outreach: Several Fellows talked of how their participation in follow-on activities (coupled with their overall Fellowship experience) had caused them to become heavily involved in community development and outreach. For example, six 2016 Fellows and five 2017 Fellows (of those who shared stories) became involved in significant outreach or development initiatives as a result of follow-on participation. Such outreach included a highly followed Facebook page for girls in Sudan, and several others targeting girls in particular with IT, sanitary pads and other areas in which they need support.

Networking: This was a commonly raised benefit of participation, with several Fellows saying they became better at networking, and use the networks in their careers and personal lives.
Collaborations: A number of Fellows who shared stories had either started collaborations spontaneously, or made use of the Collaboration Fund Grants to undertake collaborations. In Sierra Leone Fellows formed their own collaboration around various relief needs in the country, while several Fellows collaborated cross-border to develop business ideas or institute regional human rights networks.

Personal Development: Many tales of personal development come through in the Stories of Change generally, including for those who did multiple follow-on activities. Fellows talked of having become more confident, patient, tolerant, open-minded, and better listeners as a result of their participation.

These findings from the IREX-gathered Stories of Change are completely in line with the findings presented below which come out of the primary data collected as part of the fieldwork for this evaluation.

10.Conclusions and recommendations

10.1 Conclusions

YALI's Mandela Washington Fellowship seeks to empower young leaders from Africa of between the ages of 25 and 35, and build their skills to improve the accountability and transparency of government, start and grow businesses, and serve their communities. As outlined in the Background section of this report, YALI does this through several United States-based and Africa-based activities, for Fellows of all genders from all over sub-Saharan Africa who come from the Civic Engagement, Business and Entrepreneurship, Public Management and Energy sectors. Between 2014 and 2018, 3692 Fellows participated in the US-based activities, with over half of them also participating in at least one Africa-based follow-on activity. This evaluation has sought to establish the impact of the USAID-sponsored Africa-based follow-on activities on Fellows who participated. It has done so through a comparative quantitative and qualitative evaluation of the experiences, views and life situations of a wide range of Fellows who did and did not participate so as to obtain as true a picture as possible of the impact of the follow-on activities.

In the literature review section, we outlined some key theories and approaches to youth leadership development in Africa. The literature has identified that values-based servant leadership and transformational leadership aimed at young Africans, and focussed fundamentally on women and gender issues, is a highly important tool for a continent with a burgeoning youth population, who have the potential to lead it towards a brighter future. The literature also points towards the importance of ordinary people becoming empowered and finding a voice in every sphere of society – not just in political parties or public office – to effect positive change in their countries. This transformational leadership endeavour, is what has informed the Mandela Washington Fellowship. **The values-based Social Change Model of leadership adopted by YALI is clearly highly relevant in its fostering of individual values (consciousness of the Self; congruence, commitment), group values (collaboration, common purpose, controversy with civility) and community values (citizenship) within young people, so that they can become true leaders in their own sectors, communities and countries**. While many models focus on youth below the age of 25 (YALI does so through the Regional Leadership Centres), the Mandela Washington Fellowship has chosen to focus on a slightly older group between 25-35, which allows post-graduates and early-mid career professionals to solidify their leadership roles within their own careers and sectors at a crucial time when they are progressing, becoming more respected and influential in their workplaces and communities, and more active in society. It is thus a highly relevant age group for this intervention.

The literature on best-practice models of youth leadership on the Continent also endorses the US-based and Africa-based activities which were chosen to elicit and enhance the transformational servant leadership that YALI hopes to instil. While the US-based experience of the Fellowship clearly provides much theoretical and practical input into the young leaders on the program (on leadership and on specific areas in which Fellows are working and learning),

the Africa-based activities seek to solidify the knowledge and skills gained in the US, to ground and root the US-based learning, and help Fellows to put this new knowledge into practice. Of course, roughly half of the Fellows chose not to, or could not, participate in Africa-based follow-on activities, for a number of the reasons outlined in the first section under Findings. **In some cases, Fellows did not take the LDP development process seriously enough, and therefore could not apply to participate. While some Fellows were in a stage of their career or family life that they did not desire to participate, others would have done so if they were not constrained by work and family commitments when they returned from an already long absence at their US-based institute. Women were more constrained by family commitments such as child-rearing, for example. To a certain extent, Fellows were practically constrained by disability, language and country of origin, rural location, communication issues, or certain activities not being as accessible to their sector. Still, Fellows broadly felt that the Africa-based follow-on activities were accessible and open to all, regardless of gender, ability, country or sector**. They stressed that if you wanted to participate, it was largely possible to do so, except where they may have been limited spaces for things such as Speaker Travel Grants.

The evaluation did find that there were specific barriers or issues that affected participation in Africa-based follow-on activities, or the effectiveness of these activities. For example, being placed with a mentor who was a good professional and personal fit for a Fellow made a huge difference. Being able to meet face-to-face with a mentor, or at least to establish a good, reliable and regular online link-up was key. This was not always possible, however, with Fellows in certain countries or rural areas having particular difficulties. For their part, some mentors felt that certain Fellows were not committed enough to keeping appointments and engaging well. The success of professional practicums also hinged on their being a good fit between the interests of the host organization and the Fellow. **In most cases these were positive experiences, but both Fellows and hosts felt that the reduction of time from six months in the beginning to two months currently had reduced the ability of this activity to fulfil its potential, in many cases.** Similarly, many Fellows felt that the reduction in the stipend was a factor that reduced the value they put on the practicums. Although those who participated felt Collaboration Fund Grants (CFGs) were good, many also felt that the grant amount was not sufficient to cover a meaningful enough cross-border collaboration. For others of the follow-on activities, no such concerns were raised as having affected their ability to make an impact. It is interesting to note, however, that despite these concerns, the **mentorship, practicum and CFG are three of the most impactful Africa-based activities, which many Fellows have benefited significantly from.**

The five core evaluation questions in this study centred on the skills, knowledge and attitude changes evident in Fellows who participated in follow-on activities; their participation in governance and democracy; the impact of the activities on their businesses and careers; their engagement with social issues and community problems; and the value of their networks and whether these are becoming sustainable. **A key finding of this evaluation is that all Fellows included, regardless of whether they did follow-on activities or not, reported very high gains from participation in the MWF. It is evident that the US-based experience of Fellows has strengthened significantly many of the values that the SCM of leadership focuses on, especially consciousness of self, congruence, commitment and collaboration; and also, common purpose and citizenship (not just of home countries but also of Africa in general).** Fellows also reported better negotiation and conflict management skills, and better tolerance of difference and minority positions and ways of being, which demonstrates that the controversy with civility value is also taking hold. This is not to say that all MWFs have transformed into the finished article, but

certainly, many are on a journey towards becoming leaders in their fields and in society in general.

The quantitative data and qualitative data from this evaluation largely show that there is not a huge difference between the impact of the program on those who have participated in Africa-based follow-on activities, and those who have not. However, although those who did not participate in Africa-based follow-ons at this stage also demonstrate similar characteristics, gains and attributes of those who did, **it is apparent that many of those who participated in specific follow-ons had experiences which really embedded some skills, knowledge and practices, and helped them in their careers and other endeavours in a number of ways. Longer term, this practical experience may help them in ways which are not yet apparent. In other words, both sets of Fellows (participants and non-participants) may now evaluate or demonstrate the impact similarly, but it may take time for the more embedded gains of the follow-ons to shape the pathways of the participating Fellows.**

Networking and communication were cited by both groups as being the main areas in which they had developed new skills. Both those who participated in follow-ons and those who did not reported gaining a wide range of other skills, including leadership skills, business skills, and team leadership. **Interestingly, more Fellows who had participated cited innovative thinking as a key skill than those who did not participate.** In qualitative interviews and discussions, those who had the opportunity to do practical learning experiences reported gaining skills such as conflict management, problem solving and teamwork. **Despite the similarities between the two groups, the follow-on activities allowed the Fellows who participated a grounded practical expression an outlet for many of the more theoretical skills they learned on their US-based leadership institutes. Mentorships and practicums, as well as CNL events and CFGs embedded teamwork, leadership, collaboration and networking skills, and rooted them in an African context.** Attendance at regional conferences or speaking at others through the STG also strengthened their networking, communication and collaboration skills. **Even though the control group (non-participating Fellows) shows that Fellows also gained significant skills just through the .S based activities, the qualitative data shows that follow-on participants gained some subtle and nuanced extra skills and knowledge that was more embedded in their local contexts and work.** Grant writing and fundraising, for example, was a key skill that many practicum participants benefited from as they got to write grant applications in the real contexts of their host organisations. Strategic planning and program management skills were also gained through hands-on engagement in the corporate, government or NGO world. Mentors guided Fellows on how to implement their LDPs effectively, and how to start or grow new endeavors, become more effective, and realise their goals. The wealth of quotes and examples provided in this report shows the nuanced nature of such gains.

Fellows also gained new knowledge. Again, on knowledge to do with leadership and the specific tracks in which Fellows participated, there was not a large difference between Fellows who did follow-on activities and those who did not. However, qualitative examples show how Fellows who undertook follow-on activities were able to gain more knowledge in their sectors of work or new areas they wished to explore, having had their interest piqued and eyes opened in some way in the US. Practicums and mentorships, conferences/learning events and collaborations gave Fellows extra embodied and contextualised knowledge about the sectors they work in, their specific development context, African realities in general, and the opportunities open to them. Many branched out into community work and other career paths as a result, with the mentorships, practicums, collaborations and CNLs being a good way of learning

about these new directions from mentors and peers. The follow-on activities also added value for how servant and transformational leadership work in practice. While the US-based institutes were good at seeding new ideas and practices of transformational leadership, the Africa-based follow-ons allowed Fellows a chance to develop their leadership skills in practice, guided by mentors and practicum hosts, or in partnership with collaborators and peers.

On attitude gains, it is clear that the .S experience of all Fellows had a profound impact, particularly on Fellows' attitudes towards leadership. Attitudes were also shifted or strengthened in areas such as work ethic, pan-Africanism, collaboration, the value of networks, the position of minorities and marginalised communities, and the role of young leaders in community challenges. As stated above, many of the values of the Social Change Model of leadership were entrenched through the US institutes. While it is difficult to distinguish such attitude shifts and gains between those who did and did not participate in follow-on activities, Africa-based activities gave Fellows a chance to live these new attitudes, and to solidify them in their home contexts. It is, however, interesting to note the finding that 53 percent of those who had done follow-on activities reported shifts in their attitudes towards gender roles, rights and sexuality, while slightly less (47 percent) of those who did not reported similar shifts. Many made the marginalised a focus of their work. Thus, for example, activities such as practicums taught urban Fellows the value of working with rural marginalised communities on their own terms (not as victims), as illustrated in Case Study 1 (below). Others learned through working with people to be strategic or to control powerful emotions to be more effective as agents of change.

On issues to do with changing governance practices and fighting for democracy, again all Fellows demonstrated gains, regardless of follow-on participation. Public Management track Fellows tended to feel that some of the most impactful follow-on activities, such as practicums and mentorships, were not as relevant to them, so did not apply as often. There is therefore not as much evidence of change as for other tracks. Many of those working in government are also young and in fairly junior positions, so their influence is limited at this stage. Some have even reported obstruction and suspicion as a result of their links with the MWF. Nevertheless, many have taken servant leadership as a principle and practice to heart, and some are trying to influence government practices from within, while many are also working in civil society to educate, campaign and instil democratic practices at the grassroots level. It is among these civil society practitioners that follow-on activities were particularly useful, in introducing them to new networks and innovations, and ways of affecting policy debates and adoption. Several of the case studies, examples and quotes provided illustrate this impact. Some Fellows are even running for office in order to change things more directly.

In terms of business and career growth, again, there is no strong evidence that participation in follow-on activities assisted Fellows in ways not also enjoyed by other Fellows. All Fellows running businesses reported increases in profits regardless of participation, while there is also not a significant difference between the groups in terms of initiating new businesses. **What is more tangible as an impact is the fact that quite a number of entrepreneurs who participated in follow-on activities shifted their focus to social issues through having worked with mentors, practicum hosts or collaborators, or positioned their businesses differently in response to new continental opportunities**. Participation in regional/continental conferences and mentorships also assisted many entrepreneurs to gain new insights and networks which have assisted their businesses to branch out or become more successful.

Fellows across all cohorts have demonstrated a very high level of community outreach and involvement even before becoming MWFs. Prior to departing for the US, 90 percent were already involved in community work, mostly once a month or more. It is thus difficult to measure the impact of the Fellowship or follow-on activities on community outreach, given that this was already a distinguishing feature of the Fellows chosen for the MWF. **All Fellows, regardless of participation in follow-ons, still reported high community participation after returning home. In our quantitative analysis, however, slightly more of those who did follow- on activities were involved in sectors besides their own, which suggests follow-ons boosted the impact of getting Fellows to reach out beyond their primary areas of work and interest, to get involved in previously unexplored spheres**. Many of those who did not do follow-ons also did this, but more who did follow-ons (83 percent) than did not (77 percent) were involved in cross-sectoral work, suggesting follow-ons did have a slight positive impact in this regard. Most striking is that Business and Entrepreneurship track Fellows who did follow-ons are much more likely to be involved in other sectors than those from other tracks, and also much more likely than Business and Entrepreneurship Fellows who did not do follow-ons. This confirms the qualitative observation that entrepreneurs who did follow-on activities tended to branch out into other areas slightly more than other Fellows.

As has been discussed above, networking is a major skill which all Fellows felt was enhanced through their Fellowship experience. Not only are Fellows more cognisant of the value of networking in general, almost all still participate to varying degrees in the Fellowship networks, most notably their US college networks, their cohort networks and their country networks. There appears to be some extent to which networking with fellow Fellows is compartmentalised. While this restricts the networks of some Fellows, **it is also true that a very large network with members who do not know each other can become meaningless. The quality of relationships in a network is a key determinant of the quality and value of a network. The regional conferences, RABs, CNL events and alumni associations are key vehicles through which the networks can be kept fresh and relevant, because without specific input and value for Fellows, the larger groups may fade away in time.**

The Fellowship has also seen the involvement of many private sector partners across Africa in the activities of the YALI programme. These partners have participated in conferences, CNL events, professional practicums and mentorships, contributing thousands of US Dollars in cash and kind to the program. They have undoubtedly played a large role in the impact and sustainability of the program.

The Mandela Washington Fellowship program as a whole has undoubtedly had a positive impact in increasing youth participation, including of groups normally marginalised by gender, disability or sexuality, in the developmental challenges of their home countries on the African continent. It has provided a number of key skills and values which have increased the ability of these, often inspirational young people, to enhance their careers, become leaders in their sector, and contribute to their communities, and the governance challenges of their countries. Within this program the Africa-based follow-on activities are clearly an invaluable component, solidifying learnings from the US-based activities, and allowing for a practical application and embodied and contextual learning in the home countries of Fellows. The recommendations provided below seek to offer ideas of how these activities can be maintained and built on going forward.

10.2 Recommendations

Recommendations are clustered around four themes: Learning and improvement; Follow-on activities; LDPs; and Networking.

10.2.1 Learning and improvement

R.1 Tracking studies should be implemented to determine the medium and emerging longer-term impacts of the program

R.1.1 While this evaluation identified the immediate outcomes for more recent cohorts and emerging medium-term impact for earlier cohorts, it would be worth conducting tracking studies to establish the long-term impact. In this regard a tracking study at 5 and 10 years after completion of the track may be useful, as it would be able to identify mid- and later career influences. E.g. after this evaluation a 5- year tracking study for the 2015 cohort in 2020, and so forth, and then in 2024 a 10-year tracking study for the 2014 cohort.

R.1.2 It is strongly recommended that tracking studies consider the impact of the entire program, and also disaggregate impacts based on participation in follow-on activities, or not.

R.1.3 Tracking studies can contribute meaningfully to the development of knowledge regarding leadership programmes in Africa, and consideration should be given to purposeful dissemination of learning based on evaluations, to relevant leadership development entities on the continent.

R.1.4 It may be valuable to consider framing longer term impact assessments in the context of relevant leadership theories and/or social capital theory.

10.2.2 Follow-on activities

R.2 Follow-on activities should be rationalised and designed to capitalise on the potential of Mandela Washington Fellowship alumni to become hosts/service providers/collaborators on follow-on activities

R.2.1 The current mentorship and practicum program should be re-designed into a suite of follow-on activities that incorporate a mix of coaching, mentoring and practicum hosting, possibly with clearer definitions of the respective elements to ensure that they can be optimally matched to the need of returning Fellows.

R.2.2 Given the time and effort it takes to find appropriate mentors and practicum hosts, and the challenges experienced in this regard, it is recommended that Mandela Washington Fellowship alumni should be encouraged to coach, mentor and provide practicum opportunities to returning fellows. These learning opportunities are important and the 2014-2018 alumni could give back to

new Fellows in this way, while also benefiting from the skills and knowledge of younger Fellows. In this way, alumni will be able to develop and strengthen their coaching and mentorship skills, particularly if coaches, mentors and practicum hosts are connected via their own (sub-) network.

R.2.3 The peer buddy system in some institutes was good, and could also work in Africa. This approach will also strengthen cross-cohort collaboration and learning, and ultimately the entire network. In a peer buddy system, a student who is strong in a specific area is linked up with a student that wants to develop in that area.

10.2.3 Leadership Development Plans

R.3 LDPs should be streamlined and integrated holistically in the program

R.3.1 As a result of the nature of the program (two very distinct elements, funded by different entities and implemented by different entities), there was a slight disjuncture between the US-based component and the follow-on activities. The LDP can play an important role as a connector between the two, and if the connection between the two elements is optimal, it can be anticipated that impacts may also improve, simply because of continued momentum, focus and motivation of Fellows.

R.3.2 The LDP could also be utilised as a starting point to better prepare Fellows for the "slump" (depression) many experience when they come back, and support should be provided in this regard (it can be in groups, and could link up to the coaching and mentoring mentioned in R.2 above) to enable Fellows to process and channel what they have learned in the US, and manage their own and others' expectations upon their return.

R.3.3 LDP development should be facilitated systematically and progressively throughout the programme, starting right at the beginning. Some form of LDP implementation tracking and adjustment system could enhance LDPs and their utility substantially.

R.3.4 Further, LDPs should be connected more systematically to in-country activities, e.g. be more closely linked to the RLCs, and some mechanism to enable Fellows to explore opportunities for learning and volunteering in US-funded projects and programs in their countries upon their return from the US.

10.2.4 Including marginalised groups

R.4 Continued inclusion of marginalised groups and engagement with marginalisation

R.4.1 Conscious efforts to include Fellows marginalised (by factors such as, but not limited to, gender, sexual orientation and disability) should be maintained in the program as a whole, and

follow-on activities should be strengthened to assist Fellows to critically and effectively engage with issues of marginalisation in their country contexts through follow-on activities and their work in their respective sectors. The extent to which the gendered African digital divide impacts on women should also be considered and addressed in follow-on activities.

R.4.2 Women and LGBTQI Fellows may need more support to actualise their leadership potential in contexts where cultural and other values are restrictive. Specific skills, tools and support should be offered to Fellows who work in the field of gender rights and sexuality. Mandela Washington Fellowship alumni who work in these areas should be explored as resources to provide such skills, tools and support.

R.4.3 Accommodation of various forms of disability should be strengthened, and Fellows with disabilities should be assisted to find accessible follow-on activities. In this regard Mandela Washington Fellowship alumni with disabilities can be used as resources to assist partners who offer follow-on activities with making these opportunities accessible to Fellows with disabilities.

R.4.4. The extent to which Fellows' and Mandela Washington alumni's work focuses on marginalised groups constitutes a valuable tacit knowledge resource which could be explored for lessons learned regarding addressing marginalisation across different forms of marginalisation. This approach should be used to elicit a debate on marginalisation, its impacts and solutions which will transcend one specific to form of marginalisation, and which will have the potential to develop deeper understanding regarding marginalisation.

10.2.5 Networking

R.5 Networking needs to be maintained and strengthened

R.5.1 The impact of this program is significantly influenced by Fellows' networking capacity (understanding of its importance and having the skills to leverage networks), and therefore collaboration needs to be encouraged and facilitated, within countries, between Fellows in different countries, and within special interest groups.

R.5.2 Conferences of Fellows are recommended to keep the connection.

R.5.3 Alumni associations are important and they can be assisted by encouraging exchange of experiences, learning, and toolkits between the associations that are functioning well. A twinning program for alumni associations may be considered, where a country with a strong alumni association is linked up with a country that has a less developed association.

11. Case Studies

11.1 Case study 1: Shifting a Career Focus as a Result of Follow-on Activities

Case Study: Shifting a Career Focus as a Result of Follow-on Activities
Chipo – Zimbabwe

Chipo completed her US-based institute on the Business & Entrepreneurship track, at the University of Texas in 2016.

Prior to her Mandela Washington Fellowship involvement, Chipo was a fashion designer in Harare, the capital city of Zimbabwe. Her application for the Business & Entrepreneurship track was to strengthen her business and leadership skills to enhance her career as a fashion designer.

Chipo really enjoyed her US-based institute, saying "*The leadership training was beyond anything I've experienced, ever.*" Of the 25 Fellows with her at the University of Texas, she says that in most cases there have been "*drastic changes in people's lives*".

Shortly after returning to Zimbabwe, Chipo also completed her Leadership Development Plan. She found it a very good process because, "*There are lots of ideas inside you, but the LDP helps to bring it out.*" She found her LDP to be very useful, and she says she achieved all the goals she set herself and still uses it in her career journey.

Chipo's attitude towards the follow-on activities was that, "*You have to apply and go for it.*" She wanted to take full advantage of the opportunities offered to her as part of the Fellowship. Chipo continued to work as a fashion designer on her return and hoped to grow her business in Zimbabwe and beyond.

She therefore applied for a mentorship and was linked to a Cape Town-based business woman called Marion Adamson, who runs a company called Indigenous Peoples Knowledge Consultants. It turned out to be a very fruitful mentoring relationship which lasted officially for four months. As Chipo explains, Marion, "*helped to amplify the training on leadership*" that she had received in America. The mentorship also had a positive impact on the way Chipo reacted to stressors in her line of work: "*I now understood how to manage myself, how to conduct myself and strike the right balance,"* she says*. "I had lots of triggers around production, which I can now manage, and I also learned a lot about business and how to say no to people at times.*"

Chipo also applied for a professional practicum. At first, IREX linked her to a Harare-based nonprofit collective of artists and activists called Moto Republik. She spent a month there but the organization did not suit her well. Around this time, she attended a retreat for Fellows organised by the Public Affairs Department of the local U.S. Embassy. This was in Bulawayo, Zimbabwe's second city in the south-east. This is where she learned about Amagugu Heritage as its Director is also a Fellow from 2015. Amagugu Heritage works with rural communities producing art and crafts; they are based in the Matopos Hills, 60km from Bulawayo.

Chipo then moved to Bulawayo to do her practicum at Amagugu, where she applied her fashion design skills to the craftwork being undertaken by the network of rural artists who worked with the organisation. Not only did she meet and work with a range of rural women who weave baskets and made other crafts for sale in the Amagugu shop, but she also got involved in raising funds for the organisation, writing grants and networking widely with players in the arts and culture industry. Having designed several new products with the local artists, Chipo then held an exhibition (funded by Amagugu) at which she showcased these products.

In terms of skills gained from the practicum experience, Chipo feels that there were many: "*Lots! Amagugu runs on grants, so I polished up my skills on reporting and program management. I helped apply for and manage grants and communications, and I did arts training for communities. It was an amazing experience*." She explained that at times she would clash with the Director, but as they were both Fellows, they would resolve their differences productively.

Amagugu Director Butholezwe Nyathi agrees, and also feels that she gained a number of skills from the practicum:' *"Proposal writing…because one of my key interventions is to fundraise…which she had not done before. So, I remember we were doing introductions to the philosophy of grant writing and fundraising, because a lot of the work we do needs to be financed. So, I know that is when she [was] exposed to the whole world of fundraising and eh also networking with local art and culture stakeholders as well beyond just her small group of fashion designers. And we thought of building synergies cross disciplines, synergies with other different art forms.*

He cites the exhibition as a great success which raised both Chipo's profile and that of Amagugu Heritage. Furthermore, besides the fundraising support, he feels that Chipo helped to introduce the organization to the fashion world, which was useful for its development. Chipo then took her exhibition to the Mandela Washington Fellowship Regional Conference and presented on her work, which was also a very important experience. As she says: "*I had never presented in front of people before, so the fellowship really pushed me.*"

Since participating in the mentorship, the practicum and the regional conference, Chipo's life and approach to her work has changed radically. As she states, "*since the fellowship, I have been more aware …and that I should make an impact*". From being focussed on being a fashion designing entrepreneur, Chipo now works with rural women artists as an outreach activity, and instead makes most of her income from consulting and training in southern Africa on the issue of sustainability in the fashion industry; focussing on waste and waste-management in the industry, and how to make and wear better clothes. She has thus shifted from being purely a fashion designer, to applying her skills to help rural women, and to train companies in the fashion industry on how to be sustainable. These are two ways of working introduced to her through her mentorship and her practicum.

Chipo also learned a lot about her own attitudes through her practicum, and now divides her time between Harare and Bulawayo.

"My attitude has definitely changed. Coming from Harare and going to Bulawayo and a rural community, I went to 'help people' at first, but I had a chip on my shoulder from my urban background and private school and so on. But I had a mind shift where I realised it's not about helping – the rural women did not need my help. We are entering their environment with a

handout mentality. I learned then that a 'solution' may not be needed and instead it is within them, and they already live more fulfilled lives. So, understanding their lives and for example, that this activity (designing baskets) is not full-time job, but their hobby, is important."

Butholezwa Nyathi also echoed Chipo's observation of how she changed when exposed to the rural woman that his organization works with. Indeed, she shifted her whole direction as a result of the lessons she learned and the people she met. And as Nyathi also points out, she was able to raise her own profile and break into a broader world of arts and culture through her exhibition (which was covered in the press) and through the new networks she acquired.

Chipo feels that the mentoring and practicum were equally important in helping her become a leader in her field, in making her business viable and in giving her a new sense of the importance of using her skill to work with rural communities. She testifies that even in her own business she has become a better leader: "*I do feel like a leader and pioneer. I don't like walking alone. I work with people who are good at work. They lead as well and I give them scope to lead. My leadership style is now one of grooming as opposed to dictating.*"

After her practicum, she had the opportunity to work in Swaziland, also with rural communities in the ways she developed at Amagugu. Chipo feels that the whole experience developed her fundamentally.

"...the experience evolved me, just like evolved my way of thinking just when I started to think about how to involve the community more in the work that I was doing...So my practicum with Amagugu is where that actually started to evolve, where I found out that I could actually merge both fashion amm and the skills that I learned in designing and fashion. And actually merge them with community. So, I just went to Amagugu just to do upscaling with the woman at the institution and then straight after that I just went to do similar work. [in] Swaziland. And since then I have been working in fashion but through storytelling and designing but instead of mass producing and going retail, what I do now is make fashion out of pieces with the story behind them. And am also now very much involved with the sustainability movement so am into you know creating awareness about zero waste...So ,yaa just through the fellowship I have been made aware in the environment around me and just also more aware that the work I do should actually be making an impact, as to opposed to make clothes only. So, my whole way of thinking has just evolved."

Chipo is a true example of how the follow-on activities added greatly to the impact she experienced during her time in the US.

11.2 Case Study 2: Nairobi Fellow Collaboration on Community Development

Case Study 2: Nairobi Fellow Collaboration on Community Development

Emily is a 2017 Fellow from Kenya who was on the Civic Leadership Track. As an educationist, she has worked for a decade for organizations advocating for better education in Kenya, and for vulnerable girls to have equal access to educational opportunities. When she returned from her Fellowship experience, Emily participated in a mentorship, the only follow-on activity she undertook. One of Emily's projects, which she has been working on since returning from the US, has been to design a healthcare centre for the community in which she works. She has secured a piece of land, and has had a draftsman draw-up the plans, on which she is currently obtaining feedback, and sourcing funding. She says that she really appreciated the input and critique of her mentor (an academic based in South Africa), who helped her to develop her concept for this hospital and get it off the ground:

"We already secured a piece of land so I am really glad that I had someone to, you know, critique you, tell you no that won't work and just giving you also…encouragement. Ya and also from that, at least I've shared with other people who've also expressed…their interest in funding the activities. So, for me it's really a good thing because we [are]…addressing issues at the community."

Emily is really serious about her hospital project, and while she was waiting for our Focus Group Discussion to commence in Nairobi, she showed her plans to Barbara, a 2017 Fellow from the Public Management track. Barbara is a qualified pharmacist who works in a state healthcare facility, and wanted her thoughts and feedback on the plans. It was a coincidence that both of them were together in this FDG setting. The FGD lasted for two hours. Also present was 2015 Business & Entrepreneurship track Fellow Michael. During the discussion, at which six Fellows were present, Emily found out that Michael is an architect with experience of designing public infrastructure.

When the discussion concluded Emily thus pulled both Barbara and Michael into a proper feedback session on her plans, which she showed them on her computer. This discussion went on for more than half an hour, with both Barbara and Michael very happy to provide Emily with advice and detailed feedback on her plans. Some of their insights were invaluable to Emily as it became clear that the design so-far had failed to take into account small matters, such as where the healthcare professionals tea room was located (Barbara explained that it must not be in sight of where patients are waiting to be seen), and bigger matters such as the amount of space around the facility for emergency vehicles to come and go freely (Michael provided this insight from his public infrastructure background).

This meeting is a very good example of how Fellows really appreciate being linked to one another, and are happy to consult each other and offer advice on projects which benefit the community. It also shows the value of the different perspectives that Fellows from different tracks can bring when they work together. The Fellows such as these three individuals love the opportunity to network and share ideas relating to their careers and outreach work. This is a really valuable resource for them, as this case study illustrates.

11.3 Case Study 3: Political Activism in Zimbabwe

Political Activism in Zimbabwe

Zimbabwean Farai is a 2015 Fellow who later did a virtual practicum, before attending a very significant conference in San Francisco with a Speaker Travel Grant. Farai was trained as a journalist but was running a small start-up business in Harare, which meant he applied and went on his Fellowship on the Business & Entrepreneurship track. While in the US he met President Jimmy Carter, who had a profound influence on his thinking; teaching him that you can't run a business while ignoring the political issues. As he explained: " *Yaa so I think I was there for the business track, but I think that the whole civil rights movement stuff, it's what hit home and that's what made me now…I think, for me, going into the Martin Luther-King house and seeing that and going to his memorial, and then going to all these things kinda like helped change the trajectory a little bit.*" When he returned, Farai did a virtual practicum with a company in Namibia, but it did not work too well. He then gave up his start-up for a job with a collective of activists in Harare called Magamba. He joined them to run their political journalism activities and campaigns.

Farai then received a Speaker Travel Grant in 2016 and went to the .S to a large conference on human rights and civic technology. As he explains, this gave him the chance not only to present, but to link up with not only another Fellow in a similar field, but also other people in the sector he had now moved into: "*Yes I spoke there. I went there with, my friend from the same university…who is from Uganda. I think that helped quite a lot because I think we ended up doing a lot. We ended up collaborating quite, quite a lot, so that helped me.*" As he explained, the conference really helped him establish his role in his new activist job: "*Yeah then it was kind of like, we opened the doors for what I wanted to do, with when I was here at Magamba, so that helped shape most the ideas that we are now implementing that particular…travel grant….That that was life changing cause actually…so we had our own Panel from IREX that we had that went on, and then randomly aaah some guys who were hosting another Panel just said 'hey do you wanna join our panel?' Then I joined their panel, with some someone from Google and from Twitter and she had many ideas and we were talking and then it just helped give us ideas of how to use social media and technology to do the things that we wanted to do here in Magamba.*"

This experience helped Farai to come up with a new way of running Magamba's Open Parliament project: "*Yeah so essentially how we used Twitter so…the guys from Twitter were like [there are] …a lot of ways to give news to social media to hold government to account. So we started digging deeper into that and that's how…we restructured Open Parliament and became, I think it's become one of the most important social media handles…It's very much social media based, holds government to account, it has this personality, so I learned all those things while I was there like from different people, how they were using social media around the world, and I just adopted different things, and brought that back to Zim and just worked on it. So, over the last…three years we've done Open Parliament in Zimbabwe, we've launched open Parliament in Somalia, and we will launch Open Parliament in Zambia soon.*"

Farai's story shows the value of collaboration, and the value of being linked to new people and new ideas through the attendance of significant conferences in his field. He has not only revolutionised the accountability scene in his own country, but has been working across the continent to make members of parliament more accessible and accountable to African citizens.

However, some other Zimbabwean Fellows expressed another side to being associated with the Mandela Washington Fellowship. Because of the Zimbabwean government's poor relationship with the US, and targeted sanctions on the Zimbabwean regime, being associated with the US in any way can be a mixed blessing. While some did feel that it added to their profile, others felt that especially when approaching government, or working in civil society, it was a disadvantage. Fellows in FGDs recounted how they were refused audiences with government officials, or were even refused bank loans because of their connection to the Fellowship. Some working on human rights issues have also been arrested, and stand to be accused of being involved in foreign-sponsored regime change agendas due to their association with the US Embassy. For example, a Zimbabwean Fellow was arrested early in 2019 during a strike against the government. The fact that, due to the poor bilateral relations between Zimbabwe and the US, there are no Public Management Fellows from Zimbabwe is also a disadvantage. Unlike in other countries, Zimbabwean Fellows have very few young progressive leaders (who practice servant leadership) working in government in their networks due to this being the case. This means they cannot easily obtain audiences with government role-players, form partnerships, or influence policy, as Fellows in most other countries can. This only increases mistrust, especially between civil society actors and the State.

11.4 Case Study 4: Activism for Albinism

Activism for Albinism - from Benin to the Pan African Parliament

When David talks about the most significant change the Mandela Washington Fellowship program had on him, he says: *"I am healed, I am healed this sickness of diploma, diploma and diploma, which is very, very usual in Francophone countries. I am healed. I know I can't rely on my diplomas or my certificates and all those things...What can I do better, and how can I do it, to impact, or to influence or to develop my influence of other people where I want".*

This mind shift has taken David from heading an NPO for persons with Albinism, to leading an initiative that put the rights of people with Albinism on the agenda of the Pan African Parliament. The expansion of David's work illustrates how the fellowship and specifically follow-on activities can contribute to small and larger changes in multiple areas, which, combined, achieve exponentially more powerful outcomes.

David's US-based experience and leadership abilities have been amplified by various experiences in Africa since his return from the US. As a founding member of the Benin YALI Alumni Association in 2016, he has participated in various initiatives and is still involved in project development for the organisation. According to David it is not necessarily the follow-on activities in which he participated that helped him to expand his influence, but rather being known in Benin as a Mandela Washington Fellowship alumnus.

During his Mandela Washington Fellowship US-based experience, he met other Fellows working on Albinism, who are from Kenya and Angola, and through these contacts he managed to attend the Pan African Albinism Conference. Their collaboration on matters related to Albinism continued, also with Fellows in Malawi, and as a result David has become an activist for the cause of Albinism Africa-wide. His activism for Albinism involved in drawing up a Regional Action Plan for Albinism, and he is travelling regularly to connect with other role players to promote the rights of persons with Albinism: *"this year alone I have been out of the country three times"*. He collaborated with the Human Rights Unit of the University of Pretoria (UP), to engage the African Union (AU) the Pan African Parliament (PAP). During one of the conferences he attended, he met up with other Fellows who he met there, and they drafted a resolution on the protection of people with Albinism in Africa, which was submitted to the PAP. David says their efforts will continue, and they are holding the PAP accountable: *"That's why we went to...the Pan African Parliament and tell them...'the resolution - this is one year ago, and what are you doing with that resolution? How do you work with that resolution? How do you, put it to work, then we draft something, and tell them: 'this is how we suggest you to put this resolution into practice...".* David is emphatic that he would not have done all of this if it was not for his participation in the MWF: *"... no, I would not have done all of this..."*

Considering the follow-on activities in which David has participated, it is clear how these have assisted him to develop and grow as a person, enhance his personal impact, strengthen his NPO, and magnify his impact. He contends that completing his Leadership Development Plan (LDP)

provided him with strategic direction: *"...the simple fact of having completed the Leadership Development Plan it has given me the vision of where I'm going..."*

During his practicum at a well-matched organization in Ghana, he was able to develop the mission, vision and values of his NPO, as well as a 10-year plan for his work in the field of albinism. In addition to strategic planning, he gained some valuable skills in terms of forging collaborative relationships and generating funds for his organisation. *"I learned some skills like how to eh to work with collaborators, how to recruit new collaborators what to do in order for the collaborators to be satisfied..."* An entrepreneurial aspect of David's work is that they do translations of materials to keep the NPO financially afloat: "*...we translate documents in order to pay the staff, pay me myself, pay the rent and power and so on..."* Additional funding is invested in projects that benefit persons with Albinism. *"If we have extra funds we invest in persons with albinism as well."* These projects range from making resources and scholarships available, to economic development projects. *"...Now I have been in partnership with eh I'm currently in partnership with the lottery...and they are funding let's say $ 12 000 or so for like 15 students with Albinism, eh to whom we buy sunglasses, binoculars uhm... school supplies, we pay for the... tuition fees at school also school fees and we also take care of their... skin and their hair we buy products and everything eh quite complete scholarship for them and I have been doing that 2 years for now."* Another project provided training for women with Albinism: "...we train them in the... *animal husbandry..."*

A key skill David has mastered during his practicum in Ghana, is using online communication and social media effectively, and this has helped him to raise his and his NPO's profile considerably in Benin and across the continent. In fact, his social media presence has led to various speaking invitations and collaborations. *"...While I was uh in Ghana, I was featured many times on the website and the social media. I have been very very active from there because I had...my time was not that difficult to manage. So I profit on that opportunity to develop my influence on the internet and also I have been, I've worked with a designer at that time who taught me more on eh Facebook, Instagram, Twitter and social networks...So, I used that knowledge increase my reputation then from then to date it's still ongoing still growing."*

Through ongoing interaction with the U.S. Embassy in Benin, David continues to access opportunities: *"Last time there was an opportunity of partner who wanted to work with persons with Albinism in Benin and they were talking about which organization to choose, and uhm why to choose them and a YALI fellow was in the crew and she said well I know someone, he's a person with Albinism himself and he's doing the job..."* He is clear that networks are essential for him to continue his work, and to implement his LDP and strategic plan for his NPO: *"...so networks are key to change, and networks are key to getting partners, or even getting business partners or social partners."*

11.5 Case Study 5: Women's Network in Nigeria

Women in Nigeria: Taking networking to the next level

Women in Nigeria are optimising their network participation to enhance their changemaking efforts in various ways. This case study demonstrates how female Fellows in Nigeria leverage their networks to achieve more, motivate each other, and promote participation within the Fellowship network, and with external role players. These women have mastered the art of inclusivity, and value each other's strengths and contributions to achieve common goals. As an added bonus, their network has also taken on an additional informal dimension, which provides opportunities for social interaction and personal support.

Contrary to the idea that women in leadership positions are sometimes not as supportive of other women, as may be expected, the vibrant discussions in an all-women Focus Group Discussion (FGD) in Nigeria showed how female Fellows demonstrate respect and support for each other's leadership initiatives, and genuine appreciation for each other's value add, even though they work in different fields and have very different personalities. The common thread that binds these women together is mutual respect and the intent to support each other as much as possible to ensure that everybody achieve optimally. At the same time, they have managed to use their networks and partnerships to grow existing businesses and start new ones, expand the reach of their Non-Profit Organizations (NPOs), and work better with government.

"American feminist Gloria Steinem on various occasions has spoken on the 'pull her down' syndrome, a way in which too often women denigrate other women. This infighting happens in any society or group that has been impoverished or disenfranchised for a long time. You see one person doing well, think she's getting it all and want only to take it away."[39]

One of the cohorts in Nigeria formed their own women's network, which helped the women to get to know each other better and connect on a more personal level. Albeit unintentionally, it also strengthened women's interaction in the larger network of Fellows. *"...some of the women that I met in the network are such powerful women, you know, so brave and they've done amazing work, um, it really helped me to re-solidify why I was doing what I was doing."*

The value of this network is evident from the following statements:

"You know, so there's a lot of information that as women we want to talk about, you know, our personal health, you know, so it's not only business and that helps to make us closer, when we start talking about personal things..."

"We've done, we've done sleepovers..."

[39] Caroo, K. "Pull her down" Syndrome. Empowerwomen. https://www.empowerwomen.org/en/community/discussions/2016/11/pull-her-down-syndrome

"...It's more intimate so the women, actually for me, I'm closer to all - most of the women in that network than the men, even...in the African network - I'm closer to the women in the network than the men - it wasn't too intentional, but I'm happy..."

The Fellowship network, and specifically the women's network in Nigeria has made the women in the network aware of the value of support from peers, and they are intent helping other women, even those outside of their Fellowship networks, to get ahead. *"... if someone had given me these tools ten years ago, when I started doing my business plan, so I'm trying to give any woman I can, that leg up, you know. The program really exposed me to women who are my contemporaries..."*

The principles of Servant Leadership and the Social Change Model of Leadership (SCM), which underpins the Fellowship is demonstrated in the interaction of women the Fellowship networks in Nigeria. Fellows are not only conscious of the actual immediate value of networks, the latent future value of their connectedness, and how they can leverage these networks to promote their own ideas and achieve their own goals. They have also learned to become more conscious of other people in their networks, and to value their inherent potential and capacity to contribute. *"...the one thing I'm getting from other networks is that, that discipline of patience to just wait and listen to people as opposed to putting myself out there, trying to say 'this what I can do', just hearing people, learning about them..." FGI participant*

More appreciation for others have also enabled women in this network to enhance their changemaking by taking on inclusive approaches, and to see opportunities for collaboration with others who are working in different fields. *"...it has helped me to become more inclusive. So that would mean that, every person I see, I see the person first as a leader, and that means the person has something, and most times when I listen, I find out that there's one or two things we could actually do together, irrespective of the person's professional background, or social background... You don't have to be in my field before we can actually network..."*

This appreciation for others' contributions and realisation of the value of working with others in different fields or sectors, have enabled women in this network to volunteer their support to assist other Fellows with their work and volunteer initiatives, even if they have to go out of their way to do so. Also, with more confidence in their role as female leaders as a result of the Fellowship, they developed the courage to seek help or information, to stop trying to be the proverbial "superwoman', and to have more patience and empathy with themselves. This has been an empowering and liberating experience for them in various ways, as illustrated below.

"That is another, that is a very important point, you see sometimes people say: 'come for my event', and all that. If people do not feel the personal connection to you, they will only come if they feel it's along their path. But if they feel a connection, even if it's not along their path, they just want to show up for you, you know...they'll show up for you..."

"...I think we've all come to realise that for us to grow in this life, we need to help out, we need to pull ourselves up...So we just help ourselves, because really, you can't do everything, and all the opportunities won't fit only you, so you need to help others."

"I came back and I said no, it's not a crime if I don't know everything, even in my field, I can get someone who knows..."

While the women in this network support collaborative approaches, and encourage volunteerism, they have also learned how to involve others when network members require assistance. This approach not only promotes volunteering outside of the direct Fellowship networks. This is on the one hand a strategy to leverage their connections for greater impact, while it also enables them to manage the high number of opportunities and requests which some Fellows experience as overwhelming.

"...coming back, I decided to become more strategic. Also, I, I didn't want to do a lot of things myself anymore...I had to put some structure like having volunteers to do certain things....I trained them so that in their various things, we could start going out to train the children in schools. So, I didn't really have to go and travel to go and do that, and within just two months, about four of them in four different states, they were able to go out and impact about 800 children. And that made me see how important it was to be, to think broader you know."

"...what I've learned to do, is to delegate more. So for example, this week is our third year anniversary, there're tweet chats happening, there're events happening, and I'm just overseeing...I've been able to pick my volunteers, teach people how to volunteer...so it has eased up the stress for me, and we've also been able to know when to say no...now we know when to say no politely..."

Career-wise Fellows have derived varied benefits from the Fellowship and their networks. It encouraged them to venture out of their comfort zones and try new things; networks have endorsed their career credentials, and have resulted in work opportunities.

"...there are a lot of things I knew I was able to do and competent of doing, but I had this fear within me that I couldn't do it. I'm still the kind of person that is shy on social media, I don't want to have my face all over, yeah...so I'm more of a background person and one thing that helped me is, when people got to know 'oh...she can do this, she can so that'. My recommendations increased, and also these recommendations came with some pay cheques."

The Fellowship and networking has also helped those who are in business to expand existing businesses and to start new businesses. Through networking and collaboration, they are not only able to achieve a wider geographical reach, but are also able to start innovative ventures outside of their primary field of expertise. For example, a Fellow who owned a local travel business when she started the Fellowship, has expanded that business, but has also started a FinTech business aimed at women in Africa. "*I refuse to do a local business anymore, 'coz for me, doing a business in Nigeria is local. It's not just about the numbers or the money anymore, it's just about the reach...The truth is, my business is focused mainly on women, so, I'm working with people around Africa....it's a product that is going to reach women in Africa....we need to not put ourselves in boxes, you know, no matter even if it's not in your sector, even if it's not something you're used to... I'm collaborating with someone in Uganda who already works in the tech world...I'm just collaborating there, so everyone has their strengths, my strength is women, your strength is financials, your strength is tech, and we all come together we can do one thing..."*

The manner in which networks have the potential to magnify the impact of individuals is evident from a Fellow who was approached by someone in her cohort to translate a book she has written on children's rights and safety into French. She is also collaborating with another Fellow in Nigeria to adapt the book into other formats. In this example, networking is enhancing impact,

and produced business benefits at the same time. *"...I got a call from Guinea, one of my classmates, and they're like...' you know that's your book...I want to translate it to French'... And just last month our contract has been approved...So I'm so excited that this is going to happen, and they're willing to open the network to do other...African countries, so the network is very very important. Currently...my storybook, we are adapting it into a cartoon series that children can watch, and the trailer has just been done by one of us, a Nigerian Fellow...if I was doing it with an outsider, maybe it would have been more expensive... But I'm doing it with her, and she does beautiful work, so I'm happy to also showcase her work...I strongly believe in, we raise ourselves up, so the network is very important in almost everything... So, every time I want to do something, I look with them, first, before I look anywhere else."*

A number of women said that networks and the benefits of networking was the biggest change brought about by the program. Their network participation reminds them of their purpose as leaders, and gives them confidence to forge ahead with their initiatives. It also connects them with human and financial resources they would not otherwise have access to.

"...you are already a potential leader, and you're identified for this programme, somehow it brings you full circle, and makes you, it 'zens' you somehow. It just brings you in, and you're like: 'you're good, you know, it'. Coz really I don't know, it's when I speak to my other um Fellows and realise that they're also felt the same way, you know because we're all at the edge, somehow, where we are trying to achieve, trying to make a change, trying, trying, trying to, and in the programme, it just, just, just brings you in. It'll be like, 'calm down, you're great'".

"... now I feel like if, any time I have an idea for something, I don't tell myself, 'oh it's not my area'. I'm like, 'you know what, I wanna do it', so I'm going to call someone in Kenya, I'm gonna call someone in... and I have, I have a resource of so many people, who want to help you." - FGI participant

"I think that's what I've been taking advantage of the fact that everything, everything you need is within the pool. If you have a question on any subject, or you, you just need clarification, there is always somebody who knows something, or knows somebody to connect you, to make it easier..."

Some of the women in this network are also part of an initiative in the broader Fellowship network, where the West African Regional Advisory Board is leading a team to implement the Alumni Country Charter project, which will assist countries to establish alumni associations.

"...not every country that has Mandela Fellows has the running association, a lot of them don't have that platform to come together, make an impact in their country. So, we're trying to come up with a toolkit that would help these countries...So we're working on that and (name of other FGI participant) is on the team with me volunteering, strategically."

The unique dimensions of social capital inherent in the network of Nigerian women demonstrate a key impact of the Fellowship program and follow-on activities. This is a program impact that will transcend the life of the program and the availability of US funding for the continuance of networks. What will drive these networks forward in future are the strong bonds between these women, their drive to make a contribution to society that is greater than their own career goals, and the respect they have for their Mandela Washington Fellowship "sisters" as leaders in their own right.

11.6 Case Study 6: Public Health Policy-making in the DRC

The contribution of follow-on activities in public health policy-making

Jean-Claude, a 2015 cohort Public Management track Fellow from the DRC, works in public health. Upon his return from the U.S., he participated in a mentorship, CNLs and a regional conference. His story illustrates how the Fellowship as a holistic experience enabled him to contribute to policy-making in the health sector, and to expand his impact beyond the borders of the DRC. He is confident that his Mentorship contributed to this outcome, and his account of his progress since returning home after his U.S.-based track also illustrates the value of the LDP in facilitating implementation of learning and plans.

Jean-Claude explains how developing his LDP assisted in charting his plans upon his return to his home country: *"Once I went back to Kinshasa, where I was living at the time, I had a project with the Mandela Washington fellowship. We actually had to design projects, small ideas to set goals for what we wanted to implement back home. With that idea I was matched with a mentor to discuss about how I could implement those ideas. We set goals and had meetings and discussed different steps, there are different steps I had to take before I could actually to achieve my goals."*

Completing the LDP was not easy, as it was his "*very first experience…to set my personal goals…it was a good tool to reflect… a good tool to actually implement…".* The LDP helped him progress in his role in public management, and made him aware of his potential and his goals in life, and motivated him to study further: *"It helped me a lot, especially the way it is designed. It helped me a lot, actually to better present my goals… I look forward in everything I've set to achieve… using that tool [the LDP] helped me to reach my PHD level…"*

He was matched with a mentor, based in Tanzania, and says that the mentorship definitely contributed to his subsequent achievements in health and HIV policy-making. *"Yes, even if it was not directly related to the topic we were discussing with my mentor, but my mentor was open enough to ask me questions about my professional experience, some of the challenges I had…So it was an open discussion, she will actually give me some advices. I would say that it also contributed towards making that policy."*

The policy he refers to is one related to a Health-sector policy used for HIV validation meetings. *"So my field of study is public health and when I was selected for the fellowship I chose public management track because I was interacting with the minister of health back In my country and I didn't mention that I think it is important to mention that it is one of my biggest achievements I made back home. I worked on policy making with the minister of health and now it is adopted and even used today in HIV validation meetings. I'm very proud of that is what I did during my fellowship…"*

According to Jean-Claude, what he has learned in the U.S. assisted his initiatives back in his home country: *"…before [returning to the DRC] I did an internship with the Department of Health in Washington DC. They were working with [a] database and organizing data organization meetings. I copied the same model. I wrote the policy it was actually like a proposal and then it was adopted at the ministry of health level and they still use it today."* He sees his U.S.-based experience as *"the triggering event"* for what he has achieved.

Attending a Regional Conference also contributed to his achievements*: "Yes, I would say yes it changed my perception, even my attitude… the interaction with other people part of Africa, that actually changed my perception and attitude to see, [and] address similar issues… in public health as well, so we will actually share our experiences. We will learn from them so yeah, it definitely changed my attitude and perception…"*

He regards it as important to share what he is doing with others, as it inspires other people, enhances his own accountability and positions him as a role model and expands his exposure. *"You can inspire other people based on your experience sharing success stories, but at the second level you are also accountable. It brings more accountability when you are showing what you are doing. Because you cannot act an opposite way of what you are doing things… These guys are actually looking at you like a role model. You get on Facebook, the U.S. Embassy is talking about the job that you are doing."* He mentioned how the U.S. embassy shared a social media post regarding his work in Lesotho and Tanzania, where he is working with UNICEF and the World Bank on a first thousand days project.

Jean-Claude uses an apt metaphor for how the Fellowship has benefited him: *"When I was going to the Mandela Washington fellowship , I considered myself as a seed. So I went back to my country as a seed. I plant it, and I think: 'now I am growing'. I may be a tree now, and tomorrow… I may become a forest in my country, and sub-saharan Africa… That is the biggest metaphor I can use to talk about the impact of my participation in that programme."*

12. Annexes

A: Evaluation Statement of Work (updated)

B: Evaluation methods, including sample sizes, response rates and power analysis

C: Data collection tools and analysis tools

D: All sources of information or data, identified and listed

E: Statements of difference

F: Evaluation Matrix and Data Validation

Report
Final Impact Evaluation of the Mandela Washington Fellowship Program Young African Leaders Initiative

Annexures

26 June 2019

DEVELOPMENT WORKS
CHANGEMAKERS

Annexes

A: Evaluation Statement of Work (updated)

Statement of work is as per the ToR for this evaluation.

B: Evaluation methods, including sample sizes, response rates and power analysis

METHODS AND SAMPLE SIZES AS IN THE PROPOSAL

The high-level proposed sampling strategy is as follows:
Document and Literature Review: All programme documents and reports will be included in the review.
Survey: A total of 704 survey participants will be sampled with equal numbers in the treatment and control groups.
KIIs: Participants will be sampled purposefully and conveniently, based on factors including, but not limited to: their role in the programme; specific achievements or good practice examples; and availability during the data collection phase. Within the time and budget available for this evaluation, it will only be possible to conduct a limited number of interviews (25 - 37) , and provisionally the following interviews are proposed:

- Program participants: 10 - 15 semi-structured interviews conducted telephonically or via Skype with program participants (Fellows)
- Program beneficiaries and partners: 7 - 10 semi-structured interviews conducted telephonically or via skype with program beneficiaries (participating academic institutions and other organisations, as well as networking partners)
- IREX and implementing staff: 4 - 6 semi-structured interviews conducted telephonically or via skype with program program implementers (program staff)
- Sector experts: 4 - 6 semi-structured interviews conducted telephonically or via skype with experts in the field of leadership development, women empowerment and social change (academic and other experts)

Table 1: Data collection targets and data collected

DATA COLLECTION METHOD	TARGET	DATA COLLECTED
Survey	Treatment Group: 352 Control Group: 352 Total: 704	Treatment Group 881 Control Group 411 Total: 1292
Country visit Johannesburg & Pretoria, South Africa (pilot site)	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2 IREX: 1 USAID: 1 SA Trust: 1	Fellow FGIs: 2 Fellow KII: 1 Mentor KIIs: Practicum hosts: IREX: 1 USAID: 1 SA Trust: 1
country visit Accra, Ghana	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2 IREX: 1 USAID: 1 WACSI: 1	Fellow FGIs: 3 Fellow KII: 2 Mentor KIIs: 0 Practicum hosts: 2 IREX: 1 USAID: 1 WACSI: 1

Country visit Nairobi, Kenya	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2 IREX: 1 USAID: 1 VSO: 1	Fellow FGIs: 3 Fellow KII: 0 Mentor KIIs: 1 Practicum hosts: 3 IREX: 1 USAID: 1 VSO: 1
Country visit Lagos, Nigeria	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2	Fellow FGIs:3 Mentor KIIs:1 Practicum hosts: 3
Country visit Windhoek, Namibia	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2	Fellow FGIs:3 Mentor KIIs: 0 Practicum hosts: 1
Country visit Harare, Zimbabwe	Fellow FGIs: 3 Mentor KIIs: 2 Practicum hosts: 2	Fellow FGIs: 3 Fellow KII: 2 Mentor KIIs: 0 Practicum hosts: 3
Fellow Skype KIIs	Treatment Group: 15 Control Group: 5	Treatment Group: 11 Control Group: 10
US-based Program Stakeholders	USAID 1 IREX 2	

The survey had a relatively high response rate at 35% (N=1292) out of the total population of 2686 Fellows. A comparison of survey respondents with the Fellow population (see Table 2) indicate that:

Only 23% (n=441)[1] of Fellows who did participate in follow-on activities have responded to the survey. This is markedly lower than the overall survey response rate. Fifty percent (=881) of Fellows who did not participate in follow-on activities responded to the survey. Response rates per region was as follows: 40% (n=542) of Fellows from West Africa responded; 34% (n=414); and 31 % (n=336) from East Africa.

As expected, proportional response rates for more recent cohorts were higher, with 53% (n=368) of 2018 Fellows responding, and respectively 25% (n=126) of the 2015 cohort and 28% (n=141) of the 2014 cohort responding. The respective tracks are relatively evenly represented amongst survey responses, with the highest percentage of responses in the Civic Leadership and Public Management tracks, both at 37% (n=442 for Civic Leadership; n=419 for Public Management); and the lowest percentage of responses in the Business and Entrepreneurship track at 31 % (n=414). Survey response rates for males and gender-nonconforming participants were high at respectively 47% (n=869) and 44% (n=8). The survey response rate for female participants was relatively low at 22% (n=145). Response rates for Fellows with disabilities was also slightly lower, at 29% (n=52).

[1] It should be noted that since the data on MWF Fellows was provided to the evaluation team, some Fellows who were indicated as not having done any follow-on activities, may indeed have participated in some follow-on activities. This means that the actual number of Fellows who participated in follow-on activities may be slightly higher than the numbers provided here.

Table 2: Comparison of survey respondents with the MWF Programme population

COMPARISON SURVEY RESPONDENTS AND POPULATION			
MWF Fellows	**Population**	**Survey**	**Response rate**
	3686	1292	35%
Treatment and control group	**Population**	**Survey**	**Response rate**
Fellows with follow-on activities	1909	441	23%
Fellows with no follow-on activities	1777	881	50%
Region	**Population**	**Survey**	**Response rate**
West Africa	1392	542	40%
East Africa	1088	336	31%
Southern Africa	1206	414	34%
Cohort	**Population**	**Survey**	**Response rate**
2014	498	141	28%
2015	500	126	25%
2016	996	308	31%
2017	998	349	35%
2018	694	368	53%
Track	**Population**	**Survey**	**Response rate**
Business and Entrepreneurship	1323	414	31%
Civic Leadership	1192	442	37%
Energy	50	17	34%
Public Management	1121	419	37%
Gender	**Population**	**Survey**	**Response rate**
Male	1821	869	48%
Female	1847	415	22%
Non-binary[2]	18	8	44%

[2] Includes survey respondents who did not provide an answer on this question.

Disability	Population	Survey	Response rate
No disability	3504	1240	35%
Disability	182	52	**29%**

Calculations are submitted as separate documents.

C: All data collection and analysis tools used in conducting the evaluation, such as questionnaires, checklists and discussion guides

Attached separately

D: All sources of information or data, identified and listed

Attached separately as a Excel/Google Sheet

E: Statements of difference

Statements of difference regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team, it applicable.

Comments from IREX were incorporated in the final report as far as possible. Within the time and budget available, it was not possible to reference all quotes to track, cohort, gender and country of Fellows. It was also not possible to do a statistical comparative analysis between the monitoring data and data collected during this evaluation.

F: Evaluation Matrix and Data Validation

The evaluation matrix below shows the relationship of data collection instruments with evaluation questions and cross-cutting areas.

Table 3: Evaluation Matrix

EVALUATION QUESTION[3] & CROSS-CUTTING AREA	DOC & LIT REVIEW	SURVEY	KIIs	MSC STORIES
1. What is the impact of follow-on activities [4]?				
2.How has the program impacted practices of male and female Fellows in supporting democratic governance?				
3. Has the program helped male and female Fellows to start new (or expand existing) businesses?				
4. How has the programme impacted on male and female Fellows' engagement with efforts to address community challenges and social responsibility?				
5. To what extent is the network for NWF male and female alumni who collaborate on issues of democratic governance, economic productivity and civic engagement a self-sustaining network?				
Cross-cutting theme 1: Empowerment of women, marginalised youth, the disabled and LGBT.				
Cross-cutting theme 2: Increasing youth participation overall.				
Cross-cutting 3: Establishment of significant partnerships with the private sector.				

[3] See paragraph 1.2.2 for full wording of evaluation questions.

[4] US Funded

Table 4: Data analysis strategy

DATA COLLECTION TOOL	DATA ANALYSIS STRATEGY
Document analysis matrix	Programme data will be in the form of both qualitative and quantitative data, and it is anticipated that the nature of some qualitative data will be such that it could be transformed into quantitative data. Analysis of programme data will be disaggregated by gender, and per cohort (2014 - 2018), by academic track, participation or not in follow-on programs, disaggregated per program, participation in regional leadership initiatives and alumni associations. Further disaggregation per sub-region (East, West and Southern Africa), and participating academic institutions. Pre- and post- comparative analysis will be conducted to determine: ● the the position of programme participants pre-and post-programme; ● the comparative situation of programme beneficiaries who participated in follow-on activities; and those who did not participate in follow-on activities. Descriptive statistics Qualitative thematic analysis according to predetermined themes as based on EQs and captured in a detailed codebook.
Survey (main and possible follow-up survey regarding sustainable networks)	Quantitative survey data will be analysed by using descriptive and comparative statistical techniques (such as Chi-square, T-Tests, ANOVA, Factor Analysis and Reliability Analysis) to determine: (a) change in skills, knowledge, attitudes and behaviour (pre- and post-comparison); and (b) comparison of participants who engaged in follow-on activities and those who did not. In situations where hypotheses are being tested power analyses will be done to ensure a power of 80% with a confidence level of 95%. Where possible qualitative data will be converted into quantitative data, to complement thematic analysis of qualitative data through the AtlasTI software package. Systematic thematic analysis will be done by developing a codebook which will guide this analysis. AtlasTI is a powerful qualitative data analysis tool which include features that enables analysis of large amounts of data according to single or combined themes. By disaggregating data according to the variables mentioned in this section, it will be possible to make comparisons between and within groups, based on qualitative data collected through the survey. Descriptive and comparative statistics Qualitative thematic analysis according to predetermined themes as based on EQs and captured in a detailed codebook. Comparison with analysis of documents and literature.
KIIs[5]	Interview data will be transcribed and analysed via AtlasTI, according to predetermined themes (as reflected in the codebook), and the inclusion of various stakeholder groups will enable triangulation between stakeholder group.

[5] All KIIS and FGIs interviews will be transcribed verbatim into MS Word. Prioritisation documents created during MSC sessions will be photographed and uploaded into AtlasTI for analysis.

	Descriptive statistics. Qualitative thematic analysis according to predetermined themes as based on EQs and captured in a detailed codebook. Comparison with analysis of documents and literature, and survey data.
FGIs / MSC sessions	Cascaded/filtered prioritisation of themes through MSC technique integrating analysis of data collected vial all data sources. Themes of significant change will be analysed per evaluation question (QE 2, 3 and 4); in relation to best practices pertaining to networks and sustainability (EQ 5); and in relation to each of the three cross-cutting themes. Within the budget and time limitations of this evaluation, a cascaded filtering process will be employed: The research team will conduct the first level of filtering based on a combination of quantitative and qualitative data analysis, and considering the level of impacts observed; The second level of filtering will take place in Focus Group Interview (FGI) sessions where adapted MSC techniques are used to gather more in-depth data regarding key themes; verify data collected through document review and KIIs; and prioritise stories of most significant change; A third level of filtering will take place as part of a virtual data validation exercise in which key stakeholders will participate; and The final selection of stories will be conducted by the research team.

Young Africa Leaders Initiative – Survey Tools

Online Survey

Section 1: General Information

1. What is your name?
2. Please select the option which best describes your gender identity:
   - Male
   - Female
   - Non-binary
   - I do not wish to respond
3. What is your country of citizenship?
4. In which country do you currently reside?
5. What is your current age?
6. What is your highest level of education?
7. In which year did you participate in the US-based Mandela Washington Fellowship program?
   - 2014
   - 2015
   - 2016
   - 2017
   - 2018
8. What was your specific program track?
   - Business Entrepreneurship
   - Civic Leadership
   - Public Management
   - Energy
9. At which US tertiary education institution was your US-based Leadership Institute completed?
10. Were you able to embark on your US-based Leadership Institute on the track that you originally applied for?
11. If yes, to what extent did you benefit from participating in this track?

- Significantly
- Moderately
- Not at all

12. If not, what track did you initially apply for?
13. If not, to what extent did you benefit from participating in this track?

- Significantly

- Moderately
- Not at all

14. Did you need to be accommodated for any type of disability at the time when you participated in the US-based Mandela Washington Fellowship program?

- Please specify the type of disability
- Is this a permanent disability?

Section 2: Career Information

15. How would you describe your current or most recent primary professional position? Choose the best single answer.

- Entry Level
- Mid-Level, Non-Supervisory
- Mid-Level, Supervisory
- Executive
- Self-employed
- Not employed

16. In what sector(s) is your primary professional position?

- Business
- Non-profit
- Public sector

17. How many people do or did you supervise in that position? _____

18. Are you also involved in any other sector? (Skip logic will take respondents to the 2 relevant options based on their choice in question 16.

- Business
    - Owner
    - Partner
    - Board member
    - Other
- Non-profit
    - Founder
    - Head of a non-profit organisation
    - Board member
    - Other
- Public sector
    - Mentor
    - Advisor
    - Consultant
    - Part-time employee
    - Active in political structures

19. Do you **own or manage** a business now?

- Yes, I own a business
- Yes, I manage a business
- Yes, I own and actively manage a business
- No, I do not own or manage a business

20. If yes: Over the past year, has the revenue generated by your business increased?
    - Yes, by over 100%
    - Yes, by 91%-100%
    - Yes, by 81%-90%
    - Yes, by 71%-80%
    - Yes, by 61%-70%
    - Yes, by 51%-60%
    - Yes, by 41%-50%
    - Yes, by 31%-40%
    - Yes, by 21%-30%
    - Yes, by 10%-20%
    - Yes, by over 0% but less than 10%
    - No, the revenue generated by my business has not increased over the past year

21. Did your business make a profit last year?
    - Yes
    - No

22. How many people are employed by your business? ____

23. Are you currently **the head or founder** of a non-profit organisation?
    - Yes
    - No

24. If yes, were you promoted into this position since you returned from your US-based Leadership Institute?

25. If yes, how many people are employed by your non-profit organisation? _____

26. Approximately how many people currently benefit from your non-profit organisation?

27. Do you currently hold a position in the public service?

- Yes
- No

28. If yes, has your position (job status) improved?

- Yes
- No

29. If yes, how has it improved?

- I was promoted
- I applied for a position on a higher level and was appointed
- My post was upgraded
- Other

30. What is your current position?

31. How many people do you manage?

32. Do you hold public office (e.g. as a Member of Parliament, Councillor or other position) now?

- Yes
- No

33. If so, what is your current position?

34. have you been promoted since you returned from your US-based Leadership Institute?

- Yes
- No
- Not applicable

Section 3: Experience of YALI Africa-based Follow-on Activities

35. Did you participate in a US-based Practicum/ Professional Development Experience (PDE) upon completion of your academic track?
    - Yes (if they answer yes, the survey will skip to question 51)
    - No

36. Did you participate in any of the USAID-supported, Africa-based follow-on activities so far? (US-based Professional Development Experience (PDE); Practicum; Mentorship; RAB; Regional Conference; Travel Speaker Grant; Continued Networking and Learning Event (CNL); Collaboration Fund Grant)
    - Yes (if they answer yes, the survey will skip to question 51)
    - No (if they answer no, they will be asked questions 36-51 and then finish the survey)

37. Did you choose not to participate in any Africa-based USAID-sponsored follow-on activities, or were there external factors preventing you from participating?

- I chose not to participate.
- I wanted to participate, but external factors prevented me from participating.

38. There were factors which prevented me from participating If there were factors which prevented you from participating, what were these? Please select the three most important factors that prevented you from participating, and rank them from 1 to 3 in order of importance, with 3 being the most important factor.

- I did not have time
- My job is too demanding
- My company/organisation/manager/supervisor did not support my participation
- Family responsibility prevented me from participating
- None of the activities were relevant to me and my field
- There were no activities available in my country
- There was no funding available to participate
- The activity I was interested in was not offered at the time
- I applied, but was not selected to participate
- Since I was not selected for my chosen study track, I lost interest in participating further
- The activities are not relevant to my personal needs
- Other

39. Were there any specific aspects of the Practicum (or "Internship", as it was called in 2014/15) which excluded you from participating or influenced your decision not to participate in one? Please indicate which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- There was not a suitable organisation at which to undertake a Practicum
- The Practicum is not relevant to my career
- I am too senior to undertake a Practicum
- Other

40. Were there any specific aspects of the mentorship which excluded you from participating or influenced your decision not to participate in one? Please indicate which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- There was not a suitable mentor available
- The mentorship is not relevant to my career
- I am too senior to undertake a mentorship
- Other

41. Were there any specific aspects of the Regional Advisory Board (RAB) which excluded you from participating or influenced your decision not to participate in one? Please indicate which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments

- I am already on too many voluntary committees
- I do not like working on committees
- Other

42. Were there any specific aspects of the Regional or Continental Conferences which excluded you from participating or influenced your decision not to participate in one? Please state which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- My application to attend was not successful
- It was not relevant to my interests
- Other

43. Were there any specific aspects of the Speaker Travel Grant which excluded you from participating or influenced your decision not to participate in one? Please state which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- My application to attend was not successful
- It was not relevant to my interests
- Other

44. Were there any specific aspects of the Continued Networking and Learning Event which excluded you from participating or influenced your decision not to participate in one? (CNLs are: IREX-hosted webinars, community of practice events, other in-person IREX-facilitated networking events - excluding the regional/continental conference). Please state which aspect/s these were.

- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- My application to attend was not successful
- It was not relevant to my interests
- Other

45. Were there any specific aspects of the Collaboration Fund Grant which excluded you from participating or influenced your decision not to participate in one? Please state which aspect/s these were.

- It was not available to my cohort
- I could not take time out of my existing work commitments
- I could not take time out of my existing family commitments
- My application to attend was not successful
- It was not relevant to my interests
- Other

46. Have you developed a Leadership Development Plan (LDP) before your departure from the USA?

- Yes

- No

47. If no: Why did you not develop your Leadership Development Plan (LDP) at the time? (open ended)

48. If yes: Since you developed your Leadership Development Plan (LDP) during your US-based Leadership Institute, in what ways, if any, have you implemented this plan?
- I have not yet had a chance to implement my LDP
- I have implemented my plan to start a new business
- I have implemented by plan to improve my existing business
- I have implemented my plan to initiate more social outreach projects in my community
- I have implemented my plan to found a non-profit organisation
- I have implemented my plan to gain promotion at work
- I have implemented my plan to enhance my career in the public service
- Other

49. What areas of your plan have been particularly relevant to the leadership role you are currently playing? (open ended)

50. What factors have prevented you from implementing your Leadership Development Plan or parts of it?
- I did not yet have time to implement it
- It was not suitable to the environment I am currently working in
- It was impractical
- I do not have the support and guidance needed to implement my LDP
- It is not relevant to my current working situation
- Other

Participants who have answered Yes to question 36 will be directed to question 51. Some of the questions above are repeated in the section below, since only Fellows who answered "no" to question 36 will be directed to questions 37 to 49.

51. If yes, which ones have you participated in?
- Internship / Practicum
- Mentorship
- Regional Advisory Board
- Regional/Continental Conference
- Speaker Travel Grant
- Continued Networking and Learning Event (CNLs are: IREX-hosted webinars, community of practice events, other in-person IREX-facilitated networking events - excluding the regional/continental conference).
- Collaboration Fund Grant

52. What motivated and enabled you to participate in these activities? (open ended)

53. Were there any challenges or obstacles you had to overcome so that you could participate in the follow-on activities?

- Yes
- No

54. Please provide details.

55. Did you complete these activities as planned?

- Yes
- No

56. If no, why were you not able to complete the activity as planned?

- I did not have time
- My job is too demanding
- My company/organisation/manager/supervisor did not support my participation
- Family responsibility prevented me from completing the activity
- The activity was not as relevant to me and my field as I initially thought
- Other (please explain briefly)

57. Do you think that all of the Africa-based follow-on activities were equally accessible, open and suitable on the basis of gender (for male, female and LGBTQI Fellows)?

- Yes
- No

58. If not, what aspects of the follow-on activities do you think were not accessible/suitable and why?

59. Do you think that all of the Africa-based follow-on activities were equally accessible, open and suitable for persons with disabilities?

- Yes
- No

60. If not, what aspects of the follow-on activities do you think were not accessible/suitable and why?

61. How might the follow-on activities have been more inclusive of the interests and needs of all Fellows?

Section 4: Impact of Africa-based Follow-on Activities

62. Did you gain or further develop skills through your participation in any of the Africa-based follow-on activities?

- Yes
- No

63. If yes, which skills have you gained and/or improved?
- Public speaking skills
- Presentation skills
- Networking skills
- Communication skills
- Conflict management skills
- Writing skills
- Fundraising skills
- Organisational skills
- Mobilising skills
- Campaigning skills
- Research skills
- Financial management skills
- Technical skills related to my specific job or occupation
- Innovative thinking skills
- Time management skills
- Teamwork skills
- Problem solving skills
- Planning skills
- Human resource management skills
- Other

64. What specific follow-on activities led to the acquisition and improvement of skill? Rank your selection in terms of the importance of the follow-on activity in the development of your skills, with 7 being the activity with the highest and 1 the one with the lowest importance.
- Internship/Practicum
- Mentorship
- Regional Advisor Board
- Regional Conference
- Speaker Travel Grant
- Continued Networking and Learning Event
- Collaboration Fund Grant

65. How have you been able to put these new skills into use in your personal life since gaining them?
- In running my business
- In performing my job
- In running community projects
- In running campaigns
- In leading my community to tackle important issues
- In becoming elected to be a public representative
- Other

66. If no, what factors prevented you from gaining new skills? (Select all relevant options and rank in order of importance)
- The activities were not relevant to me

- The activities did not offer much in terms of skills development
- I was not able to participate fully
- Other

67. Did you gain any new knowledge or improve your existing knowledge through your participation in any of the Africa-based follow-on activities?
- Yes
- No

2.

68. If yes, which areas of knowledge have you gained?
- Knowledge about myself
- Knowledge about to my country
- Knowledge about other countries in my region
- Knowledge about other people in Africa and elsewhere
- Knowledge about my community and its needs
- Knowledge about my work and career
- Knowledge about how to solve problems
- Knowledge about leadership
- Other

69. What specific follow-on activity led to the acquisition of new knowledge? Rank the options provided from the one that led to the acquisition of the most/most valuable knowledge, where 7 is the highest and 1 is the lowest
- Practicum
- Mentorship
- Regional Advisor Board
- Regional Conference
- Speaker Travel Grant
- Continued Networking and Learning Event
- Collaboration Fund Grant

70. How have you been able to put this new/improved knowledge into use since gaining it?
- I have not yet had the opportunity to put this knowledge to use
- I have improved as a person
- I have improved as a leader
- I am better able to succeed in my job and career
- I am better able to advocate for my community
- I am more aware of the causes of issues and how to solve them
- I know who and how to lobby for effective change
- Other

71. If no, what factors prevented you from gaining new knowledge? (Select all relevant options and rank in order of importance)
- The activities did not provide relevant knowledge
- The activities were not relevant to my areas of interest
- I was not able to participate fully in the activities
- Other

72. Did your participation in the Africa-based follow-on activities impact any of your previously-held attitudes in any way (i.e. to issues such as politics, leadership, gender roles and rights, sexuality, disability, religion etc)?
- Yes
- No

73. If yes, please explain how this has helped you, and how your attitude has shifted? (open ended)

74. What specific aspects of the follow-on activities led to a shift in your attitudes? (Select all relevant options and rank in order of importance)
- Practicum
- Mentorship
- Regional Advisor Board
- Regional Conference
- Speaker Travel Grant
- Continued Networking and Learning Event (CNLs are: IREX-hosted webinars, community of practice events, other in-person IREX-facilitated networking events - excluding the regional/continental conference).
- Collaboration Fund Grant

75. If no, what prevented your attitudes from being challenged? (open ended)

76. Since you developed your Leadership Development Plan (LDP) during your US-based Leadership Institute, in what ways, if any, have you implemented this plan?
- I have not yet had a chance to implement my LDP
- I have implemented my plan to start a new business
- I have implemented by plan to improve my existing business
- I have implemented my plan to initiate more social outreach projects in my community
- I have implemented my plan to found a non-profit organisation
- I have implemented my plan to gain promotion at work
- I have implemented my plan to enhance my career in the public service
- Other

77. What areas of your plan have been particularly relevant to the leadership role you are currently playing? (open ended)

78. What factors have prevented you from implementing your plan or parts of it?
- I did not yet have time to implement it
- It was not suitable to the environment I am currently working in
- It was impractical
- It was too ambitious/It was not realistic
- I do not have the support and guidance needed to implement my LDP

- It is not relevant to my current working situation
- My family responsibility has increased since I developed the plan
- Other

79. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, have you taken a leadership role in any new forms of civic action, activism or other types of change in your work or community?
    - Yes
    - No

80. If yes, please describe the type of effort and the change you are seeking to make (open ended)
81. If yes, which of the following has played the biggest role in your change-making efforts:
    a. The ability to use participatory and inclusive approaches and methods to reach a common goal

    b. The ability to think critically and strategically leverage my assets and networks to influence people, institutions and communities.
    c. The ability to find opportunities where there are challenges and address them.
    d. The ability to learn, adapt, and find opportunities to practice and reflect on my actions, decisions, and efforts toward positive change

82. If no, what prevented you from becoming active in these areas since completing your Leadership Institute?
    - I am too busy with my work
    - I have too many family commitments
    - I was already very active in these areas
    - There are political reasons why I cannot be involved right now
    - I need other people to assist me to become involved
    - Other

83. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, have you taken a role in supporting democratic governance and improved transparency and accountability in your home country?
    - Yes
    - No

84. If yes, please describe the effort you are supporting and the change you are seeking to make (open ended)
85. If yes, which of the following has played the biggest role in your change-making efforts:
    a. The ability to use participatory and inclusive approaches and methods to reach a common goal

    b. The ability to think critically and strategically leverage my assets and networks to influence people, institutions and communities.
    c. The ability to find opportunities where there are challenges and address them.
    d. The ability to learn, adapt, and find opportunities to practice and reflect on my actions, decisions, and efforts toward positive change

86. If no, what challenges did you face in this regard?
    - I have been too busy with my normal work
    - My family commitments prevented me
    - It is dangerous to be involved in this sort of activity
    - Other

87. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, have you started a new business?
    - Yes
    - No

88. If yes, please describe the business you have started and your goal in starting it (open ended)
89. If yes, which of the following has played the biggest role in your change-making efforts:
    a. The ability to use participatory and inclusive approaches and methods to reach a common goal

    b. The ability to think critically and strategically leverage my assets and networks to influence people, institutions and communities.
    c. The ability to find opportunities where there are challenges and address them.
    d. The ability to learn, adapt, and find opportunities to practice and reflect on my actions, decisions, and efforts toward positive change

90. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, have you expanded or grown your existing business?
    - Yes
    - No

91. If yes, please describe how you have expanded your business and your goal in expanding it (open ended)
92. If yes, which of the following has played the biggest role in your change-making efforts:
    a. The ability to use participatory and inclusive approaches and methods to reach a common goal

    b. The ability to think critically and strategically leverage my assets and networks to influence people, institutions and communities.
    c. The ability to find opportunities where there are challenges and address them.
    d. The ability to learn, adapt, and find opportunities to practice and reflect on my actions, decisions, and efforts toward positive change

93. If yes, what aspects of the follow-on activities were particularly useful in helping you to expand or grow your business? (open ended)
94. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, have you been impacted (positively or negatively) your identification with your community in any way?
    - Yes
    - No

95. If yes, how? (Open ended)

96. Since participating in the Mandela Washington Fellowship and the Africa-based follow-on activities, has your participation in solving community issues or engaging in social responsibility been impacted (positively or negatively)?
    - Yes
    - No

97. If yes, in what ways? (Open ended)

98. Do you have regular access to the internet and a device with which to connect to the internet?
    - Yes
    - No

99. What platforms do you use to engage with any of the online YALI networks?
    - Twitter
    - Facebook
    - Instagram
    - WhatsApp
    - Other

100. What social forums do you participate in with other YALI Mandela Washington Fellowship (MWF) Fellows?
    - Twitter
    - Facebook
    - Instagram
    - WhatsApp
    - Other

101. Who drives these networks and coordinates the communication through them?
    - Members of the Regional Advisory Board
    - Ordinary Mandela Washington Fellowship (MWF) Fellows
    - Special interest groups among Fellows
    - Regional groupings
    - Other
    - I am not sure

102. How useful are these networks to your work and role as a leader in your field?
    - Very useful
    - Somewhat useful

- Slightly useful
- Not useful

103. In your opinion, are all Fellows of different backgrounds able to participate in the networks and discussions freely?

- Yes, definitely
- To some extent
- I am not sure
- Not much
- No, they are not

104. Are these networks self-sustaining, meaning that it needs no input from IREX?

- Yes, definitely
- To some extent
- I am not sure
- Not very
- No, they are not

105. Do you think the Africa-based follow-on activities have empowered women and other marginalised youth, including disabled youth and LGBTQI, to address inequalities and development challenges?

- Yes
- No

106. If yes, how have the Africa-based follow-on activities empowered women and other marginalised youth to address inequalities and development challenges? (Open ended)

107. If no, why do you think this is the case? (Open ended)

108. What could have been done differently to ensure that this happened? (Open ended)

109. To what extent has your participation in USAID-funded follow-on activities enabled to contribute to your own and your country's development as a result of your participation in the Africa-based follow-on activities? (Not at all/To a limited extent/to some extent/ to a significant extent)

- I am now better able to perform well in my job/career
- I am now better able to play a leadership role in my field
- I now have the confidence to mobilise people around important issues
- I now have the skills and knowledge to start important projects
- I am much better connected to networks which make a contribution
- I am much better connected to networks which assist me to make a contribution
- Other

110. If no, why do you feel you are still not enabled to contribute to your country's development? (Open ended)

Section 4: Conclusion

111. Do you have any further comments or suggestions for how the Africa-based Mandela Washington Fellowship (MWF) community/network can contribute to development and good governance in Africa on a broad scale?

Thank You!

Question Bank of more in-depth and focussed questions (open-ended) for FGDs and KIIs

Questions specific to tracks

Business Entrepreneurship

1. Please indicate on the flipchart provided:
- Which Follow-on activities you participated in: and
- To what extent you found the activity useful
2. Were there any obstacles or challenges you had to overcome to take advantage if follow-on activities? Please provide more detail.
3. Regarding these obstacles or challenges, how did you manage to overcome them?
4. Did participation in the Africa-based follow-on activities add any new skills related to your work and business, and to being a leader in your sector, that you did not get from the US-based MWF activities, or already have before you MWF participation?
5. If so, what specific skills did you gain as a result of participation in the Africa-based follow-on activities?
6. Which of the follow-on activities were the most useful in teaching you any new skills that are useful in your work and role as a leader?
7. Did participation in the Africa-based follow-on activities add any new knowledge in your sector, or related to your work and business, and to being a leader in your sector, that you did not get from the US-based MWF activities, or have before your MWF involvement?
8. If so, what specific knowledge did you gain as a result of participation in the Africa-based follow-on activities?
9. Did participation in the Africa-based follow-on activities change your attitude to anything related to your business, entrepreneurial activities or leadership activities in general?
    - Did you expand your business?
    - Did the revenue increase?
    - Did the profitability of your business increase?
    - Are you employing more people?
    - Is your business more sustainable?
10. If so, what specific things changed your attitude and in what ways?
11. Has your Leadership Development Plan assisted you to start new business ideas or grow your existing one?
12. Please describe how it has assisted you.
13. Have the Africa-based follow-on activities helped you in any way to become more active and to make a bigger contribution in your field and to your society?
14. Are you participating in any new voluntary activities in your sector, or in your community, since completing your US-based Institute? Please describe?
15. Do you feel that your participation in the Africa-based follow-on activities allowed you as a business leader to contribute in any way to good governance, transparency and accountability? For example, have you been able to provide leadership into issues such as

the ways in which businesses engage with government to build the economy, or in terms of entrepreneur support and development, or in terms of enabling and transparent bureaucratic processes, or in terms of lobbying for better policy and support from government etc?

16. Can you tell me about the most important change that took place because of the follow-on activities you participated in.
17. What happened because of this? Why is this important?
18. In your view, how has all of this changed the impact you are making in your sphere of influence?
19. Do you think your sphere of influence has been expanded as a result of your participation in follow-on activities?
20. Can you tell me more about how you use your sphere of influence after being exposed to this programme?

Civic Leadership

1. Please indicate on the flipchart provided:

- Which Follow-on activities you participated in: and
- To what extent you found the activity useful

2. Were there any obstacles or challenges you had to overcome to take advantage if follow-on activities? Please provide more detail.
3. Regarding these obstacles or challenges, how did you manage to overcome them?
4. Did participation in the Africa-based follow-on activities add any new skills related to your work in your community, or in civil society, and to being a leader in your sector, that you did not get from the US-based MWF activities, or already have before your MWF participation?
5. If so, what specific skills did you gain as a result of participation in the Africa-based follow-on activities?
6. Which of the follow-on activities were the most useful in teaching you any new skills that are useful in your work and role as a leader?
7. Did participation in the Africa-based follow-on activities add any new knowledge in your work in your community, or civil society, and to being a leader in your sector, that you did not get from the US-based MWF activities, or have before your MWF involvement?
8. If so, what specific knowledge did you gain as a result of participation in the Africa-based follow-on activities?
9. Which of the follow-on activities were the most useful in teaching you any new knowledge that is useful in your work and role as a leader?
10. Did participation in the Africa-based follow-on activities change your attitude to anything related to your work in the community, or in civil society, or to your leadership activities in general?
11. If so, what specific things changed your attitude and in what ways?
12. Has your Leadership Development Plan assisted you to start or grow a non-profit or civic organisation?
13. Please describe how it has assisted you.
14. Have the Africa-based follow-on activities helped you in any way to become more active and to make a bigger contribution in your field and to your society?
15. Are you participating in any new voluntary activities in your sector, or in your community, since completing your US-based Institute? Please describe?
16. To what extent are you able to engage the community more in government issues?
17. Do you feel that your participation in the Africa-based follow-on activities allowed you as a civic leader to contribute in any way to good governance, transparency and accountability? For example, have you been able to lobby the government on specific issues, or hold them to account on important issues?
18. Have you been able to start campaigns or lead existing efforts to hold the government to account? Have you learnt new ways of lobbying the government for positive change, or have

you developed new networks in government or civil society that have helped you in these endeavours?

19. Can you tell me about the most important change that took place because of the follow-on activities you participated in.
20. What happened because of this? Why is this important?
21. In your view, how has all of this changed the impact you are making in your sphere of influence?
22. Do you think your sphere of influence has been expanded as a result of your participation in follow-on activities?
23. Can you tell me more about how you use your sphere of influence after being exposed to this programme?

Public Management

1. Please indicate on the flipchart provided:

- Which Follow-on activities you participated in: and
- To what extent you found the activity useful

2. Were there any obstacles or challenges you had to overcome to take advantage if follow-on activities? Please provide more detail.
3. Regarding these obstacles or challenges, how did you manage to overcome them?
4. Did participation in the Africa-based follow-on activities add any new skills related to your work in public management, and to being a leader in your sector, that you did not get from the US-based MWF activities, or already have before your MWF participation?
5. If so, what specific skills did you gain as a result of participation in the Africa-based follow-on activities?
6. Which of the follow-on activities were the most useful in teaching you any new skills that are useful in your work and role as a leader?
7. Did participation in the Africa-based follow-on activities add any new knowledge related to your work in public management, and to being a leader in your sector, that you did not get from the US-based MWF activities, or have before your MWF involvement?
8. If so, what specific knowledge did you gain as a result of participation in the Africa-based follow-on activities?
9. Which of the follow-on activities were the most useful in teaching you new knowledge that is useful in your work and role as a leader?
10. Did participation in the Africa-based follow-on activities change your attitude to anything related to your work in public management, or leadership activities in general?
11. If so, what specific things changed your attitude and in what ways?
12. Has your Leadership Development Plan assisted you to make progress in your role as a public representative?
13. Please describe how it has assisted you.
14. Have the Africa-based follow-on activities helped you in any way to become more active and to make a bigger contribution in your field and to your society?
15. Are you participating in any new voluntary activities in your sector, or in your community, since completing your US-based Institute? Please describe?
16. Do you feel that your participation in the Africa-based follow-on activities allowed you as a public representative to contribute in any way to good governance, transparency and accountability? For example, did participation assist you to perform your role better, or to lead your colleagues to perform better?
17. Did any activities allow you to obtain insight into the sectors which government serves and their needs?
18. Can you provide an example of how you have managed to model accountability and transparency in your position in the public sector?
19. Were you able to raise problematic issues such as corruption or mismanagement? Or were you promoted into a position in which you can really make a difference?

20. Can you tell me about any concrete example of how you have been able to address corruption or mismanagement?
21. Can you tell me about the most important change that took place because of the follow-on activities you participated in.
22. What happened because of this? Why is this important?
23. In your view, how has all of this changed the impact you are making in your sphere of influence?
24. Do you think your sphere of influence has been expanded as a result of your participation in follow-on activities?
25. Can you tell me more about how you use your sphere of influence after being exposed to this programme?

Energy

1. Please indicate on the flipchart provided:
- Which Follow-on activities you participated in: and
- To what extent you found the activity useful
2. Were there any obstacles or challenges you had to overcome to take advantage if follow-on activities? Please provide more detail.
3. 2. Regarding these obstacles or challenges, how did you manage to overcome them? Did participation in the Africa-based follow-on activities add any new skills related to your work in the energy sector, and to being a leader in your sector, that you did not get from the US-based MWF activities, or already have before your MWF participation?
4. If so, what specific skills did you gain as a result of participation in the Africa-based follow-on activities?
5. Which of the follow-on activities were the most useful in teaching you new skills that are useful in your work and role as a leader?
6. Did participation in the Africa-based follow-on activities add any new knowledge related to your work in the energy sector, and to being a leader in your sector, that you did not get from the US-based MWF activities, or have before your MWF involvement?
7. If so, what specific knowledge did you gain as a result of participation in the Africa-based follow-on activities?
8. Which of the follow-on activities were the most useful in teaching you new knowledge that is useful in your work and role as a leader?
9. Did participation in the Africa-based follow-on activities change your attitude to anything related to your work in the energy sector, or leadership activities in general?
10. If so, what specific things changed your attitude and in what ways?
11. Has your Leadership Development Plan assisted you to make progress in your sector in any way?
12. Please describe how it has assisted you.
13. Have the Africa-based follow-on activities helped you in any way to become more active and to make a bigger contribution in your field and to your society?
14. Are you participating in any new voluntary activities in your sector, or in your community, since completing your US-based Institute? Please describe?
15. Do you feel that your participation in the Africa-based follow-on activities allowed you as someone in the energy sector to contribute in any way to good governance, transparency and accountability?
16. If so, how?
17. Can you tell me about the most important change that took place because of the follow-on activities you participated in.
18. What happened because of this? Why is this important?
19. In your view, how has all of this changed the impact you are making in your sphere of influence?
20. Do you think your sphere of influence has been expanded as a result of your participation in follow-on activities?

21. Can you tell me more about how you use your sphere of influence after being exposed to this programme?

Questions on networks

1. How has participating in the Africa-based follow-on activities impacted on your participation in networks – be they social networks, business networks, or political networks?
2. Female participants: Are you aware of, and have you participated in any women's networks?
3. Female participants: If so, how are women's networks different from other networks? To what extent has your connectedness to networks helped you to achieve your career and leadership goals?
4. In addition to furthering your career and leadership goals, what are the current benefits you get from your participation in networks?
5. Going forward, what do you think you will be able to gain from continued participation in these networks?

Questions specific to each Africa-based follow-on activity (For KIIs)

Practicum

1. Why did you choose to participate in a Practicum?
2. Were you happy with the organisation at which your Practicum was hosted?
3. How was this organisation chosen for your Practicum?
4. How valuable was your experience of the Practicum for your personal, career and leadership development?
5. Analyse to what extent Practicums were available for women?
6. Were the conditions during Practicums suitable for women to benefit from it?
7. Why did you choose to participate in a mentorship?

Mentorship

1. In what capacity did you participate in the mentorship (mentor/mentee)?
2. Were you happy with the mentor/mentee that you were involved with?
3. How was your mentor/mentee chosen?
4. How valuable was your participation in the mentorship to your personal, career and leadership development?
5. If female: How satisfied were you with your mentor, and was your mentor able to assist with issues relating to gender and the challenges women face in their fields of work and leadership?

Regional Advisory Board

1. Why did you choose to participate in the RAB?
2. How did you become involved and come to stand for election?
3. How did you campaign for your position on the RAB and what role did this play in your election?
4. What role does the RAB play in the leadership development of Fellows in their home regions?
5. Were female Fellows, and those from other marginalised groups (e.g. disabled), readily able to become RAB members and participate fully in its activities and decision-making?
6. Why did you choose to participate in a regional /continental conference?
7. What were your biggest contributions to the conference?
8. What were the benefits you gained from attending?
9. How has attending a conference contributed to your leadership and professional goals?

Speaker Travel Grant

1. Why did you choose to apply for a speaker travel grant?
2. How did you use the grant and what benefit did it have for you and your career?

Continued Networking and Learning Event

1. Why did you choose to participate in a Continued Networking and Learning Event?
2. What was this event and what benefit did it have for you and your work and leadership role?

Collaboration Fund Grant

1. Why did you choose to participate in a Collaboration Fund Grant?
2. How did you use this grant and what benefit did it have for you and your work and leadership role?

Questions to be added to each follow-on activity

1. Did your participation in (specific follow-on activity) teach you any new skills?
2. If yes, what were the skills you acquired from your participation in (specific follow-on activity)?
3. If no, what reasons do you think prevented you from acquiring new skills through the (specific follow-on activity)?
4. How useful did you find the (specific follow-on activity) in teaching you new skills in your field of work?
5. How relevant were the skills acquired to your line of work?

Questions to be added to all KIIs

1. Female participants (can be rephrased for male participants to ask if they "know of…"): Did any elements of the follow-on activities assist you in particular to overcome some of the constraints that female entrepreneurs have in establishing new businesses?
2. If so, which ones?
3. If not, how could the follow-on activities better support female entrepreneurs to establish new businesses?
4. Have any of the follow-on activities you have participated in provided insights or tools specifically of value to women, to enable them to become more involved in their communities and to overcome the barrier they normally face in this regard?

Questions to be added per track

Business & Entrepreneurship

1. Women (and other minorities and marginalised groups such as disabled persons or LGBTQI persons) have often been side-lined from business opportunities and leadership positions in the **corporate world,** in Africa and elsewhere. In what ways, if any, do you think the Africa-based follow-on activities has assisted women to access leadership positions, and play a more prominent role in their communities and countries?
2. Did any elements of the follow-on activities assist you in particular to overcome some of the constraints that female/gender non-conforming (LGBTIQ)/disabled entrepreneurs have in establishing new businesses?
3. If so, which ones?

4. If not, how could the follow-on activities better support female entrepreneurs to establish new businesses?
5. Did any elements of the follow-on activities assist you in particular to overcome some of the constraints that female/non-conforming/disabled entrepreneurs have in expanding their businesses?
6. If so, which ones?
7. If not, how could the follow-on activities better support female entrepreneurs to expand their businesses?

Civic leadership

1. Women (and other minorities and marginalised groups such as disabled persons or LGBTQI persons) have often not had enough scope to play a full role in leadership positions in the **NGO** and social sector in Africa and elsewhere. In what ways, if any, do you think the Africa-based follow-on activities have assisted women to access leadership positions, and play a more prominent role in their communities and countries?
2. Have any of the follow-on activities you have participated in provided insights or tools specifically of value to women/non-conforming (LGBTIQ)/disabled Fellows, to enable them to become more involved in their communities and to overcome the barrier they normally face in this regard?
3. Were female Fellows, and those from other marginalised groups (e.g. disabled), readily able to become RAB members and participate fully in its activities and decision-making?
4. If female: How satisfied were you with your mentor, and was your mentor able to assist with issues relating to gender and the challenges women face in their fields of work and leadership?

Public Leadership

1. Women (and other marginalised groups and minorities such as disabled persons or LGBTQI persons) have often been side-lined from **leadership positions and public office** in Africa. In what ways, if any, do you think the Africa-based follow-on activities have assisted women to access leadership positions, and play a more prominent role in their communities and countries?
2. Have any of the follow-on activities you have participated in provided insights or tools specifically of value to women/non-conforming (LGBTIQ)/disabled Fellows, to enable them to become more involved in the public sector and overcome the barriers they normally face in this regard?

Energy

1. Women (and other marginalised groups and minorities such as disabled persons or LGBTQI persons) have often been side-lined from opportunities and leadership positions in **science (e.g. the energy sector**). In what ways, if any, do you think the Africa-based follow-on activities have assisted women to access leadership positions, and play a more prominent role in their communities and countries?
2. Have any of the follow-on activities you have participated in provided insights or tools specifically of value to women/non-conforming (LGBTIQ)/disabled Fellows, to enable them to become more involved in the energy sector and to overcome the barrier they normally face in this regard?

Interview Guides for IREX and Partners

Questions for IREX

1. Do you feel that all of the Africa-based follow-on activities were equally accessible, open and suitable for male and female Fellows, and those from sexual minorities, or with disabilities?
2. If not, what aspects of the follow-on activities do you think were not accessible/suitable and why?
3. How might the follow-on activities have been more inclusive of the interests and needs of all Fellows?
4. How many mentors were women - so as to allow female Fellows to be mentored by a fellow female leader?
5. What role did the tool kits play in ensuring Fellows could maximise their acquisition of new skills from the follow-on activities?
6. What are the trends you have observed with regards to skills acquisition as a result of the follow-on activities?
7. Have these been gendered in any way - or have there been differences in terms of gender, sexual orientation, ability etc?
8. What are the trends you have observed with regards to new knowledge acquisition as a result of the follow-on activities?
9. Have these been gendered in any way - or have there been differences in terms of gender, sexual orientation, ability etc?
10. What are the trends you have observed with regards to attitude change as a result of the follow-on activities?
11. Have these been gendered in any way - or have there been differences in terms of gender, sexual orientation, ability etc?
12. What general trends have you observed with regards to the role of Africa-based follow-on activities in fostering greater participation and activism in Fellows' communities and societies?
13. Were there any differences based on gender, ability, sexual orientation, country etc?
14. What were the main reasons that Fellows were unable to, or chose not to participate in the follow-on activities?
15. What specific aspects of each activity may have prevented Fellows from participating in them?
16. What specific aspects of the Africa-based follow-on activities encouraged the Fellows to support democratic governance and foster accountability and transparency?
17. In what ways, if any, did the Africa-based follow-on activities specifically encourage Fellows to start new businesses, and supported them in this endeavour?
18. In what ways, if any, did the Africa-based follow-on activities specifically encourage Fellows to expand their existing businesses, and supported them in this endeavour?
19. What elements of the Africa-based follow-on activities specifically aimed to have an impact on the ways in which Fellows viewed their communities, and increased their participation in community challenges and social outreach?
20. How has IREX attempted to foster the growth of the networks through the Africa-based follow-on activities and ensure that it becomes and remains relevant and self-sustaining?
21. What evidence is there that these networks have become self-sustaining?
22. What are the challenges in this regard?
23. Are any groups marginalised by the networks in any ways?
24. How have the Africa-based follow-on activities contributed to the formation and self-sustenance of the online networks?
25. Do you think the Africa-based follow-on activities have empowered women and other marginalised youth, including disabled youth and LGBT, to address inequalities and development challenges?
26. If so, how have the Africa-based follow-on activities empowered women and other marginalised youth to address inequalities and development challenges?
27. Which specific follow-on activities were geared towards fostering such empowerment?
28. If not, why do you think this is the case?

29. What could have been done differently to ensure that this happened?
30. What barriers do you think exist to achieving this aim?
31. What specific aspects of the follow-on activities were designed to foster the contribution of Fellow's to their country's development?
32. How have you specifically tried to get the private sector involved as partners and supporting the activities and sustainability of the program?
33. How successful has this been?
34. What have been the challenges in this regard?

Questions for Regional Partners

1. What issues in your region could impact the ability of Fellows from different gender, sexual, ability, religious etc backgrounds from benefitting fully from the follow-on activities?
2. What issues in your region could impact the ability of Fellows from different gender, sexual, ability, religious etc backgrounds from becoming fully active members and leaders in their communities and societies?
3. Were there any issues at regional level which fed into Fellows from these regions not participating in Africa-based follow-on activities?
4. What support, if any, was available, at regional level, for Fellows who wished to start new businesses after returning from the US?
5. What support, if any, was available, at regional level, for Fellows who wished to expand their existing businesses after returning from the US?
6. What regional factors might enable or constrain the involvement of Fellows in their communities, and in social outreach and involvement in solving community challenges?
7. What role have you played in ensuring the Fellows in your region continue to collaborate through their networks (online), and to ensure these are relevant and self-sustaining?
8. What challenges exist in your region to full empowerment of women and other marginalised youth (including the disabled and LGBT) to address inequalities and development challenges?
9. What role have you played in assisting Fellows to overcome such challenges?
10. What are the challenges and dynamics in your region with regards to getting private sector bodies to partner with the Mandela Washington Fellowship (MWF) Africa-based activities and support them in various ways?
11. Thinking about how the programme was designed, how did programme design, in your opinion, contribute to programme successes? Please provide examples.
12. Are there any aspects of the programme design that prevented the programme from achieving optimal results?
13. In your view, what could have been done to improve programme design?

Questions for Practicum/Internship Partners

1. Have there been any differences in the ways in which female and male (or non-conforming) Fellows, as well as those with disabilities, have engaged with the Practicums, or benefitted?
2. Did those who participated in their Practicums with your organisation gain any new skills?
3. If yes, what were the skills they acquired from their participation in a Practicum?
4. If no, what reasons do you think prevented them from acquiring new skills through the Practicum?
5. Did those who participated in their Practicums with your organisation gain any new knowledge during their time with you?
6. If yes, what was the knowledge they acquired from their participation in a Practicum?
7. If no, what reasons do you think prevented them from acquiring new knowledge through the Practicum?

8. Did those who participated in their Practicums with your organisation change their attitudes in important ways through their involvement with you?
9. If so, in what ways?
10. Did you take any steps to make the Practicums accessible to women? And how did you make sure that women could benefit optimally from the Practicum?
11. What support did you provide the Fellows in terms of conceptualising and starting new businesses during their Practicums?
12. What support did you provide the Fellows in terms of expanding their existing businesses during their Practicums?
13. What elements of the Practicums specifically aimed to have an impact on the ways in which Fellows viewed their communities, and increased their participation in community challenges and social outreach?
14. How valuable for your organisation did you find partnering with YALI and hosting the Practicums?
15. Did you feel supported by IREX programme staff?
16. To what extent were the toolkits provided useful?
17. What specific things did your company gain from your involvement?
18. Would you host more Practicums for MWF Fellows in future?
19. Do you have any suggestions how the Practicum programme can be improved?
20. Have you supported the program in any other ways, and if so, what has been the benefit of this support for your company or the Fellows?

Questions for mentors

1. What specific challenges do you think mentees from marginalised groups (including women, LGBT and disabled people) have with regard to developing their role as leaders in their sectors and in their home countries?
2. What role can mentoring play in this?
3. How did your mentorship engagement/program address these issues?
4. Did your participation in a mentorship provide any benefits for you?
5. What skills do you think your mentee/s acquired from their participation in a mentorship?
6. If none, what reasons do you think prevented them from acquiring new skills through the mentorship?
7. How useful and relevant were the skills acquired by your mentee to their line of work?
8. What new knowledge do you think your mentee/s acquired from their participation in a mentorship?
9. If none, what reasons do you think prevented them from acquiring new knowledge through the mentorship?
10. How useful and relevant were the knowledge acquired by your mentee to their line of work?
11. Did those who you mentored change their attitudes in any important ways through their involvement with you?
12. If so, in what ways?
13. What support did you provide the Fellows in terms of conceptualising and starting new businesses during their mentorship?
14. What support did you provide the Fellows in terms of expanding their existing businesses during their mentorship?
15. What elements of the mentorships specifically aimed to have an impact on the ways in which Fellows viewed their communities, and increased their participation in community challenges and social outreach?
16. Regarding yourself as a mentor, did you feel supported by program staff?
17. To what extent were the tools provided useful?
18. Do you have any suggestions how the mentorship programme can be improved?

Questions for USAID

1. As the funder, what was your vision for what the Africa-based follow-on activities would add to the US-based activities that Fellows had experienced on their return from the USA?
2. How were the Africa-based follow-on activities selected, and what was the rationale behind implementing each one, in terms of what they would add to the Fellows' skills, knowledge, attitudes, ability to thrive in their careers, and ability to play a leadership role in their communities and countries?
3. Over time (2014-2018), how did your approach and strategy change in terms of what Africa-based follow-on activities were offered, and what the aims of these activities were?
4. How successfully do you think the Africa-based follow-on activities have been implemented thus far?
5. What has the impact of the Africa-based follow-on activities been on the Fellows who have participated?
6. Do you think the Africa-based follow-on activities were fully accessible to, and able to impact marginalised groups such as women, LGBT and disabled youth, to a large extent?
7. How important to you as the funder was it that such marginalised groups were fully included?
8. What specific efforts were made to ensure the full inclusion of these marginalised groups in the Africa-based follow-on activities?
9. Which follow-on activities have stood out from your perspective as a funder as having the most encouraging impact on the lives and leadership potential of the Fellows?
10. What do you think those Fellows who have not participated in Africa-based follow-on activities have missed out on, in terms of their career and leadership development journeys?
11. Have there been any surprising outcomes or impacts you have observed as a result of the Africa-based follow-on activities – either positive or negative? If so, please elaborate.
12. Do you think that the Africa-based follow-on activities were able to reach enough young people so that they could have a significant enough impact on their home communities and countries?
13. What is your strategic vision for the Africa-based follow-on activities over the next few years?

DATA COLLECTION TOOL	COHORT					TRACK				GENDER			DISABILITY		COUNTRY
	2014	*2015*	*2016*	*2017*	*2018*	*BUSINESS & ENTREPRENEURSHIP*	*CIVIC LEADERSHIP*	*ENERGY*	*PUBLIC MANAGEMENT*	*MALE*	*FEMALE*	*NON-CONFORMING*	*YES*	*NO*	
Fellow Interview Guide				TRUE				TRUE		TRUE					GHANA
Fellow Interview Guide	TRUE						TRUE				TRUE				GHANA
Fellow Interview Guide		TRUE							TRUE	TRUE					GHANA
Focus Group Discussion Guide					TRUE				TRUE		TRUE				GHANA
Focus Group Discussion Guide			####						TRUE	TRUE					GHANA
Focus Group Discussion Guide				TRUE		TRUE					TRUE				GHANA
Focus Group Discussion Guide					TRUE				TRUE		TRUE				GHANA
Focus Group Discussion Guide					TRUE	TRUE				TRUE					GHANA
Focus Group Discussion Guide			####				TRUE			TRUE					GHANA
Focus Group Discussion Guide					TRUE	TRUE					TRUE				GHANA
Focus Group Discussion Guide		TRUE					TRUE			TRUE					GHANA
Focus Group Discussion Guide				TRUE			TRUE				TRUE				ZIMBABWE
Focus Group Discussion Guide				TRUE		TRUE				TRUE					ZIMBABWE
Focus Group Discussion Guide			####				TRUE			TRUE					ZIMBABWE
Focus Group Discussion Guide					TRUE		TRUE				TRUE				ZIMBABWE
Focus Group Discussion Guide					TRUE		TRUE				TRUE				ZIMBABWE
Focus Group Discussion Guide					TRUE	TRUE					TRUE				ZIMBABWE
Focus Group Discussion Guide				TRUE		TRUE					TRUE				ZIMBABWE
Focus Group Discussion Guide			####			TRUE				TRUE					ZIMBABWE
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Focus Group Discussion Guide		TRUE				TRUE				TRUE					ZIMBABWE
Focus Group Discussion Guide															ZIMBABWE
Focus Group Discussion GUide		TRUE				TRUE				TRUE					ZIMBABWE
Key informant interview GFuide															ZIMBABWE
Focus Group Discussion Guide				TRUE		TRUE					TRUE				SOUTH AFRICA
Focus Group Discussion Guide				TRUE				TRUE		TRUE					SOUTH AFRICA
Focus Group Discussion Guide					TRUE		TRUE				TRUE				SOUTH AFRICA
Focus Group Discussion Guide				TRUE		TRUE					TRUE				SOUTH AFRICA
Focus Group Discussion Guide				TRUE					TRUE	TRUE					SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Focus Group Discussion Guide															SOUTH AFRICA
Focus Group Discussion Guide			####						TRUE		TRUE				SOUTH AFRICA
Fellow interview Guide			####						TRUE	TRUE					SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Key informant interview Guide															SOUTH AFRICA
Focus Group Discussion Guide				TRUE					TRUE		TRUE				KENYA
Focus Group Discussion Guide				TRUE		TRUE				TRUE					KENYA
Focus Group Discussion Guide			####			TRUE					TRUE				KENYA
Focus Group Discussion Guide					TRUE		TRUE				TRUE				KENYA
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Focus Group Discussion Guide				TRUE			TRUE				TRUE				KENYA
Focus Group Discussion Guide			####			TRUE				TRUE					KENYA

Focus Group Discussion Guide				TRUE		TRUE				TRUE						KENYA
Key informant interview Guide																KENYA
Key informant interview Guide																KENYA
Key informant interview Guide																KENYA
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Key informant interview Guide																KENYA
Key informant interview Guide																KENYA
Key informant interview Guide																KENYA
Focus Group Discussion Guide	TRUE						TRUE				TRUE					NAMIBIA
Focus Group Discussion Guide	TRUE					TRUE				TRUE						NAMIBIA
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Fellow interview Guide			####				TRUE				TRUE					SUDAN
Fellow interview Guide				TRUE		TRUE				TRUE						MAURITIUS
Fellow interview Guide			####			TRUE				TRUE						BOTSWANA
Fellow interview Guide																TANZANIA
Fellow interview Guide			####				TRUE				TRUE					BURKINA FASO
Fellow interview Guide					TRUE				TRUE	TRUE						DRC
Fellow interview Guide		TRUE					TRUE			TRUE						BENIN
Fellow interview Guide			####						TRUE		TRUE					TOGO
Fellow interview Guide		TRUE							TRUE		TRUE					TANZANIA
Fellow interview Guide				TRUE					TRUE		TRUE					ZAMBIA
Fellow interview Guide					TRUE	TRUE				TRUE						CAMEROON
Fellow interview Guide					TRUE	TRUE				TRUE						ZAMBIA
Fellow interview Guide	TRUE					TRUE					TRUE					UGANDA
Fellow interview Guide																UGANDA
Fellow interview Guide				TRUE		TRUE					TRUE					UGANDA
Fellow interview Guide					TRUE		TRUE			TRUE						BOTSWANA
Fellow interview Guide		TRUE							TRUE		TRUE					BOTSWANA
Fellow interview Guide				TRUE			TRUE			TRUE						LIBERIA
Fellow interview Guide			####						TRUE	TRUE						UGANDA
Fellow interview Guide		TRUE							TRUE	TRUE						DRC
Fellow interview Guide			####				TRUE				TRUE					ZAMBIA