THE YOUTH CAFÉ

THE YOUTH CAFÉ

THEORY OF CHANGE

A PATHWAY FOR ACTION, SUSTAINABILITY, RESULTS, LEARNING, AND ADAPTATION

INFO@THEYOUTHCAFE.COM

Mission

The Youth Café strives to enrich the lives of young people by modelling and advancing youth-led and rights-based approaches to foster young people's civic efficacy, community resilience, sustainable development, an equitable society, as well as proposing innovative solutions, driving social progress, and inspiring transformative change by utilizing innovative research, policy, and advocacy actions.

Vision

To advance youth-led approaches toward achieving sustainable development, social equity, innovative solutions, community resilience, and transformative change.

PROBLEM STATEMENT

Young people make up the bulk of Africa's total population with an estimated 75% of the continent's population below the age of 35. Throughout Africa, they are facing phenomenal challenges and life-threatening risks, often disproportionately carried by girls and young women. These risks arise when accessing basic rights including quality education, water, sanitation, healthcare, and decent work. Additionally, young people also suffer the effects of violence and bear the dualistic impacts of slow onsets of climate change and disasters. They experience intersecting forms of identities, marginalization, exclusion from decision making, and struggle with the brunt of the erosion of human rights which impede their access to justice.

The Youth Café's Theory of Change: A Pathway For Action, Sustainability, Results, Learning, and Adaptation.
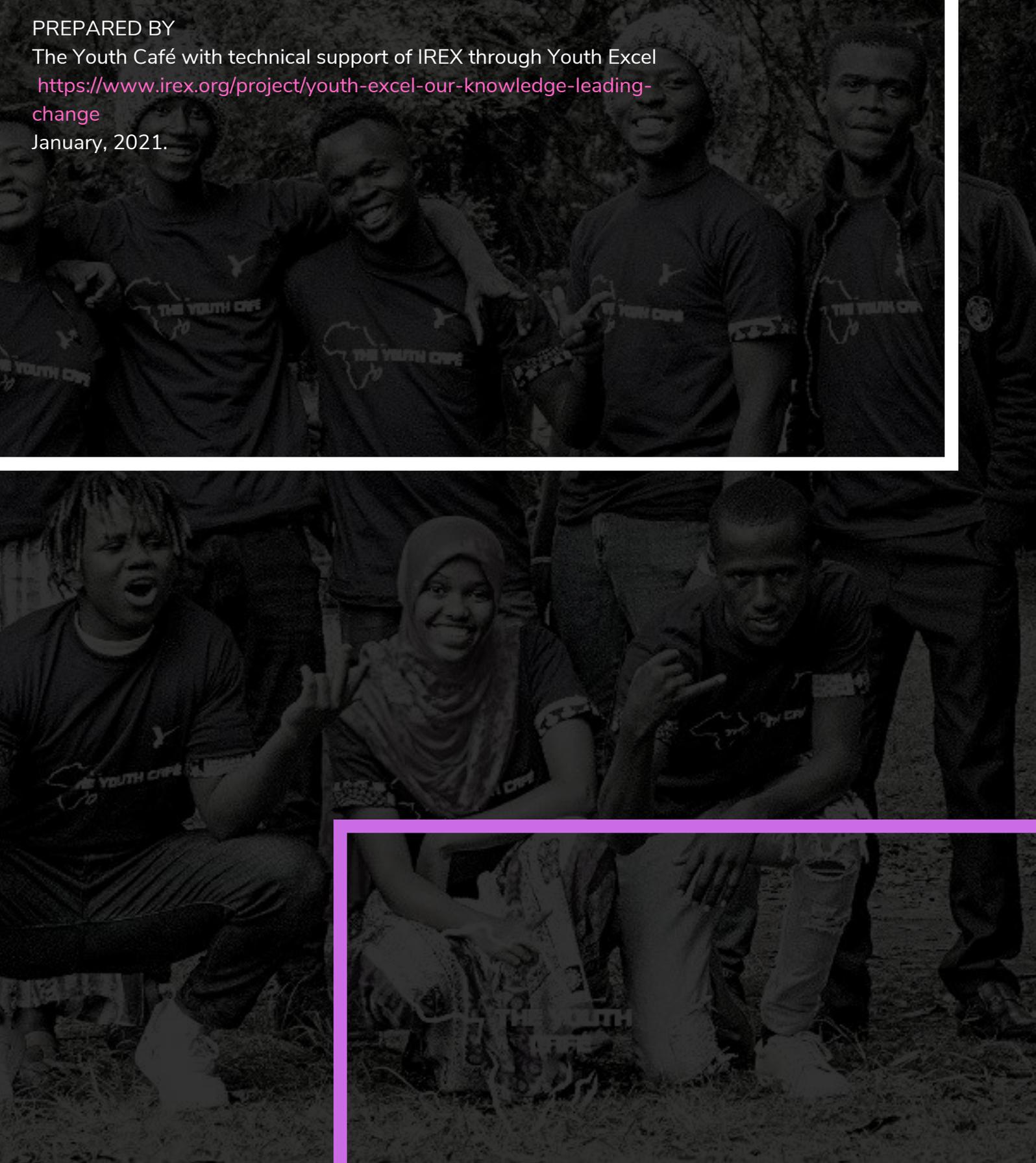
PREPARED FOR THE YOUTH Café
www.theyouthCafé.com

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INTRODUCTION

Much has changed since The Youth Café Limited was founded nearly a decade ago. The Youth Café was launched in 2012 by a group of bright and motivated young people who were honored to be selected to give input at the United Nations High-Level Panel of Eminent Persons on the Post 2015 Agenda. Together they devised the model that The Youth Café utilizes today. This partnership is a unique, pioneering collaboration in the field of international development. Bolstered by grassroots knowledge, The Youth Café is dedicated to reducing youth deprivation and socio-economic, and political empowerment.

Today, we are actively working on a number of cross-cutting issues. Our eight priority areas are:

Culture, Arts and Sports

Governance and Political Inclusion: Accountability

Governance and Political Inclusion: Remittances
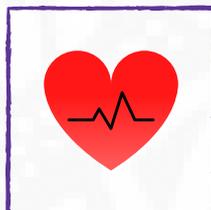
Peace and Security

Education and Vocational Skills

Business, Job Creation and Entrepreneurship

Universal Health Coverage

Environmental Preservation and Climate Change

By using Thematic Working Groups methodology to power our goals, these themes provide an organizing structure that underpins the design, development, implementation, and evaluation of our initiatives.

We, therefore, welcome the opportunity to develop and refine our Theory of Change as part of organizational Performance Improvement within Youth Excel, a 5-year USAID global flagship youth development program centered on Implementation Research. Our intended outcome is to build a practical theory to underpin our ambitious youth-led community transformation efforts. This Theory of Change is based on organizational performance improvement as an approach to build the capacity of The Youth Café which focuses on achieving our strategies. We recognize that high performing youth-led and youth-serving organizations like we desire to be, need to be exceptional in four domains identified by our Performance Improvement framework: Efficiency, Effectiveness, Relevancy, and Journey to Self-Reliance (J2SR).

Since our founding, we have learned that the Youth empowerment we seek takes time, and changes are not always easily recognizable as they occur. Communicating to our partners exactly what we are trying to accomplish and how we will know we are making progress can also be difficult. These challenges are compounded when stakeholders in youth empowerment efforts have different viewpoints about what differences they are trying to make and which methods and strategies to use.

Problems afflicting young people in Africa today are easier to recognize. Typically, they are pressing, cannot be ignored and the dream of eradicating them fuels the energy and passion within The Youth Café to make a difference. How can our interventions or programmes actually lead to lasting changes? What type of evidence indicates progress? Which strategies are most effective to achieve the desired results?

"If you don't know where you are going, any road will take you there."
- Alice in the wonderland

In other words, without a theory of change, The Youth Café is vulnerable to wandering aimlessly. Now, The Youth Café and its partners have too much at stake to be aimless, amorphous, or random in their actions. This theory of change is a practical and essential part of a successful transformation effort we strive for. and strategies to use.

WHAT DOES THE YOUTH CAFE THEORY OF CHANGE LOOK LIKE?

In this theory of change, we use techniques that match our tolerance for "planning" and "execution" We have worked to develop an outcome map, a visual diagram that depicts relationships between The Youth Café's strategies and intended results. This result includes both short- and longer-term outcomes and also reflects changes at different levels, such as individuals, organizations, systems, and communities. Each map looks different, depending on The Youth Café's unique needs and preferences. We have incorporated the views of young people, youth-led and youth-serving organizations, and experts so that our map reflects young people's view of how change occurs.

Additionally, we have documented the assumptions that underlie our initiative, including philosophies, principles, and values; ways to work together; community context, and other assumptions upon which we have based our change effort. These assumptions are presented as a succinct narrative statement.

Thus, we have generated two products as part of our theory of change work:

An outcome map

list of assumptions about
the change we seek.

TYPES OF CHANGES ARE MAPPED IN OUR THEORY OF CHANGE

Positive Youth Development initiatives typically encompass a myriad of strategies, interventions, and activities. Some are planned, clearly defined, staffed, and funded for example, an awareness-building campaign or community mobilization effort. Others may be spontaneous, emergent, informal, or sporadic, such as networking, leadership development, or network/coalition building. As an organization,we are cognizant of the fact that we need to have the relevant resources and investments to ensure that the activities/ interventions take place accordingly. Such resources include funds, networks and our knowledge, and thus we refer to them as inputs.

Our outputs are the immediate results of our activities and they are necessary for achieving the outcomes. They are positive indicators that the outcomes are on track.

Results and Outcomes

Our theory of change frequently refers to outcomes or changes. The Youth Café's outcomes are the core results for young people, Youth-Led/Youth-Serving Organizations, and partners. These are the long-term outcomes that The Youth Café's change efforts ultimately point to.

Our outputs are the immediate results of our activities and they are necessary for achieving the outcomes. They are positive indicators that the outcomes are on track.

For The Youth Café, our ultimate goal is to realize a sizable, lasting, and positive change in the lives of young people in Africa. The Youth Café defines "youth" as those aged between 15-35 years without prejudice to other definitions. The young people we work with identify in many different ways. Their race, ability and disability, marginalization and vulnerability, social class, sexual orientation, economic level, educational attainment, attitudes, religions, families, and many other backgrounds help form their identities.

To achieve our desired result, many other types of changes must occur along the way. Some of these "on the way" changes reflect actual changes in young people's lives, either at the individual or population level. Changes in young people's lives can include changes in knowledge, skills, behaviors, health, or conditions for young people or their communities. These changes are defined by The Youth Café as impact.

Typically, changes for individual youth are the first things that occur as a result of the programs, services, activities or planned strategies of youth initiative. As individual changes reach a greater scale, they may contribute to population-level changes. For example, if enough people increase their income, poverty rates may decrease. These individual impacts are the building blocks of community change; if they do not happen, it is unlikely that a community will improve. However, these individual changes are not enough, by themselves, to ensure that positive changes will last.

Many of the changes that affect The Youth Café's desired results for vulnerable youth occur in entities other than individuals. These changes include changes in institutions, service systems, community norms, partnerships, public will, policies, regulations, service practices, business practices, and issue visibility– a concept which The Youth Café defines as an influence. A related term, leverage, describes changes in public or private funders' investment strategies for youth programs.

The tables in the ensuing pages illustrate different types of inputs, activities, outputs, impact, influence, and leverage outcomes, representing the most likely steps on the pathway to community change. The tables provide examples of impact at both individual and population levels as well as changes in influence and leverage that result from The Youth Café's efforts.

The Youth Café's Principles

The Youth Café Principles have been developed by over **1,500** of our members drawn from the East- and the Horn of Africa, the Middle East and North Africa, and the Sahel Regions coordinated by **The Youth Café Secretariat**. The principles are a call to action for governments, civil society, private and public sector, bi- and multilateral and knowledge institutions to **invest in the prospects of young people and to work in partnership with young people.**

These principles call upon organizations to **recognize and invest in an inclusive manner** and specifically in the opportunities of youth - recognizing the unique challenges they face and ensuring that **no young person is left behind.**
These **youth-led Principles** constitute the **voices of young people** gathered during **The Youth Café virtual consultations.** In cooperation with international partners, these consultations focus on the **prospects of young people in Africa.**

Principle 1

Build a more relevant, sustainable, and effective enabling environment for education and work systems for young people, that recognize their rights and will.

1. Prioritize inclusive access to education as a means of achieving social justice, and of enabling the participation of young people in society and the exercising of their rights.
2. Ensure education systems respond to changing job markets and demand, providing young people with the key skills that will ensure their employability such as soft skills, critical thinking, and adaptability.
3. Invest in and create inclusive access to digital tools and learning systems that will support the education and skill development of young people, ensuring that they will not get further left behind by advancements in technologies.
4. Encourage the private sector and governments to take responsibility for the creation of decent work for young people by creating opportunities such as; paid traineeships and mentoring, and access to finance for all young entrepreneurs.

Principle 2

Involve young people at all levels in decision-making processes that will affect their lives.

1. Partner with young people as leaders and experts at all stages of policy making, including the follow-up and review of policy implementation to ensure accountability.
2. Create inclusive platforms and safe sharing spaces (both digital and physical) for young people to inform policies and programs that impact their lives.
3. Address structural and legal barriers, and negative perceptions of young people that prevent their participation in decision-making processes, ensuring opportunities to engage young people are widely accessible and adapted to their specific needs.
4. Support youth-led programs that are working to promote and ensure more accountable, responsive, and inclusive governance at local and national levels.

Principle 3

Partner with young people to build a better, more resilient world for all generations.

1. **Ensure young people's knowledge and insight informs** youth development efforts at all levels.
2. **Partner with and trust young people** to **participate** and lead interventions and development efforts, providing **adequate resources** and support to strengthen their capacities and the impact of their work.

Invest in youth-led initiatives that are at the forefront of responding to community challenges, particularly those organizations that provide support to the most marginalized and vulnerable youth.

Principle 4

Frame youth programs on a gender-responsive Rights-Based Approach (RBA), implying that young people are considered as 'rights-holders'.

1. Young people have legal entitlements, and government institutions are not mere service providers but duty-bearers, who are under an obligation to deliver on young people's human rights.
2. Development cooperation should contribute to enhancing the capacities of 'rights-holders' to claim their rights, and 'duty-bearers' to meet their obligations. Programs and projects, therefore, need to assess the capacities of rights-holders and duty-bearers and develop the appropriate strategies to build these capacities. At the heart of the RBA, is the recognition that unequal power relations and social exclusions deny young people their human rights and often keep them in poverty.
3. The approach puts a strong emphasis on marginalized, disadvantaged, and excluded groups (such as women, children, persons living with disabilities, minorities, and indigenous people).
4. Actions and programs need to respect the principles of dignity and non-discrimination, the rule of law, and good governance, and should take into account the participation, buy-in of, and accountability to local populations, especially youth and women.
5. The projects are rooted in gender equality. Gender equality and women's empowerment must be addressed through concrete, tangible, and measurable elements. All projects should contribute to the implementation of relevant African instruments.

INPUTS

Financial

The Youth Café has built systems to administer funds in order to support the projects that it has under different themes. We utilize a mixed model of pooled, matched, grants; blended, social investments; and individual contributions.

Human Talent

The Youth Café's technical capacity to successfully implement new projects is founded in a reservoir of talented human resources which include staff members, contractors, volunteers, and interns who all share the vision and mission of The Youth Café.

Networks/Coalitions

Meaningful collaborations are created through coalitions and networks which align with our values. Other networks are built through volunteers, interns, and other organizations inside and outside Africa. The Youth Café has an engaged organizational membership consisting of over 900 youth-led and youth-serving organizations. We work to increase this number to propel our initiatives.

Advisory Board

The purpose of the Advisory Board is to support the senior leadership team in securing the sustainability and growth of The Youth Café by providing strategic guidance, scrutiny and challenge in line with legal and regulatory requirements and acting as ambassadors. The Board is made up of a minimum of 8 and a maximum of 12 non-executive directors plus the Executive Director.

Equipment

We use a vast array of equipment in our mission-related activities. The physical equipment include computers, printers, mobile phones, computer networks, fibre internet connection, and intangible elements such as softwares to help effectively carry out our various programs.

ACTIVITIES

Culture, Arts and Sports

Culture, Arts and Sports
Invest in socio-economic stability, support for youth talent, and sustainable development through cultural entrepreneurship and the creative economy spanning an assortment of creative industries such as music, performing arts, theatre, film, video, photography among others.

Peace and Security

Achieve positive contributions through active engagements and participation in the maintenance and promotion of local and international peace and security, and advocating for the prevention of violent extremism through media platforms(social, mainstream, digital).

Governance and political inclusion (Accountability)

Develop accountability initiatives and increase advocacy for political stability and good governance to ensure there is a transparent, democratic, and accountable environment while enhancing further collaboration among stakeholders(local, international, private sector, and civil societies).

Governance and political inclusion (Remittances)

Increase the generation of domestic resources and eradication of high levels of poverty through advocating for changes in the legal and regulatory framework to ensure that the young people and especially the 'undocumented', 'unbanked' and poor are not further disenfranchised.

Environment Preservation and Climate Change

Increase programs that provide young people with knowledge based on environmental and climate adaptation (**climate change literacy), advocacy for the creation of more green jobs**, and creation of a collaborative platform where young people can actively engage and participate in finding solutions to environmental challenges such as investing more in the **blue economy**.

Education, Skills, and Technology

Create opportunities for young people to develop employability skills and competencies including numeracy and literacy, "21st century skills" like critical thinking, communication skills, digital/media literacy skills, and adaptability to take on future challenges and opportunities in society while increasing their adaptability in the era of the fourth industrial revolution and access to high-quality job opportunities.

Business, Job Creation and Entrepreneurship

Create a business acceleration program and a start-up capital to support the young people who have great business ideas but lack the financial means to kick off their businesses while providing training/ mentorship opportunities for young people to leverage and create self-employment and job opportunities for other young people.

Universal Health Coverage

Provide key education opportunities such as access to knowledge, information, and health care young people need including; correct perception of their risks on HIV; increased knowledge on sexual behavior; the need to resist forced sex from partner(s) including having multiple intergenerational sexual partners; and drug use during sexual intercourse that compound vulnerability of young people to HIV.

More youth use cultural entrepreneurship and the creative economy such as music, performing arts, theatre, film, video, photography among others to grow their talents and contribute to sustainable development.

A higher percentage of youth engage and participate in the maintenance and promotion of local and international peace and security, and advocate for the prevention of violent extremism through media platforms(social, mainstream, digital).

A large number of youths participate in accountability initiatives, and in advocacy for political stability and good governance.

Greater generation of domestic resources eradicating high levels of poverty.

Better access to knowledge on environmental and climate adaptation (climate change literacy)including green jobs.

A higher percentage of youths are equipped with employability skills and competencies and are adapted to take on future challenges and opportunities in society.

More youths have access to business acceleration programs and start-up capital to facilitate great business ideas.

Most youths have access to knowledge, information, and health care including; correct perception of their risks on HIV; increased knowledge on sexual behavior; the need to resist forced sex from a partner(s) including having multiple intergenerational sexual partners; and drug use during sexual intercourse that compounds the vulnerability of young people to HIV.

IMPACT: Organizational Outcome Areas and Outcome Statements

Outcome Area	Outcome Statements
Changes in attitudes	Embraced multicultural bridge-building through created conditions for inclusivity, multiculturalism, and diversity to reduce discriminatory practices based on
perceptions and beliefs	Embraced multicultural bridge-building through created conditions for inclusivity, multiculturalism, and diversity to reduce discriminatory practices based on ethnic/religious/minority and excluded youth groups with policies that foster knowledge of the law, contribute to citizens' awareness and empowerment of these youth groups to interact with each other and meaningfully engage them in different programs.
Changes in knowledge/skills	Enhanced youth-centered capacity to generate, collect, synthesize, and disseminate evidence and learning powered by youth-friendly dissemination platforms (digital and physical) that ensure seamless knowledge transfer to enhance young people's employability and capacity for leadership and development of 21st-century skills and competencies.
Changes in youth participation/advocacy	Meaningfully engaging youth fostered innovative, impactful, and progressive policies that promote young people's socio-economic and political participation and engagement at national, regional, and global levels while enhancing their capacity to stand up for their rights, prioritizing those marginalized, vulnerable, and minority groups.
Changes in behavior	Changes in behavior Implement programs that bring positive change to the youth through self-transformation resulting in positive and lasting changes of mindsets, attitudes, and behaviors.

Population-Level Outcome Areas and Outcome Statements

Outcome Area

Outcome Statements

Changes in Arts, Culture and Sports

Increased contribution to socio-economic stability, sustainable development, and economic growth through cultural entrepreneurship.

Increased conflict prevention and resolution through Arts, Culture and Sports to promote cultural awareness, cultural heritage, social integration, and community cohesion.

Invest in the creative economy that involves an assortment of creative industries such as music, performing arts, film, video, photography, design to support young people with great talents.

Changes in Peace and Security

Achieve positive contributions through active engagements and participation in the maintenance and promotion of international peace and security.

Increase advocacy on the prevention of violent extremism through media platforms(social, mainstream, digital) and raise awareness of the gaps between political intentions and realities on the ground, about which accurate information is lacking.

Increase advocacy for the protection of the displaced young refugees and their access to various basic services.

Enhance effective participation in peacebuilding efforts in young fragile democracies/ underdeveloped areas with a core focus in Africa.

Changes in Governance and political inclusion (Accountability)

Increase advocacy for political stability and effective governance to ensure there is a transparent, democratic, and accountable environment.

Enable the environment for active participation and meaningful engagement of the young people and encourage the exercising of their civic rights and responsibilities in the society to ensure transparency and accountability.

Increase partnership with young people as leaders and experts at all stages of policy making, including the follow-up and review of policy implementation to ensure accountability.

Increase investments in youth-led initiatives and programs that are working to promote and ensure a more accountable, responsive, and inclusive governance at local, national, and regional levels.

Increase development of skills to be used in governance enabling activities thereby fostering an enabling, sustainable, and inclusive development and growth.

Enhance further collaboration among stakeholders(local, international, private sector and civil societies) to push for more accountability initiatives to be developed.

Changes in Governance and political inclusion (Remittances)

Reduce remittance fees and transfer options to increase generation of domestic resources and eradicate high levels of poverty.

Promote changes in the legal and regulatory framework to ensure that the young people and especially the 'undocumented', 'unbanked' and poor are not further disenfranchised.

Increase favorable environment for the young people living in the diaspora to acquire knowledge on various investment opportunities to take advantage of in Africa.

Increase advocacy for more user-friendly applications and capacity support to innovative solutions.

Population-Level Outcome Areas and Outcome Statements

Outcome Area

Outcome Statements

Changes in Environment and Climate Change

Increase initiatives/ programs that improve the lives & lifestyles of young people through reliable green jobs i.e solar energy for small businesses and opportunities for skills training in the solar industry.

Increase support for transformational resilience of communities to adapt to climate change.

Increase advocacy for land degradation and food insecurity issues to be addressed.

Increase participation in creating policies that advocate for mitigation effects on climate change.

Increase programs that provide young people with knowledge based on environmental and climate issues as they evolve and create a platform for them to actively engage and participate in finding solutions to the problems.

Increase sustainable tourism and ecotourism which entails responsible travel to natural areas that conserve the environment and natural resources, sustains the well-being of the local people, and involves interpretation and education.

Enhance support for agroforestry so that young people can stay in rural areas and engage in activities promoting the sustainable use of natural resources and provide young people with livelihood opportunities.

Changes in Education and Skills

Increase access to efficient, high-quality education and training systems to facilitate young people's access to education and integration into the job markets.

Increased creation of opportunities for young people to develop employability skills and competencies to take on future challenges and opportunities in the society, "21st-century skills" including soft skills like critical thinking, communication skills, and adaptability.

Changes in Jobs, Business and entrepreneurship

Increase training/ mentorship opportunities for young people to leverage and create self-employment and job opportunities for other young people.

Create decent jobs for the young people and stimulation of innovation and entrepreneurship to create self-employment.

Create a business acceleration program and a start-up capital to support the young people who have great business ideas but lack the financial means to kick off their businesses.

Empower young people to shape a shared future and economy, through working closely in partnership with the various sectors they would be interested in.

Provide support to young entrepreneurs in the knowledge of and access to current flagship initiatives.

Changes in Universal Health Coverage

Increase access to quality, affordable, responsive, and youth-friendly health and Adolescent Sexual and Reproductive Health (ASRH) services that help young people stay healthy, empowered, embracing gender equality norms, and demanding rights.

Provide key education opportunities such as access to knowledge, information, and health care young people need including; correct perception of their risks on HIV; increased knowledge on sexual behavior; the need to resist forced sex from partner(s) including having multiple intergenerational sexual partners; and drug use during sexual intercourse that compounds vulnerability of young people to HIV.

Increase attention to young people's wellbeing and mental health by providing ongoing psychosocial support through formal interventions and programs.

Provide appropriately attentive and tailored services to young people through partnerships with insurance and medical providers that offer practical and tailored services to the market.

Reduce mortality seen by younger children. Increased HIV treatment programs for adolescents and youth; HIV testing services; and increased awareness of HIV prevention and behavior change among adolescents and young people.

Increase access and utilization of maternity services during pregnancy for adolescent women and young people.

INFLUENCE: Outcome Areas and Outcome Statements

Broad Outcome Area

Outcome Statements

Broad Outcome Area	Outcome Statements
Ensure local and international media accurately cover the message(s) of The Youth Café media campaigns. ·Increases the media's frequency of the coverage of youth empowerment programs and activities. Ensure relevant studies and research in Thematic Focus Areas reference The Youth Café's activities and role as key informants or an authority. Foster young people and the public to raise youth development to a higher priority.	Changes in the visibility of an issue
Young people, especially marginalized groups, amplify their voices and safely participate in decisions; and use inclusive data as an intergenerational language to shape development agendas. Increase the belief of young people in their own power to create change. Increase young people's acceptance of culturally diverse community members.	Changes in youth norms
Achieve results and leverage on partnerships with governments, international organizations, religious communities, United Nations, civil society groups, corporations, youth organizations, and foundations. Partnerships with the aforementioned sectors through joint initiatives or philanthropic support for social programs can amplify societal impact. Ensure partnerships within the organization become more strategic, and deepen collaborative relationships. Strategic partners of The Youth Café jointly implement actions with agreed-upon goals to improve our functioning and strengthen shared purposes. Existing, new, and prospective partnerships improve in the articulation of roles and responsibilities within The Youth Café through means like a shared plan of actions, formal interagency agreements, and/or other collaborative protocols. Increase in percentage of satisfied partners, volunteers, members, and staff able to increase referrals to services and products provided by The Youth Café among key stakeholders. Partner and collaborate with the private sector to co-create and co-design a market-based and enterprise-led development approach. Partners increase sharing of resources, data, information, and opportunities related to youth development. Partners routinely monitor, track, and evaluate joint efforts and refine strategies to achieve specific results.	Changes in partnerships
Young people are motivated to take action on social and economic issues. Decrease the tolerance of Youth in Africa for a specific problem or condition. Increase youth's shared definitions of a specific problem or conditions. Increase residents' willingness to demonstrate different issues. The Youth Café members place a higher priority on youth empowerment. Consumers of public services increase demand for improved services. Community members change attitudes and/or beliefs toward an issue. The Youth Café members increase their sense of community. Community members increase their awareness of an issue in the community.	Change in public will

INFLUENCE: Outcome Areas and Outcome Statements

Broad Outcome Area

Outcome Statements

Broad Outcome Area	Outcome Statements
Political leaders increase awareness of youth issues. Political leaders increase their willingness to take action on youth issues. Legislators co-sponsor bills that support youth priorities. Youth engage in the electoral processes both as voters and the electorate. Increase the number of youth participation in different political issues.	**Change in political will**
Aim to design and implement policies, programs, and foster relationships that support organizations on their journey to self-reliance. Increase in policy statements that support youth goals. Policymakers adopt a common language in policies and regulations. Policymakers draft legislation that reflects youth priorities. Policymakers adopt new legislation that reflects youth priorities. Policymakers maintain legislation that supports youth priorities. Policymakers fund legislation that reflects youth priorities.	**Change in policies**
Specific regulations change. Address structural and legal barriers, and negative perceptions of young people that prevent their participation in decision making, ensuring opportunities to engage young people are widely accessible and adapted to their specific needs. Increase in regulations that support a specific youth goal.	**Change in regulations**
Increase young people's responsiveness/receptiveness to programs and services that impact them. Invest in youth-led initiatives that are at the forefront of responding to community challenges and particularly those organizations that provide support to the most marginalized and vulnerable youth.	**Changes in service practice**
Enable youth to embrace new business models such as social capital, among others.	**Change in business practice**

LEVERAGE: Outcome Areas and Outcome Statements

Outcome Area	Outcome Statements
Changes in philanthropy	Increase funding towards supporting human rights education, actions supporting peaceful and inclusive societies Allocate funds towards actions supporting young people's participation in environmental protection and combating the climate crisis Facilitate new funding methods (pooled, matched, grants, blended, social investments, individual contributions) to increase monetary resources to support youth priorities. Sustain partnership with and trust young people to participate and lead youth development programs, providing adequate resourcing and support to strengthen their capacities and the impact of their work. Change foundation funding practices (RFP process and selection criteria) to increase the availability of funds for youth priorities. Encourage Foundations to make new types of funding available (e.g., PRI). Foundations previously uninvolved in youth empowerment begin to provide funding for youth programs, agencies, and initiatives. Improve The Youth Café and other Youth-Led and Youth serving partner organization abilities to finance their own economic and social development by promoting a comprehensive Agency approach to help the organizations mobilize public revenues and expend resources effectively, transparently, and with accountability, while creating the enabling conditions for private investment.
Changes in resources available to African young people	Develop and implement appropriate strategies to ensure that the youth benefit from the political, social, and economic opportunities Change policies and programs to mitigate the risks and challenges that the youth face in accessing resources. Invest in youth-led initiatives that are at the forefront of responding to youth.
Changes in private investment	Increase the private sector's responsibility to create decent work for young people by creating opportunities such as traineeships, mentoring, and access to finance for young entrepreneurs. Leverage markets, investments, firm behavior, and technical expertise to drive valuable business and development results in a sustainable manner over the short, medium, and long term. Given the growing and vital role the private sector has in solving global development problems, private sector engagement is essential to building resilient and lasting self-reliance. Increase investment in positive youth development. Increase private investments in youth development. Microfinance young aspiring entrepreneurs.
Changes in digital Leadership	Invest in digital fluency skills and the digital economy Invest in Fund Actions supporting media literacy and young people's rights in the digital environment. Increase investments in and creation of inclusive access to digital tools and learning systems that can support the education and skill development of young people, ensuring that they will not be left further behind with advancements in technologies. Create inclusive platforms and share safe spaces (both digital and physical) for young people to inform policies that impact their lives. Increase youth ability to embrace digital jobs, and create an enabling environment Enable youth to take advantage of the linkage platforms. Increase awareness of the digital economy among youth. Leverage the digital media. Enhance digital media literacy.

HOW DO IMPACT, INFLUENCE, AND LEVERAGE OUTCOMES RELATE TO THE YOUTH CAFE CORE CAPACITIES?

The Youth Café's core capacities are the central guides that enable our **powerful strategies** to become actualized. Our core capacities represent our beliefs and our deeply held **values for development**. We understand that **lasting change** is created through unique opportunities for unique problems facing different societies. Our work in youth development is geared towards forming **outstanding ideals** that separate the organization from others. We truly believe that **our building blocks** will continue to impact the change we seek to see in youth and youth stakeholders. All the projects that **The Youth Café** handles are founded on the capacities we have established and continue to strengthen. **These capacities include our administrative structures, professional and social networks, knowledge base, and leadership**.

Our structures

The Youth Café's management structures are unique in that they are customized to fit the needs of every project. These structures include the **communication template, volunteer management work plan, project implementation plans, monitoring, and evaluation templates among others**. The Youth Café continuously seeks to improve programs and deliver the best to beneficiaries. Doing so ensures that work is satisfactory, goals are achieved and real impact is created. The work of The Youth Café inspires people and other organizations to create change in their circles. The impact of the structures is felt internally and externally through the numerous projects carried out. Instead of forging the existing frameworks for work and policy development, The Youth Café strives to lead in the discourses involving youths. **The Thematic Working Groups,** which remain the approach in our development projects, allow for brainstorming and deep consultations. We spearhead conversations, embrace new ways of thinking, and inspire change through our networks.

As Barack Obama articulated, "change is not made through righteous anger, rather, it requires a program and organizing".

When work is well monitored through our structures(core capacity) then our project to empower x youths on climate change becomes a success(outcome). The work we do will inspire youths to be accountable for their environment(influence). The chain of influence then leads to less usage of plastics and improved environmental health (impact).

Our ideal situation is where youth and youth stakeholders play an active role in fostering good environmental practices. Climate change is one of the thematic areas of The Youth Café. We hope to create lasting change felt in the broader environment.

Professional and social networks

The Youth Café encourages engagement with organizations and people that share our concerns. We aim to foster connections that last by opening up lines of communication and collaboration. The openness of The Youth Café makes the shareability of information, ideas, and opportunities easy from both ends of the communication process. Part of expanding the network is engaging with people in person and through digital platforms. As such, continuous improvement of the firm's website, having a strong social media presence and developing different forms of credible independent media such as podcasts and articles are priorities. Offering opportunities for entities to engage with us on our themes ensures real challenges are tackled through our projects. Meaningful collaborations are created through volunteers, interns, and other organizations inside and outside Africa. Our evaluation shows that our social return for investment is at 1 dollar investment for 12 dollars worth of social influence. The Youth Café continues to engage with departments and entities within the international development ecosystem like the United Nations system and affiliates, and various international organizations as a way to increase global reach. Better outcomes and continuous improvement of programs are actualized through sharing ideas and information within the network.

People love to have a sense of ownership in their work which could be achieved through their involvement. When we engage with our project stakeholders through various platforms (core capacity), we change their perspectives on gender-based violence (influence). The people in the network join our campaign on eradicating gender-based violence leading to a wider reach (outcome). By the end of the campaign, gender-based violence reduces by 30% (impact).
Our ideal situation is where the social return on investment continues to rise as we continue to handle different projects. Influencing thoughts, perceptions and policies is a huge part of our model of change.

Knowledge base

Knowledge, just like a puzzle, gets better when the different pieces finally fit together. This is the analogy that the The Youth Café lives by when implementing its work. Although The Youth Café is continuously sharpened by the experiences of different interventions, we believe that real change is possible through the integration of different viewpoints. The work of The Youth Café is thus founded in **research** whether primary or secondary. **Data-driven policies and projects** tend to be more sustainable since the articulation of challenges and viewpoints is more precise.

Our youthful community interacts with our research polls through our social media accounts, surveys, and competitions. Utilizing expert panel discussions, human-centered design thinking, and focus groups with stakeholders is part of our research process. The Youth Café strives to conduct projects based on data and to share new knowledge through reports published online. Our influence will continue to span at the individual, organizational and policy levels. We aim to impact governments, policymakers, and beneficiaries of all projects sustainably. When data is collected from reputable sources, then the foundation of projects becomes solid (our capacity). A youth empowerment program based on data collected directly from the youth will lead to a more focused approach towards goals(outcome). Direct involvement of stakeholders leads to increased attention and interest in the project (influence). A well-structured project will cater to the needs of the beneficiaries in the best way possible creating sustainable solutions (impact).
Our ideal situation is where relevant data is collected for all projects to inform decision-making and refine projects. We identify that data is a tool necessary at all stages of interventions.

Leadership

Leadership is at the core of The Youth Café's model of change and **improvement plan**. The Youth Café believes in the power of leadership to influence the direction and create pathways to change at different levels. The Youth Café prides itself on a **network of partners** that have different expertise on certain subjects. These experts are often consulted for insights to ensure that project outputs are the best. Our internal structure attempts to **increase the capacities** of individuals and equip the organization for broader opportunities. The Youth Café also seeks to be a leader globally and nationally on youth-led and youth-serving affairs. The winning of the **UNESCO global award** in 2020 is of huge pride, and is an active example of the pace we need to set. It anchored The Youth Café as a world leader in **Media Information Literacy (MIL)**. Our unique approach to challenges gives us the confidence to front ideas that may uplift young people in Kenya and worldwide. We uniquely present ideas, cases, and personal testimonials as factual, points of reference for other organizations in the industry. The tenacity to lead at personal and interpersonal levels continues to help us create unique and tailored projects.

Our Ideal

When leadership is orchestrated at the organizational and inter-organization level (core capacity), then the organization is recognized as a key stakeholder in youth processes (outcome).

The projects that The Youth Café handles will carry a sense of authority (influence). The Youth Café will create a lasting trickle-down effect on different themes.

Our ideal situation is where leadership is evident in our processes, projects and collaborations, such that our projects are run with the intention of excellence at all times.

Public-private partnerships

The public-private partnerships of The Youth Café are representations of the support network that The Youth Café has in its advocacy work. Partnerships include universities in and outside Africa, youth-serving organizations and other international partners. These organizations offer mentoring, support and grants which are all necessary in increasing the relevance of The Youth Café and the work that we do. All our partnerships bring unique support in line with their expertise which increases the strength of our work.

Substantive partnerships encourage the programs that The Youth Café has in increasing opportunities for youths in Kenya and Africa at large. Our projects are aligned with the greater goals of the government and international bodies on youths.
The Youth Café leverages on the public and private partnership it continues to foster to have diverse engagement in projects and programs (core capacities), projects have more stakeholders and partners driving objectives (outcomes). Sharing knowledge formally and informally leads to more awareness on the relevant themes (Influence). Youth benefits from the initiatives that partners support and become part of.
The ideal situation is where The Youth Café partners are strategic to the mission and vision of The Youth Café. Partners are actively involved in the projects supporting youth advocacy.

Innovativeness and adaptability

The Youth Café is proud of its resources and particularly its personnel who ensure that projects and programs are at the forefront of what they do, and that the processes adapted are relevant. The Youth Café staff members and the related partners all work together to actualize projects that are suitable to the place, time, and context. The flexible nature of The Youth Café allows for out-of-the-box strategies such as community-themed trips and travel programs, with our personnel planning and managing tours within Kenya and the region. Development tourism is a necessary step in advancing our theme on culture and the arts, and it also presents the opportunity for a broad range of people to learn more about the organization. Members of The Youth Café continue to take part in UN interventions, festivals within Africa, and conferences that solidify the work of The Youth Café in driving change. The executive director also contributed a chapter in the upcoming book: Digital Media as the Next Frontier for Fighting Violent Extremism among Youth. The increased reach of individuals and organizations in formal and informal ways continues to strengthen our roots in the youth advocacy area. Having more people in our networks means that more people will engage with our work and push our agenda towards involved and empowered youth development. Using different forums and networks to drive change is a strategy that we intend to keep and refine as we continue to grow.

The Youth Café uses innovative solutions and adapts to the changing environment when handling a project (core capacity). Our projects on entrepreneurship gain more credibility as a result of more collaboration (outcome). More youths become empowered through our entrepreneurship program and they go ahead to empower others (influence). Youths in Kenya and Africa continue to increase their employment and business skills (impact).
Our ideal situation is where we use informal and formal strategies to implement projects, meet new people, and engage with more young people. Such approaches open doors to better projects and more advocacy actions.
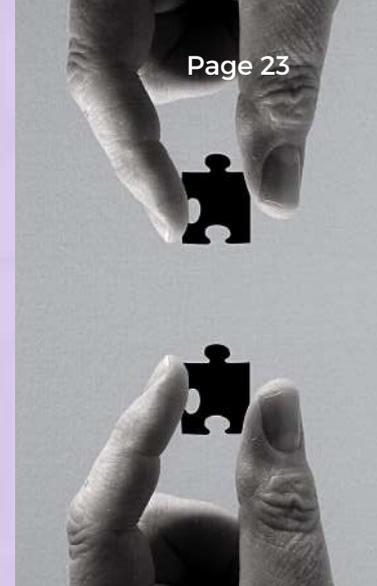
THE YOUTH CAFE'S "SO THAT" CHAINS

Creating a picture of how different types of outcomes relate to each other helps clarify what The Youth Café intends to do. We use the "outcome map" as a tool to depict what we expect will happen as a result of our initiatives, strategies, activities, and programmatic efforts.

Using an outcome map, we have visually laid out The Youth Café's pathway of change. Our outcomes are "mapped" in a causal sequence, although we understand that change is typically more complex than a simple cause-and-effect relationship. In some cases, our outcomes occur sequentially, while other times they occur simultaneously. The Youth Café's outcomes sometimes occur independently from each other or are highly interrelated. They may result from a single strategy or multiple ones, leading to common goals or separate ones.

In order to create an outcome map that helps to clarify the connection between all outcomes – those describing impact, influence, and leverage – we have created a "so that" chain. The "so that" chains reflect the work of building core capacities as well as implementing specific strategies, activities and program actions. Impacts, influence, and leverage outcomes are achieved when The Youth Café's core capacities are developed and functioning well.

The Youth Café's outcome map has been developed through the following procedure:

Step 1: Clarifying Goals

First, we identified the ultimate impacts we want to achieve in our youth programming. The impacts are framed as ambitious visionary statements across our eight thematic working areas and all stand for our end goal of advancing youth-led approaches towards sustainable development, social equity, innovative solutions, community resilience, and transformative change. All our impacts don't relate to any specific program beneficiaries nor are they the results of a specific strategy. Our impact statement involves the contributions of many strategies,cross-sectional team members, and partners.

Some of our ultimate impacts follow:

- Young people are not discriminated against based on group characteristics, including gender, race and ethnic origin, religion and belief, disability, age, and sexual orientation, hence policies foster inclusivity and diversity.
- Young people have enhanced capacity to generate, collect, synthesize, and disseminate evidence and learning, and facilitate their use to inform policies, programs, and operations.
- Young people are meaningfully engaged and partnered with, through social media, mainstream media, and other innovative information technologies platforms for digital communication by young people pushing for agendas that promote and seek to solve complexities of young people's precariousness in Africa.
- Youth advocate for and foster innovative, impactful, and progressive policies that promote their socio-economic, cultural, and political participation and engagement at national, regional, and global levels.

STEP 2: IDENTIFICATION OF POWERFUL STRATEGIES

Our strategies have been derived from the programs that are currently in place and address our ultimate impacts. These strategies include program strategies, campaigns, initiatives, collaborations, public awareness efforts, capacity-building efforts, and self-reliance efforts. Some of our strategies include the following:

1. To build partnerships, and scale-up potential, partner with young people to build a better, more resilient Africa while linking the region and the world Our projects must, whenever possible, have a multi-stakeholder and cross-sector approach where they draw concrete links between younger and older generations on one hand and Africa and other regions on the other, enabling exchanges, resilient continent for all generations, building of networks and coalitions, cooperation with "unusual" or underutilized actors such as those in the private sector and media players(mainstream and digital), share costs with other actors whenever possible, mutual learning, maximize synergies to avoid duplications and a joint search for solutions.

2. To base The Youth Café's projects on research, learning, and adaptation, to be data-informed using accessible data collection and analysis techniques, to have solid and innovative evidence methods; and to be documented and regularly monitored and evaluated to determine changes associated with them. Ultimately, we hope to create spaces for reflection and constructive feedback loops to generate new project ideas, and to adapt our processes and materials based on lessons learned.

3. All projects at The Youth Café to have an effective strategy for sustainability and self-reliance. This includes building sufficient technical capacity, skills, and competencies for diversified revenue and funding streams, to act as agents of our own development, and nurture relationships with and search for future potential partners in coordination with our advisors and Partners.

4. To address the needs, build the agency, advance gender-responsive, and rights-based approaches to youth development programming. This includes developing the capacity of young people/right holders(target groups) in all their diversity around the world to claim their rights and duty bearers(government institutions) to meet their obligations. The Youth Café recognizes that unequal power relations and social exclusion deny people their human rights and often keep them in poverty. Hence, there is a need to ensure that marginalized, disadvantaged, and excluded groups (such as women, children, persons living with disabilities, minorities, and indigenous people) are meaningfully engaged and participate in the implementation, review, and follow-up of the 2030 Agenda for Sustainable Development as well as other relevant global agendas and frameworks.

Step 3: Creation of "So That" Chains

We took our first strategy listed and created a "so that" chain based on the following question:

"We do X strategy so that y results are realized for The Youth Café or young people?"

The answer is the direct outcome or result of the strategy. We repeat the procedure until all the four strategies have been linked to the goal.

1. To build partnerships, and scale-up potential, **partner with young people to build a better, more resilient Africa while linking the region and the world,** our projects must, whenever possible, have a multi-stakeholder and cross-sector approach where they draw concrete links between younger and older generations on one hand, and Africa and other regions on the other, enabling exchanges and relevant content for all generations, building networks and coalitions, including cooperation with "unusual" or underutilized actors such as those in the private sector and media players(mainstream and digital), and sharing costs with other actors whenever possible as well as mutual learning, maximizing synergies to avoid duplications and **jointly searching for solutions**. (Strategy)

SO THAT

All existing, new, and prospective partnerships improve in the articulation of roles and responsibilities within The Youth Café through means like the shared plans of action, formal interagency agreements, and/or other collaborative protocols. (*Influence*)
and
Achieve results and leverage on partnerships with governments, international organizations, religious groups, United Nations, civil society groups, corporations, youth, and foundations. Partnerships with the aforementioned sectors through joint initiatives or philanthropic support for social programs that can amplify societal impact. *(Influence)*

SO THAT

Strategic partners of The Youth Café jointly implement actions with agreed-upon goals to improve our functioning and strengthen shared purposes.*(Influence)*
and
Have sustained partnerships with and trust young people to participate and lead youth development programs, providing adequate resourcing and support to strengthen their capacities and the impact of their work.*(Leverage)*

:

SO THAT

We have increased partnerships with young people as leaders and experts at all stages of policymaking, including the follow-up and review of policy implementation to ensure accountability.(Impact)
and
Further collaboration enhancement among stakeholders(local and international) to push for more accountability initiatives to be developed.*(Impact)*

SO THAT

Inclusive, accessible, and empowering digital and physical spaces for youth(including marginalized youth and young women)are facilitated that meaningfully engage with different institutions by supporting and promoting structured mechanisms of engagement and feedback.*(Impact)*
And
Meaningful engagement is established with young people and partners through social media, mainstream media, and other innovative information technologies platforms for digital communication by young people pushing for agendas that promote and seek to solve complexities of young people's precariousness in Africa.
(Impact)

SO THAT

Increased initiatives/ programs are established through partnerships with the private sector that improve the lives & lifestyles of young people through reliable green economy jobs; e.g. our Youth na Biz program that promotes solar energy for small businesses and opportunities for skills training in the solar industry.
(Population impact)
and
Provision of appropriately attentive and tailored services to young people through partnerships with insurance companies and medical providers that offer practical and tailored services to vulnerable young people. (Population impact)

2. The Youth Café's projects should be based on research, learning, and adaptation, be data-informed using accessible data collection and analysis techniques, have solid and innovative evidence methods; be documented and regularly monitored and evaluated to determine changes associated with them. Ultimately, we hope to create spaces for reflection and constructive feedback loops, and to generate new project ideas, and adapt our processes and materials based on lessons learned. *(Strategy)*

SO THAT

Relevant studies and research on Thematic Focus Areas reference The Youth Café's activities and role as key informants of an authority. (Influence)

SO THAT

We build the capacity of young people, youth-led and youth-serving organizations to conduct high-quality research, and leverage on the data to inform their programming. (Impact)Enhanced capacity/knowledge base and youth-friendly dissemination platforms to ensure seamless knowledge transfer. (Impact)
Partners increased sharing of resources, data, information, and opportunities related to youth development.(Influence)

SO THAT

The private sector increases responsibility for the creation of decent work for young people by creating opportunities such as traineeship, mentoring, and access to finance for young entrepreneurs.*(Influence)*
and
There are increases in investments in and creation of inclusive access to digital tools and learning systems that can support the education and skill development of young people, ensuring that they will not be left further behind in advancements in technologies.(Influence)

SO THAT

There is an increased favorable environment for the young people living in the diaspora to acquire knowledge on various investment opportunities to take advantage of in Africa.(Population impact)
and
Increased programs that provide young people with a knowledge base on environmental and climate issues as they evolve and create a platform for them to actively engage and participate in finding solutions to the problems.(Population impact)

SO THAT

Young people, especially marginalized groups, amplify their voice and safely participate in decisions through the use of inclusive data as an intergenerational language to shape development agendas.(Influence)

3. Projects at The Youth Café should have an effective strategy for sustainability and self-reliance. This includes building sufficient technical capacity, skills, and competencies for diversified revenue and funding streams to act as agents of our own development, and nurturing relationships with and searches for future potential partners in coordination with our advisors and Partners. (Strategy)

↓ SO THAT

We improve The Youth Café's and other Youth-Led and Youth serving partner organization abilities to finance their own economic and social development by promoting a comprehensive Agency approach to help the organizations mobilize public revenues and expend resources effectively, transparently, and with accountability, while creating the enabling conditions for private investment and functioning capital markets. (Leverage)

↓ SO THAT

There is more investment in youth-led initiatives that are at the forefront of responding to community challenges and particularly those organizations that provide support to the most marginalized and vulnerable youth. Projects at The Youth Café should have an effective strategy for sustainability and self-reliance. This includes building sufficient technical capacity, skills, and competencies for diversified revenue and funding streams to act as agents of our own development, and nurturing relationships with and searches for future potential partners in coordination with our advisors and Partners.
and
There are partnerships and collaboration with the private sector to co-create and co-design market-based and enterprise-led development approaches. (Influence)

↓ SO THAT

There is increased leverage of markets, investments, firm behavior, and technical expertise to drive valuable business and development results in a sustainable manner over the short, medium, and long term. Given the growing and vital role the private sector has in solving global development problems, private sector engagement is essential to building resilient and lasting self-reliance. (Leverage)

↓ SO THAT

Policies and programs are designed and implemented and relationships are fostered that support organizations on their journey to self-reliance. (Influence)

↓ SO THAT

The capacity of The Youth Café is enhanced to generate, collect, synthesize, and disseminate evidence and learning, and facilitate their use to inform organizational policies, programs, and operations. (Impact)

4. To address the needs, build the agency, advance gender-responsive, and rights-based approaches to youth development programming. This includes developing the capacity of young people/rights holders(target groups) in all their diversity around the world to claim their rights, and duty bearers(government institutions) to meet their obligations. The Youth Café recognizes that unequal power relations and social exclusion deny people their human rights and often keep them in poverty. Hence, there is a need to ensure that marginalized, disadvantaged, and excluded groups (such as women, children, persons living with disabilities, minorities, and indigenous people) are meaningfully engaged and participate in the implementation, review, and follow-up of the 2030 Agenda for Sustainable Development as well as other relevant global agendas and frameworks. (Strategy)

SO THAT

Different cultures are embraced as is multicultural bridge-building in the organization while overcoming the differences to promote a unified effort and a sense of common purpose amongst the members. (Impact)

SO THAT

Structural and legal barriers are addressed, as well as negative perceptions of young people that prevent their participation in decision making, ensuring opportunities to engage young people are widely accessible and adapted to their specific needs.(Influence)

SO THAT

Conditions are created for inclusiy and diversity to reduce discriminatory practices based on group characteristics, including gender, race and ethnic origin, religion and belief, disability, age, and sexual orientation, including fostering policies based on knowledge of the law, that contribute to citizens' awareness and empowerment against discrimination.(Impact)

SO THAT

An enabling environment is created for the participation of young people in society and the exercising of their rights.(Impact)
and
There are increased investments in youth-led initiatives and programs that are working to promote and ensure a more accountable, responsive, and inclusive governance at local, national, and regional levels.(Impact)

SO THAT

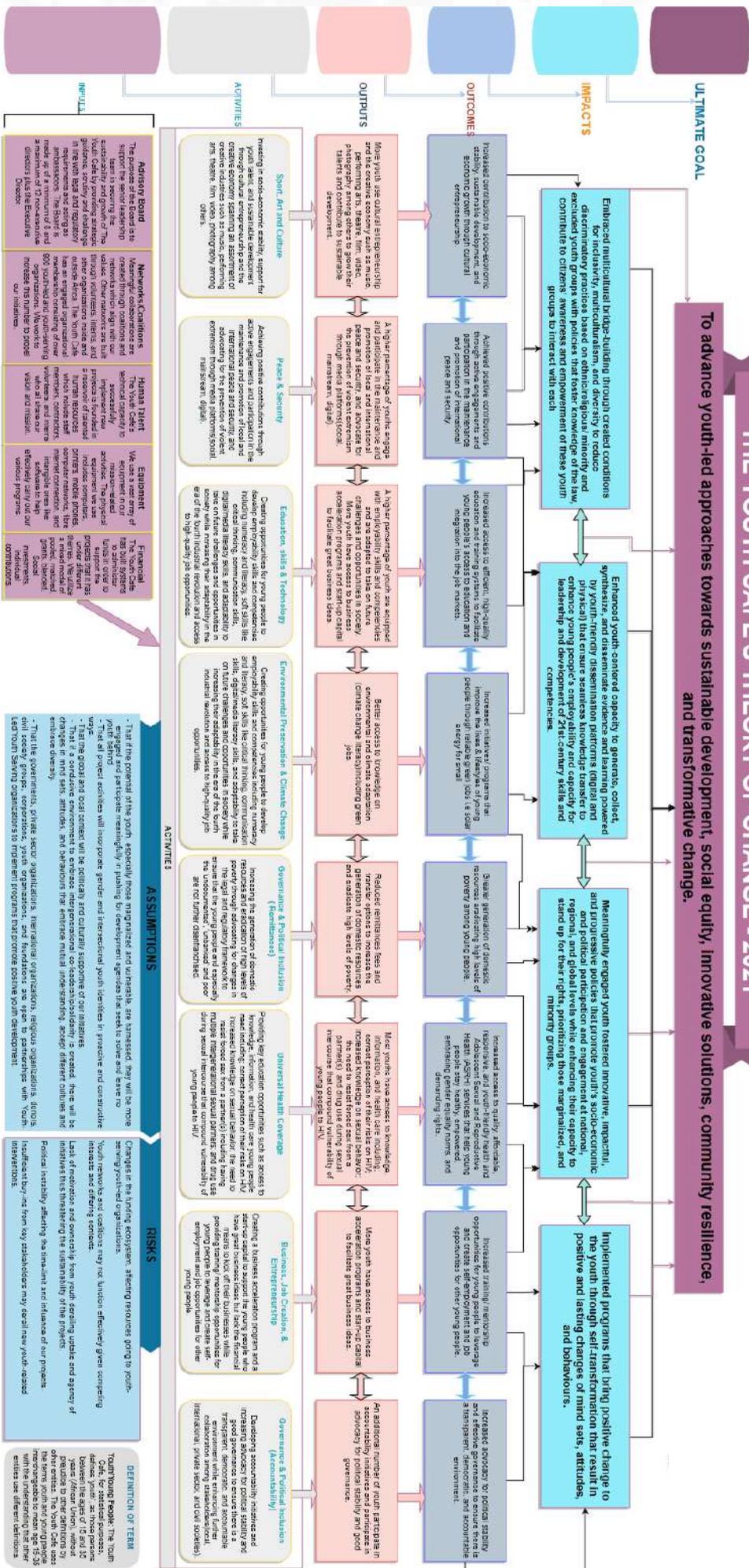A Opportunities are created for different ethnic/religious/ minority and excluded youth groups to interact with each other, and meaningfully engage them in different programming.(Impact)

SO THAT

Programs are created that bring positive change to individuals and society/social movements through self-transformation amongst the members that result in positive and lasting changes of mindsets, attitudes, and behaviors. (Impact)

THE YOUTH CAFE

THE YOUTH CAFE'S OUTCOME MAP

THE YOUTH CAFE'S THEORY OF CHANGE - 2021

INPUTS

ACTIVITIES

OUTPUTS

OUTCOMES

IMPACTS

ULTIMATE GOAL

To advance youth-led approaches towards sustainable development, social equity, innovative solutions, community resilience, and transformative change.

INPUTS

Advisory Board
The purpose of the Board is to support the senior leadership through providing strategic guidance, scrutiny and oversight in line with legal and regulatory requirements and acting as ambassadors. The board is made up of a minimum of 8 and a maximum of 10 non-executive directors plus the Executive Director.

Networks/Coalitions
Meaningful collaborations are created through coalitions and networks which align with our values. Other networks are built in a reservoir of talented human resources. The Youth Cafe has an engaged organizational network across Africa. The Youth Cafe memberships consisting of inner ambassadors. We work to increase this number to propel our initiatives.

Human Talent
The Youth Cafe's technical capacity is equipment in our activities. The physical equipment we use includes computers, printers, mobile phones, and among others.

Equipment
We use a vast array of equipment in our projects that it has a range of technology to support the various programs effectively carry out our various programs.

Financial
The Youth Cafe utilizes grants and investments and individual contributors.

ACTIVITIES

Sport, Art and Culture
More youth use cultural entrepreneurship, stability, sustainable development, and economy through cultural entrepreneurship.

Peace & Security
A higher percentage of youths engage and participate in the maintenance and promotion of local and international peace and security, and advocate to the prevention of violent extremism through media platforms/social mainstream, digital.

Education, Skills & Technology
Creating opportunities for young people to develop employability skills and competencies including numeracy, literacy and ICT skills, communication skills, digital/media literacy skills and adaptability to take on future challenges and opportunities in society while increasing their adaptability in the era of the fourth industrial revolution and access to high-quality job opportunities.

Environmental Preservation & Climate Change
Creating opportunities for young people to develop employability skills and competencies including numeracy, literacy and soft skills, and adaptability to take on future challenges and opportunities in society while ensuring that the young people are not further disenfranchised.

Governance & Political Inclusion (Remittances)
Increasing the generation of domestic resources and education of high levels of poverty among society by changes in the legal and regulatory framework to ensure that the young people and especially during sexual intercourse that compound vulnerability of young people to HIV.

Universal Health Coverage
Providing key education opportunities such as access to knowledge, information, and health care, including correct perception of their risks on HIV, increased knowledge on sexual behavior, the need to resist forced sex from a partner(s), and drug use during sexual intercourse that compound vulnerability of young people to HIV.

Business, Job Creation, & Entrepreneurship
Creating a business acceleration program and a support system for young people who have great business ideas but lack the financial means to kick off their businesses while providing training, mentorship opportunities for young people to leverage and create self-employment and job opportunities for other young people.

Governance & Political Inclusion (Accountability)
Developing accountability initiatives and increasing advocacy for political stability and good governance to ensure there is a transparent, democratic, and accountable environment while enhancing further collaboration among stakeholders(local, international, private sector, and civil societies).

OUTPUTS / OUTCOMES

Increased contribution to socio-economic stability, sustainable development, and economy through cultural entrepreneurship.

Achieved positive contributions through active engagement and promotion of local and international peace and security.

A higher percentage of youth have access to efficient, high-quality education and is adapted to facilitate acceleration into the job markets.

Better access to knowledge on environmental and climate adaptation (climate change literacy/including green jobs.

Reduced remittance fees and transfer prices to increase the generation of domestic resources and eradicate high levels of poverty.

Most youths have access to knowledge, information, and health care including correct perception of their risks on HIV, increased knowledge on sexual behavior, enhancing gender equality norms, and demanding rights.

More youth have access to business acceleration programs and start-up capital to facilitate great business ideas.

An additional number of youth participate in increasing accountability initiatives and participate in advocacy for political stability and good governance.

IMPACTS

Embraced multicultural bridge-building through created conditions for inclusivity, multiculturalism, and diversity to reduce discriminatory practices based on ethnic/religious minority and excluded youth groups with policies that foster knowledge of the law, contribute to citizens' awareness and empowerment of these youth groups to interact with each other.

Enhanced youth-centered capacity to generate, collect, synthesize, and disseminate evidence and learning powered by youth-friendly dissemination platforms (digital and physical) that ensure seamless knowledge transfer to enhance young people's employability and capacity for leadership and development of 21st-century skills and competence.

Increased initiatives/programs that improve the lives of young people through reliable green jobs i.e solar energy for small.

Greater generation of domestic resources and reducing high levels of poverty among young people.

Increased access to quality affordable, acceptable, and youth-friendly health and Adolescent Sexual and Reproductive Health (ASRH) services, feel young people stay, healthy, empowered.

Increased training, mentorship opportunities for young people to leverage and create self-employment and job opportunities for other young people.

Meaningfully engaged youth fostered innovative, impactful, and progressive policies that promote youth's socio-economic and political participation and engagement at national, regional, and global levels while enhancing their capacity to stand up for their rights, prioritizing those marginalized, and minority groups.

ULTIMATE GOAL

To advance youth-led approaches towards sustainable development, social equity, innovative solutions, community resilience, and transformative change.

Implemented programs that bring positive change to society through self-transformation that result in positive and lasting changes of mind sets, attitudes, and behaviours.

Increase advocacy for political stability and effective governance to ensure there is a transparent, democratic, and accountable environment.

ACTIVITIES — ASSUMPTIONS

- That if the potential of the youth, especially those marginalized and vulnerable, are harnessed, they will be more engaged and participate meaningfully in pushing for development agendas that seek to solve and leave no youth behind.
- That all project activities will incorporate gender and intersectional youth identities in practice and constructive ways.
- That the global and local context will be politically and culturally supportive of our initiatives.
- That if a conducive environment to embrace intergenerational co-leadership/solidarity is created, there will be changes in mind sets, attitudes, and behaviours that embrace mutual understanding, accept different cultures and embrace diversity.
- That the governments, private sector organizations, international organizations, religious organizations, glorious civil societies, and foundations are open to support the Youth-Led Youth Serving organizations to implement programs that promote positive youth development.

RISKS

- Changes in the funding ecosystem, attracting resources going to youth-serving/youth-led organisations.
- Youth networks and coalitions may not function effectively given competing interests and offering contexts.
- Lack of motivation and ownership from deterring uptake and agency of initiatives thus threatening the sustainability of the projects.
- Political instability affecting the time-limit and influence of our projects.
- Insufficient buy-ins from key stakeholders may derail new youth-related interventions.

DEFINITION OF TERM

Youth/Young People: The Youth Cafe, for statistical purposes, defines "youth" as those persons between the ages of 18 and 35 years (African Union), without prejudice to other definitions by other entities. The Youth Cafe uses the terms youth and young people interchangeably mean ages 18-35 with the understanding that other entities use different definitions.

Testing the Logic and Relevance of our Outcome Map

The completed map was reviewed and shared with other stakeholders. To test whether **logical linkages occur between the strategies, outcomes, and impacts;** whether the **most relevant outcomes** are included, and whether we have included all of the **relevant strategies**.

Based on these tests, we revised, tested, and revised some more. We believe that our theory of change outcome map will have to be revised several times before it provides a complete and clear picture of our change effort.

ASSUMPTIONS

Articulating our Assumptions. While The Youth Café's outcome map offers a visual sketch of the pathways to achieving our outcomes, our work is embedded in a context. It is helpful to complete the story by articulating the assumptions that influenced the map's design

Outlined below are the core assumptions that underpin The Youth Café Theory of Change. These explain why and how the steps in our Pathway of Change diagram enable the achievement of empowerment for young people.

For each assumption, implications for The Youth Café's contribution to change are outlined. The key assumptions underlying the theory of change are as follows:

- That if the potential of the youth, especially those marginalized and vulnerable, are harnessed, they will be more engaged and participate meaningfully in pushing for development agendas that seek to solve and leave no youth behind.
- That all project activities will incorporate gender and intersectional youth identities in proactive and constructive ways.
- That if a conducive environment to embrace intergenerational co-leadership/solidarity is created, there will be changes in mindsets, attitudes, and behaviors that embrace mutual understanding, accept different cultures and embrace diversity.
- That the governments, private sector organizations, international organizations, religious organizations, donors, civil society groups, corporations, youth organizations, and foundations are open to partnerships with Youth-Led/Youth Serving organizations to implement programs that promote positive youth development.
- That the global and local context will be politically and culturally supportive of our initiatives.
- That The Youth Café, its Advisory board, the staff, volunteers, interns, and beneficiaries, are committed to achieving the overall vision of the organization.
- That at The Youth Café, the individual, and organizational practices, strategies, decisions, and action plans emanate from research, learning, and adaptation.

- That The Youth Café and partners are resilient to the adverse effects of the COVID-19 pandemic, and the efforts to promote youth programming are not deterred.

That The Youth Café the will and ownership of individuals and organizational partners' are maintained, and the context in which they are operating remains stable to ensure sustained results.

Risks

- Changes in the funding ecosystem, affecting resources going to youth-serving/youth-led organizations.
- Youth networks and coalitions may not function effectively given competing interests and differing contexts.
- Lack of motivation and ownership from youth derailing uptake and agency of initiatives thus threatening the sustainability of the projects.
- Political instability affecting the time-limit and influence of our projects.
- Insufficient buy-in from key stakeholders may derail new youth-related interventions.

CONCLUSION

The theory of change is a necessary tool for the development of an organization, and the transition of inputs and activities to outputs, outcomes, and impacts. It creates a shared understanding of the changes that take place in an organization and the parties involved in that process. This detailed document is developed by relating all the aspects of the organization that direct us to our ultimate vision and mission. The Youth Café understands the importance of managing change in an organization as the guide towards achieving the goals set ahead. Impact changes at the organizational and population-level drive the organization to a defined future effect in youth development. The impact changes anchor the transformation requirements, designs, and processes to our desired state.

Mapping influence and leverage changes is also a strategic move that allows us to develop a sense of direction and speed of achieving goals at the moment. Although our projects have defined goals, there are other unexpected benefits that are accrued as an influence in the course of our work. The unintended consequences of The Youth Café's projects lead to a domino effect that creates a wider reach of our initiatives. Our growth is tied to the 8 impact areas we work towards and they cement youth development in Kenya and in Africa. The relationship between outcomes, impacts, and core capacities of The Youth Café presents an interrelationship that embodies the models of change.

Our theory of change is a living document that keeps changing as the priorities, strategies, and models of work of The Youth Café changes. Consultation with stakeholders and review of progress provides data for improvement of The Theory of Change and tasks within projects. As The Youth Café increases its relations with external and internal stakeholders, the scope of work is bound to change. Fine-tuning The Theory of Change is a relevant and active process defining and redefining the causal relationships at The Youth Café.

Glossary of Terms

• Theory of change: A roadmap that shows the interconnectedness of activities, strategies, resources and outcomes which are linked to the mission and vision.

• Most Vulnerable Youth: The Youth Café considers the most vulnerable Youth as those whose quality of life and ability to fulfill their potential is most affected by extreme deprivation and violations of their rights.

This definition includes four vulnerability factors that can assist in identifying the most vulnerable youth:

- abusive or exploitative relationships: relationships which are characterized by violence or use of youth to benefit others sexually or commercially, or which consistently harm the youth through intentional acts or negligence
- extreme deprivation: extreme material poverty or deprivation of caregivers serious discrimination: severe social stigma which prevents youths from accessing services or opportunities essential to their protection or development
- vulnerability to negative impact from a catastrophe or disaster: natural or manmade events can seriously threaten the survival or development of youth, and certain youths are more likely to be affected negatively and less likely to be able to recover.

• Youth empowerment: Empowerment, in the context of this document, is when young people have the ability and the power to take action. Empowerment happens when all aspects of the ecology (in the community) support young people to grow – focusing on their capacities and strengths – and provide opportunities for young people to serve and contribute in meaningful ways to their communities.

• Resilience: Resilience describes the ability of companies, communities, or individuals to come to terms with changing circumstances and adjust their business, community, or personal behaviors accordingly. Characteristics of a resilient business/community/individual include:

- An ability to return to or maintain a previous state of normal functioning or income level after a crisis or to even avoid crises altogether
- An essential competitive advantage in unstable times when actors are forced to change more radically and rapidly than ever before.
- Hope, motivation, and a strong drive to reach their goals.

• Youth/Young People: The Youth Café, for statistical purposes, defines 'youth', as those persons between the ages of 15 and 35 years, without prejudice to other definitions by other entities. The Youth Café uses the terms youth and young people interchangeable to mean age 15-35 with the understanding that other entities use different definitions.

• IREX: International Research & Exchanges Board,a nonprofit organization that specializes in global education and development. They are our implementing partner in the Youth Excel Project. Youth Excel: is a global program that will empower young people and youth organizations to use implementation research to strengthen local, national, and global development solutions.

• Programming: The coordination of The Youth Café's related projects grouped together towards transformation in the thematic areas.

• Performance improvement: Measuring the output of our initiatives, then modifying the process or procedure to increase the output, increase efficiency and impact.

• Implementation research: It is the study of barriers to and methods of promoting the application of research findings in practice. We use implementation research in the Youth Excel project.

• Thematic working groups: It is an approach that involves subgrouping subjects where they exchange information, discuss ideas and experience, and make this information available to the wider group and the community at large. These are also spaces for group teamwork: members communicate, comment, exchange files, plan events and keep track of tasks. They can also work on structured documents and keep track of revisions.

•Social equity: The means to fairness, justice and equality when formulating policies.

• Youth-led: Youth-led programs are opportunities created by youth or youth-centric organizations where youth lead the planning, decision making, facilitation, reflection, and evaluation on issues that matter to them and their communities. Sharing power and letting youth lead allows for youth empowerment and increase youth engagement. If it's for the youth, it should be by youth-empowered by adult allies.

• Transformative change: The strategic process to achieving change in the 8 thematic areas of The Youth Café.

• Sustainable development: The pursuit of excellence in the moment without affecting the success of future generations.

• Social Return on Investment: It is a measuring tool that articulates the power, value and effect that the organization has apart from financial value.

• Rights Based Approach: A development approach to qualify young people in transforming their lives and being accountable through respecting rights.