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Building the Organizational Capacity of Local Partners

A survey of Akazi Kanoze partner organizations

Kigali, Rwanda



Akazi Kanoze Training of Trainers, Photo courtesy of Akazi Kanoze



Education Development Center, Inc.

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Executive summary

Akazi Kanoze provides youth, ages 14 to 35, with the tools and resources necessary to embark on a positive development pathway that leads to lifelong livelihood opportunities. Through January, 2016 the project has served about 20,000 youth in both rural and urban areas of Rwanda.

One of the project objectives is to *develop a thriving youth livelihood support system*; In order to achieve this, **the project has been systematically training partners and building their capacity** on topics of monitoring and evaluation, finance and grant management skills, youth career and entrepreneurship mentorship, working with private sector organizations, and fundraising.

The number of organizations with improve organizational capacity, as defined for USAID reporting purposes is, “the number of CSOs trained in the Akazi Kanoze minimum organizational capacity building package (e.g. financial training and M&E training) or whose staff participate in the training of trainers in either work readiness training or entrepreneurship training.” **The purpose of this study was to go beyond the numbers to see how organizations have been applying the skills learned through Akazi Kanoze.** A survey was conducted to better understand:

- *How various Akazi Kanoze capacity building activities were helpful to organizations;*
- *How partners have used the skills learned to improve their organization's capacity to serve youth and better link them to employment opportunities; and*
- *Assess if there are things that partners wish to see done differently.*

The survey was sent to 48 partner organizations' managers and coordinators from 33 organizations who directly worked with the Akazi Kanoze project over the period of January, 2010 - January, 2015.

Results show that the **majority of respondents were satisfied** with the capacity building received from Akazi Kanoze, and that **organizations' capacity was increased** as a result of the trainings they received. Specifically, local partners increased their capacity to train youth, manage finances, generate new sources of funding, and monitoring and evaluate.

All the organizations that worked with the project were existing organizations and had existing streams of revenue, however, adopting the comprehensive Akazi Kanoze approach requires additional resources to achieve. The project has encouraged partners to diversify their sources of funding in order to continue implementing the Akazi Kanoze model, either through for-fee trainings or new donor funding. The survey suggests that at least some partners were successful in securing additional funding to continue carrying out work readiness training and job placement of youth.

Akazi Kanoze's approach to leverage existing organizations and actors in youth livelihoods development has paid off through creating an extensive and diverse network of partners who are trained to provide employability skills to a variety of people. The training of trainers has produced about 500 work readiness trainers many of whom are employed staff of different partner organizations and, to date, Akazi Kanoze has partnered with over 50 local organizations. The culmination of the project's efforts to build the capacity of local organizations has been the creation of Akazi Kanoze Access (AKA), a local NGO that will

continue to implement and monitor Akazi Kanoze activities. Lessons learned from capacity building of local partners over the past six years have informed the process of strengthening AKA to be a self-sustaining organization and have helped set EDC up for success in ensuring the project's sustainability.

Table of Contents

Executive summary	2
Project Background.....	5
Study Purpose	7
Study Methodology.....	8
Overview of Survey Participants	8
Findings	9
Level of satisfaction with capacity building activities	9
Positive change within organizations	9
Challenges faced and suggested improvements	11
Conclusion.....	13
Annex 1. Partner Case Studies	14
A Growing Interest from Donors: Moving from technical skills to soft skills	14
Akazi Kanoze Makes Business Sense: BDSS takes a turn into youth workforce development.....	15
Annex 2. Data collection tools	16
Annex 3. List of partner organizations that received the survey.....	20

Project Background

The Akazi Kanoze (AK) Youth Livelihoods Project, financed by the United States Agency for International Development (USAID) and implemented by Education Development Center, Inc. (EDC) has been running since October 2009. The project provides youth ages 14-35 with market-relevant life and work readiness training and support, hands-on training opportunities, and links to the employment and self-employment job market. As of January 2016, Akazi Kanoze has trained 20,488 youth (9,899 Male, 10,549 Female) through its various partners. Akazi Kanoze has been working to build the capacity of local existing youth serving organizations to equip youth with employability skills and links to employment since 2009. The project is divided into two components or result areas:

Result 1: Increase Livelihood Opportunities for Youth

- Akazi Kanoze empowers youth with the necessary tools and resources to enter into a positive development pathway that will lead to increased lifelong livelihood opportunities;

Result 2: Develop a Thriving Youth Livelihood Support System

- Akazi Kanoze builds capacity and creates linkages between youth, the Rwandan economy, and the public and private institutions so that youth can access increased opportunities for productive engagement in Rwandan society.

Partner organizations who worked with AK were divided into two major groups: sub-grantee partners and non sub-grantee partners. The latter, are organizations that work with Akazi Kanoze to implement work readiness training using their own funding and resources, while the former are organizations receiving grants through a competitive process. For sub-grantees, the best proposals (in terms of relevancy of technical trade, organizational capacity and youth job placement plan) are selected to receive funding and a series of capacity building activities are included in the contract. The “AK capacity building package” includes:

1. **Finance and grant management training**, which helps partners manage issued grants and report in accordance with USAID standards;
2. **Monitoring and evaluation** and database management training;
3. **Transition to work services**, including training on linkages with micro-finance institutions and private sector organizations for jobs or internships.
4. **Work readiness curriculum** training of trainers
5. **Organizational management and fundraising**¹

All of the activities mentioned above are mandatory for sub-grantee partners with the exception of the organizational management and fundraising training (*more details about the trainings can be found in text boxes on the following page*). Organizations that worked with Akazi Kanoze to date include, for the most

¹ Only given to a selected group of partners who expressed interest in this regard

part, non-profit organizations and some for-profit or businesses organizations (See Annex 3 for a list of organizations included in this survey).

Finance and grant management training:

Provides an overview of how to use and account for the grant funds during implementation period, and harmonizes the financial management procedures between EDC and implementing partners. The following is the content of the training:

- Procurement procedures of materials and equipment;
- Petty cash management;
- Payroll;
- Bank reconciliation
- Financial and technical reporting.

Monitoring, evaluation and database training:

Introduces IPs to key M&E concepts and tools, the project's database, and the importance of continuous monitoring and evaluation during the lifetime of the project. The training includes:

- M&E concepts and definitions;
- Project theory of change and logic model;
- AK indicators, targets and data collection tools and timeline;
- Data quality assessments.

Transition to work services training:

Trains IPs in the various support services and mentoring activities that AK provides to its graduates to assist them in transitioning to work and finding meaningful livelihoods. The following topics are covered:

- Internship and job placement strategies (including engaging the private sector);
- Rapid market assessments;
- Linking youth to financial institutions;
- Saving group creation and cooperative management.

WR Curriculum Training of Trainers:

The 15 day ToT prepares WR trainers to teach the 100 hour Akazi Kanoze work readiness curriculum. The training includes:

- Learner-centered, interactive teaching methodology;
- Objectives of the curriculum;
- Going through the activities in the 8 modules of the WR curriculum;
- Working in groups and individually to practice training;
- Assessment to test content knowledge gained during the training.

Organizational management and fundraising training

This training was developed in 2013 to increase the sustainability of the IPs before the end of the project, originally scheduled for 2014. A sustainability assessment was conducted with IPs and the results showed that the greatest areas for improvement were organizational management and proposal writing. EDC brought in outside consultants to conduct the three day training. The following topics were covered in the training:

- Project life cycle;
- Project design and implementation;
- Staffing plans and human resource management;
- Proposal development and writing;
- Fundraising strategies.

Study Purpose

The Akazi Kanoze project has successfully trained and partnered with 62 partners over the life-time of the project. Each has been trained on multiple aspects of organizational capacity and many have worked with AK for multiple consecutive years. Although we have done a good job monitoring the numbers of civil society organizations with increase institutional capacity, we have not formally studied the long-term results of AK's capacity building activities. Until this time, much of our knowledge of success has been anecdotal and observational, as we maintain strong ties with local partners and are able to see them evolve and grow in the youth-serving community.

This qualitative study was designed to assess whether the aforementioned capacity building activities and mentorship has helped to build local partners' capacity to better train youth, provide transition services, and strengthen and grow their own financial, M&E, and resources management.

The results of this study are a retrospective analysis of Akazi Kanoze's capacity building efforts and will help inform the activities and focus of Akazi Kanoze Access² (AKA), the local organization that will continue oversight and implementation of the Akazi Kanoze model designed, tested, and established under the USAID-funded project.

² AKA was established during FY15 to ensure the sustainability of the project by establishing a local organization that will fulfill the functions of an independent accreditation and certification body that will provide quality control to offered work readiness training and youth assessments and facilitate the coordination of efforts aiming at developing youth livelihoods in the country.

Study Methodology

In order to better understand the medium to long-term effects of Akazi Kanoze's capacity building activities, the following **research questions** were explored:

1. *Were Akazi Kanoze capacity building activities helpful to partner organizations;*
2. *Have partners used the skills learned to improve their organization's capacity to serve youth and better link them to employment opportunities; and*
3. *Are there things that partners wish to see done differently.*

The research team used a **mixed methods approach** to answer the above research questions. An anonymous structured questionnaire was sent to 48 managers and/or coordinators at 33 partner organizations that received training from AK between 2010 and 2015. These 33 organizations were the partner organizations that still had at least one active staff member at the time of the survey who had worked directly with AK. Survey participants were sent a link to the 15 question Survey Monkey survey through their individual email accounts and each received a phone call to explain the process and anonymous nature of the survey. Between February and March, 2015, a total of 32 individuals filled out the questionnaire. A limitation of the data is the selection bias created by individuals opting out of taking the survey.

In addition to the questionnaire, the research team conducted individual interviews with two implementing partners. These partners were selected using purposive sampling to show two very different partners—one private sector and one not-for-profit. The interviews were conducted by an EDC M&E team member and were guided by semi-structured interview questions.

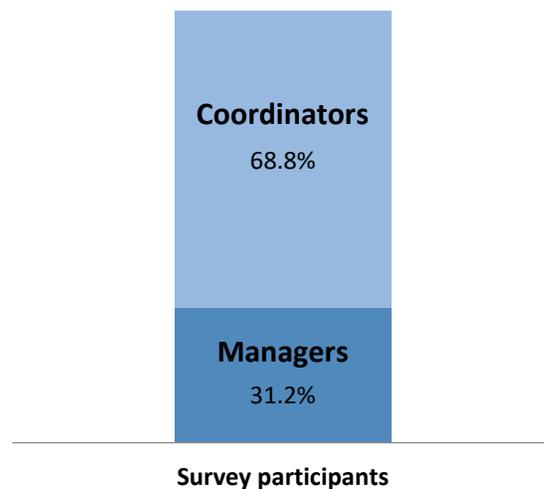
The quantitative data were analyzed in Excel and the interviews were written up in case study format. The data collection tools can be found in Annex 2.

Overview of Survey Participants

The electronic survey was sent to 48 individuals from 33 organizations (See list of organizations in Annex 3). These organizations include seven for-profit and 26 non-profit organizations. Respondents were organization general managers and program coordinators whose organization was trained by Akazi Kanoze between 2010 and 2015.

Of the 48 individuals who received the survey link, 32 completed the questionnaire. Because of the anonymity of the survey, we do not know exactly how many organizations these 32 individuals represent. As shown in the figure to the right, the majority of respondents were Akazi Kanoze program coordinators (n = 22). These were the people in charge of day-to-day communications and management of Akazi Kanoze activities and are hence better acquainted with the nuts and bolts of working with Akazi Kanoze technical staff and implementing activities. The remaining were Organizations General Managers (n = 10), which in addition to providing oversight of the program within their respective organizations, were in charge of the other organization's activities and overall management.

Figure 1: Respondents' Profile (n = 32)



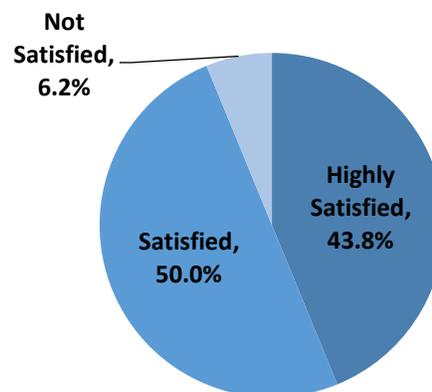
Findings

Level of satisfaction with capacity building activities

In order to understand survey respondents' level of satisfaction with the capacity building activities that they participated as part of Akazi Kanoze, they were asked the following question: "Were you satisfied with the capacity building trainings included in Akazi Kanoze program?"

The survey revealed that the majority of respondents (93.8%) were satisfied (including 43.8% highly satisfied) with the capacity building activities received. Not only were partners satisfied with the trainings, but they also believed that the skills they received were helpful for their organizations.

Figure 2: AK Partners Satisfaction



Positive change within organizations

While the trainings are primarily geared towards specific Akazi Kanoze project activities and indicators, partners can still use the skills acquired, financial reporting templates and monitoring and evaluation tools to strengthen their own systems. This was confirmed by 87.5% of the survey respondents who thought that the same M&E and financial training and tools **helped to strengthen their organizational capacity in general**, specifically their capacity to work with youth.

Prior to working with Akazi Kanoze, partner organizations were simply providing technical training to youth, without including employability skills and in many cases transition to jobs. The Akazi Kanoze

integrated and comprehensive model has proved to be a better approach and is regarded as such by partner organizations. According to the survey, **100% of respondents thought that the Akazi Kanoze model positively changed their organization’s approach to working with youth.**

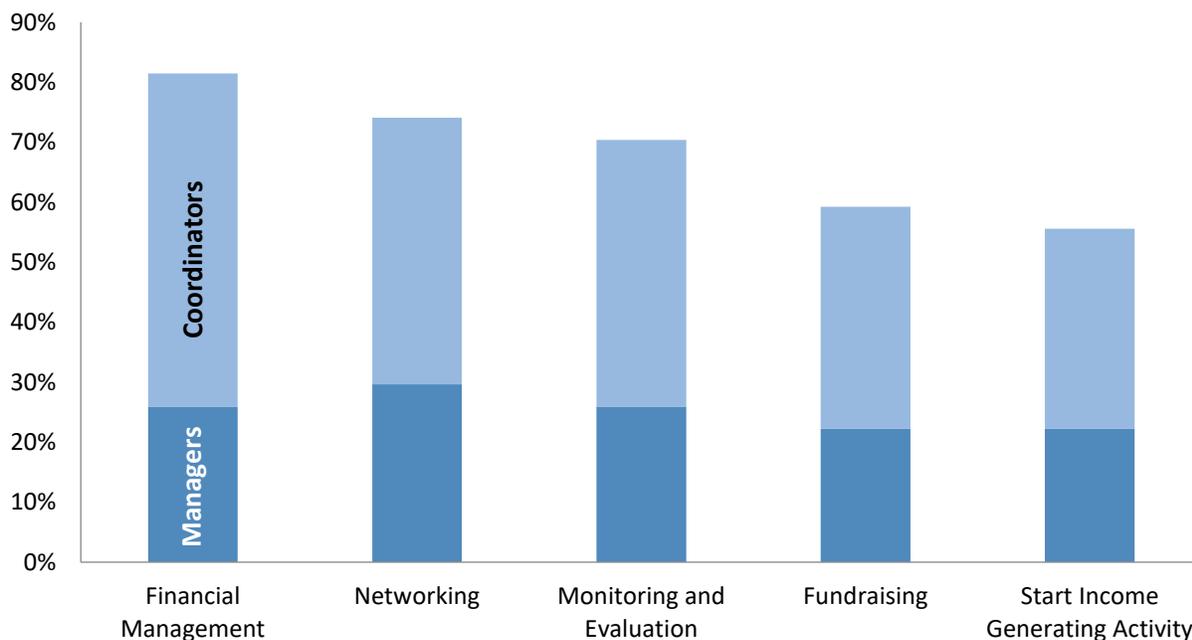
Partner organizations were further asked to what extent they agree that **their organization is more capable to help youth develop their livelihoods skills** compared to before the Akazi Kanoze trainings. Results showed that 60.7% of respondents agree and another 39.3% strongly agree with that statement. None of the respondents said that they disagreed.

After AK capacity building:

- 85%** improved financial management
- 74%** improved networking capabilities
- 70%** improved M&E skills

Partner organizations mentioned that they **used what they learned in Akazi Kanoze to improve** several aspects of their organizations (See Figure 3 below). The biggest areas of improvement were **financial management** (81.5% of respondents), **networking** with others (74.1% of respondents), and **monitoring and evaluation** (70.4%).

Figure 3: Areas of improved capacity, by coordinator and manager responses



Fundraising was ranked highly among the areas of improvement and the testimonials from the partners show the long-term impact on their business development skills. Ten respondents said that they received formal training in proposal development from Akazi Kanoze. Furthermore, capacity building in this regard was not limited to training, but included a number of one-on-one coaching and proposal review sessions led by AK staff.

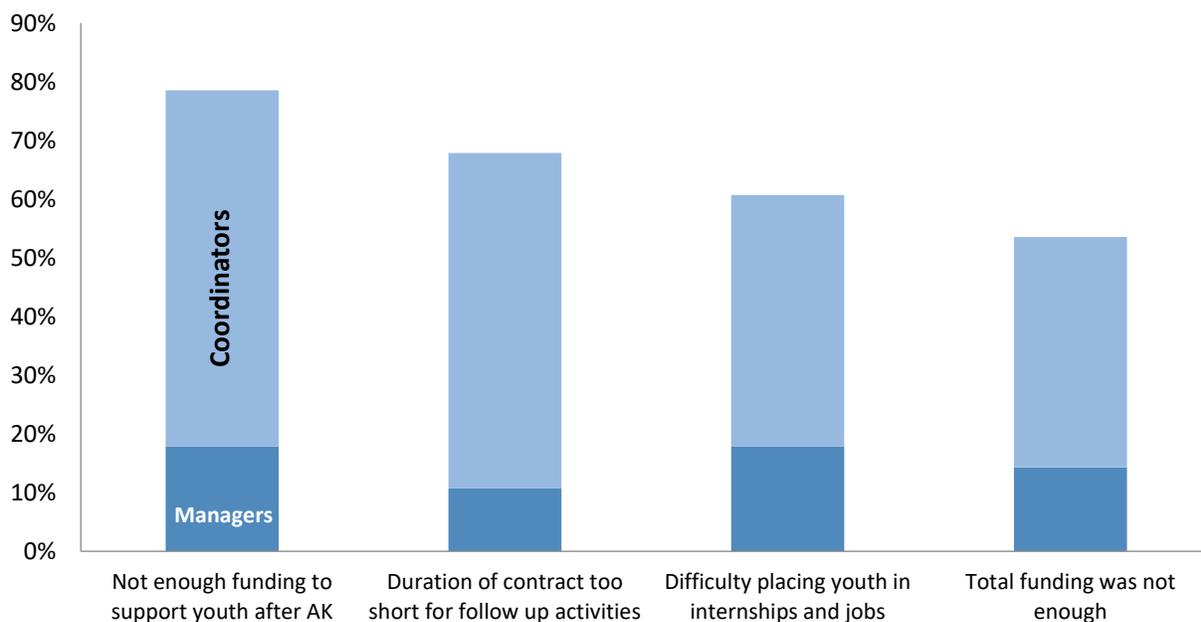
Using the knowledge and skills gained during the new business development trainings and coaching, ten respondents said that their organizations applied for and received outside funding. The connection between the AK training and winning new funding is substantiated by the fact that 8 out of 10 respondents who had received training in fundraising and proposal development from AK said that their organization applied for and received a grant. For example, Benimpuhwe Organization applied for and received a grant from the Belgian Cooperative to expand their Akazi Kanoze trainings (*More details in the Benimpuhwe case study in Annex 1*).

Nearly all the managers (8 out of 10 manager respondents) said that working with Akazi Kanoze helped them with professional networking. Akazi Kanoze organizes monthly coordination meetings which bring together staff members from different organizations, to share experiences, lesson learned and network amongst each other. This experience was valuable for managers, especially, and introduced them to national and international stakeholders in the youth-serving community.

Challenges faced and suggested improvements

Respondents were asked about challenges they faced while implementing the program. The main issues had to do with limited funding to support youth as they transition into the workforce, short timeframes for contracts, and difficulties finding job placements and internships for youth (*See Figure 4 below*).

Figure 4: Challenges faced by partners



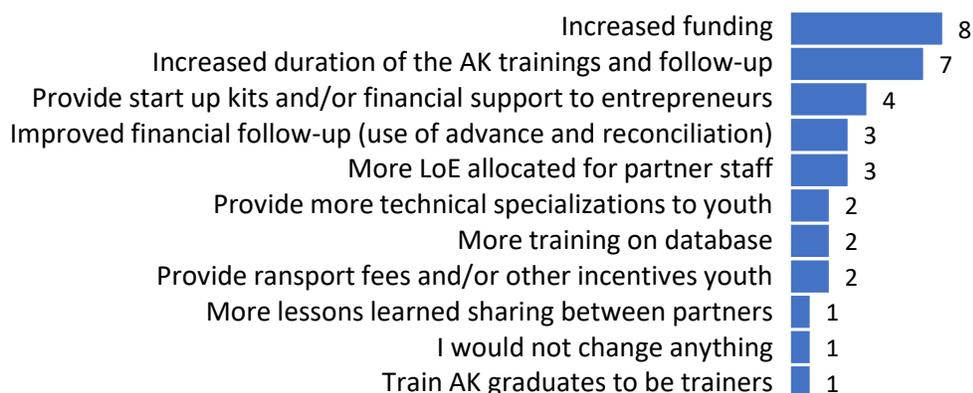
At the time of funding these partner organizations, Akazi Kanoze anticipated and tried to resolve these issues through fundraising and grant writing training and in some cases contract extensions. These findings were consistent with the monitoring data from the finance department where two in every three sub-grantee partners were given either a cost or non-cost contract extension to allow for more time to follow up with youth as they transition into the workforce.

The need to provide youth entrepreneurs with start-up kits or capital was also cited as a barrier to the post training services that often require more funds. Despite Akazi Kanoze working with the Catholic Relief Service (CRS) to set up savings and internal lending communities (SILC) groups to help youth have access to small loans, youth still have difficulty accessing bigger loans from micro-finance organizations due to limited collateral or knowledge of the process involved. This is a well-known challenge of AK youth participants, and this is why the AK team trains all partners on work transition services and advanced entrepreneurship, which includes information on youth access to finance.

Additionally, Akazi Kanoze organizes meetings between youth and representatives of micro-finance institutions (MFIs) and government finance programs to provide a platform for the youth to learn opportunities and the process involved. Member of the Akazi Kanoze entrepreneurship team provide on-going support to AK entrepreneurs that includes sensitization about working with micro finance institutions/banks, linkages to business advisors, and training and coaching about business plan development.

Respondents were asked about things they wish would change moving forward, and their responses are outlined in the distribution below:

Figure 5: Desired changes in the AK program



The most common suggestion was to increase funding in order to expand the number of youth or the length of follow up. The demand for employability skills and transition to employment from youth is larger than the supply of training. The role of Akazi Kanoze Access is to coordinate actors in the youth workforce development community in order to streamline and align efforts to strengthen Rwanda’s young workforce. The second most commonly cited suggestion was to increase the duration of the project as it often takes more time than allocated to provide support to youth post-work readiness training. Again, Akazi Kanoze Access is helping alleviate this challenge faced by local partners. They will be providing ongoing training and support to partners and youth in order to empower, connect, and mentor youth long after they graduate from Akazi Kanoze training.

Conclusion

Overall, the study suggests that partners have been satisfied with the capacity building activities provided by Akazi Kanoze to help them improve their organizational capacity and better provide youth with employability skills and transition to jobs.

This survey highlights **the following outcomes** of the AK capacity building activities with local partners:

- *AK capacity building activities have helped to strengthen general organizational capacity of local partners;*
- *Partners have used what they learned to improve several aspects of their organizations;*
- *Partners are more capable of developing youth livelihoods after working with Akazi Kanoze;*
- *Partners used their new fundraising and grant writing skills to apply for and receive additional funding;*
- *After AK capacity building, 85% of respondents reported improved financial management;*
- *After AK capacity building, 74% of respondents reported improved networking capabilities;*
- *After AK capacity building, 70% of respondents reported improved M&E skills.*

The Akazi Kanoze project has brought together an extensive network of over 60 partners, and trained about 300 work readiness trainers, mostly within these organizations. This has created a community of practice and a body of knowledge which is in line with the project's objective *to develop a thriving youth livelihood support system.*

This youth livelihood support system is very relevant to this day, as there is still a strong demand for employability skills from both out-of-school and in-school youth. Partner organizations that have the technical knowhow and specialization in this field are faced with the challenge of trying to keep up with the demand while competing for limited resources to do so. The partners trained under Akazi Kanoze are some of the leading experts in workforce development in Rwanda and will be the local core in charge of sustainably maintaining the youth livelihood support system in the future.

From the suggestions provide by partners, it is clear that to continue the momentum gained during the USAID-funded AK project, there is need for a coordinating body to continue to bring together different public and private actors and provide oversight, ensure training quality assurance, assessment and certification processes and systems. Going forward, this coordinating body will be Akazi Kanoze Access, which will learn from and internalize the lessons learn from this research. While Akazi Kanoze Access will be key in the coordination of efforts aiming at developing youth livelihoods in the country, it cannot function alone and the youth-serving community in Rwanda needs to collaborate to build the capacity of local organizations and maintain a high quality trainings and assessments.

Annex 1. Partner Case Studies

A Growing Interest from Donors: Moving from technical skills to soft skills

Implementing Partner: Benimpuhwe Organization

After receiving funding from Akazi Kanoze in 2011, Benimpuhwe introduced work readiness and immediately understood its value. “Students started thinking ahead and coming up with their own innovation. The AK youth didn’t just stay in their technical track, but had enough innovation to see broader,” remarked Verdiane Nyiramana, Benimpuhwe Executive Secretary. Seeing the importance of giving youth a space to create, they built a youth center in Bugesera District as a safe space for youth to learn new skills and to start a dialogue between youth and local officials and authorities. This boosted their presence in the youth-serving community, but unlocked the challenge of how to keep Akazi Kanoze running.

Before the first group of Akazi Kanoze graduates had transitioned to work, Benimpuhwe started looking for ways to finance more cohorts. The fundraising training and networking opportunities afforded by Akazi Kanoze helped Benimpuhwe successfully apply for funds to continue the work readiness trainings. Benimpuhwe grew its connections, both internationally and locally, and reached out to multiple funders. Additionally, Benimpuhwe found that donors are really interested in the curriculum and that their expansion to soft skills has peaked an interest in several donors. One of Benimpuhwe’s long-time donors, ADPM (Action Development Parrainage Mondiaux), a Belgium NGO, awarded them a grant to continue Akazi Kanoze trainings. To date, Benimpuhwe has applied to four other donors (Demobilisation, Karuna Center, RBC, and Oxfam), apart from EDC and ADPM, has received one grant, and is waiting to hear back from the remaining donors.

The benefits of on-going AK trainings are not solely for the youth to enjoy. “Trainers benefit, too,” explained Verdiane. “The training helped the organization as a whole think about other possibilities. We don’t sit and wait for donors, but tap into knowledge and assets of youth.”

Another big change for Benimpuhwe since starting Akazi Kanoze has been the expansion of their follow-up and support services for youth. “Before, we worked with youth, gave them something and stopped. Now we call them and check up on them. We have a closer relationship with our youth now. Our relationship is now we are talking the same language,” describes Verdiane. Akazi Kanoze gave youth the confidence to talk to staff, ask questions, and give recommendations. This closer relationship has benefited the organization but more importantly, has increased their ability to place youth in sustainable jobs and grow their livelihoods.

Akazi Kanoze Makes Business Sense: BDSS takes a turn into youth workforce development

Implementing Partner: Business designing, services, supplying ltd. (BDSS)

The original concept for BDSS was not to be a youth-serving organization, but their experience implementing the Akazi Kanoze work readiness curriculum changed everything. Established as a business for the co-founders' personal profit, they focused on technical training in ICT maintenance and repair and consultation services for IT maintenance. In 2012, they decided to incorporate the work readiness curriculum into their business to strengthen the employability skills of the youth consultants they hire out to clients needing IT support.

It was not only work readiness that the students gained, but the Akazi Kanoze experience gave BDSS a new perspective on the important of positive youth development. After the first cohort graduated, there was a huge demand from youth and parents for the Akazi Kanoze curriculum and BDSS immediately decided to shift their focus and integrate more youth into the company. "We felt like we were missing out not working with youth. Even after they graduate, they still keep the ties and they feel like friends to us," commented Fabrice Gatete, the BDSS Manager. "You can see the difference between Akazi Kanoze youth and those who did not participate in the training. All of the youth from the first group now have jobs and this created a high demand for the training."

With a new focus on youth and drive to continue Akazi Kanoze, BDSS used the knowledge and skills gained during the AK capacity building trainings to raise their financial management, develop for-fee services, and apply for new grants. They started selling technical trainings with the work readiness component added. "Of all the capacity building trainings, the proposal development training was especially useful," said Fabrice. After applying for several new grants, including to WDA, BDSS received funding to train returned military veterans from Kigali City and the Rwanda Demobilization and Reintegration Commission.

From a business perspective, hiring an Akazi Kanoze technically trained youth is "a good business decision," explained Fabrice. "Hiring AK youth is cheaper than someone from an IT university. Many times they can do the same things and AK youth are very eager to work since they were unemployed before." Akazi Kanoze makes sense from a business perspective, according to BDSS, and as more employer recognize the Akazi Kanoze certificate, they hope to be able to rise to meet the demand and interest from employers.

Annex 2. Data collection tools

AK Implementing Partners Anonymous Follow-Up Survey

EDC/Akazi Kanoze is trying to gather more information from all of our current and former implementing partners (IPs) about their experience as an implementing partner. This survey consists of 13 questions and is entirely anonymous. We appreciate your honest answers, as this information will help us improve the program in the future. Thank you for taking the time to fill this out!

1. Please indicate what role you held during Akazi Kanoze:
 - a. Organization (business) Director
 - b. Akazi Kanoze program coordinator

2. Were you satisfied with the capacity building trainings included in Akazi Kanoze program? (*With Comment Box*)
 - a. Highly satisfied
 - b. Satisfied
 - c. Not satisfied
 - d. Highly dissatisfied

3. Did your organization/business increase its capacity from the trainings and other capacity building received during the Akazi Kanoze project?
 - a. Yes
 - b. No
 - c. Unsure

4. Have the capacity building and skills received from the Akazi Kanoze project helped your organization's/business's work? (*With Comment Box*)
 - a. Yes
 - b. No
 - c. Unsure

5. If yes, in which ways have you used what you learned during Akazi Kanoze trainings and programs (*select all that apply*):
 - a. Improved financial management
 - b. Improved proposal writing
 - c. Applied for outside funding after Akazi Kanoze
 - d. Improved monitoring and evaluation
 - e. Improved organizational management
 - f. Started new income generating activity
 - g. Improved networking with other companies/organizations

- h. Other: _____
6. Has the Akazi Kanoze model positively changed your organization's/business's approach to working with youth? (*With Comment Box*)
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
7. For those who *strongly agree* and *agree* to Question 6, please specify in which ways your organization's/business's approach to working with youth has changed.
[*open ended*]
8. Do you think your organization/business is more capable now to help youth develop their livelihoods skills as compared to before the Akazi Kanoze program?
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
9. Do you think your organization/business is more capable now to provide support youth as they transition to work after they leave your training?
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
10. What challenges did you face with implementing the Akazi Kanoze program?
- Financial reporting process was difficult
 - M&E and Technical reporting process was difficult
 - We had issues with youth work transition and placing youth into jobs or internships.
 - We don't have enough funding to continue to support youth after Akazi Kanoze contract
 - We don't have enough technical skills to continue to support youth after Akazi Kanoze contract
 - The duration of the contract is too short to conduct all necessary youth for follow up activities
 - The money disbursed for my project to implement the Akazi Kanoze training program was not enough
 - Visits from the Akazi Kanoze technical team were too frequent and not well coordinated
 - Other issue.
 - None

11. If you faced any of the challenges listed above please briefly comment on it below
[open ended]

12. If you were to work with Akazi Kanoze again, what would you like to see improved or changed?
[open ended]

13. Do you have any other comments or suggestions for the Akazi Kanoze program?
[comment box]

AK Implementing Partners Interview Guide

Purpose of the tool is to explore the following:

- What were organizations doing before they started implementing Akazi Kanoze?
- What new skills did they gain during AK and how these trainings impact the capacity of the organization/business?
- How did the Akazi Kanoze model impact their organization/business and outlook on workforce development, if at all, and from their perspective, how is AK changing the way that work force development is done in Rwanda?

Interview questions:

1. What capacity building trainings did you receive during Akazi Kanoze?
2. What capacity building trainings were most helpful for *during* AK implementation?
3. What capacity building trainings have been most helpful to your organization *after* implementing AK?
4. Did you see any changes in your organization's level of capacity after implementing the AK program?
 - a. In what ways? How is your organization stronger since finishing AK?
5. Did the AK model challenge your approach to serving youth or workforce development?
6. What major challenges did you face implementing the AK program?
7. How have the capacity building skills helped you in your work since AK?
8. What were the benefits of being an Akazi Kanoze implementing partner?
9. Did your approach to serving youth change after being involved in AK?
 - a. How has your approach to serving youth change because of AK?
10. What is your organization doing now?
11. Do you think you are more capable now to reach out to youth and develop their livelihoods as compared to before the program? How (specifics)?
12. As an IP, what else would you have liked to receive?

Annex 3. List of partner organizations that received the survey³

#	Partner Name	Business	Non-Profit
1	AEE		yes
2	AERG		yes
3	AGAHOZO SHALOM		yes
4	ASOFERWA		yes
5	ATC KAYONZA		yes
6	ATEDEC		yes
7	AVSI		yes
8	BAMPOREZE		yes
9	BDSS	yes	
10	BENIMPUHWE		yes
11	CARITAS		yes
12	CEFOTRAR		yes
13	COATB	yes	
14	CPJSP KAMONYI		yes
15	CRS		yes
16	CSDI		yes
17	Esther's Aid		yes
18	Frontiers G.L	yes	
19	GARUKA		yes
20	HPA		YES
21	INATEK	yes	
22	IPFG		yes
23	JOC		yes
24	KORA	yes	
25	MICOF	yes	
26	PAJER		Yes
27	REDO		yes
28	ROC (Belay Rwanda)		yes
29	RWARRI		yes
30	SOS		yes
31	Strive Foundation		yes
32	UCU	yes	
33	YES RWANDA		yes

³ Not all individuals who received the survey responded. Due to the anonymous nature of the survey, there is no way to track from which organization are the survey participants.