

ORGANISATIONAL CAPACITY ASSESSMENT FOR THE AFRICAN YOUTH COMMISSION (AYC)

Introduction

The organisational capacity of AYC was mainly assessed using the Organisational Capacity Assessment Tool (OCAT), which is tailored for comprehensive organisational assessment providing instant results from scores entered. It assessed the critical elements for effective youth networks' contribution towards green growth and sustainable development. It also helped to identify those areas that need strengthening.

During data analysis, the median score was used to determine the capacity level of the network. This is because the median is usually preferred to other measures of central tendency when data set is skewed or when dealing with ordinal data like in the case of this study. The median is not affected by extreme values.

The main capacity areas assessed include; internal capacity (governance/management & financial planning), external relations, engagement, inclusion & impact, programme planning & sustainability, advocacy strategy and monitoring & evaluation (M&E) and reflecting. Relevant aspects of green growth and sustainable development were also integrated in the OCAT. These are: Green Growth and Sustainable Development Strategy, Green Growth and Sustainable Development knowledge and skills, Green Growth and Sustainable Development Engagement, and Green Growth and Sustainable Development Programming.

African Youth Commission (AYC)

The African Youth Commission (AYC) is an independent Pan-African youth network founded by youth leaders to foster synergy amongst youth and youth organisations on the continent and Diaspora. AYC was first established in November 2013 as the African Union Youth Working Group, and officially inaugurated as a full-fledged Youth Commission in January 2017. The network currently operates in 46 African countries and expanding, with its secretariat located in Banjul, The Gambia. In terms of engagement in green growth and sustainable development agenda, AYC focuses on the implementation of the Africa 2063 Agenda as well the UN Agenda 2030 for sustainable development and supports advocacy actions on the ratification and implementation of the African Youth Charter. Below is a discussion of assessment findings for AYC as presented in the OCAT.

INTERNAL CAPACITY

Vision, Strategy and Management

This area is moderately developed. AYC is in the process of doing a strategic review and it is due for discussion with members and other stakeholders at the next General Assembly Meeting in March 2019. The area on Green Growth and Sustainable Development knowledge and skills was scored as Exemplary with a note to say that member organisations have convened African Youth Summit on SDGs and African Youth Conference on Climate Change, both of which are annual meetings meant to deliberate on issues as well as showcase what the youth are doing in

these areas. However members feel they need more information to understand how green growth and sustainable development apply to their work. Conflict Resolution was given the lowest possible score of 1, with an explanation that there is a clause in AYC's constitution that covers conflict resolution but there is no standalone policy. Members also feel that their leaders need training to enable them give the network better direction. Under Governance and Management there is need to work on staff key performance indicators (KPIs) and appraisals systems for staff to measure performance. There is no HR Strategy at the moment but the need for one is recognised.

Financial Planning

This area is moderately developed. Financial budgeting is well developed, while Financial Planning and Accountability is moderately developed. The network recognises the importance of having a comprehensive financial plan/financial procedure manual and a procurement guide. Financial sustainability is at embryonic level with AYC not having secured complete funding to support the majority of their existing programmes/activities over the next 12 months. Towards this end the network recognises the importance of having a resource mobilisation strategy.

EXTERNAL ENGAGEMENT

External Relations

This area is well-developed. Networks and Links are moderately developed, and although AYC has not had regular informal/formal meetings with staff of other CSOs, they have an open door policy for collaboration and are always open to engagement/cooperation with other CSOs. There is no score for Donor Relations because AYC currently does not have a donor who funds their activities. However they do have regular partners who have funded activities in the past, on a need to need basis. External Communications are well-developed, and the network has internal capacity to develop funding proposals.

Engagement, Inclusion and Impact

This area is well-developed. Community Engagement is well-developed and AYC is currently influencing local participation at the grassroots through their members, partners and national consortiums of the AYC which they are currently setting up in all African Union member states and diaspora. With regards to Gender and Social Diversity, AYC is committed to gender equality and inclusion in all their events and activities, and have a special directorate in the Secretariat responsible for gender sensitive matters and programming under the Commissioner for Gender, Agriculture and Rural Economy. AYC has not previously engaged indigenous groups due to their sensitive nature but they are open to dialogue to build AYC capacity to meaningfully engage with the indigenous and other minority/marginalized groups. Monitoring and evaluation of to assess beneficiary impact of AYC's events and activities is yet to be carried out but the network will consider doing this next year. Green Growth and Sustainable Development Engagement is well-developed, with AYC having collaborated with partners such as NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP), The UNECA Climate for Development in Africa (ClimDev-Africa) Programme *United Nations Economic Commission for Africa*, Voluntary Service Overseas (VSO), *Pan African Climate Justice Alliance (PACJA)*, *The Africa Youth Initiative on Climate Change (AYICC)*, African Youth Conference on Climate Change (*AfriYOCC*), African Conference of Youth (ACOY), African Wildlife Foundation (AWF), United Nations Development Programme - Global Environmental Finance (*UNDP-GEF*) and global initiatives on green growth and sustainable development issues.

Programme Planning and Sustainability

This area is moderately developed. Besides their annual youth conferences, AYC has not been able to implement any projects in past as they were putting their house in order but their Secretariat is now operational and they will be able to seek for funding to implement projects starting this or next year. Under Programme Sustainability, AYC has some support and capacity building mechanisms in place to assist and equip their members/beneficiaries on how to access resources, initiate and sustain projects. The network is looking for a partner who can support projects and programmes aligned to green growth and sustainable development goals.

ADVOCACY AND M&E

Advocacy

Capacity in this area is at developing level. AYC has been operating at the continental level but with the current structure of national consortium, they hope this can be used to strengthen their engagement with the local government and other non-state actors. Although AYC has vast knowledge and experience in advocacy work, they have limited contact with national governments of all the 55 African Union member states. They are open to networking opportunities that can help them achieve this.

Monitoring, Evaluating and Reflecting

This area is moderately developed. AYC is keen to start doing impact assessment and monitoring and evaluation (M&E) for their programmes and events. They would require some capacity building and technical support in order to make this a reality. No external help has been sought to write reports and AYC reports are generated internally.

Conclusion

AYC's assessment showed that the network is moderately developed with the organization being well developed in financial planning, external relations and community engagement, gender equity & inclusion and impact. The network is moderately developed in terms of vision, strategy and management; programme planning and sustainability and M&E and reflecting. This together with Advocacy which is at the developing level, are the main capacity limitations requiring interventions.

The table below gives a summary of the assessment findings of AYC as presented in the OCAT.

AYC OVERALL CAPACITY SCORES		
Capacity Scores	Median Scores	Capacity Level
Vision, Strategy and Management	3.00	Moderately Developed
Financial Planning	4.00	Well Developed
External Relations	4.00	Well Developed
Engagement, Inclusion and Impact	3.50	Well Developed
Programme Planning and Sustainability	3.00	Moderately Developed
Advocacy	2.00	Developing
M&E and Reflecting	3.00	Moderately Developed
OVERALL CAPACITY LEVEL	3.00	Moderately Developed