

One week in Moshi the whole year in the community evaluation report

KRIK/CHRISC

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CHRISC	Christian Sports Contact
DC	District Coordinator
EC	Executive Committee
EAC	East Africa Cup
HIV	Human Immunodeficiency Virus
KAO	Kicking Aids Out
KRIK	Kristen Idrettskontakt
MYSA	Mathare Youth Sport Association
MTS	Moshi Technical Secondary School
NC	National Coordinator
NGO	Non-governmental Organisation
NPA	Norwegian People's Aid
OC	Organising Committee
RTP	Right to Play

Executive summary

Since 1993 Kristen Idrettskontakt (KRIK) has sought to empower young people through sports and leadership training, providing them with the tools to actively engage in society and opportunities to overcome the challenges placed before them. KRIK achieves this by working through national Christian Sports Contact (CHRISC) offices¹ and a well-established model of partnering with likeminded international and national organisations, local authorities, churches, schools and communities, to release the potential of young people in East Africa. Each year KRIK provides funding to CHRISC that it has raised from institutional donors or through public fundraising. In 2013 KRIK received funding from the Norwegian umbrella organisation Digni², for a project, entitled 'One week in Moshi a whole year in the community'. The project was designed to enhance the East Africa Cup (EAC) by strengthening the administrative capacity of the EAC and including year round activities to encourage greater involvement of disabled individuals, and greater inclusion for girls. The 'One week in Moshi, a whole year in the community' is a three year grant finishing in December 2015.

Jigsaw consult were invited to undertake a final external evaluation of KRIK/CHRISC's 'One week in Moshi, a while year in the community' project in order to identify progress against the original project objectives and evaluate the relevance, effectiveness, efficiency, impact and sustainability of KRIK/CHRISC's approach. The methodology of the evaluation incorporated three core elements: a desk based background review, the designing of an appropriate interview and survey template in coordination with CHRISC, and one week of field research in Moshi. The field research involved face to face interviews and focus group discussions with staff, partners, government representatives, beneficiaries and parents of beneficiaries. The study identified many positive aspects of KRIK/CHRISC's programming and highlighted the strengths of their approach, as well as identifying areas for improvement and learning.

CHRISC has good experience in the region and a strong cultural understanding. This enables the organisation to relate easily to the communities they are working in and understand the felt needs. The young people in East Africa are faced with a range of obstacles that inhibit their ability to pursue development. The beneficiary survey from the wider Uwezo project identified a lack of access to education, unemployment, limited access to sports facilities, insufficient opportunities for young people to engage in community decision making, gender inequality and poor health as the top six challenges they face in their community. Many of these were confirmed by the interviews conducted in Moshi for the 'One week in Moshi, a whole year in the community' project. Unsafe behavioural practices such as drugs, alcohol and gang activity, gender inequality, discrimination of people living with disability, unemployment, Human Immunodeficiency Virus (HIV)/ Acquired Immune Deficiency Syndrome (AIDS) and a lack of education opportunities were frequently mentioned. Of these identified needs, drug and alcohol addiction, gender inequality, discrimination of people living with disabilities and unemployment were the four most frequently spoken about and observed.

The objectives of the 'One week in Moshi, a whole year in the community' project were clear at the outset. It was not designed to meet all of these needs. The Uwezo project and other activities are in place for that. The objectives of this project are to strengthen and improve the EAC as a network event, make it continue to be a venue for cultural exchange, education for young people and co-operation between organisations working with young people in East Africa. In that regard, the activities have been appropriately selected.

When talking to young people and community members around Moshi, and further afield, it is clear to see that the EAC is a very important event and one that young

¹ CHRISC offices exist in Kenya, Tanzania and Uganda. All established by KRIK but legally independent.

² Digni receive their funding from the Norwegian Agency for Development Cooperation (NORAD).

people across East Africa are excited to be a part of. It understandably attracts people and is reportedly a great week, however it is important to note that it has limited sustainable impact and long-term transformational effects. One significant finding of this project has been the importance of the ongoing year-long work that seeks to consolidate the positive steps taken during the EAC and see them rooted into the community in a sustainable way.

The activities undertaken by CHRISC in this project have successfully tackled the top three identified issues facing the communities; harmful behaviour amongst young people such as gang culture, drugs, violence, alcohol and unprotected sex, inequality between girls and boys, and the lack of inclusion and empowerment of the marginalised in the community.

A core focus of the evaluation was to explore the impact of this project on the administrative work surrounding the EAC. Of those spoken to during this evaluation, 100% stated that they felt the EAC is better planned and implemented as a result of this project. The introduction of CHRISC as coordinators and implementers on the ground has been a key factor in this. The EAC project coordinator Aaron Lomnyaki and CHRISC National Coordinator (NC) Elly Omondi, along with the District Coordinator (DC) Hamis Mohammed Gaga, have brought a more hands-on approach to the preparation, coordination and implementation of the EAC. The additional work throughout the year has also ensured that the local community are more aware of the EAC, that institutions are engaged and that all the plans for the EAC are in place. This shift has led to a more effective Organising Committee (OC) and a much better organised event.

Increasing local ownership of the EAC was also an objective of this project. As expanded upon in the quantitative and qualitative analysis sections below, 97% of people asked stated that the local ownership of the EAC had improved over the duration of the project. The percentage of volunteers who come from Moshi rose to 20% in 2014. It is clear that improvements have taken place, however further work needs to be done to generate greater ownership of the EAC by the local communities and not simply the local institutions. At present, there is good buy-in from schools and colleges and also from the local authority, however, further work can be done to strengthen the local community ownership. This will aid long-term sustainability of the event beyond the current support.

One of the most frequently mentioned challenges facing communities is the disparity between boys and girls. A core focus of CHRISC's activities has therefore rightly been on the inclusion of girls within its activities. CHRISC has greatly improved this aspect of their work over the course of the project, and indeed now have a 50/50 gender split at the EAC. However, more work is needed on this. At the moment, it appears as though the work on girls' inclusion is focused on increasing female numbers at the EAC, rather than tackling the underlying issues within the community. There is still significant room for improvement in the quest for gender equality, and it is recommended that CHRISC begin to focus on the underlying reasons for the gender disparity, creating more opportunities for girls to access sport all year round, not limiting them to bonanza's and one off events.

Similarly to the inclusion of girls, CHRISC has also focused on including people living with disability. Once again, significant progress has been made, with 94% of people interviewed stating that this aspect of the EAC had improved. Kawawa Salim, chairperson of Chawata organisation for the disabled, and Bazil Tesha chairman of Rombo regional disabled committee both spoke very positively about the work of CHRISC, supporting individuals that others ignore and providing a service that is very valuable to the young disabled individuals. Despite this, the number of disabled individuals attending the EAC has decreased over the last three years, from 72 in 2012, to 48 in 2014³. This demonstrates that although there may be some very positive signs, more work is needed. An area that could be improved would be in expanding the work to

³ It also should be recognised that overall attendance figures have decreased over the same period.

incorporate additional disabilities beyond solely physical disability.

The EAC has served as a melting pot of ideas and practices, not only a place where young people engage in cultural exchange and building a sense of unity and inclusion, but a place where institutions and organisations can meet together and discuss best practice and new ideas. CHRISC has done well to improve the engagement of local institutions and partner organisations in the EAC. With the commitment of the Moshi DC, alongside the CHRISC Tanzania NC and the EAC project coordinator, the number of engaged parties has increased and are far more engaged. The host school, Moshi technical secondary school (MTS), is appreciative of CHRISC's increased engagement and improved planning and communication. The EAC draws in a number of professional organisations with expertise in specific areas, such as the Media training centre UK, Save the Children Tanzania, Right to Play (RTP) and Kicking AIDS Out (KAO). More could be done to increase the number of these organisations and to develop longer-term partnerships with them to engage beyond the EAC and support the training of CHRISC throughout the year.

As identified above and explored in greater detail below, there are a range of significant areas where improvements could be made. The summarised recommendations below highlight six key points of learning from the field research, with the purpose of helping KRIK/CHRISC to strengthen their programming, ensure accountability and increase internal organisational learning. These recommendations are drawn from the complete list of recommendations at the end of the report.

- It is recommended that CHRISC develop a strong M&E system for capturing data around the EAC. This should incorporate new data gathering tools and processes. Currently the lack of these results in an inability to represent the impact of the EAC.
- It is recommended that KRIK/CHRISC establish clearer objectives with specific targets for the project. The current targets are ambiguous and difficult to measure.
- It is recommended that CHRISC undertake more frequent engagements with disabled individuals outside of the EAC throughout the year. It is also recommended that CHRISC expand their geographical operational area in this regard to incorporate more people living with disability.
- It is recommended that CHRISC increases its work with girls throughout the year, delivering more activities and facilitating more opportunities for competition. It is also recommended that a year-round league is developed for girls to participate in.
- It is recommended that CHRISC continue to make a concerted effort to engage local government, institutions and teachers in the EAC, and also seek to engage the local population through innovative new approaches. This will enhance local ownership and strengthen sustainability.
- It is recommended that CHRISC explore more creative ways to gather young people for training/education. The current approach is ad-hoc and takes place just before a match or whilst others are playing resulting in the kids being too distracted to learn. Training should also happen more frequently, increasing the number of training sessions for young people and not solely focussing in sports facilitation.

1. Background

KRIK was established in 1981 and was first introduced to East Africa in 1993 by the Stromme Foundation. Considering KRIK's work in youth engagement and development, a former Secretary General of Stromme invited KRIK to visit the region. An initial feasibility study was conducted and a project was established in coordination with the local youth and with the support of local churches. As part of on-going quality assurance, and in order to develop the operations further, an independent organization CHRISC was established in Tanzania and Uganda in 2003, followed by Kenya in 2004 and Rwanda in 2010.

The mission of CHRISC is to enhance the potential of young people through sports. CHRISC believes that young people demonstrate remarkable strength, often exhibiting astonishing resilience in the face of great hardship. CHRISC supports these young people as they tackle the issues that face them. The 'One week in Moshi, a whole year on the community' project aims at promoting youth leadership through sports, appropriately engaging young people and helping to prepare them for their roles in work, family life, community building and civil society. The project will focus their time on meaningful activities geared at building their capacity and skills whilst mitigating the common practices associated with idleness, reinforcing the strength of young people in nation building.

Young people in East Africa (Kenya, Uganda, Tanzania and Rwanda) face numerous obstacles when pursuing development. Social, political, cultural, environmental, emotional and physical challenges prevent young people from accessing the resources required to overcome the situation they find themselves in, placing young people at risk of not having their rights to development, participation and protection realised. Abuse (physical, emotional and sexual), economical exploitation and institutionalization are some of the conditions that aptly describe the vulnerable state of these young people particularly those in need of special protection. A considerable proportion of children and youth live in weakened families and communities where social support is diminishing, and increasingly access to health, basic education and social services is on the decline.

According to reports from UNAIDS, Sub-Saharan Africa, the world's hardest-hit region on HIV/AIDS, is home to more than 60% of all people living with HIV and more than 85% of all children under 15 live with the disease, despite having just over 10% of the world's population. The impact of HIV/AIDS in the East African Region is devastating with 5-10% of the adult population HIV-positive.

In 2003 KRIK and partner CHRISC Tanzania approached Norwegian People's Aid (NPA) Tanzania with the idea of organizing a national sports event for youth. Based on CHRISC's experience of working in East Africa the organization soon identified the need and potential of such an event. At first the objective of the event was to give sporting opportunities and build bridges between young people from different countries, tribes and religions. A pilot project was carried out in Korogwe, Tanzania. In 2004, the EAC was established with the inclusion of teams from Kenya and Uganda. The location shifted from Korogwe to the city of Moshi. The EAC has remained in Moshi, and the event is held in June each year.

The EAC is owned and coordinated by four organisations: CHRISC, KRIK, Mathare Youth Sport Association (MYSA) and NPA Tanzania and Norway. The executive committee (EC), made up of members from each of these organisations, give direction and overall strategic management. The EAC continued as a football tournament for young people from 2004, but with a gradually stronger emphasis on education, awareness and training. The EAC has grown into a large network event gathering teams from countries in East Africa and beyond.

In 2010, the EC decided to change the profile of the event from a football tournament to

being a broader festival. More than 2,000 young people, representing 20 different sports and development organisations, between the ages of 10 and 16, attend each year. The event includes:

- Football, volleyball and sitting volleyball tournaments
- Cultural seminars for young people (an alternative to the sports tournament, including dancing, drama and music)
- Educational courses and seminars for participants (about 10 different themes such as HIV/AIDS, gender equality, cultural seminars, youth leadership, first aid, conflict resolution etc)
- Seminars for leaders/volunteers (BBC media training for journalists, KAO seminars, film seminars, visual communication workshops, referee seminars, coaching seminars etc)
- Evening entertainment (sharing of cultural practices of the countries taking part in the event)

In 2012 the EC recognised that the EAC could be enhanced by including year round activities to encourage greater involvement of disabled individuals, and greater inclusion for girls. To strengthen the administrative capacity of the EAC and develop year round activities for both disabled individuals and girls. Funding was secured and the 'One week in Moshi, a whole year in the community' project began.

KRIK contracted Jigsaw Consult to deliver this research in keeping with the donor requirement for a final external evaluation of the 'one week in Moshi, a whole year in the community' project. The evaluation serves as a lesson learning exercise for KRIK/CHRISC providing vital information on project progress and results, the findings of which will inform the scope and shape of future programming.

2. Objectives

2.1. Objectives overview

The primary objective of this piece of work is to evaluate the 'One week' project and highlight progress achieved in the implementation, documenting best practice, highlighting areas of weakness and threats that KRIK and CHRISC need to learn from, and developing recommendations to mitigate them.

The key areas to assess are:

- The impact that one week in Moshi project had in creating space for inclusion for youth with Physical disability
- The level of inclusion of women and girls in sports activities
- The link with institutions in Moshi and level that the EAC has to sports and development organization as a platform for showcasing best practice
- The improvement of the administrative work in planning and implementation of EAC
- The all year round programs in the community featuring girls and youths with physical disabilities

2.2. Report structure

The report begins with an outline of the objectives (Chapter 2). The methodology is then explained, with an overview of each element of the evaluation (Chapter 3). The report then provides key quantitative findings (Chapter 4), followed by a detailed chapter on the qualitative findings from this evaluation (Chapter 5). This section is subdivided into the four distinct sections on relevance, effectiveness and efficiency, impact and sustainability. The report closes with a set of recommendations to help KRIK/CHRISC strengthen its programming and to increase internal organisational learning (Chapter 6).

3. Methodology

Jigsaw Consult shares the values that underpin the work of KRIK and CHRISC. Throughout the process, the research team provided a constructively critical external voice in order to help KRIK/CHRISC achieve its goal of providing a safe haven where young people can participate in sports and educational activities, whilst providing evidence of the impact of CHRISC's activities.

The methodological structure follows the guidance outlined in the Terms of Reference provided by KRIK/CHRISC. Further shaping of the methodology has taken place through discussion with key KRIK/CHRISC staff both in Norway and in East Africa. The approach was developed through a process of iterative design and incorporates rigorous, participatory methods that are well suited to institutional donor requirements for qualitative and quantitative reliability.

There are three distinct phases to the methodology.

Firstly, a background review was conducted of relevant KRIK/CHRISC materials and processes relating to the 'One week' project in order to deepen our understanding of the organisational and project-specific context. This was followed by detailed briefings from key KRIK/CHRISC staff both in Norway and East Africa before the commencement of the evaluation.

Secondly, the research team worked closely with CHRISC staff to design an interview template to be used with beneficiaries, volunteers, staff, partners and wider stakeholders. The structure of the survey was developed with the particular questions required to extract the necessary data for the evaluation. The strength of the approach relies on the accuracy of the options presented, and in order to make sure these options were appropriate and contextually specific, CHRISC staff from each of the three countries (Kenya, Tanzania and Uganda) were encouraged to list the key impacts they had observed over the course of the project, reflecting the views of the beneficiaries and summarizing previously received feedback. The lists provided by CHRISC staff were analysed and compiled into the final interview template.

Thirdly, field visits were conducted in Kenya, Tanzania and Uganda to gather clear impact evidence and evaluate the 'One week' project in line with OECD-DAC criteria. This involved one week in Moshi in addition to a couple of interviews in Nairobi. Time was spent visiting the communities where CHRISC has been implementing its One week project. In addition to speaking to key beneficiaries of the work, interviews were conducted with the current volunteers, the staff of partner organisations, the in-country CHRISC staff, other sports for development focused non-governmental organisations (NGOs) working in the same regions, parents of the beneficiaries, government officials and wider stakeholders. In total, 46 interviews were conducted. The interviews allowed CHRISC staff, partner organisation staff, beneficiaries, volunteers and wider stakeholders the opportunity to provide feedback on the activities conducted by CHRISC, enabling them to share their views on appropriateness and clarity of messaging/communication as well as on the delivery, effectiveness, efficiency, outcomes, impact and sustainability of the 'One week' project. This approach ensured that an appropriate breadth of information was gathered, enabling the research team to highlight the impact with strong primary data.

Having undertaken the field visit and reviewed the data collected by the volunteers, the research team analysed the findings and collated the information into a draft report for KRIK/CHRISC to review and feedback on. This feedback was then incorporated into the final product.

All 46 interviews were conducted by the research team eliminating any bias in the quantitative interview responses and ensuring a thorough understanding of the project. Emphasis will also be placed on the qualitative findings from the interviews with

beneficiaries, volunteers, CHRISC staff, partner organisation staff, and wider stakeholders. The range of interviewees has enabled us to gather robust impact data and significant findings against each of the five evaluation headings⁴.

4. Quantitative analysis

The section below outlines the quantitative analysis of the interviews undertaken with the beneficiaries and volunteers in Moshi. A qualitative analysis of the 'One week in Moshi, a whole year in the community' activities undertaken by CHRISC throughout the region, addressing the relevance, effectiveness, efficiency, impact and sustainability of the work, will be addressed in the following chapter.

A total of 46 interviews were conducted with a broad range of people including beneficiaries, volunteers, parents, CHRISC staff, partner organisation staff, and wider stakeholders. The interviewees were all asked to reflect on the impact of the activities of the 'One week in Moshi, a whole year in the community' project, identifying the observed changes in their lives and the wider community, and reflect on the success of the five core aims of the project.

Since the programme's establishment in 2013, the project activities delivered by CHRISC in Moshi have achieved the following:

Target	Progress
Plan, implement and perform the EAC every year the last week of June	Successfully achieved. The EAC has taken place each year and 4,460 young people and leaders have participated over the course of the three years.
Bi-monthly sports and education programs for girls targeting 900 girls altogether	No, the strategy was changed and an alternative methodological approach implemented, where CHRISC work through schools instead. 2,760 girls have been successfully supported to date.
Bi-monthly sports events targeting altogether 200 disabled participants	260 young people with disabilities have been reached
Three Pre EAC awareness bonanzas targeting 400 participants	Successfully achieved – eight tournaments with a total of 1,600 participants
4 Girls forums targeting altogether 200 girls	Again, the strategy changed and this has been successfully achieved through the local schools. Forums in schools have supported over 800 girls.
3 seminars on volunteerism targeting 60 people	Two seminars have been conducted with a total of 130 young people.
1 Regional KAO-forum & workshop prior to the EAC	Successfully achieved – three regional KAO seminars held
1 Ability first seminar prior to the EAC	This was successfully achieved, but during the EAC rather than before it. In total three have been held.
HIV/Aids awareness sessions for 15 schools in Moshi area	Successfully achieved – outreach into 15 schools
4 Community sensitisation events	Successfully achieved – four community sensitisation's held.

Of those interviewed in regards to the five core aims of the project, 100% of those

⁴ Relevance, effectiveness, efficiency, impact and sustainability

spoken to believed that CHRISC is sensitive to the marginalised in the community, prioritising an inclusive approach. 100% stated that CHRISC's approach created space for young girls and included them within their programming, and 94% stated that CHRISC create space for inclusion of youth with physical disability. Another core aim was to improve the administrative work in planning and implementing the EAC. 100% of those asked believed that the project had improved the administrative capacity of the EAC and its EC.

A central tenant of CHRISC's work is its sustainable approach leading to sustainable impact. A key element of that is encouraging local ownership of projects and buy-in from the surrounding community. When asked whether this project had enhanced local ownership, 97% of those interviewed responded positively stating that they had seen a marked improvement on local ownership of the EAC event.

As previously stated in section three on background, communities in East Africa have many challenges to overcome. When interviewing beneficiaries of the 'One week in Moshi, a year in the community' project, they identified the following challenges:

Greatest challenge faced in the community	% of Beneficiaries*
Drugs and alcohol addiction	19%
Gender inequality	15%
Discrimination of disabled	15%
Unemployment	7%
Gang activity	7%
HIV/AIDS	7%
Lack of education opportunities	4%

CHRISC delivered training on a range of topics, seeking to address the needs in the community. Of the topics covered, the following were deemed most helpful by those interviewed:

Most helpful training	% of Beneficiaries*
Sports skills	44%
Leadership training	9%
First Aid	9%
Life-skills	6%
Drug awareness	6%
HIV education	6%
Child safeguarding	6%
Abilities first training	3%

16% of those who responded also mentioned that they really appreciated the sports camps as they brought everything together, both the sports and the different training elements.

CHRISC's holistic approach to sports for development programming has resulted in a broad range of impact in many aspects of the beneficiaries' lives. The interviews focused on the changes observed in the community, the changes observed for individuals and behavioural changes. These have been categorised below:

Greatest change in the community	% of Beneficiaries*
Reduction in harmful behaviour (drugs, alcohol, gangs, theft, unsafe sexual practices)	38%
Greater gender equality	17%
Inclusion and empowerment of the marginalised in the community (young and disabled)	14%
Young people's capacity built	10%
Improved social skills and behaviour	7%
Community unity	5%

Greatest change for the individual	% of Beneficiaries*
My capacity has been built and I am now more useful to the community	17%
I no longer partake in harmful behaviour (drugs, alcohol, gangs, theft, unsafe sexual practices)	11%
My self-confidence has grown	11%
I am happier now that I see the young people engaged and enjoying themselves	11%
I feel a greater sense of unity with the rest of my community	11%
I have learnt new sports skills	9%
I have an increased knowledge about HIV/AIDS and have adjusted my practice as a result	6%
I have more opportunities to play sport	6%

Greatest behavioural change for an individual	% of Beneficiaries*
I am more self-confident	40%
I no longer engage in harmful behaviour (drugs, alcohol, gangs, theft, unsafe sexual practices)	27%
I have more respect for others	20%
I now consciously care for the environment	13%

5. Qualitative analysis

'Roughly 20-30,000 young people have attended the EAC since its creation. These young people have been inspired to believe in themselves, been given training and encouraged to contribute to the own community development. They have become catalysts for environmental change and eradication of poverty. CHRISC, through the EAC, has inspired young people to engage and participate' – Svein Olsen, NPA

5.1. Relevance

The young people in East Africa are faced with a range of obstacles that inhibit their ability to pursue development. The beneficiary survey from the wider Uwezo project identified a lack of access to education, unemployment, limited access to sports facilities, insufficient opportunities for young people to engage in community decision making, gender inequality and poor health as the top six challenges they face in their community. Many of these were confirmed by the interviews conducted in Moshi for the 'One week in Moshi, a whole year in the community' project. Unsafe behavioural practices such as drugs, alcohol and gang activity, gender inequality, discrimination of people living with disability, unemployment, HIV/AIDS and a lack of education opportunities were frequently mentioned. Of these identified needs, drug and alcohol addiction, gender inequality, discrimination of people living with disabilities and unemployment were the four most frequently spoken about and observed.

The objectives of the 'One week in Moshi, a whole year in the community' project were clear at the outset. It was not designed to meet all of these needs. The Uwezo project and other activities are in place for that. The objectives of this project are to strengthen and improve the EAC as a network event, make it continue to be a venue for cultural exchange, education for young people and co-operation between organisations working with young people in East Africa. In that regard, the activities have been appropriately selected.

When talking to young people and community members around Moshi, and further afield, it is clear to see that the EAC is a very important event and one that young people across East Africa are excited to be a part of. It understandably attracts people and is reportedly a great week, however it is important to note that it has limited sustainable impact and long-term transformational effects. One significant finding of this project has been the importance of the ongoing year-long work that seeks to consolidate the positive steps taken during the EAC and see them rooted into the community in a sustainable way. More focus is needed on improving the 'all year round' activities and support for young people in the communities around East Africa, so that the EAC is not a significant amount of effort for little or no long-term benefit. If done well, these activities will complement the EAC and in turn improve the uptake, diversity, quality and impact of the week.

The activities undertaken by CHRISC in this project have tackled the top three identified issues facing the communities. The most frequently mentioned challenge communities face was harmful behaviour amongst the young people. When speaking to young people and parents in the community, idleness and a lack of constructive options were often stated as a main issue and challenge to overcome. According to the communities, idleness breeds gang culture, violence, drug and alcohol use and higher rates of unprotected sexual activity. Beneficiaries stated that the sports activities coordinated by CHRISC has helped to reduce idleness, drawing people away from these harmful practices and giving them an opportunity to train and pursue positive goals.

The second most frequently mentioned challenge facing the community was the disparity between boys and girls. A core focus of CHRISCs activities has therefore rightly been on

inclusion of girls within its activities. CHRISC has greatly improved this aspect of their work, and indeed now have a 50/50 gender split at the EAC, however more work is needed on this. At the moment, it appears as if the focused work on girls inclusion is about increasing female numbers at the EAC, rather than tackling the underlying issues within the community. There is still significant room for improvement in the quest for gender equality, and it is recommended that CHRISC begin to focus on the underlying reasons for the gender disparity, creating more opportunities for girls to access sport all year round, not limiting them to bonanza's and one off events.

Similarly to the inclusion of girls, CHRISC has focused on including people living with disability as well. Once again, this has been a successful endeavour, with 94% of people interviewed stating that this aspect of the EAC had improved. Kawawa Salim, chairperson of Chawata organisation for the disabled, and Bazil Tesha chairman of Rombo regional disabled committee both spoke very positively about the work of CHRISC, supporting individuals that others ignore and providing a service that is very valuable to the young disabled individuals. Despite this, the number of disabled individuals attending the EAC has decreased over the last three years, from 72 in 2012, to 48 in 2014. This demonstrates that although there may be some very positive signs happening, more work is needed. An area that could be improved is expanding the work to incorporate additional disabilities beyond solely physical disability.

Dotto Maunde, the leader of sports for the municipality of Moshi, believes that the community now own the EAC. He states that 'many people turn up and support the event and they count down the days till it starts'. The consensus from those interviewed is that the work undertaken by CHRISC in this project has improved the local community's ownership of the EAC, and particularly amongst schools and other institutions. Further work is needed to engage the local man/woman on the street, however it is improving every year and support by the schools, particularly MTS, has been encouraging.

The EAC has become a place where partner organisations, or which there are over 20, meet together and share best practice, learning from each other's experience and knowledge. The schedule is well planned with space for high quality teaching and awareness raising before sports each day, as well as more in-depth training for partner staff throughout the week. There is always room to improve the quality of these sessions, and it is recommended that CHRISC explore some more external, high quality, trainers on key topics, however CHRISC has done well to improve this and ensure the quality is high and external training organisations are experts in their field and briefed on the scope of the EAC.

Finally, 100% of those spoken to in interviews stated that they felt the EAC is better planned and implemented as a result of this project. The introduction on CHRISC as coordinators and implementers on the ground has been a key factor in this. Aaron Lomnyaki and Elly Omondi, along with the DC Hamis Mohammed Gaga, have brought a more hands-on approach to the preparation, coordination and implementation of the EAC. The additional work throughout the year has also ensured that the local community are more aware of the EAC, that institutions are engaged and that all the plans for the EAC are in place. This shift has led to a more effective OC and a much better organised event.

Although the activities have met the needs of the communities and been successful in their delivery, there is currently no strategic plan in place for the next 5-10 years. For the EAC to continue to grow and the community in Moshi, and further afield, to benefit from sustainable impact then it is important that CHRISC knows where they are headed and that the strategic direction is shared with their staff and volunteers to enable greater buy-in and ownership of the project, leading to more appropriate activities, more energised staff, increased effectiveness and efficiency.

5.2. Effectiveness and efficiency

Project effectiveness is the ability of the organisation to implement activities to realise the objectives and attain the targets. Efficiency is a measure of how economically resources are converted into results. The objective of the 'one week in Moshi, a whole year in the community' project was to strengthen the EAC as a network event, help it continue to be a venue for cultural exchange, education for young people and co-operation between organisations working with young people in East Africa. The more granular aims are outlined in the Objectives section above.

CHRISC has implemented a broad range of activities to address the identified needs in the communities as well as to meet the objectives of the project. Sport remains at the heart of all that CHRISC does and serves as a great gatherer of people and particularly attracts those from a younger generation. This not only provides a helpful distraction from the challenges facing the young people at home, but also a safe place for them to grow and develop, and a positive activity for them to focus on, drawing them out of idleness and unsafe behaviours and helping them get fit, form strong relationships and learn new skills. The gathered young people also provide CHRISC with an opportunity to share life-saving and livelihood enhancing information as well as training in life-skills.

One element that should be improved is CHRISC's approach to leagues. These leagues are greatly appreciated by the boys in the community, however the beneficiaries repeatedly informed me that the leagues don't run for long enough or frequently enough. It is recommended that the leagues are increased, made more frequent and run for longer throughout the year.

The EAC stands as the focus of all activities in this project and, as already mentioned in the relevance section, is a significant draw for young people across East Africa. It is an event that blends both sporting activity with training, in an environment of encouragement, inclusion and sharing. It offers space for skills development and learning.

'CHRISC gives life skills training as well as facilitating sports, which is a different approach to other organisations. The investment into them in term of training and capacity building helps the young people a lot, more than other organisations. They care and are more engaged with the lives of the individuals playing sport' – Dotto Maunde, Leader of sports for the municipality of Moshi

The training delivered by CHRISC is a strong element and greatly appreciated by the beneficiaries. When done well it has the potential to equip young people with the tools to better their situations and help them overcome the obstacles to development in their own lives. Beneficiaries have spoken highly of the impact of numerous trainings, specifically, sports skills, leadership training, first aid training, life-skills training, drug awareness training and HIV/AIDS education and awareness raising. However, it was repeatedly reported that many people are not receiving the training and that the focus of CHRISC activities is almost exclusively sports facilitation. There is a need for more training and awareness raising for the young people as it is a sustainable approach to development and will equip them for years to come. Training should take place more frequently, and not solely at bonanza's or national camps. One avenue to explore is to increase interaction with schools and to access young people through delivering both sports activities and more structured training/awareness raising at schools. This presents a significant opportunity to impact the lives of many more young people and inspire them to become agents of change themselves.

The quality of the basic training is good, however it is important that the level volunteers and beneficiaries are trained to increases so that the training has a long-term impact and equips the individual for future employment, business start-up or using the skills in a professional manner. An area that has worked well has been when CHRISC has drawn

in professional bodies to undertake high level training for selected volunteers and young people. This should be extended so that more individuals can benefit from it and potentially earn a living from the new knowledge and skills.

An aim of this project was to increase the inclusion of the more marginalised in the community, specifically people living with disability and girls. CHRISC has focused much of its energy of ensuring that it embraces all sectors of society, and has devoted significant time and resources to engaging people living with disability and girls within communities. CHRISC has identified a number of homes for people living with disability and schools catering for disabled individuals that they now work with to provide sports activities and delivery of training. The presence of disabled individuals at the EAC has remained high (despite a slight drop-off) and continues to be a requirement of the event where preference is given to them in the selection process, however the activities in the community throughout the year need improvement. CHRISC need to increase their reach and access more people living with disability, and establish more sports activities and training sessions throughout the year. It would also be good to actively support the whole range of disabilities and not just physical disability, as well as offering more variety in regards to sports that can be taught. An observation from school teachers at MTS was that the EAC is not set up to cater for disabled individuals and does not have the necessary facilities to support them. It was also mentioned that CHRISC need more equipment specific to engaging disabled individuals in sport.

The inclusion of girls has also been a focus. Since the start of the project, CHRISC has managed to have a gender split of around 50% at the EAC. There was a slight dip in 2014 down to 40%, but this was increased again in 2015. An increased percentage of girls is in fact a requirement for partner organisations bringing a team. It is clear that girls are being reached, however, this appears to be primarily for the EAC event and does not translate to the year-round activities. There are no CHRISC sports leagues for girls and appear to be limited opportunities for the girls to participate outside of one off events. Greater effort is needed to create more opportunities for girls to play sports and to receive the training so that a gender balance can be struck.

'We really enjoy playing sports. CHRISC introduced us to the sports, but have not continued the support. We train every evening, but not with CHRISC. We rarely play any games and only really get called for tournament's, however I have not played in a single tournament this year. We need a coach and support with facilities, equipment and transport' - Halima Ali, a beneficiary from Pasua, Tanzania.

CHRISC took over responsibility for the EAC at the start of this project, taking over coordination duties from NPA. CHRISC's presence on the ground, their increased interaction with local institutions and the more active OC and EC have all helped to improve the administration of planning and implementing the cup. CHRISC has devoted much more time and resource to the planning and implementation of the event than previously done and it is having the desired effect. An important change that CHRISC has brought in has been the assigning of specific spheres of responsibility to each of the members of the OC. This has resulted in a more focused approach, giving specialised attention to all aspects of the planning and management, as well as getting more people involved and spreading the responsibility and therefore buy-in and ownership.

'The EAC has improved a lot over the past two or three years. They are learning from previous occasions and are much better organised and planned. Communication is better and we feel a greater sense of participation and ownership as a result. We meet with CHRISC regularly to plan the EAC and take care of all the administrative details' - Erastus Edmund Macha, Assistant sports teacher at MTS

Given the increased presence CHRISC has in Moshi and the building reputation and momentum behind the EAC, more and more institutions, organisations and government

departments are getting involved. The CHRISC staff dedicated to this project has spent considerable time investing into relational links and improving the networking of the event.

'A lot of people come along and observe the activities at the EAC. The local community appear to own it, they feel like it's theirs. There are many more local volunteers support the EAC now, the responsibility for the EAC has spread out between a lot of people and shared with the community' – Emmanuel Amos, Assistant coordinator, CHRISC Moshi

As stated in the quantitative analysis section, 97% of people asked stated that the local ownership of the EAC had improved over the duration of the project. The percentage of volunteers who come from Moshi rose to 20% in 2014. It is clear that improvements have taken place, however further work needs to be done to generate greater ownership of the EAC by the local communities and not simply the local institutions. At present, there is good buy-in from schools and colleges and also from the local authority, however further work can be done to strengthen the local community ownership of the event. This will aid long-term sustainability of the event long after current support ends.

'The EAC is part of us and involves everybody, the disabled, girls and different age categories. We feel proud of the EAC and all it is achieving' – Yusuf Nisanjo, beneficiary from Margereza, Tanzania

The methodological approach CHRISC employs has volunteers at the heart of the organisation and they are the means by which CHRISC can have such far reaching impact. They are driven by passion to see the lives of young people in their country change and do so without financial incentives. The volunteers are a significant strength, however, this strength could be further harnessed if the volunteers were better informed of the overall project design and objectives. This would give them a greater sense of ownership, understanding and increase the quality of activities. Currently, there are unrealistic expectations placed upon volunteers by CHRISC, and also on CHRISC by the volunteers. This has led to frustration around lack of progression for the volunteers and the lack of future employment opportunities available to them. This is one factor in the high turn-over of volunteers and the reason for them moving to other organisations for improved incentives and equipment.

CHRISC views resources, as time, funds and personnel expertise. When speaking with staff, volunteers and beneficiaries, the overwhelming response was that there was enough time to complete the original targets, that there were enough people, and that there were not enough funds to successfully achieve the targets. As with the Uwezo project, the time available was sufficient but the transfer of funds from KRIK impacted the efficiency of the implementation significantly, considerably reducing the time available for the activities. CHRISC and KRIK were slow to identify a solution to this, but it is understood that in the past year KRIK has advanced funds to CHRISC in order to cover the funding gap at the start of each year.

The budget for the 'one week in Moshi, a whole year in the community' is small and as such CHRISC has done well to achieve so much with it. The limited funds have hampered the CHRISC management in their ability to oversee all aspects of the project, as well as limiting the amount of activities able to be implemented. There is also not enough funds to run the EAC effectively and to its potential. It has decreased in size the last couple of years as there are not enough funds to cover the costs of more participants. Further funding is required if the EAC is to continue to grow.

CHRISC needs to expand their activities to include rural activities and training. Currently young people are coming into urban settings to be part of the EAC and other activities, drawing resources, skills and a future away from the rural settings. The movement towards urban areas also leads to overcrowding and higher levels of urban poor. CHRISC should explore facilitating sports and training in rural settings and developing training

material appropriate to the rural context.

Finally, CHRISC, and the wider OC for the EAC, have not developed M&E tools, processes and systems to capture sufficient data in order to accurately display the impact of their activities. This is a very important element of the programme that has not received the necessary attention, meaning that CHRISC is in a position where they are unable to demonstrate with any sense of rigour, the impact they have had through the 'One week in Moshi, a whole year in the community' project. CHRISC staff have attempted to implement ad hoc M&E gathering tools and systems, but do not have the necessary skills to develop this approach and as such it is recommended that additional M&E training is provided, and if budgets allow, a regional M&E advisor position found. Given the lack of capacity in this area, CHRISC and the OC have not been proactive in developing a coherent M&E system that works. Demonstrating impact of the EAC will not be an easy task, but it is possible and needs to be addressed swiftly.

5.3. Impact

As shown in the quantitative analysis section above, the impacts of the 'One week in Moshi, a whole year in the community' project are many and varied. The top five impacts on the communities identified in the interviews and observed during the visit were: the reduction of harmful behaviour (drugs, alcohol, gangs, theft, unsafe sexual practice), increased gender equality, inclusion and empowerment of the marginalised in the community (specifically people living with disability and girls), the capacity building of young people and the improved social skills and behaviour of young people.

The top five impacts on the individual were: capacity building of young people to a position of being more useful in their community, a reduction in harmful behaviour, increased self-confidence, a greater sense of joy as a result of seeing young people engaged and enjoying themselves, and a greater sense of unity and belonging in the community. All of these areas will be covered in greater detail below.

The most frequently mentioned impact of CHRISC's activities on the community was the reduction of harmful behaviour amongst the young people. When speaking to young people and parents in the community, idleness and a lack of constructive options were often stated as a main issue and challenge to overcome. According to the communities, idleness breeds gang culture, violence, drug and alcohol use and higher rates of unprotected sexual activity. Beneficiaries stated that the sports activities coordinated by CHRISC has helped to reduce idleness, drawing people away from these harmful practices and giving them an opportunity to train and pursue positive goals.

'Since joining CHRISC two years ago my behaviour has changed. I have increased my knowledge and understanding about a lot of different things... I used to fight a lot, but now I have learnt to control myself and avoid unhelpful individuals in the community. I no longer do drugs or interact with gangs. I am now more respected in the community' – Solomon Zem, a beneficiary from Pasua, Tanzania

The second most frequently mentioned impact was increased gender equality. CHRISC, through its careful and well organised approach in communities, has helped to change the attitude towards girls' engagement in sports within the community. They have provided a safe environment for the girls to play and increased the opportunities for girls to participate in sports alongside boys. CHRISC has also provided training and capacity building for girls, teaching them new life-skills and thereby empowering them and enabling them to take a more active role in society. In addition to this, CHRISC has done extensive training on child and human rights, teaching community members the rights of girls and helping to increase the understanding of the importance of educating girls.

'CHRISC has given me an opportunity to pursue sports. There was no team for girls

before CHRISC, but now I get to play football and mix with other girls. Sports are now seen as acceptable for girls. I am now seen differently in my community and have more respect' - Zaytuni Hamani, a beneficiary from Pasua, Tanzania

Inclusion of the most marginalised within a community was one of the third most frequently mentioned impacts and one of the most significant of CHRISC's activities, particularly among the disabled and young people. CHRISC targeted these groups in particular, undertaking specific training, awareness raising and sports activities in order to support them. CHRISC has strengthened community cohesion and unity by drawing disabled individuals, girls and boys together to play sport, unifying often fractured communities, giving marginalised groups the opportunity to engage with others and take their place within a community.

'Disabled people face a lot of discrimination and are unable to do anything. Others think that we are useless and we get hidden away in our homes...CHRISC has given us opportunities to play sport. Before joining in sports my self-esteem was very low. I never mixed with others and didn't know how to play alongside others. I now have confidence, feel built up by sports and feel I have a place in the community and can relate with those around me' - Julius Albert Silayo, a beneficiary from Rombo, Tanzania

Through these activities, CHRISC has started to change the thinking of people in the communities, adjusting how they perceive people with disabilities. CHRISC has contributed towards an enhanced position in society for disabled individuals. The opportunities presented to those living with disability has given them greater confidence in themselves, helped to improve their social interaction skills and exposed them to training and awareness raising that they otherwise wouldn't have had access to.

'I'm very impressed with CHRISC as they have given people with disability access to sports and other activities. They pick them up, give them lunch and bring them back. They are the only organisation I know of that do this. They appear to understand their needs... Their activities have changed the thinking of people in the communities. People used to think that disabled people could do nothing, but this is changing. The young disabled people now have more confidence and a better position within society' - Kawawa Salim, chairperson of the Chawata disabled committee, Moshi, Tanzania

CHRISC has also focused on inter-religious unity and has arranged numerous football matches for Christians and Muslims to play in, building bridges and strengthening community cohesion. There is anecdotal evidence to suggest that not only is cohesion strengthened, but that the EAC also helps to reduce crime. A policeman is quoted as saying that crime reduced in Moshi during the time of the EAC in 2014. This demonstrates the wide reach of the EAC and the impact that CHRISC is having on the community.

Of those interviewed, 10% stated that the greatest impact in the community was the increased capacity of young people. CHRISC's methodological approach combines sports activities with capacity building and training. These training sessions, although many of them basic, provide the participants with knowledge and tools necessary to overcome the obstacles facing them in their day to day lives. Sports skills were the most appreciated training young people received. The training on leadership, life skills and HIV/AIDS awareness were also significantly impacting. Six percent of those interviewed stated increased awareness of HIV/AIDS and a changed practice around sexual relationships as the greatest impact of the work CHRISCA has done. Many of the training sessions have resulted in the young people having a greater sense of self-worth and confidence. They no longer fear others or feel inferior to others. Svein Olsen from NPA stated that 'the young people have been inspired to believe in themselves, and this is one of the most important impacts of CHRISC's work'.

'Through CHRISC I have learnt about leadership skills and how to organise my time and take on more responsibility. I am now able to better lead my teams, I feel more confident and have tools to use to help me. I am getting many more opportunities to coach and referee as a result' – Salma Omar Mndaira, beneficiary and coach from Kiroboni, Tanzania

Livelihood opportunities have also been created through CHRISC's activities. They have directly trained referees, coaches and players to a level of proficiency where their skills have earned them employment. CHRISC has also sent selected beneficiaries and volunteers for official accredited training in refereeing and coaching, resulting in income earning possibilities. There are also examples of young people who have been a part of CHRISC teams and attended the EAC, who have shown exceptional skill and gone on to represent their nation in either football or volleyball. An example of this would be Victor Wanyama in Kenya who now plays for Southampton football club in the UK Premier league.

An interesting impact of the EAC and CHRISC's activities has been cultural exchange. This has been a frequently mentioned reason many young people appreciate the EAC. Culture and the exchange of different practices, the broadening of young peoples' understanding and experience, and developing a greater sense of unity and inclusion has been a major focus of the EAC. Feedback from the interviews suggests that this is happening and is a significant draw to attend for many of the young people. The EAC has encouraged an appreciation of difference among the young participants and helped to expand their social circles, building friendship across international borders and language divides.

'The EAC is a great place for people to get to know each other and make friends with those from other countries. It increases their understanding and broadens their horizons. It also helps them to understand and appreciate the tribes and culture of the other people that come to the cup' – Bruno Thomas, Media focal point within the CHRSC Moshi district committee

Improvement in the planning and implementation of the EAC has been a significant impact of the project. 100% of individuals interviewed stated that this had improved over the course of the project. This can be seen in the improved coordination of the event and the reportedly better administration. Since CHRISC took over the day to day management of the cup the capacity to manage the planning and implementation has greatly increased. CHRISC adjusted the management structures, breathed new life into the OC and the EC and funded a couple of local positions to handle day to day management of the 'One week in Moshi, a whole year in the community' project.

'There used to be a lot of crisis management in the immediate run up and during the EAC. This has reduced a lot over the past few years, demonstrating that the secretariat is really improving. The preparation is better and those involved are much clearer on what they need to do. The competence is growing.' Svein Olsen NPA

Local ownership was not mentioned as an impact by any of the interviewees, however, 97% of people spoken to did confirm that local ownership of the EAC had improved over the course of the project. As the local community begins to take more responsibility for the event they are developing their organisational and coordination skills as well as it being a far more sustainable approach.

Finally, the EAC has served as a melting pot of ideas and practices and a place where institutions and organisations can meet together and discuss best practice and new ideas. CHRISC has done well to improve the engagement of local institutions and partner organisations in the EAC. The commitment of the Moshi DC, alongside the CHRISC Tanzania NC and the EAC project coordinator, the number of engaged parties has

increased and are far more engaged. The host school, MTS, is appreciative of CHRISC's increased engagement and improved planning and communication. They are also appreciative of the EAC as it raises the profile of their school and serves as unintended, yet appreciated, advertising.

The EAC draws in a number of professional organisations with expertise in specific areas, such as the Media training centre UK, Save the Children Tanzania, RTP and KAO. More could be done to increase the number of these organisations and to develop longer-term partnerships with them to engage beyond the EAC and support the training of CHRISC throughout the year.

5.4. Sustainability

The holistic methodological approach that CHRISC employs has sustainability at its core. CHRISC works to build the capacity of young people, equipping them with knowledge and skills and providing them with a safe environment to grow and develop in. They do not focus on short-term distributions, but have a long-term view, sowing into a generation on young people who will be the influencers and decision makers of tomorrow. Training and capacity building is inherently sustainable in that the benefits last a life-time and the knowledge can be passed on to family members and the wider community. During the field visits there was significant anecdotal evidence of young people passing on life-saving information to their siblings and parents.

CHRISC's over-reliance on one donor places them in a vulnerable position, making it more likely that they could be left without funding if KRIK is unable to secure further funding. This will leave them unable to deliver the activities they currently do and places the EAC at risk. It is recommended that where possible CHRISC diversify their funding base in order to distribute the risk and mitigate the potential loss of funding. As it stands, the EAC is underfunded and shrinking in size. For this to become a more sustainable model, CHRISC should explore local business funding and additional support from the local community to help keep costs to a minimum.

Through this project the EAC has achieved better linkages with local institutions and government. It is recommended that this approach continues as it helps to build local ownership of the event and developing these links with national and district bodies will ensure an ongoing passion for sports for development and that capacity remains in the community beyond the current assistance.

Working exclusively through national staff and building their capacity also ensures that the knowledge capital remains in country and amongst the people with the passion to see change take place. Using volunteers as the primary change agents, working through them and building their capacity is not only a replicable and cost effective way of delivering activities, but also ensures that the life-saving messages, skills and capacity are kept in the community. Volunteerism is a sustainable approach, avoiding dependency upon financial reward and imparts the desire to serve those around you to those they come into contact with.

The attitude of those working for CHRISC is one of values and personal belief rather than one driven by financial reward. CHRISC staff are passionate about engaging young people positively and supporting them to overcome the challenges they face. This passion has been seen throughout the 'One week in Moshi, a whole year in the community' project and will continue long after assistance has been completed. This project has made significant improvements to the EAC as well as the broader CHRISC activities, however, to run an effective 'sports for development' organisation, the staff need more than passion and it is the observation of Jigsaw that the staff of CHRISC require further training on project management and M&E in order to be able to continue the activities beyond the involvement of current financial support.

6. Recommendations

CHRISC has delivered some strong activities over the past two and a half years, with the majority of the work undertaken being done to a high standard and clearly benefiting both the volunteers and the communities they have engaged with. There are, however, some key areas where improvements could be made and where opportunities could be pursued. The recommendations below are to help KRIK/CHRISC as it seeks to strengthen its programming and impact and to increase internal organisational learning.

Strategy

- It is recommended that CHRISC develop a clear strategy document for the coming 5 years.

Project design

- It is recommended that CHRISC increases its focus on year-round activities to better support the sustainability of the project and ensure long-term impact.
- It is recommended that CHRISC develop and place simple posters on the walls of the national and district offices to explain the objectives so all the staff/volunteers can have a greater understanding of the 'big picture'. This will aid ownership and increase efficiency.
- It is recommended that KRIK/CHRISC establish clearer objectives with specific targets for the project. The current targets are ambiguous and difficult to measure.
- It is recommended that CHRISC address the desire for more year-long activities and lengthen the duration of the leagues to run the full year.
- It is recommended that CHRISC expand disabled activities to cater for other categories of disability.
- It is recommended that CHRISC undertake more frequent engagements with disabled individuals outside of the EAC throughout the year. It is also recommended that CHRISC expand their geographical operational area in this regard to incorporate more people living with disability.
- It is recommended that CHRISC purchase more specialist equipment that is suitable for use with disabled individuals, and where possible help to develop the EAC facilities so that they are disability friendly.
- It is recommended that CHRISC increases its work with girls throughout the year, delivering more activities and facilitating more opportunities for competition. It is also recommended that a year-round league is developed for girls to participate in.
- It is recommended that CHRISC ensure that cleaning up the school site is a part of the EAC pack-down process. This will ensure that CHRISC and other EAC partners maintain a strong reputation in the community.
- It is recommended that CHRISC attempt to encourage ex-EAC professional footballers back at the EAC to raise awareness and share their stories. This will inspire the young people and encourage them to pursue healthy life choices.
- It is recommended that CHRISC continue to make a concerted effort to engage local government, institutions and teachers in the EAC, and also seek to engage the local population through innovative new approaches. This will enhance local ownership and strengthen sustainability.

M&E

- It is recommended that CHRISC develop a strong M&E system for capturing data around the EAC. This should incorporate new data gathering tools and processes. Currently the lack of these results in an inability to represent the impact of the EAC.

- It is recommended that CHRISC develop capacity building measurement tools to help capture impact at the EAC.

Training

- It is recommended that CHRISC trains and supports more coaches and to a higher level of competence.
- It is recommended that CHRISC incorporate training particular to rural contexts for future EAC's. This will help to cater for those that travel from rural contexts to the EAC, equipping them with tools and training to enhance their lives in their own contexts, removing some of the pressure to relocate to urban settings.
- It is recommended that CHRISC explore more creative ways to gather young people for training/education. The current approach is ad-hoc and takes place just before a match or whilst others are playing resulting in the kids being too distracted to learn. Training should also happen more frequently, increasing the number of training sessions for young people and not solely focussing in sports facilitation.