

Awakening the purpose, power and possibility in young people around the world:

An evaluation of Partners for Youth Empowerment and the Creative Community Model



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Executive Summary

This evaluation set out to evaluate the impact of Partners for Youth Empowerment's youth engagement model between 2010 - 2012 on organizational partners, youth work practitioners trained in these methods and youth who participate in programs, particularly camps based on the model.

Key Findings

PYE works to impact youth by partnering with local organizations to provide educators and youth-work practitioners with training and support in using creative practices and skillful facilitation methods. This evaluation found that PYE's partnerships:

- **Catalyze partner organizations to meaningfully change their youth program-delivery models;**
- **Positively change the meeting and work environment within the organization; and**
- **Build the capacity of partners to become youth development leaders among peer organizations in their regions.**

PYE strives to build the capacity of youth-serving professionals across the globe by training them to deliver effective programs in alignment with a set of principles and practices, the Creative Community Model. This evaluation found that PYE's trainings for youth-serving professionals:

- **Are highly rated by youth-serving professionals and meet real needs in a wide range of communities;**
- **Fosters knowledge and builds skills in alignment with training objectives and promotes improved facilitation practices**
- **Improves attitudes and beliefs among adult trainees about awareness of their own creativity, builds confidence in working with youth and deepens their understanding of personal strengths**
- **Change practices and behavior of youth-serving professionals in how they deliver programming; and**
- **Lead to increased professional opportunities for trained practitioners.**

PYE trains and coaches partner organizations to deliver Arts Empowerment Camps that focus on empowering youth to find their creative voice, learn social and emotional skills, gain cross-cultural skills and develop motivation, empathy, self-confidence and leadership. This evaluation found that youth camps based on the Creative Community Model:

- **Excel at providing a safe and supportive environment, an important foundation for transformative learning;**
- **Foster youth identity development that results in increased sense of self-worth among youth participants;**
- **Help youth discover their own creativity and means of self-expression;**
- **Encourage diverse youth to learn from each other's differences and similarities; and**
- **motivate youth to take action in their community.**



In conclusion, the Creative Community Model offers a powerful foundation for designing and delivering quality youth programs. PYE's challenge is to refine its partnership model so that it can sustainably and systematically achieve its mission to spread effective youth-programming in settings across the globe.

Evaluation Report Summary

Partners for Youth Empowerment¹

Partners for Youth Empowerment (PYE) is an international charity that works with communities around the world to provide impactful, engaging programs for youth. PYE's work centers around the "Creative Community Model," a group facilitation model accompanied by a series of arts-based creative activities developed by PYE-founders Charlie Murphy and Peggy Taylor.

They developed and refined the model from 1996-2006 with the Power of Hope: Youth Empowerment through the Arts, an organization that continues to offer training and youth empowerment camps in the United States and Canada. The Creative Community Model combines the expressive arts, experiential learning, and creative facilitation in order to promote self-esteem, motivation, empathy, social and emotional literacy, a sense of purpose, cross-cultural competence, community involvement and 21st century leadership skills.

The Model provides a set of best practices that build a strong sense of connection, cohesion and commitment in a group

PYE Values and Beliefs

- **We are all creative**
- **We each have the power to make change**
 - **Inner life is as important as outer life**
 - **Diversity is a resource**
- **Youth are a wellspring of creativity and vitality**
 - **Humans thrive within communities where they feel safe, supported and seen**
 - **We learn from nature**
- **The challenges we face require cross-generational collaboration and wisdom exchange**

In 2008, responding to requests from individuals and organizations around the world, PYE was established as a means to take the Creative Community Model to international communities.

PYE works in partnership with youth serving organizations around the world to enhance existing youth programs by integrating arts-based practices for a deeper level of youth engagement. PYE works through a train-the-trainers approach which builds capacity at the local level so that the Model can continue to spread sustainably.

PYE has partnered in diverse ways with organizations and communities in the US, Canada, India, UK, Uganda, South Africa, Brazil, Kenya and Colombia.

This Evaluation

This evaluation focused on PYE's first phase of formally spreading the Creative Community Model to an international audience, working in partnership with other youth-serving organizations to deliver practitioner training programs and arts empowerment youth camps. This evaluation explored PYE's impact on youth, youth-serving professionals and organizational partners, and sought to uncover lessons learned to inform program development and expansion.

The following organizations assisted in this evaluation by facilitating survey data collection and participating in interviews, focus groups and/or program observations.

- Power of Hope (Canada & US)
- Dream A Dream (India)
- LIFEbeat (UK)
- In Movement (Uganda)

Additionally, surveys and/or interviews were collected from PYE training participants in the following countries.

- Brazil
- South Africa
- Colombia

The evaluation findings are organized into three sections:

- Part 1: Youth Impact
- Part 2: Practitioner Training Impact
- Part 3: Partnership Impact

The report concludes with lessons learned and recommendations.

Overall Data Sources

Program Participant Surveys: 937 surveys were collected from adult participants in PYE trainings as well as staff and youth camp participants.

Interviews: 17 interviews were conducted with program managers and deliverers at partner sites and with youth workers who attended PYE trainings.

Focus Groups: Two focus groups were conducted with participants of the Heart of Facilitation training – one with current participants and one with alumni.

Observation: Two observations, of a youth camp and adult training, were conducted by evaluators.

PYE Internal Records: PYE provided estimates of training, workshop and camp attendance and select quotes that were collected by program staff from feedback forms.

¹A full copy of the report is available upon request by writing to info@pyeglobal.org

Findings Part 1: Impacting Youth through the Creative Community Model

PYE partners with organizations to deliver five to eight-day Arts Empowerment Camps for youth ages 12-18.

These camps focus on empowering youth to find their creative voice, learn social and emotional skills, gain cross-cultural skills and develop motivation, self-confidence and leadership. These camps are typically residential and offer a range of creative workshops on subjects such as visual arts, dance, theater, writing, media literacy, nature education and social justice. Some camps focus on specific issues such as living with HIV/AIDS or developing entrepreneurship and job acquisition skills.



Several resources, listed below, were used to assess PYE's youth programs against standards of program quality. This evaluation finds that the Arts Empowerment Youth Camp aligns with many best practices in youth development programming including:

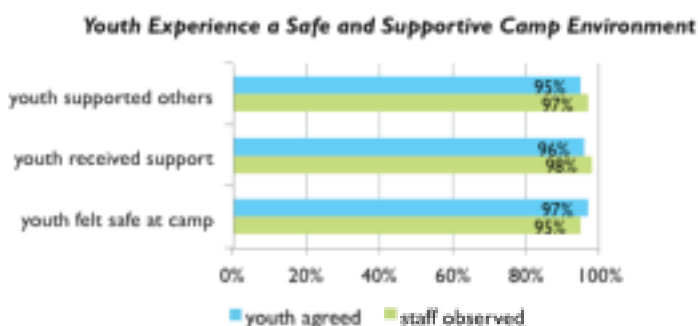
- Providing a safe and supportive environment
- Development of positive identity, self-awareness
- Creativity, innovation, flexibility & adaptability
- Social awareness and relationship skills
- Cross-cultural skills
- Community engagement, empowerment, leadership

This evaluation found that youth camps based on the Creative Community Model:

- Excel at providing a safe and supportive environment, an important foundation for transformative learning;
- Foster youth identity development that results in increased sense of self-worth among youth participants;
- Help youth discover their own creativity and means of self-expression;
- Encourage diverse youth to learn from each other's differences and similarities; and
- Motivate youth to positively engage in their community.

Safe and Supportive Environment

This evaluation finds that camps delivered based on the Creative Community Model excel at creating a safe and supportive environment, a best practice in youth programming. Youth need to experience both physical and emotional safety to benefit from other aspects of any transformational program.



A supportive youth program is one where adults encourage youth learning and growth with opportunities for active learning, skill building and developing healthy relationships. Both youth participants and camp staff consistently cite the safe and supportive environment of the camp as one of the best things about the camp experience.



Youth comments elaborate on experiences of safety and support within the Creative Community Model camp.

One youth from India describes how the program intentionally “builds up a supportive community” while a youth from Brazil said that the best thing about the camp was “the respect and understanding from everyone.” A youth from England reports that “I felt safe, like I could be myself all the time without being put down.”



An adult who facilitated youth camps in England indicated “It begins with a community of trust, support, love and respect. For some, this is in and of itself is a different experience; this holding of space for some is very special.” A camp facilitator in India reported that the youth “enjoy making community agreements, [through which] they are really sharing what they want to do in the two days and feel that the space is safe. We create that space and tell them it’s okay for them to share.”

Exploring Your Inner Life

Identity development is one of the central tasks of adolescence. Personal exploration in the areas of self-esteem, self-awareness, sense of purpose, view of the future, personal power and self-management contribute to identity development.

Providing a space for youth to engage in identity development is a central focus within the safe and supportive Creative Community Model; camps support youth to appreciate themselves and develop a positive identity. One youth in Uganda stated “I learned to build self-awareness and self-confidence [during camp].” A youth in England said new self-confidence led to a sense of freedom to do “what you really love without caring about negative judgments from others.” A Canadian youth reported, “I have found a better sense of self worth within myself and feel a huge self-esteem boost

Camp staff feedback describes how the Creative Community Model encourages youth to explore their inner life, develop an authentic sense of personal identity and new sense of self-worth.

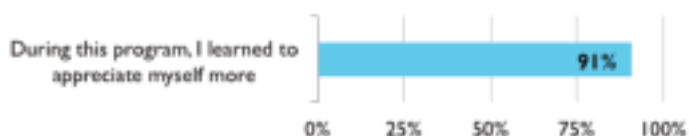
A Canadian facilitator stated that the camp is “a great opportunity for youth to find their cornerstone of personal character... built upon love, inspiration and creative empowerment.”

A facilitator in India describes how changes in confidence are supported in the camps. “During the camp, each child is treated equally and each child has a space to talk so the child goes back with the feeling that ‘I am valued too, I am important and my thoughts are unique.’ This instills a very different confidence in them, which requires them to act different - to go up in front of everyone and speak their thoughts or be assertive and say ‘I do not know how to do this.’ For them to be able to do that in front of twenty people in a camp is a big shift.”



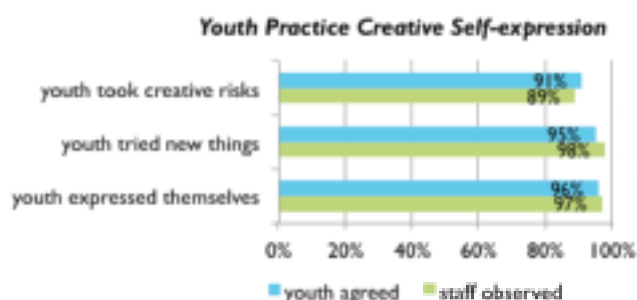
These findings are consistent with the 2009 evaluation of Power of Hope camps in North America, which found that one year after participation in an intensive, five-day Power of Hope camp, young people report higher rates of personal power, self-esteem, sense of purpose and optimism for the future.

Youth Report Increased Self-appreciation



Experiencing Creativity

The Creative Community Model's impacts on each youth's inner sense of self, translates into new behaviors within the context of the camp. Youth participate in creative activities, realize their own creative potential and gain the confidence to express their creativity freely.



A youth in England described how the camp helped her learn that she and her peers "are very creative and amazing. You just need to open up your closed up box inside you and let it all out." A Ugandan youth indicated, "The most important thing I learned during my participation in this program is that I managed to kick away the basket full of shyness and carried the basket full of confidence to me and expressed myself well to the public." A Canadian youth indicated "[Because of camp] I think I will be able to express myself more genuinely, instead of just conforming to societal norms. I think I'll have more strength to follow my dreams and hopefully influence my friends in a positive way."



Some youth program leaders who were new to the Creative Community Model described surprise at how effective the inherent creativity of the model is when applied to their own youth programs. As one South African PYE training participant stated, "The creative approach to youth development works wonders with the young people – this was most interesting and surprising thing about the [Creative Community Model]."

Learning from Difference

The camp environment encourages youth from a wide variety of backgrounds to share their stories, work in teams and learn from their differences and similarities. These experiences foster the ability to collaborate with others, a key skill necessary to thrive in the 21st century workplace. It also encourages empathy and sensitivity to the needs and feelings of others, preparing youth to be socially responsible citizens.



A youth from England describes how the culture of the camp fosters respect of diversity. "Everyone here acted like a BIG family. Even though we were from different backgrounds we treated each other as one." A youth from Brazil valued the respect that defined the camp, "We have to respect other people's opinion. [Because of all the] teamwork, [we] value other people's ideas, [are] dealing with different personalities and with what is different, [we are] especially being patient because not everything ends up as we want it." Youth in India, Uganda and Canada describe similar experiences learning to work well with others:

- I learned how to work in a community and treat all equally. - India
- I learned how to talk with people, socialise with people and cooperate with people. - Uganda
- It is life changing here, I'm going to be much more aware of how I treat others and how others are treated/treating others. - Canada

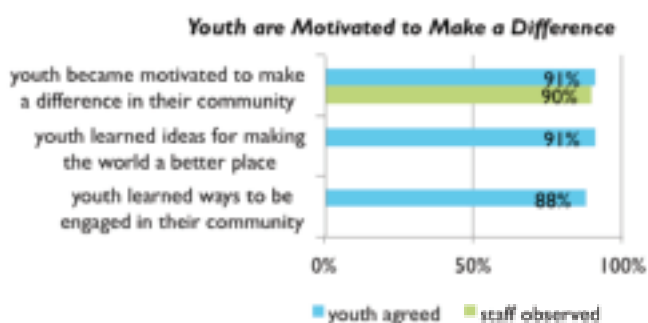


A camp facilitator in England described a similar camp culture of respect for differences and value of collaboration. "Fostering understanding across lines of difference, especially in our multicultural community where those lines are very entrenched, results in an individual and collective desire for collaboration and develops the skills to create productive collaborative relationships."

Discovering Ways to Take Action

The Creative Community Model camps prepare youth to make a difference in their communities after camp is complete.

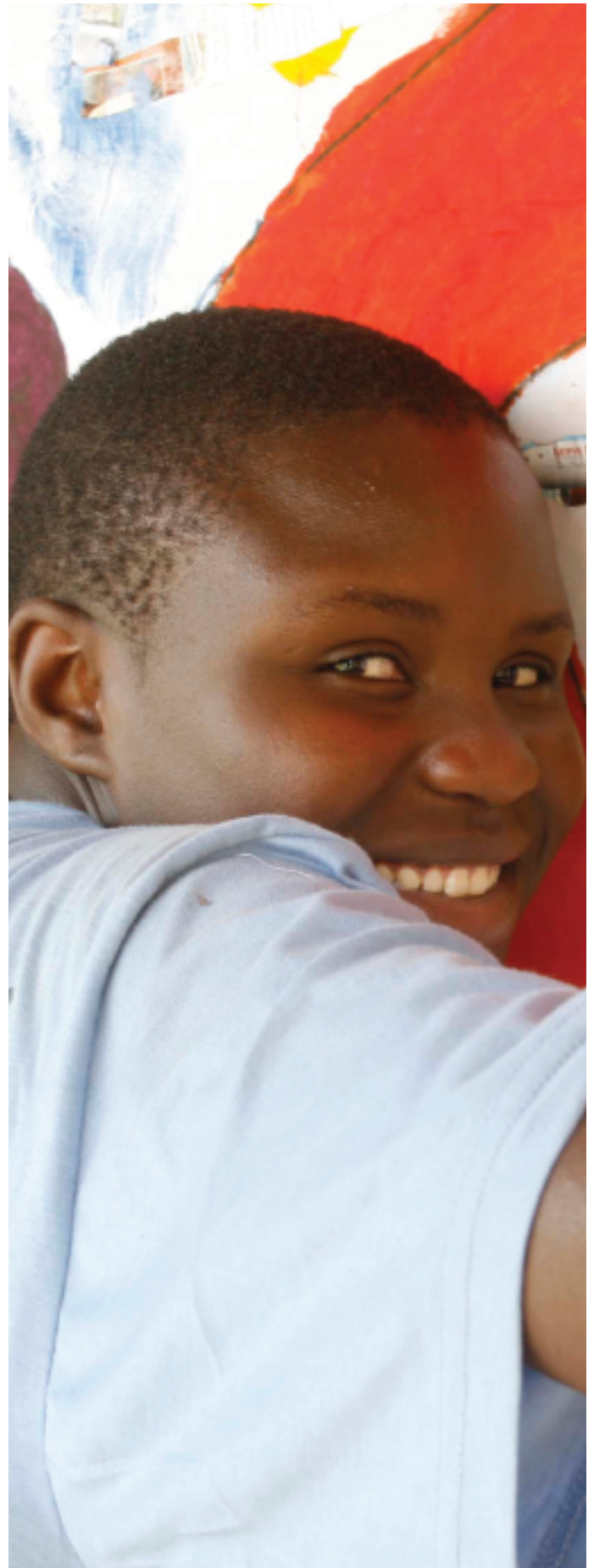
The Creative Community Model camps prepare youth to make a difference in their communities after camp is complete. During the camp they practice applying creative problem solving skills to issues that they care about. This not only enhances the camp experience but also encourages youth to become active and engaged community members.



Youth comments after camp reveal their plans to apply their personal transformation and learning to make a difference in their communities. A youth in Uganda reported that *“I will be different because what I learned can be put into actions and then I can make a difference and be a better person wherever I go.”* A youth in India reported, *“I will be teaching my learning to people around me in the community.”*

Staff agree that the Creative Community Model fosters an environment that encourages youth to discover ways to take action. A staff person in South Africa reported, *“We empower them to create change in their community. One girl was concerned that her peers could not read and write so she started a reading club.”*

They now have a reading club in one school that has been used as a model for other schools around Africa. There is lots of publicity and media around this because they do it in a fun way – games, poetry, performances, etc. The girl has now empowered other girls to take on the club; she is looking at starting another club in another school.”



Findings Part 2: Training Youth-Serving Professionals to Deliver the Creative Community Model

PYE strives to build the capacity of youth-serving professionals across the globe to plan and deliver camps and programs that follow the Creative Community Model.

PYE focuses its efforts on training youth-serving professionals to deliver effective programs (rather than providing youth programs and camps themselves). PYE currently offers the following trainings for educators, youth workers, artists and program leaders who work with youth.

Creative Facilitation I: This introductory 2-day workshop provides a framework and practical tools for expanding one's own creativity and ways to create safety and welcome the imagination in a group. Participants also learn how to weave a variety of art forms into a learning program.

Creative Facilitation II: Designed to follow Creative Facilitation I, this training focuses on the role of the facilitator and develops the key competencies required to lead powerful learning programs.

Heart of Facilitation: This advanced facilitation training prepares people to lead creative, transformative learning programs for youth and adults. Heart of Facilitation combines personal growth with skill building in facilitation, youth development, and arts-based practices.

This evaluation found that PYE's trainings for youth-serving professionals:

- Are highly rated by youth-serving professionals and meet real needs in a wide range of communities;
- Foster knowledge and builds skills in alignment with training objectives and promotes improved facilitation practices
- Improve attitudes and beliefs among adult trainees about awareness of their own creativity, builds confidence in working with youth and deepens their understanding of personal strengths
- Change practices of youth program delivery professionals; and
- Lead to increased professional opportunities.

Participant Satisfaction

Overall participant satisfaction is high; this finding is consistent across six countries surveyed and affirmed in interviews with facilitators from other countries. Participant satisfaction matters, as trainings that are well-received by adult participants are more likely to result in meaningful changes to behavior.



Knowledge and Skill Development

This evaluation finds that training participants gain knowledge and skill in all areas examined by surveys.



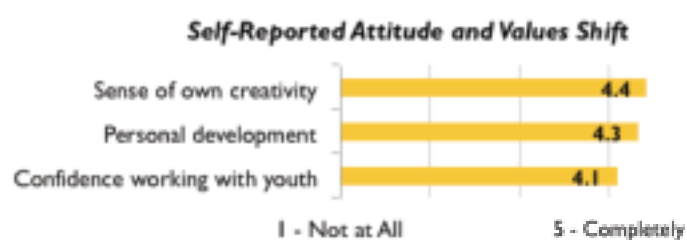
Training participants elaborated on their learning through comments. A South African stated that the training addresses *“just a brilliant collection of really practical skills.”*

A training participant in India reported that the training develops skills around creating a safe space and communicating with others, *“As a facilitator I give people a safe space. Many participants have found me open and feel okay to talk about anything.”* Another trainee in England mentioned how the training taught new ways to facilitate a group, *“[I’ve learned] group process skills – welcoming the group, creating safety and comfort; [these are all] new ways of thinking about leadership. Doing this work has allowed me to approach facilitation in a lighter way.”*



Attitude and Values Shift

PYE trainings also impacted participant attitudes and beliefs related to their sense of their own creativity, understanding their strengths and challenges as a leader and their confidence working with youth.



Training participants articulated how the training shifted their belief in their own creativity.

- *Before the PYE trainings I didn't believe I was a creative person. I had a very conventional idea of what is 'creative.' So I think I have gotten that shift in myself, that even I can do something creative if I get down to it. And that is something that hits home every time I finish a training.*

Lead Facilitator Participant, India

- *The trainings taught me that every human being is creative. You don't have to be in the art industry to be creative; you can use creativity in every situation. I thought that I needed to be more focused, that I couldn't bring play to my work. Now I understand that I can use play and still do what I need to do; this helps me to be more effective. I work with teenagers – they like fun, doing creative stuff but learning at the same time.*

CF I and II Participant, South Africa

Training participants also found that the focus on personal development and creativity leads to increased confidence in facilitating youth programs.

- *You have made me identify the leader in [me] and I now know that I have the ability to be creative.*

CF II Participant, South Africa

- *The training helped me to improve my skills and confidence in leading workshops for adults and camps for youth. I see the scope of linking life skills development through these two models to maximize the outreach of the organization I work with.*

Lead Facilitator Participant, India

- *Our facilitators that work with children, they are a lot more confident about who they are, are asking questions, and are a lot more creative about themselves and their potential [as a result of their work with PYE.]*

India



Findings Part 3: Working in Partnership with Local Organizations to Train-the-Trainer

PYE works to impact youth in a sustainable way by partnering with local organizations to provide educators and youth-work practitioners with training and support in using creative practices and skillful facilitation methods.

In some cases, PYE tailors a train-the-trainer program for the partner organization's staff, preparing them to fully implement the Creative Community Model independently and train others regionally to do so as well. Where possible, PYE seeks to combine their facilitator trainings with an Arts Empowerment Camp for local youth, which provides an opportunity for the adult participants to apply their Creative Facilitation skills while being coached by a member of PYE's training team. These strategies build a strong constituency of people in a given area fluent in creative facilitation practices. This, in turn, serves to support the spread of the methods and creativity-based youth programs in that area.

This evaluation found that PYE's partnerships:

- Encourage partner organizations to meaningfully change their program-delivery models;
- Positively change the meeting and work environment within the organization; and
- Contribute to organizational capacity-building.

Youth Program Model Refinements

Partner staff and training attendees consistently report that participating in PYE's training encourages them to make meaningful improvements to their program delivery model. Most commonly, partner organization staff and training participants cite changing their youth program format or structure to allow for more lengthy and intensive contact with youth. As one program partner staff member stated, *"We actually changed the format of our program based on [the Creative Community] model. We now have more weeklong overnight camps, weekend non-residential art camps and holiday week intensives that go more in depth. This is a big contrast to the once a week after school program that was our primary program delivery model. (Uganda)"*

Partners also cite a new focus on creating safe space, infusing creativity and youth expression and allowing opportunities for youth empowerment. One partner program staff member spoke of how the organization is re-structuring program delivery based on PYE's techniques, *"Breaking the ice is another thing [we do differently after the PYE training].... Last month, I started my session with a rhythm ice-breaking game and the participants were with me for an entire hour. (India)"*

Work Environment of Partner Organizations

PYE's values and beliefs impact the organizational culture of their partners. Staff at partner organizations report they apply the Creative Community Model to facilitate trainings and meetings for staff and other adults. A program partner staff member in India gave an example of how meetings are run differently due to PYE's influence. *"One of my co-workers... now uses openers and closers in the team meetings."*

Program partners also report that they are likely to take time for group reflection on job performance and organizational values. Another example of how PYE's India partner has changed their organizational practice since beginning work with PYE came from a program partner staff member, *"We have integrated the energy of PYE into the way we work at Dream a Dream. We work on integrating a lot of the values ...for example, community agreements about how we work with each other. We design activities around having goals and spaces for reflection. We use PYE's approach to resolve conflicts on the team. It is difficult to keep it going all of the time, but our similar values make it easier to integrate."*



Organizational Capacity-Building

Partner organizations describe how the partnership with PYE helped to build the capacity of their organizations to become youth development leaders in their own community and offer opportunities for future revenue through increased capacity for work and program offerings. *"One of PYE's key ideas is that we start offering training intensives for youth workers from other organizations as well as ours. We have a June training with another organization anticipated. We are delivering it, not PYE. (Uganda)"*

Another interviewee talked about how PYE is helping him build the capacity of his organization to become PYE's program partner in South Africa, *"I have been talking with PYE for support in the process of developing my own organization. They helped me with developing proposals and I have been talking about becoming PYE's partner."*

Lessons Learned & Recommendations

Youth Camps

Youth interaction after camp

Participants report that the camp experience is an overwhelmingly positive one. The extended overnight format fosters intense bonding in a relatively short time period. Youth crave a continued connection to the camp community after the camp is complete. PYE should communicate to partners this consistent youth request, facilitate a conversation about it and how ongoing opportunities for youth can be offered in their region, and make this conversation a standard part of the partnership process. PYE's partners should be thoughtful about how they can offer ongoing programming for youth in their community.

Camp experiences for returning youth

Some youth attend the camp every year from age 14 – 18, so it can be challenging to provide returning youth a meaningful experience every year. Partners would like to learn more from each other, including ideas for new activities that will be stimulating to returning campers.

More opportunities for youth leadership

Camp staff would like more opportunities for youth leadership built into the camp model, especially for returning camp participants. The youth-led activity day, already included in many camps, is an example of a youth leadership opportunity that can be expanded upon to this end. PYE and PYE partners should consider offering a facilitation training and other activities designed to open leadership opportunities for older youth.

Training Youth-Serving Professionals

Creative Community Model network of professionals

PYE training graduates would like to stay connected to the community they form within their workshops. PYE is currently developing an online learning network, but many alumni do not participate in this offering. PYE should further develop its online community, market it to all alumni and assess its strengths while determining what other methods can be used to allow alumni to connect with other professionals that are practicing the Creative Community Model.

Sharing responsibility for training logistics

Though on-the-ground logistics surrounding delivery of trainings and camps based on the Creative Community Model are often the responsibility of the program partner, they impact the quality of the trainings. PYE should continue to support partners to address common logistical challenges so that the environment is sufficiently supportive of learning.

Supporting Partner Organizations

Respect of different cultures

PYE should continue its good work to show respect for different cultures. Partner organizations appreciate that PYE provides customized support for their organization that is tailored to meet the cultural needs of each workplace. The PYE facilitators are described as respectful of other cultures and interested in learning more about them, which helps to engage the staff in adopting the Creative Community Model.

Maintaining momentum for change

PYE should consider how it can better support organizations between visits. Partners describe difficulty maintaining the momentum for making meaningful changes or fully leveraging new skills between visits from PYE facilitators. Partners report that lasting change would be more likely if they had access to a local contact as a resource for addressing issues as they arise and if they had access to more written reference materials.

Gaining local buy-in to the Creative Community Model

Organizations experience challenges in communicating the relevance and value of the Creative Community Model to other groups, including organizations they seek to engage in Creative Facilitation trainings. Interviewees requested that PYE provide example language that can be modified and used on the local level to alleviate this problem.

Securing revenue for PYE partnership

Several interviewees cited the ongoing challenge of finding sustainable funding to bring the Creative Community Model trainings to their communities. Though PYE aims to support some or most of the costs of its services, funding is still a primary concern for partnership organizations and a potential barrier that must be considered in forming future partnerships.

Sustainably Spreading the Creative Community Model Selecting Partners

This evaluation revealed the need for clarified criteria for selecting partners. Concurrently with the evaluation, PYE also identified this need and articulated qualities of an ideal partner. PYE should continue to refine these criteria for a successful partnership and be proactive in finding partners that fit these criteria.

Articulating Stages of Capacity-Building

Partners believe the organizational capacity building would happen more efficiently and be more lasting if PYE articulated the key steps in the capacity building process and intentionally ushered organizations through these stages from initial training to sustained ownership of the Creative Community Model. A clearly articulated process could include defined roles and timeline for the partner staff and PYE facilitators so that transferring ownership of the Creative Community Model and trainings to the partner organization is a smooth process.

Conclusions

The Creative Community Model offers a powerful foundation for designing and delivering quality youth programs.

Arts Empowerment Camps are designed to align with best practices in youth programming. Adult trainings and workshops teach a unique set of tools for creative facilitation and incorporating art-based practices into everyday work.

Partnerships with PYE spark organizational change that leads to improved program delivery practices, renewed energy in the work environment and increased capacity for delivering trainings and camps.

PYE's challenge is to refine the model so that it can sustainably and systematically achieve its mission to spread the Creative Community Model in settings across the globe. By articulating criteria for effective partnerships, building an online presence that can be accessed across the globe and responding to the needs of existing partners, PYE is taking the necessary steps to become a sustainable organization and a leader in promoting arts-based facilitation techniques that empower youth and adults. To continue this momentum, PYE should continue to flexibly adapt the model to meet the needs of their partner organizations and training participants while developing strategic partnerships that develop and strengthen their own capacity as a leader among youth development organizations.

For more information and for a copy of the full report please contact info@pyeglobal.org or visit www.pyeglobal.org.

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Data Sources

Youth Impact Data Sources

Youth Surveys: 224 post-camp surveys were collected in India, England, Canada, Brazil and Uganda.

Camp Facilitator Surveys: 58 post-camp surveys were collected in England, Canada, and Uganda.

Interviews: 17 interviews were conducted with program managers and deliverers.

Observation: A youth camp in the US was observed.

PYE Internal Records: PYE provided estimates of camp attendance.

Partner Program Evaluations: Power of Hope evaluation reports from 2009 were reviewed.

Impacting Youth-Serving Professionals Data Sources

Program Participant Surveys: 655 surveys were collected from participants in PYE trainings for youth-serving professionals in six countries.

Interviews: 17 interviews were conducted with program managers and deliverers at partner sites and with youth workers who attended PYE trainings.

Focus Groups: Two focus groups were conducted with participants of the Heart of Facilitation training – one with current participants and one with alumni.

Observation: One observation of Heart of Facilitation was conducted by evaluators.

Working with Local Organizations Data Sources

Interviews: 17 interviews were conducted with program managers and deliverers at partner sites.

